

Council Review of City Manager

INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a several statements describing a performance standard in that category. For each statement, use the following scale to rank the city manager's performance.

- | | |
|--------------------------|--|
| 5 = Excellent | (almost always exceeds the performance standard) |
| 4 = Above Average | (generally exceeds the performance standard) |
| 3 = Average | (generally meets the performance standard) |
| 2 = Below Average | (usually does not meet the performance standard) |
| 1 = Poor | (rarely meets the performance standard) |

Any item left blank will be interpreted as a score of "3 = Average"

Please leave all pages of this evaluation form attached and initial each page. All the results will be summarized into a performance evaluation to be presented to the City Manager as part of his annual review.

INDIVIDUAL CHARACTERISTICS

- _____ Diligent and thorough in the discharge of duties, a "self-starter"
- _____ Exercises good judgment
- _____ Displays enthusiasm, cooperation, and willingness to adapt
- _____ Exhibits composure, appearance and attitude appropriate for the position
- _____ Is available and in town for important meetings and civic events

PROFESSIONAL SKILLS

- _____ Maintains knowledge of current developments affecting the practice of local government management
- _____ Demonstrates a capacity for innovation and creativity
- _____ Anticipates and analyzes problems to develop effective approaches for solving them
- _____ Willing to try new ideas proposed by Council, staff, or citizens
- _____ Sets a professional example by handling affairs of the office in a fair and impartial manner

RELATIONS WITH ELECTED MEMBERS OF THE CITY COUNCIL

- _____ Carries out directives of the Council as a whole rather than those of any one individual or minority group
- _____ Sets meeting agendas that reflect the wishes of the Council
- _____ Disseminates complete and accurate information to all members in a timely manner
- _____ Assists the Council by facilitating decision making
- _____ Responds well to requests, advice, and constructive criticism

POLICY EXECUTION

- _____ Implements Council's actions in accordance with the intent of the Council
- _____ Supports the actions of the Council after a decision has been reached
- _____ Understands and enforces local government's laws, policies, and ordinances

_____ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness

_____ Offers workable alternatives to the Council for changes in law or policy when an existing policy or ordinance is no longer appropriate

REPORTING

_____ Provides regular information and reports to the Council concerning matters of importance to the local government

_____ Responds in a timely manner to requests from the Council for special reports

_____ Takes the initiative to provide information and recommendations to the Council on matters that are not routine

_____ Reports produced by the manager are accurate, comprehensive, and concise

_____ Produces and handles reports ensuring transparency in governmental affairs

CITIZEN RELATIONS

_____ Responsive to requests from citizens

_____ Demonstrates a dedication to service to the community and its citizens

_____ Supports Council decisions when dealing with the news media

_____ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests

_____ Gives an appropriate effort to maintain citizen satisfaction with city services

STAFFING

- _____ Recruits and retains competent personnel for staff positions
- _____ Applies an appropriate level of supervision to improve any areas of substandard performance
- _____ Stays accurately informed and appropriately concerned about employee relations
- _____ Professionally manages the compensation and benefits plan
- _____ Promotes training and development opportunities for employees at all levels of the organization

SUPERVISION

- _____ Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- _____ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- _____ Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office
- _____ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- _____ Encourages teamwork, innovation, and effective problem-solving among the staff members

FISCAL MANAGEMENT

- _____ Prepares a budget to provide services at a level directed by council
- _____ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- _____ Prepares a budget and budgetary recommendations in an intelligible and accessible format
- _____ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- _____ Appropriately monitors and manages fiscal activities of the organization

COMMUNITY

- _____ Keeps community well informed of all issues facing the city
- _____ Shares responsibility for addressing the difficult issues facing the city
- _____ Supports and fosters civic engagement
- _____ Cooperates with neighboring communities and the county
- _____ Helps the council address future needs and develop adequate plans to address long term trends
- _____ Cooperates with other regional, state and federal government agencies

LEADERSHIP

- _____ Leads by example
- _____ Encourages staff to bring ideas forward
- _____ Facilitates good working relationship among Council members
- _____ Brings forward creative and innovative ideas to the Council

Staff Evaluation of City Manager

INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a several statements describing a behavior standard in that category. For each statement, use the following scale to rank the city manager's performance.

- 5 = Excellent (almost always exceeds the performance standard)
- 4 = Above Average (generally exceeds the performance standard)
- 3 = Average (generally meets the performance standard)
- 2 = Below Average (usually does not meet the performance standard)
- 1 = Poor (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

All the results will be summarized as part of a performance evaluation and presented to the City Manager as part of his annual review. **All responses will be anonymous.**

INDIVIDUAL CHARACTERISTICS

- _____ Exercises good judgment
- _____ Displays enthusiasm, cooperation, and willingness to adapt
- _____ Exhibits composure, appearance and attitude appropriate for the position
- _____ Is available and in town for important meetings and civic events
- _____ Provides guidance and innovation for challenging issues

PROFESSIONAL SKILLS AND STATUS

- _____ Maintains knowledge of current developments affecting the practice of local government management
- _____ Demonstrates a capacity for innovation and creativity
- _____ Anticipates and analyzes problems to develop effective approaches for solutions
- _____ Willing to try new ideas proposed by Council, staff, or citizens
- _____ Sets a professional example by handling affairs of the office in an impartial manner
- _____ Demonstrates thorough knowledge issues and duties of all departments

POLICY EXECUTION

- _____ Supports the actions of the Department after a decision has been reached
- _____ Understands and enforces local government's laws, policies, and ordinances
- _____ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- _____ Offers workable alternatives for changes in law or policy when an existing policy or ordinance is no longer appropriate

REPORTING

- _____ Provides regular information and reports concerning departmental and city matters
- _____ Responds in a timely manner to requests
- _____ Takes initiative to provide information and recommendations on matters brought forward by staff
- _____ Reports produced by the manager are accurate, comprehensive, and concise
- _____ Encourages transparency in all dealings with Council, staff and citizens

CITIZEN RELATIONS

- _____ Responsive to requests from citizens
- _____ Demonstrates a dedication to service to the community and its citizens
- _____ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- _____ Is committed to maintaining citizen satisfaction with city services

STAFFING

- _____ Understands department staffing needs
- _____ Transmits funding and staffing issues effectively

- _____ Stays accurately informed and appropriately concerned about employee relations
- _____ Professionally manages the compensation and benefits plan
- _____ Promotes training and development opportunities for employees at all levels of the organization

SUPERVISION

- _____ Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement
- _____ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls
- _____ Develops and maintains a friendly and informal relationship with the staff and work force
- _____ Provides appropriate direction to staff through annual performance reviews, setting goals and objectives, assessing progress, and providing appropriate feedback
- _____ Encourages teamwork, innovation, and effective problem-solving among the staff members

FISCAL MANAGEMENT

- _____ Prepares a budget to provide services as requested by Council
- _____ Supports staff recommendations for prioritization, allocations, increases, and reductions
- _____ Works with staff to apply reductions equitably among departments, in accordance with a sustainable plan and Council direction
- _____ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- _____ Prepares a budget and budgetary recommendations in an intelligible and accessible format
- _____ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability

- _____ Appropriately monitors and manages fiscal activities of the organization
- _____ Budgetary issues are presented fully and understandably

COMMUNITY

- _____ Keeps community well informed of all issues facing the city
- _____ Shares responsibility for addressing the difficult issues facing the city
- _____ Supports and encourages civic engagement
- _____ Cooperates with neighboring communities and the county
- _____ Cooperates with other regional, state and federal government agencies

LEADERSHIP

- _____ Leads by example
- _____ Encourages staff to bring ideas forward
- _____ Facilitates good working relationship among departments
- _____ Generates and offers creative and innovative ideas
- _____ Encourages and facilitates interaction between Council and staff

GENERAL ASSESSMENT

- _____ Is competent
- _____ Is a good leader
- _____ Encourages innovation and creativity
- _____ Creates a pleasant and safe working environment
- _____ Is supportive of staff
- _____ Is respectful of staff
- _____ Handles issues in a competent and timely manner

Citizen Evaluation of City Manager

INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a several statements describing a behavior standard in that category. For each statement, use the following scale to rank the city manager's performance.

- 5 = Excellent (almost always exceeds the performance standard)
- 4 = Above Average (generally exceeds the performance standard)
- 3 = Average (generally meets the performance standard)
- 2 = Below Average (usually does not meet the performance standard)
- 1 = Poor (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average" If you have insufficient knowledge to evaluate an issue, please put an "NA" in the rating space. All the results will be summarized as part of a performance evaluation and presented to the City Manager as part of his annual review. **All responses will be anonymous.**

INDIVIDUAL CHARACTERISTICS

- _____ Exercises good judgment
- _____ Displays enthusiasm, cooperation, and willingness to listen
- _____ Exhibits composure, appearance and attitude appropriate for the position
- _____ Is readily accessible by phone, e-mail, or in person
- _____ Provides guidance and innovation for challenging issues
- _____ Responds promptly to requests for assistance
- _____ Provides timely and appropriate follow-up

PROFESSIONAL SKILLS AND STATUS

- _____ Maintains knowledge of current developments affecting the city
- _____ Demonstrates a capacity for innovation and creativity
- _____ Anticipates and analyzes problems to develop effective approaches for solutions

- _____ Sets a professional example in dealing with citizen issues
- _____ Demonstrates thorough knowledge issues and duties of all departments

POLICY EXECUTION

- _____ Understands and enforces local government’s laws, policies, and ordinances
- _____ Offers workable alternatives for changes in law or policy when an existing policy or ordinance is no longer appropriate

REPORTING

- _____ Information is provided to the public providing adequate time to respond
- _____ Provides regular information and reports concerning departmental and city matters
- _____ Takes initiative to provide information and recommendations on matters brought to his attention
- _____ Information provided by the manager is accurate, comprehensive, and concise
- _____ Encourages transparency in civic government
- _____ Demonstrates a dedication to service to the community and its citizens
- _____ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- _____ Is committed to maintaining citizen satisfaction with city services

FISCAL MANAGEMENT

- _____ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- _____ Prepares a budget and budgetary recommendations in an intelligible and accessible format
- _____ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability

- _____ Appropriately monitors and manages fiscal activities of the organization
- _____ Budgetary issues are presented fully and understandably

COMMUNITY

- _____ Keeps community well informed of all issues facing the city
- _____ Shares responsibility for addressing the difficult issues facing the city
- _____ Supports and encourages civic engagement
- _____ Cooperates with neighboring communities and the county
- _____ Cooperates with other regional, state and federal government agencies

GENERAL ASSESSMENT

- _____ Is competent
- _____ Encourages innovation and creativity
- _____ Handles issues in a professional and timely manner
- _____ Is responsive and respectful of citizens
- _____ Provides an adequate level of government information to the public
- _____ Is accessible to the public

City Manager Self-Assessment

As part of your performance review, we would like to provide an opportunity for you to give us input regarding your own evaluation your job and the supervision we provide.

1. Please list 3-5 major problems facing the city at this time.
2. Please list 3-5 strengths you feel you bring to this position.
3. Please list 3-5 weaknesses you have in your current position.
4. Please list 3-5 ways in which the Council could assist you in your position.
5. Please list 3-5 failings in the supervisory oversight provided by the Council.
6. Please list 3-5 ideas you would like to implement during the next year.