

CITY OF LAKESIDE
PERFORMANCE EVALUATION
CITY MANAGER
(2022)

PURPOSE

The purpose of the performance evaluation and development report is to increase communication between the City Council and the City Manager concerning the performance of the City Manager in the accomplishment of his assigned duties and responsibilities, and the establishment of specific work-related goals and objectives.

PROCESS

The City Council shall conduct an annual review and evaluation of the City Manager's work performance. The results of such evaluation shall commend areas of good performance and point out areas for improvement. It shall also be the basis for contract extension and compensation decisions.

1. If the criteria, standards and policy directives change, a public process is to be followed as outlined in ORS 192.660(1) (i).
2. Evaluation forms are distributed to all Council members.
3. Each Council member completes the form, signs, dates and returns to the Mayor.
4. The results of the evaluation are tabulated, and a summary of the results of the evaluation forms as submitted to the Council.
5. The Council meets with the City Manager in executive session to review the evaluation, unless the City Manager requests an open hearing.

INSTRUCTIONS

Review the City Manager's work performance for the entire period; try to refrain from basing judgment on recent events or isolated incidents only. Disregard your general impression of the city manager and concentrate on one factor at a time.

Evaluate the city manager on the basis of standards you expect to be met for the job assigned, considering the length of time in the job. Circle the number which most accurately reflects the level of performance for the factor appraised using the rating scale described below. If you did not have an opportunity to observe a factor during this evaluation period, please indicate so in the "N/O" column next to the factor.

CITY MANAGER PERFORMANCE EVALUATION

DATE: _____

RATING SCALE DEFINITIONS (1-5)

Unsatisfactory	(1) The employee's work performance is inadequate and definitely inferior to the standards of performance required for the job. Performance at this level can not be allowed to continue.
Improvement Needed	(2) The employee's work performance does not consistently meet the standards of the position. Serious effort is needed to improve performance.
Meets Job Standards	(3) The employee's work performance consistently meets the standards of the position.
Exceeds Job Standards	(4) The employee's work performance is frequently or consistently above the level of a satisfactory employee, but has not achieved an overall level of outstanding performance.
Outstanding	(5) The employee's work performance is consistently excellent when compared to the standards of the job.
N/O	No Opinion.

I. PERFORMANCE EVALUATION AND ACHIEVEMENTS

1. City Council Relationships

A. Effectively implements policies and programs approved by the City Council.	1	2	3	4	5	N/O
B. Reporting to the City Council is timely, clear, concise and thorough.	1	2	3	4	5	N/O
C. Accepts direction/instructions in a positive manner.	1	2	3	4	5	N/O
D. Effectively aids the City Council in establishing long range goals.	1	2	3	4	5	N/O
E. Keeps the City Council informed of current plans and activities of administration and new developments in technology, legislation, governmental practices and regulations, etc.	1	2	3	4	5	N/O
F. Provides the City Council with clear reports of anticipated issues that could come before the	1	2	3	4	5	N/O

City Council.

G. Accepts constructive criticism and is willing to accept suggestions.	1	2	3	4	5	N/O
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Comments: _____

2. Public Relations

A. Projects a positive public image.	1	2	3	4	5	N/O
B. Is courteous to the public at all times.	1	2	3	4	5	N/O
C. Maintains effective relations with media representatives.	1	2	3	4	5	N/O
D. Projects a competent, professional and service oriented image of the city.	1	2	3	4	5	N/O

Comments: _____

3. Effective Leadership of Staff

A. Delegates appropriate responsibilities.	1	2	3	4	5	N/O
B. Seeks to develop teamwork by City organization.	1	2	3	4	5	N/O
C. Motivates others toward accomplishment of work.	1	2	3	4	5	N/O
D. Uses effective supervisory skills.	1	2	3	4	5	N/O
E. Acknowledges employee accomplishments and gives credit where it is due.	1	2	3	4	5	N/O

Comments: _____

4. Fiscal Management

A. Prepares realistic annual budget.	1	2	3	4	5	N/O
B. Controls expenditures in accordance with approved budget.	1	2	3	4	5	N/O
C. Keeps City Council informed about revenues and expenditures, actual and projected.	1	2	3	4	5	N/O
D. Ensures that the budget addresses the City Council's goals and objectives, including readability.	1	2	3	4	5	N/O
E. Achieves viable balance among various city programs and looks for ways to improve delivery of city services.	1	2	3	4	5	N/O

Comments: _____

5. Communication

A. Verbal communication is clear, concise and articulate.	1	2	3	4	5	N/O
B. Written communications are clear, concise and accurate.	1	2	3	4	5	N/O

Comments: _____

6. Personal Traits

A. Initiative.	1	2	3	4	5	N/O
B. Judgment.	1	2	3	4	5	N/O
C. Fairness and Impartiality.	1	2	3	4	5	N/O
D. Creativity.	1	2	3	4	5	N/O
E. Is flexible in accepting and adjusting to change.	1	2	3	4	5	N/O

Comments: _____

7. Intergovernmental Affairs

A. Maintains effective communication with local, regional, state and federal government agencies.	1	2	3	4	5	N/O
B. Pursues financial resources (grants) from other agencies.	1	2	3	4	5	N/O
C. Contributes to good government through regular participation in local, regional and state committees and organizations.	1	2	3	4	5	N/O
D. Lobbies effectively with legislators and state agencies regarding City programs and projects.	1	2	3	4	5	N/O

Comments: _____

II. ACHIEVEMENTS RELATIVE TO OBJECTIVES FOR THIS EVALUATION PERIOD:

III. SUMMARY RATING

Overall Performance Rating - Considering the results obtained against established performance standards as well as overall job performance, the following rating is provided (circle one):

Unsatisfactory	Improvement Needed	Meets Job Standards	Exceeds Job Standards	Outstanding
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Comments: _____

IV. FUTURE GOALS AND OBJECTIVES

Specific goals and objectives to be achieved in the next evaluation period:

Mayor/City Councilor

(print name)

(signature)

City of LAKESIDE
Performance Appraisal Form

Employee Name:
Job Title/Position:
Department:
Review Date:
Last Review Date:
Time in Current Position:
Employee ID:
Department:

Prepared By

Name (print):
Title:
Signature:

INSTRUCTIONS

For each area put an "X" in the box which, based upon your observation and all pertinent information, best fits the performance of the employee in his/her present position. Appraisers are urged to use the "comment" sections for significant comments descriptive of employee's performance. If additional space is needed, please attach a separate sheet of paper.

Next complete the **Performance Appraisal Profile** and fill in the **Overall Appraisal**.

And last, complete the **Employee Development Plan**.

Job Knowledge: Degree of familiarity with job procedures and equipment essential to the job; ability to be innovative. <i>Tip: Does the employee know and understand the various phases of his/her job and related work assignments, understand how his/her job relates to other departments; know the capacity of the tools and equipment necessary to perform his/her job? Is the employee able to answer questions about his/her work? Consider prior or on-the-job training experience.</i>	1	Has completely mastered all phases of job; can adapt resources and procedures to new tasks.	
	2	Thorough knowledge of most phases of work; handles equipment/tools well.	
	3	General knowledge of most phases of work; adequate use of equipment/tools.	
	4	Insufficient knowledge of some phases of job; does not use equipment/tools well.	
	5	Relies on others constantly; does not know proper use of equipment/tools.	

COMMENTS:

Dependability: Ability to do required jobs properly and accurately with appropriate supervision. <i>Tip: Consider how well the employee can be depended upon to carry out instructions and complete assignments on schedule. Consider the employee's performance on difficult assignments. Does the employee not waste time and stay at his/her job; know when to ask for help; keep supervisor advised of important developments?</i>	1	Self-starter; rarely needs supervision.	
	2	Needs some supervision; dependable on essential job functions.	
	3	Conscientious; requires occasional supervision.	
	4	Needs frequent supervision and reorientation on essential job functions.	
	5	Needs constant supervision.	

COMMENTS:

<p>Quality of Work: Ability to perform work duties correctly and accurately within established time frames.</p> <p><i>Tip: Consider accuracy, neatness, thoroughness, attention to detail and other factors relating to quality. Is the employee careful to avoid errors? Does the employee repeat mistakes or learn from them?</i></p>	1	Exceptional, consistent accuracy; constant attention to detail; very well organized.	
	2	Few errors; usually thorough and attentive; generally neat.	
	3	Acceptable work; generally accurate, however, requires rechecking.	
	4	Does acceptable work but needs more attention to accuracy; sometimes lacks neatness.	
	5	Does poor work; frequently has to redo tasks; tends to be messy.	

COMMENTS:

<p>Quantity of Work: Ability to meet or surpass established goals; the amount of work the employee is able to accomplish in a workday.</p> <p><i>Tip: Consider the degree of difficulty of employee's work responsibilities and other factors such as changes in schedules, interaction with other departments, the need to gather information, etc. Consider output under normal conditions. Does the employee utilize time effectively? Is he/she able to work on several assignments at the same time?</i></p>	1	Never misses deadlines; sometimes ahead of schedule; sets new goals upon task completion.	
	2	Turns out all assigned work; usually makes good use of time.	
	3	Meets most deadlines; occasionally asks for new assignments; needs to improve on use of time.	
	4	Rarely behind in work but does not seek other tasks when job goals are met.	
	5	Has difficulty working with speed; requires constant help to complete assignments.	

COMMENTS:

Adaptability: Ability to learn quickly; ability to adjust to changes in job assignment methods, personnel or surroundings. <i>Tip: Consider the employee's willingness and ability to perform other work in his/her department and the application of current job knowledge to new or unfamiliar work. Does the employee grasp instructions and learn quickly? Is the employee flexible regarding change; work under pressure?</i>	1	Quick to catch on; welcomes new assignments; enthusiastic about present job; welcomes change.	
	2	Learns well and accepts change with a positive attitude; enjoys present job.	
	3	Average learner; seems satisfied with present job; indifferent to change.	
	4	Does not grasp or is forgetful of assignments; dissatisfied with job; doesn't adapt well to change.	
	5	Hasn't adapted well to present job environment; needs extensive additional training.	

COMMENTS:

Judgement: Ability to predict the effects of decisions and consider consequences. <i>Tip: Consider the degree to which the employee obtains the proper number of facts commensurate with the problem before making a decision, how well he/she weighs the facts and alternatives available, his/her ability to discriminate between major and minor factors, and the speed of his/her decision once all the facts are known. Does the employee exercise good common sense?</i>	1	Logical, concise reasoning and almost always predicts effects/consequences of decisions.	
	2	Usually displays logical, concise reasoning and ability to predict effect/consequences of decisions.	
	3	Average ability to predict effect/consequences of decisions; sometimes acts with out thinking ahead.	
	4	Sometimes displays unclear thinking; usually cannot predict effect/consequences of decisions.	
	5	Unclear reasoning; unable to predict effect/consequences of decisions.	

COMMENTS:

Attention to Safety: Desire and ability to avoid injury to him/herself and to co-workers. <i>Tip: Consider the employee's attitude towards safety work rules. Does the employee follow procedures established to promote safety? Does the employee wear required personal protective equipment; recognize and report unsafe working conditions or actions? Consider employee's housekeeping habits – the orderliness and cleanliness of his/her work area.</i>	1	Never ignores safety rules and procedures; never needs reminding; reports unsafe conditions.	
	2	Rarely ignores safety rules and procedures; rarely needs reminding; reports unsafe conditions.	
	3	Sometimes ignores safety rules and procedures.	
	4	Usually ignores safety rules and procedures; needs frequent reminding about safe work habits.	
	5	Almost always ignores safety rules and procedures; needs constant reminding; takes undue risks at work.	

COMMENTS:

Punctuality and Attendance: Degree of being to work on time and returning from breaks on time; days absent from job. <i>Tip: Consider reliability and concern for adherence to work schedule; concern for being "on time."</i>	1	Usually punctual and seldom absent; explanations verify that lateness or absences were unavoidable.	
	2	Rarely late or absent; always has good explanation; makes effort to improve.	
	3	Infrequently late or absent but there is room for improvement; usually has good explanation.	
	4	Often arrives late; irregular attendance; questionable explanations; little effort to improve.	
	5	Frequently arrives late; chronic absenteeism; provides no explanation; no effort to improve.	

COMMENTS:

Interpersonal Skills: Ability to communicate effectively with co-workers and the public; degree to which a positive attitude is shared. <i>Tip: Consider the employee's expressed attitude towards his/her work; tact and cooperation shown in dealing with customers, fellow employees and members of management; the spirit in which assignments are accepted; willingness to work with other employees. The employee is cooperative even when overruled; accepts, supports and appreciates other's points of view.</i>	1	Always give courteous service to both co-workers and public; very effective communicator.	
	2	Gives courteous service to both co-workers and public most of the time; effective communicator.	
	3	Is neutral towards co-workers and public; lacks enthusiasm in communication.	
	4	Tends to be impersonal/uncaring with co-workers and public; at times lacks professionalism.	
	5	Very brusque; displays a negative attitude and is often rude to co-workers and the public.	

COMMENTS:

Appearance: The impression created by employee's grooming and dress. <i>Tip: Consider appropriate grooming and dress for the employees current job position. All employees should maintain good personal hygiene.</i>	1	Takes genuine pride in appearance.	
	2	Presents a favorable appearance.	
	3	Usually neat.	
	4	Often neglectful.	
	5	Usually unkempt, slovenly or careless.	

COMMENTS:

PERFORMANCE APPRAISAL PROFILE

	Job Knowledge	Dependability	Quality	Quantity	Adaptability	Judgement	Safety	Punctuality	Interpersonal	Appearance
Consistently Exceeds	1									
Occasionally Exceeds	2									
Meets all Standards	3									
Occasionally Below	4									
Consistently Below	5									

Instructions: Plot the rating for each area appraised. Then draw a trend line across the graph. This profile should provide a graphic illustration of the employee's performance in their present position.

OVERALL APPRAISAL: Based on the ratings for each individual area appraised and the information obtained from the employee's Performance Review Profile, determine a rating which most accurately indicates the employee's overall performance in their present position.

Comment on any significant accomplishments or achievements which have been considered in the overall appraisal of performance.

1	2	3	4	5

Explanation:

EMPLOYEE DEVELOPMENT PLAN
“WHO IS GOING TO DO WHAT BY WHEN”

Based on the performance appraisal, identify specific needs for improvement in the employee’s job performance and/or plans of the employee’s career development or personal growth. Then list **WHAT** action has been agree upon to be taken by both the employee and the supervisor to bring about the desired performance or results. **BY WHOM** and **BY WHEN**. Also, establish specific dates when progress will be reviewed (**FOLLOW-UP**).

WHAT	BY WHOM	WHAT RESOURCES WILL BE NEEDED	BY WHEN	REVIEW DATES

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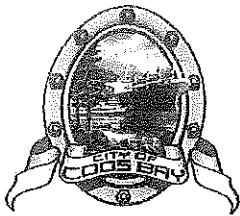
WHAT	BY WHOM	WHAT RESOURCES WILL BE NEEDED	BY WHEN	REVIEW DATES

EMPLOYEE COMMENTS (optional):

Supervisor's Signature

Employee's Signature

(Signature does not indicate agreement with the review's contents, simply that the review has been discussed)



City Lakeside
 915 North Lake Road
 Lakeside Oregon 97449

Annual Performance Review
 Supervisory/Management Staff

GENERAL	FAR EXCEEDS STANDARDS 4 PTS	EXCEEDS STANDARDS 3 PTS	MEETS STANDARDS 2 PT	DOES NOT MEET STANDARDS 1 PT
Public Relations				
Financial Management				
Judgment				
Adaptability, Flexibility				
Planning, Goal Setting				
Job Knowledge				
Communication Skills/Problem Resolution				
Supervision of Others				
Overall Contribution to Operation of the Department				
City Public Service Mission				

Employee Name: _____

Position: _____

Date of Last Appraisal: _____

TOTAL POINTS: _____

MERIT INCREASE: _____

Identify the Employees Principal Strengths:

Identify the Employees Principal Improvement needs:

Performance Summary:

EMPLOYEE COMMENTS: Are you in general agreement with the present appraisal? YES NO If "no", please explain.

Employee's Job Description was provided to me on _____, 20____

This Performance Evaluation was reviewed with me on _____, 20____

 Employee's Signature

 Date Signed

 Immediate Supervisor's Signature

 Date Signed

COMMENTS OF NEXT MANAGEMENT LEVEL:			
Name	Title	Signature	Date

COMMENTS OF CITY MANAGER:			
Name	Title	Signature	Date

CITY OF LAKESIDE
PERFORMANCE EVALUATION
CITY ADMINISTRATOR

PURPOSE

The purpose of the performance evaluation and development report is to increase communication between the City Council and the City Administrator concerning the performance of the City Administrator in the accomplishment of his assigned duties and responsibilities, and the establishment of specific work-related goals and objectives.

PROCESS

The City Council shall conduct an annual review and evaluation of the City Administrator's work performance. The results of such evaluation shall commend areas of good performance and point out areas for improvement. It shall also be the basis for contract extension and compensation decisions.

1. If the criteria, standards and policy directives change, a public process is to be followed as outlined in ORS 192.660(1) (i).
2. Evaluation forms are distributed to all Council members.
3. Each Council member completes the form, signs, dates and returns to the Mayor.
4. The results of the evaluation are tabulated, and a summary of the results of the evaluation forms as submitted to the Council.
5. The Council meets with the City Administrator in executive session to review the evaluation, unless the City Administrator requests an open hearing.

INSTRUCTIONS

Review the City Administrator's work performance for the entire period; try to refrain from basing judgment on recent events or isolated incidents only. Disregard your general impression of the City Administrator and concentrate on one factor at a time.

Evaluate the City Administrator on the basis of standards you expect to be met for the job assigned, considering the length of time in the job. Circle the number which most accurately reflects the level of performance for the factor appraised using the rating scale described below. If you did not have an opportunity to observe a factor during this evaluation period, please indicate so in the "N/O" column next to the factor.

RATING SCALE DEFINITIONS (1-5)

- | | | |
|-----------------------|-----|--|
| Unsatisfactory | (1) | The employee's work performance is inadequate and definitely inferior to the standards of performance required for the job. Performance at this level cannot be allowed to continue. |
| Improvement Needed | (2) | The employee's work performance does not consistently meet the standards of the position. Serious effort is needed to improve performance. |
| Meets Job Standards | (3) | The employee's work performance consistently meets the standards of the position. |
| Exceeds Job Standards | (4) | The employee's work performance is frequently or consistently above the level of a satisfactory employee, but has not achieved an overall level of outstanding performance. |
| Outstanding | (5) | The employee's work performance is consistently excellent when compared to the standards of the job. |
| N/O | | No Opinion. |

Mayor/City Councilor

(print name)

(signature)

(date)

I. PERFORMANCE EVALUATION AND ACHIEVEMENTS

1. City Council Relationships

A. Effectively implements policies and programs approved by the City Council.	1	2	3	4	5	N/O
B. Reporting to the City Council is timely, clear, concise and thorough.	1	2	3	4	5	N/O
C. Accepts direction/instructions in a positive manner.	1	2	3	4	5	N/O
D. Effectively aids the City Council in establishing long range goals.	1	2	3	4	5	N/O
E. Keeps the City Council informed of current plans and activities of administration and new developments in technology, legislation, governmental practices and regulations, etc.	1	2	3	4	5	N/O
F. Provides the City Council with clear reports of anticipated issues that could come before the City Council.	1	2	3	4	5	N/O
G. Accepts constructive criticism and is willing to accept suggestions.	1	2	3	4	5	N/O

Comments: _____

2. Public Relations

A. Projects a positive public image.	1	2	3	4	5	N/O
B. Is courteous to the public at all times.	1	2	3	4	5	N/O
C. Maintains effective relations with media representatives.	1	2	3	4	5	N/O
D. Projects a competent, professional and service oriented image of the city.	1	2	3	4	5	N/O

Comments: _____

3. Effective Leadership of Staff

A. Delegates appropriate responsibilities.	1	2	3	4	5	N/O
B. Seeks to develop teamwork by City organization.	1	2	3	4	5	N/O
C. Motivates others toward accomplishment of work.	1	2	3	4	5	N/O
D. Uses effective supervisory skills.	1	2	3	4	5	N/O
E. Acknowledges employee accomplishments and gives credit where it is due.	1	2	3	4	5	N/O

Comments: _____

4. Fiscal Management

A. Prepares realistic annual budget.	1	2	3	4	5	N/O
B. Controls expenditures in accordance with approved budget.	1	2	3	4	5	N/O
C. Keeps City Council informed about revenues and expenditures, actual and projected.	1	2	3	4	5	N/O
D. Ensures that the budget addresses the City Council's goals and objectives, including readability.	1	2	3	4	5	N/O
E. Achieves viable balance among various city programs and looks for ways to improve delivery of city services.	1	2	3	4	5	N/O

Comments: _____

5. Communication

A. Verbal communication is clear, concise and articulate. 1 2 3 4 5 N/O

B. Written communications are clear, concise and accurate. 1 2 3 4 5 N/O

Comments: _____

6. Personal Traits

A. Initiative.	1	2	3	4	5	N/O
B. Judgment.	1	2	3	4	5	N/O
C. Fairness and Impartiality.	1	2	3	4	5	N/O
D. Creativity.	1	2	3	4	5	N/O
E. Is flexible in accepting and adjusting to change.	1	2	3	4	5	N/O

Comments: _____

7. Intergovernmental Affairs

A. Maintains effective communication with local, regional, state and federal government agencies.	1	2	3	4	5	N/O
B. Pursues financial resources (grants) from other agencies.	1	2	3	4	5	N/O
C. Contributes to good government through regular participation in local, regional and state committees and organizations.	1	2	3	4	5	N/O
D. Lobbies effectively with legislators and state agencies regarding City programs and projects.	1	2	3	4	5	N/O

Comments: _____

II. ACHIEVEMENTS RELATIVE TO OBJECTIVES FOR THIS EVALUATION PERIOD:

Comments: _____

III. SUMMARY RATING

Overall Performance Rating - Considering the results obtained against established performance standards as well as overall job performance, the following rating is provided (circle one):

Unsatisfactory	Improvement Needed	Meets Job Standards	Exceeds Job Standards	Outstanding
----------------	-----------------------	------------------------	--------------------------	-------------

Comments: _____

IV. FUTURE GOALS AND OBJECTIVES

Specific goals and objectives to be achieved in the next evaluation period:

Comments: _____



**CITY OF LAKESIDE
 PERFORMANCE AND DEVELOPMENT EVALUATION
 CITY RECORDER/MANAGER**

I. POLICY

The City Council shall conduct an annual review and evaluation of the City Administrator’s performance. The results of such evaluation shall commend areas of good performance and point out areas for improvement.

The evaluation process shall consist of an assessment of:

1. The City Recorder/Manager’s achievements in implementing specified Council goals over the past year (Performance Objectives).
2. How the City Recorder/Manager performed the job (Performance Standards).

II. EVALUATION CRITERIA AND INSTRUMENT

While admittedly subjective, the numerical rating (1-5) is an effort to quantify the City Council member’s opinions and judgments about a specific management responsibility or skill or relevant personal quality.

A (5) rating represents “Outstanding” performance or behavior, a (3) represents “Satisfactory” and a (1) represents “Needs Improvement”. The (4) and (2) are gradations in between.

The sole purpose of this document is to provide a vehicle to stimulate the communication necessary between the City Recorder/Manager and the Council so the performance of both can be enhanced.

How satisfactory is the City Recorder/Manager’s performance in the following areas?

A. PERFORMANCE OBJECTIVE (Council’s Goal Achievement)

- Systematic and significant progress toward achievement of the Council’s specified goals.
- Documentation and reporting on such to the Council.
- Progress is consistent with goals.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

Comments:

B. PERFORMANCE STANDARDS

B1. COMMUNICATION WITH THE COUNCIL

- Council agenda preparation is thorough and timely.
- Keeps the Council informed on problems, issues and progress on projects.
- Is accessible to contact by Council members.
- City Recorder/Manager and staff reports are thorough and timely.
- City Recorder/Manager makes recommendations where appropriate, but allows the Council to make policy decisions without exerting undue pressure.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

Comments:

B2. PLANNING, ORGANIZING AND EXECUTING WORK

- Develops effective, efficient plans and strategies for the Council's goals, achievement and policy implementation.
- Implements and coordinates plans and daily operations.
- Establishes appropriate administrative and operational priorities.
- Works diligently to develop significant cost-saving measures for City operations.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

Comments:

B3. DECISION MAKING

- Anticipates and advises the Council regarding important foreseeable problems, needs and opportunities.
- Accepts responsibility for making and implementing key administrative decisions.
- Identifies, analyzes and describes important current problems and issues.
- Develops and evaluates alternative solutions.
- Receptive to suggestions. Creative and innovative where appropriate.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

Comments:

B4. BUDGET DEVELOPMENT AND CONTROL

- Proposes in a timely manner a balanced, understandable and well-documented budget.
- Programs budgeted are productive and cost effective.
- Provides effective management and control of the approved budget.
- Oversees investment of cash reserves in prudent, productive programs.
- Financial operations and accounting receive favorable comment from independent auditors and professional agencies.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

Comments:

B5. COMMUNICATION WITH THE PUBLIC

- Is accessible to the public by phone or in the office.
- Is a good listener.
- Is an effective public speaker.
- Makes continuous effort, in speaking and in writing, to educate the public on City problems, programs and operations.
- Communicates the image of a positive and productive citizen's government.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

Comments:

B6. PRESS RELATIONS

- Appropriately handles inquiries from the news media.
- Provides abundant (non-confidential) information.
- Is accurate and articulate.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

Comments:

B7. PERSONAL/PROFESSIONAL DEVELOPMENT

- Knowledgeable about City operations, responsibilities and legal requirements.
- Keeps informed and abreast of latest developments, legislation, and technology available in City affairs.
- Seeks professional growth and development opportunity priorities.
- Participates in the activities of appropriate professional organizations.
- Adheres to high professional ethical standards.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

Comments:

B8. INTERAGENCY RELATIONS

- Communicates and interacts productively with governmental entities at local, regional, state and national levels.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

Comments:

C. MANAGEMENT QUALITIES/SKILLS

C1. INTEGRITY

- Demonstrates honesty.
- Maintains confidences.
- Shows consistency in positions taken on issues, even with different audiences.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

Comments:

C2. SOCIAL SKILLS

- Sensitive to the needs and feelings of others.
- Deals respectfully with others regardless of status.
- Accepts personal differences and develops good rapport with others.
- Uses tact and diplomacy.
- Works effectively with poise to resolve problems under strained and unpleasant conditions.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

Comments:

C3. OPEN-MINDEDNESS

- Flexible.
- Receptive to suggestions.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

Comments:

C4. INNOVATIVE LEADERSHIP

- Is he/she always on the lookout for ways to improve the City?
- Is he/she creative and assertive in seeking new solutions to old problems?
- Does he/she have the capacity, through example, confidence, competence and enthusiasm to inspire and motivate others to achieve their best and fulfill the objectives of this organization?

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

Comments:

D. PREPARATION AND PRESENTATION OF ORAL AND WRITTEN REPORTS

- Written reports, records, etc., are clear, concise and rarely contain errors.
- Information is complete, accurate and timely submitted.
- Oral reports are communicated in a clear, well organized and accurate manner.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

Comments:

E. ASSISTANCE TO SUPERIORS IN FORMULATING CITY ORDINANCES, PROGRAMS AND POLICIES

- Recommendations are supported by relevant and documented evidence, presented in prescribed format and cover designated subjects.
- Recommendations, etc., contain no errors and are submitted at agreed upon time.
- Potential improvements/innovations in operations are identified and recommended.
- Elected officials and/or supervisors are advised of progress on a timely basis.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

Comments:

F. MAJOR EVALUATIVE CONCLUSIONS

Identify below the three most significant accomplishments of the City Recorder/Manager during the past year. Then identify the three most significant areas for improvement of the City Recorder/Manager's performance in the coming year.

ACCOMPLISHMENTS

- 1. _____

- 2. _____

- 3. _____

IMPROVEMENTS

- 1. _____

- 2. _____

- 3. _____

ADDITIONAL/OVERALL COMMENTS

- 1. _____

- 2. _____

- 3. _____

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

B. ASSIGNMENT AND SUPERVISION OF SUBORDINATE PERSONNEL

PERFORMANCE CRITERIA:

- _____ Assignments are made in a fair and impartial manner considering the needs of the department and capabilities of employees.
- _____ Subordinates understand instructions/assignments with few/minor misunderstandings.
- _____ Problems or deviations arising in established plans, schedules and work activities are confronted promptly and corrected or discussed with the appropriate supervisor.
- _____ Desired results are accomplished through subordinate personnel.
- _____ Supervisor is provided with periodic feedback on subordinate's performance.
- _____ **Composite Evaluation Factor**

Cite examples of past performance to support your evaluation.

C. SELECTION, EVALUATION AND TRAINING OF SUBORDINATE PERSONNEL

PERFORMANCE CRITERIA:

- _____ Subordinates receive proper orientation/training/continuing comments of performance.
- _____ Subordinates receive objective evaluation/counseling in line with established procedure with constructive suggestions on performance improvement.
- _____ Subordinates receive equal opportunity to train for promotional positions with developmental needs identified and met.
- _____ Unsatisfactory performance is called to the attention of subordinate, documented and corrective action taken.
- _____ **Composite Evaluation Factor**

Cite examples of past performance to support your evaluation.

D. REGULARITY OF ATTENDANCE AND PUNCTUALITY

PERFORMANCE CRITERIA:

- _____ Delays in starting work at specified time are rare.
- _____ Does not abuse meal periods, coffee breaks, quitting time or special absences.
- _____ Supervisor is given proper notice in advance of absences.
- _____ Sick leave is not abused and is accumulated or use is verified as required.
- _____ Request for sick leave without pay are infrequent and based upon verified needs.
- _____ **Composite Evaluation Factor**

Cite examples of past performance to support your evaluation.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

E. COMMUNICATION/COORDINATION WITH PUBLIC, AGENCIES, AND OTHER WORK GROUPS
PERFORMANCE CRITERIA:

- _____ Assigned personnel coordinate activities with other work units and agencies as needed.
- _____ Work is conducted in a manner which demonstrates efficiency/competence/courtesy.
- _____ Few and only minor problems occur due to poor communications or coordination.
- _____ Problems which occur in work relationships are satisfactorily resolved.
- _____ Corrective action is taken on substantiated complaints.
- _____ **Composite Evaluation Factor**

Cite examples of past performance to support your evaluation.

F. APPLICATION AND ENFORCEMENT OF SAFETY PROCEDURES AND REGULATIONS
PERFORMANCE CRITERIA:

- _____ Safety regulations/procedures communicated and periodically reviewed with subordinate personnel.
- _____ Safety regulation violations are discussed, corrected and/or action taken.
- _____ Safety hazards are identified and corrected or reported.
- _____ Accident reporting procedures are observed and corrective measures taken or recommended to prevent reoccurrence.
- _____ **Composite Evaluation Factor**

Cite examples of past performance to support your evaluation.

G. ADMINISTRATION OF ADMINISTRATIVE POLICY DIRECTIVES, PERSONNEL POLICIES AND RULES
PERFORMANCE CRITERIA:

- _____ Policies/rules are understood, communicated and administered consistently and fairly.
- _____ Grievances/potential grievance situations receive early attention and are thoroughly documented.
- _____ Policy and rule violations are discussed, documented and appropriate action taken.
- _____ Actions which may have ramifications in other work units are reviewed with superiors, employees and the Personnel Department.
- _____ **Composite Evaluation Factor**

Cite examples of past performance to support your evaluation.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

H. CARE AND MAINTENANCE OF FACILITIES, EQUIPMENT AND SUPPLIES

PERFORMANCE CRITERIA:

- _____ Few and only minor losses due to faulty care and maintenance of facilities, equipment and supplies.
- _____ Prescribed maintenance is performed on schedule and records kept current.
- _____ Equipment wear and malfunctions are reported or corrective action is taken.
- _____ Loss or damage of equipment due to carelessness is rare.
- _____ **Composite Evaluation Factor**

Cite examples of past performance to support your evaluation.

I. PREPARATION AND PRESENTATION OF ORAL AND WRITTEN REPORTS

PERFORMANCE CRITERIA:

- _____ Written reports are clear, concise and rarely returned for correction.
- _____ Information on reports is complete and submitted in prescribed format.
- _____ Oral reports are communicated in a clear, concise and accurate manner.
- _____ Reports are furnished on a timely basis without prompting or undue delay.
- _____ **Composite Evaluation Factor**

Cite examples of past performance to support your evaluation.

J. OVERALL APPRAISAL

- 5. Outstanding – Exemplary performance far exceeding performance criteria.
- 4. Exceeds Expectation – Performance exceeds level supervisor normally expects.
- 3. Meets Expectation – Generally meets supervisor expectation on performance criteria.
- 2. Below Expectation – Erratic performance on criteria, falling short of that normally expectedrequires remedial attention.
- 1. Unsatisfactory – Unacceptable performance which must receive immediate attention.

Needs Improvement		Satisfactory		Outstanding
1	2	3	4	5

REMEDIAL ACTIVITIES: Actions which supervisor and employee have agreed upon to correct performance evaluation Below Expectation or Unsatisfactory.

1. _____
2. _____
3. _____

DEVELOPMENT ACTIVITIES: Actions which supervisor and employee have agreed upon to further develop employee capabilities and to prepare for greater responsibility.

1. _____
2. _____
3. _____

STRENGTHS AND WEAKNESSES: Comment briefly on employee's areas of greatest strength and value to the company and on the employee's shortcomings or weaknesses.

1. _____
2. _____
3. _____

Comments of Employee:

Evaluator's Signature

Date

Employee's Signature

Date

Signature indicates only that the evaluation has been reviewed with the employee.



RESOLUTION 2023-13

A RESOLUTION ADOPTING HIRING CRITERIA AND POLICIES FOR THE CITY RECORDER/MANAGER.

WHEREAS, the City of Lakeside wishes to hire a Recorder/Manager; and

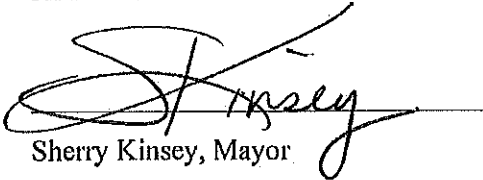
WHEREAS, hiring criteria and policies should be adopted; and

WHEREAS, the attached job description (exhibit A) and advertisement (Exhibit B) will be used as criteria for evaluating candidates for employment; and

NOW, THEREFORE, BE IT RESOLVED, the Lakeside City Council formally adopts exhibits A & B entitled Job Description and Advertisement.

PASSED and ADOPTED by the Lakeside City Council on this 27th day of November by a vote of 60.

APPROVED:


Sherry Kinsey, Mayor

Attest by:

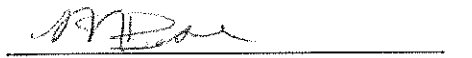

Melissa Bethel, City Recorder/Manager

Exhibit A

City Recorder/Manager Job Description

PURPOSE OF POSITION: Performs as the administrative head of the City government and administers day-to-day operations of the City; plans, organizes, and directs the financial, accounting, and personnel systems; maintains all financial and official records of the City.

ESSENTIAL JOB FUNCTIONS:

- Performs specialized administrative work involving the recording of City Council meetings, and custody of official City records. Processes and signs official documents of the City. Researches and presents information to the Council, assists in deliberations and facilitates decisions. Attends all meetings of the City Council.
- Maintains financial accounting system consistent with accepted municipal accounting principles and practices to provide adequate revenue, expenditure and statistical data for management purposes and to meet statutory requirements; supervises accounts payable/receivable, receipt/disbursement of monies, investment of city funds and transfer of funds; prepares documents for annual and periodic audits.
- Maintains confidentiality of all sensitive materials and information.
- Prepares ordinances and resolutions, subject to City Attorney review, and administers provisions of all ordinances to the satisfaction of the Council.
- Keeps Council advised of the affairs and needs of the City; presents departmental issues and recommendations requiring policy directions or amendments.
- Supervises and evaluates all personnel to effectively train, motivate, and promote a high degree of morale and efficiency; appoint, discipline, and remove City employees except appointees of the Mayor and Council; act as facilitator, liaison, and coordinator to define employee policy, guidelines, and procedures for the City.
- Responsible for all recording, filing, and maintenance of City records, including deeds, easements, bonds, contracts, ordinances, resolutions, leases, and any other legal records or documents; supervise terms of franchises, leases, contracts, permits and privileges granted by the City.
- Prepares and presents annual City budget; provides budget data including projected revenue and expenditure forecasts; ensures all budget notification requirements are met; attends budget meetings as the City's Budget Officer; monitors all department expenditures in relationship to approved budget; implements adopted City budget in accordance with state statutes; establishes controls and programs to ensure the financial integrity of the City.

Exhibit A

- Prepares and maintain personnel and payroll records and reports; maintains and processes worker's compensation, unemployment, insurance and other fringe benefit records.
- Serve as City Elections Officer performing duties as specified by Oregon's Elections laws with respect to elections, including referendum and initiative petitions, candidates for City offices, political parties reporting requirements, measures and tax levy elections.
- Receives citizen's requests; communicates with, responds to, and resolves complaints, conflicts, and questions from citizens, customers, public and private agencies, and staff as it relates to City business.
- Maintains professional and up-to-date official City presence on the internet.
- Represents the City on local, regional or state level committees, groups and organizations; seeks to promote Lakeside positively at all opportunities while maintaining strong partnerships.
- Performs other related duties as Council directs, consistent with the City Charter.

Exhibit B Advertisement

The City of Lakeside is accepting applications for the position of City Manager. Under general direction of the City Council, the City Manager performs general coordination of administrative affairs including personnel, planning, budgeting, purchasing, grant writing and management, public relations, and implements policy established by the City Council. The City Manager plans, organizes, directs, and controls the activities of all City Departments including, Administration/Finance, Public Works, and Library.

The ideal candidate will have thorough knowledge of municipal government organization, powers, functions, and relationships with other governmental jurisdictions. Candidate must also have thorough knowledge of the principles and practices of public administration, particularly as applied to the management of diversified municipal government services, as well as knowledge of the principles and practices of public budgeting, finance and personnel management.

Considerable ability and skill is needed in establishing and maintaining cooperation and harmonious working relationships with City legislative and administrative officials and employees, representatives of business and government organizations, and the general public.

Candidate must be able to develop and prepare effective and complete correspondence and administrative reports. Ability to speak effectively in front of various groups is necessary.

Candidate must be able to analyze complex problems and conduct necessary research in solving them. Candidate must also be able to effectively plan, assign, supervise and review the work of others.

The equivalent of a Bachelor's degree is required in public or business administration, finance, planning or related field. A satisfactory combination of training and experience which demonstrates the knowledge, ability, and skills necessary to perform the duties of this position will be considered.

Pay: 60,000-70,000 DOE

Benefits: City paid insurance and retirement

Closing Date: 5:00 p.m. November 20, 2023

A completed City Application, cover letter and resume are required and should be emailed to manager@cityoflakeside.org. A complete job description and application can be found on the City of Lakeside website: cityoflakeside.org

**A HANDBOOK
FOR EVALUATING
THE CITY MANAGER**



City of Dover, NH

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Introduction

This Handbook has been developed for use by Dover's City Council to help establish and conduct an evaluation process for the City's chief executive officer and the Council's sole employee, the City Manager.

An annual examination of the City Manager's performance is not only required by the City Manager's employment agreement but also because it is important and healthy for an effective council-manager relationship. Ultimately, the City Manager's performance evaluation is an essential tool for promoting more effective decision-making throughout the City organization.

This Handbook first discusses the purpose for completing an evaluation of the Manager's performance, and defines the context within which a performance evaluation takes place. It then outlines a series of steps for an effective performance evaluation process and concludes with other reference materials and a generic evaluation form.

The information presented has been adapted from materials developed by the Oregon League of Cities and includes related resource materials assembled from various publications.

Purpose

Performance evaluation need not be painful for either the Council or its most important and only employee, the City Manager. It should be constructive, providing not only an examination of past performance but guidance for future efforts by the City Manager.

The needs of any city often change over time and priorities are likely to shift with each Council election. As with any employer/employee relationship, an employer has a responsibility to clearly communicate to its employee exactly what it expects and wants. As the employer, each new Council has an obligation to relate to their employee, the Manager, their desire for him or her to focus on particular community needs, projects or priorities.

If conducted properly, a performance evaluation process will be positive and useful for both the Council and Manager. It will:

- allow Council members to become better acquainted with each other and the Manager;
- improve communication between the Council and Manager;
- provide important feedback to the Manager;
- acknowledge strengths and point out weaknesses for the Manager;
- bring problems into focus and reduce future misunderstanding and conflict; and
- Help clarify roles and responsibilities of both the Council and Manager.

There is another purpose for completing the City Manager performance evaluation process. An effective evaluation process can help the Council examine and improve upon its own performance. A Council's success in achieving its goals is tied to the performance of its City

Manager. The City Manager can provide useful feedback and observations to the council about such things as:

- is the Council providing clear direction about its needs, goals, and priorities?
- is the Council fulfilling its role as a policy-making body?
- is the Council becoming too involved in day-to-day administration?

There are numerous methods and techniques that a city council may choose to follow in evaluating their city manager. The process outlined in this Handbook is general in nature and can be adapted to accommodate various needs or circumstances that may arise from time to time. Although there is no "right" way to conduct an evaluation, there is a right way to approach performance evaluations. The City Council's evaluation of the City Manager must be approached as part of an on-going process which strives to allow for a more thoughtful and effective decision-making body and more effective city management.

Context for Performance Evaluation

Council and Manager Roles and Responsibilities. A council and its manager depend on each other. . . the council depends on its manager for a considerable amount of information, and the manager depends on the council to make the best decisions it can after receiving and evaluating that information. Given this dependency, the importance of respect, forthrightness and confidence in the Council-Manager relationship can not be overemphasized.

The original concept behind the council-manager form of government was to separate the policy-making functions, the domain of the elected council, from the administrative functions to be directed by the manager. In reality, the separation of administrative and policy-making functions is not so clear cut. Defining the difference between policy and administration may be the greatest source of confusion and conflict between city councils and a manager.

Before any performance evaluation takes place, a council and its manager should define their respective roles and reach agreement about them. Without a clear understanding of functions and roles, performance evaluation is of little value. The areas of responsibility of the City Council and City Manager are outlined in the City's Charter, Administrative Code and ordinances. These documents should be consulted and provide the basis for further discussions to clarify "what falls where."

Council Goals and Priorities. Goals are a necessary ingredient for success in an organization. To be effective, any organization must have a clear picture of its purpose and what it hopes to achieve, an understanding of what it must do to achieve its purpose, specific goals, and objectives, and a valid method for evaluating its effectiveness in reaching them.

Setting goals has a direct relationship to the Manager's performance. Goals set clear direction and let the Manager know what issues are important to pursue. The council goals, themselves, should not be a part of appraising the Manager's performance. However, the City Manager's professional capacity to take policy direction from the Council and implement the goals is an important ingredient of evaluating the Manager's performance.

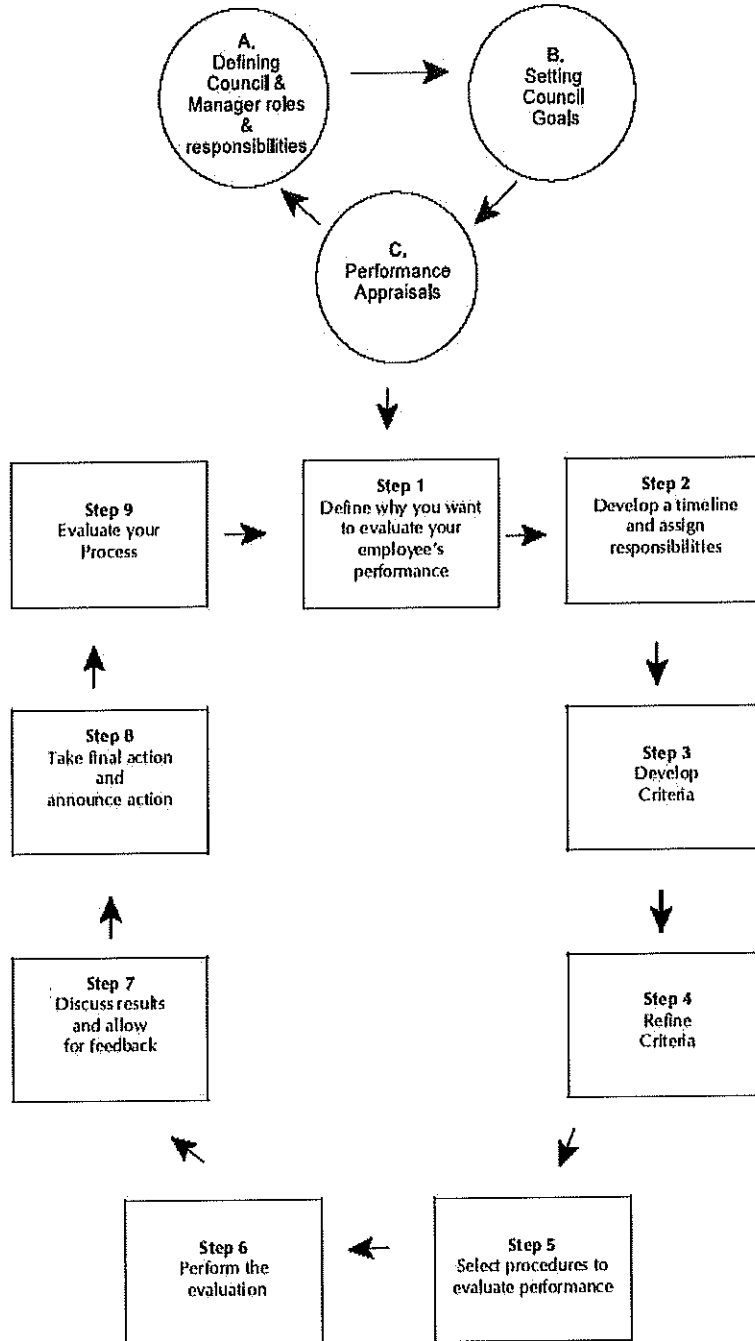
Right to Know Law. In New Hampshire, an evaluation completed by the City Council must occur within the guidelines of the state's Right to Know law, RSA 91-A. The Council and Manager

should review the law and decide whether or not to conduct the process in a public or a non-public session.

The general intent of the Right to Know Law is to provide a statutory right of public access to meetings conducted by a public decision-making body and records maintained by public agencies. There are some specific exceptions when the public may be excluded from attending a meeting involving the body or having access to certain records. One of the specific exemptions relates to personnel related matters involving a public employee.

Regardless of whether the evaluation is conducted in a non-public or open session, the Right to Know Law will dictate certain procedures for meeting notification, recording of minutes and disclosure of decisions made. These procedures should be reviewed by the Council and Manager and followed throughout the evaluation process.

The Performance Evaluation Process



STEP 1: DEFINE CLEARLY WHY YOU WANT TO EVALUATE THE PERFORMANCE OF YOUR EMPLOYEE

There are many reasons for a Council to evaluate the performance of its Manager. Frequently, the Council wants to measure performance and determine salary, or define or improve, the working relationship between the Manager and the Council. Whatever the particular reasons, they should be honest, clear, and understood by the Council, the employee, and the public before launching a performance evaluation process.

Following are examples of objectives that can be established prior to completing the appraisal process:

- To establish and maintain effective Council and City Manager relationships;
- To allow the City Manager and Council to identify and understand their respective roles, relationships, expectations of, and responsibilities, to each other; and
- to allow the discussion of the City Manager's strengths and weaknesses as demonstrated by past performance, away from the decision-making table, and the methods where performance may be improved and crisis confrontations avoided.

STEP 2: DEVELOP A TIME LINE AND ASSIGN RESPONSIBILITIES

A Council which is committed to a good evaluation process will also commit the time necessary to perform each task involved in the process. The entire council should be involved in every step. The Council as a body employs the City Manager and is needed to provide guidance to the City Manager.

A Council may decide to use the services of an outside facilitator to assist in, some or all, phases of the process. Using an outside facilitator has advantages. For example, the facilitator has not been involved in the council-manager relationship or the individual personalities which would likely influence the process. It is also easier for an outside person to keep the process moving along during periods when the Council can otherwise get bogged down.

If you choose not to use an outside facilitator, you should select a leader who will take responsibility for facilitating the evaluation process. This leader could be the Mayor or a designated Council member.

STEP 3: DEVELOP CRITERIA

Once the Council and Manager are comfortable with your respective roles and responsibilities, have adopted goals which are supported by the Council, and are clear about why you're conducting an evaluation, you're ready to move to the next step — selecting the criteria to measure against. Criteria are like yard sticks — they establish standard dimensions by which we can measure progress. Without these yardsticks, evaluations can turn into unfair, unproductive free-for-alls.

Nowadays, employers of all types commonly identify the specific professional competencies and skills employee's need to succeed in any given position. These competencies and skills are used as the criteria for employment related evaluations beginning with an employee's initial recruitment, ongoing training, and subsequent performance evaluations.

Examples of competencies that can be incorporated into an evaluation of the City Manager may be found in the 18 practice areas recognized by International City/County Management

Association as essential for every local government manager. The professional competencies for effective local government management are listed in Appendix A.

Aside from selecting criteria based on professional competencies, do not overlook the Manager's ability to achieve Council goals. If a goal is purely a Council goal, such as Council members being more visible in the community, it would not be fair to add that to the list since it is not something the Manager can implement. However, the Council can look at whether or not the Manager has the professional capacity to help the Council implement its goals.

In developing the criteria to be used for evaluating the City Manager's performance, both the Council and Manager should discuss and agree upon the competencies, skills and expected outcomes necessary for being an effective City Manager. ***The evaluation process will be enhanced if both the entire Council and the Manager are involved from the start in developing the criteria and agreeing on them.*** This is an important area where a facilitator may add value to the evaluation process. A facilitator should be able to assist with identifying and developing evaluation criteria that are specific to the circumstances found in this community.

STEP 4: REFINE CRITERIA

You are now ready to refine the criteria and develop specific questions you want to ask and have answered during the evaluation. It is important to be specific about what you really mean in each category. Again, it is best to refine the criteria with the entire Council and the Manager to ensure categories are not misinterpreted or new performance goals inadvertently added which were not previously defined.

After developing evaluation criteria, refining and expanding upon each is one of the most critical steps in an effective performance appraisal system, and one of the most involved. For each competency and/or responsibility you list, you must be able to answer two questions:

First, "What is the purpose, effect, or desired outcome of this competency/responsibility?"

Second, "How will I know, if and when, this purpose, effect, or desired outcome is being achieved?"

Answers to these questions achieve two important goals: (1) a clear statement of purpose helps assure that individual Council members understand one another's values, ideas, and concerns about the role and functions of the City Manager in city government; and (2) knowing the data and performances that tell you that responsibility is, in fact, being achieved requires that you look for tangible criteria to use in judging managerial performance.

Example:

CRITERIA: Policy Facilitation

What is the purpose, effect, or desired outcome of this responsibility?

To allow the council to function as efficiently and effectively as possible in its interaction with administrative staff members, departments, and the overall guidance of city affairs. To minimize delays, confusion, and conflict generated by incomplete staff work, favoritism,

lobbying, and unprofessional managerial performance. To assist the council in acting as a single body . . . etc.

How will I know, if and when, this purpose, effect, or desired outcome is being achieved?

Availability and timeliness of information requested or needed by the council.
Preparedness for council meetings. Accuracy and thoroughness of information and reports.
Keeping councilors apprised of day-to-day events and information necessary for them to carry out their functions. Impartial and professional interaction with each councilor, regardless of opinions and recommendations . . . etc.

Ultimately, performance appraisal addresses the actions taken by the City Manager to meet the expectations of the Council and the requirements of the position. Performance is action. Appraisal focuses on the effects of that action.

Focusing each criterion by addressing the two questions above will help you in objectively identifying the actions and effects of the City Manager's performance while avoiding the traps of trying to assess subjective characteristics that may not truly be bona fide job requirements.

STEP 5: SELECT PROCEDURES TO EVALUATE PERFORMANCE

After you have specific criteria by which you will evaluate your employee, review them until both the Council and Manager are satisfied with the results.

The next step is deciding how you're going to perform the evaluation. The criteria you've developed may help determine the best way to do it. There are three general approaches to consider: written evaluations, oral evaluations, or a combination of both.

Written Evaluations. This technique allows each person to make all comments in writing. There are several methods used for written evaluations. A combined essay and rating scale is perhaps the most commonly used.

Essays. An essay is a written statement describing the employee's performance. It is most effective when each answer responds to a specific question, topic or criterion. It is least effective when each answer is generally stated and when its relation to criteria is vague and unspecific.

Rating Scales. A rating scale consists of a set of statements about job performance. A scale, either using numbers or adjectives, is used by evaluators to make their judgments.

Combination Essay and Rating Scales. A simple and effective way to perform the evaluation is to develop a rating scale and leave room for additional comments under each criterion. This allows for individuals to use specific examples of what the employee has done. It also helps the Manager understand what the Council thinks more specifically about his or her performance.

Oral Evaluation. Openly discussing the appraisal with the Manager is another technique. As with written evaluations, conversation should center on the criteria you developed and should be conducted by the Council as a group. An advantage of verbal evaluation is that it presents

an opportunity to clear up any misunderstanding about performance in face-to-face settings. However, unlike written evaluations, verbal evaluations do not leave a written record and sometimes lead to confusion at a later time about what was said.

Combination of Written and Oral. A combined written and oral evaluation is probably the most effective method of performing the evaluation. This method allows each individual Council member to evaluate the performance of the Manager in writing and follow up with face-to-face discussion individually and/or preferably collectively as a group.

Whatever technique chosen, it is important to stick to the developed criteria. You are evaluating the performance of an individual in a position. The evaluation is not a free-for-all gripe session, nor is it an awards ceremony; it is important to express legitimate concerns and recognize good performance as well as communicate future expectations.

STEP 6: PERFORM THE EVALUATION

The system for performing the evaluation you have just designed is now in place and ready to use. Make sure you have a definitive schedule set up and a target date for completing the evaluation.

If you have chosen to use a written evaluation technique, the forms should be distributed to individual Council members, requesting that the forms be completed and returned according to the established schedule.

Collecting accurate information according to the criteria you have developed is more difficult for a Council than in an ordinary supervisor-subordinate situation because Council members are not always in a position to observe the employee on a day-to-day basis.

It is certainly not appropriate for Council members to follow the Manager around for a week with a pencil and pad in their hands. But there are several things Council-members can and should do to help ensure that they have accurate information to perform a meaningful evaluation.

The most important thing is to allow enough time to collect information about the Manager's performance. An extended information-collection period will make the entire process a little longer; however, it is well worth spending the additional time to have an effective and productive evaluation. Council members cannot base their judgments on the employee's performance in only 2 or 3 months. Allowing six months after you have developed the criteria may be more appropriate.

Looking over minutes of past meetings may bring to mind projects that the Manager has been responsible for and the outcome of those projects.

Individual Council members may want to make appointments with the Manager to discuss his or her performance. This meeting is not intended to make judgments about his or her performance. Its purpose is to seek information.

Remember, the primary responsibility for Councilors during this phase of the evaluation cycle is to be alert and responsive to data about the Manager's performance. One of the most common errors found in formal employee evaluation systems is, as one manager explained, that they often reflect only the performance just prior to the evaluation session. To avoid this, it

is important for Councilors to document incidents and information throughout the performance cycle that reflect the performances of the City Manager.

Note: It is as important to document outstanding performances as it is to document performances that don't meet with your expectations.

It will be extremely helpful to both the Manager and the Council to use specific examples of performance in the evaluation. Vague generalizations will not help the Manager understand how he or she can improve performance. Specific examples help to illustrate positive and negative comments and put everyone on the same wavelength.

In preparing for discussion of the evaluation results with the Manager, the facilitator of the review session should compile the information from each Council member into one document which reflects all the input. The facilitator should then share the results with the entire Council before it is presented to the Manager. The purpose of sharing the results of the evaluation with the Council is to provide each member with an understanding of the total results. The Council should strive to reach consensus on the report so that each person can feel a part of the result and be comfortable with it. This does not mean that any individual should try to push others into changing their minds about how they filled out the evaluation. But this group discussion will allow each council member to understand how the others feel and what differences need to be resolved. There may be differences in the perceptions of individuals which need further discussion and clarification.

Having one document from the whole council is very important. The entire performance evaluation process has been a group process. It is not appropriate for each Council member to independently pass judgment on the Manager without consensus of the entire Council. The Council has authority and the Manager receives direction only when the Council acts as a body.

STEP 7: DISCUSS RESULTS WITH EMPLOYEE AND ALLOW FOR FEEDBACK

Before you make a final decision about any action as a result of the evaluation, or make any final statement as a Council about the Manager's performance, it is important to discuss the results of the evaluation with the Manager first.

Several things should happen during this discussion. First, you may wish to let the Manager evaluate him or herself. You can give the same rating form or set of questions to the Manager and ask him or her to fill it out according to their own perception of how he or she has performed in the position.

Discuss the areas where there are differences between the Manager and the Council about strengths and weaknesses. There may be misunderstanding among Council members about the Manager's actual performance. Likewise, the Manager may not have understood or may have misinterpreted the Council directives. Try to reach agreement on the areas that need improvement and what types of changes the Council would find acceptable.

A Council that is serious about evaluation should understand that its performance often affects the Manager's performance. The Council should ask the Manager about how the Council's performance has enhanced or hindered the Manager's performance.

STEP 8: AGREE ON FOLLOW-UP STEPS

One of the most important reasons for evaluating the performance of an employee is to acknowledge the employee's strengths and point out areas that need to be improved. Any recommendations or actions the Council takes should be tied to this reason and any others the Council listed in Step 1 of this process.

Nobody is perfect — even the best evaluation will likely show a few things that need improvement and attention. Also, change may be necessary on the part of the Council as well as the Manager.

Remember that the evaluation process is intended to bring out positive change. **Focus on future improvement, not on past performance.**

Agree on the areas that need improvement and the best course of action. The facilitator, if you are using one, may be able to suggest ways to improve performance.

Set up a work program and schedule for workshops or any other methods which will help the Manager and Council improve the identified areas. Stick to the schedule.

Effective performance should be acknowledged. Everyone needs positive reinforcement for good work. The Council should decide how they would like to acknowledge strong performance. But, at the very least, a public statement by the Council should be made supporting and acknowledging the Manager's performance.

STEP 9: EVALUATING YOUR PROCESS

No process is ever complete without an evaluation of what it is you have done. Whether you develop a questionnaire to evaluate the process or have a debriefing session, every individual involved in the process should participate and make recommendations for future use. Here are some questions to get you started:

- What were the positive outcomes?
- What were the negative outcomes?
- Could negative outcomes have been avoided?
- How could you improve the process next time?
- What areas of the process do you and the Manager need to work on?
- Were the criteria fair and objective?
- What have you learned about yourself as an elected or appointed official?
- How did the general public react?

Involve the Manager in this review. He or she may have some valuable insights for the next time.

As a group, try to develop a list of ways you could improve what you have done.

Your Next Steps

Once you have completed this process, you will have done more than evaluate the performance of your employee. You will have defined your roles and responsibilities, set goals, opened up lines of communication, and made significant strides toward increasing your own effectiveness as an elected body.

But don't stop here! Go back and refine your roles; you may have accomplished some of your goals and need to set new ones. If you haven't accomplished them, set deadlines for their accomplishment. It may be time to put another appraisal process together. There may be some Council training and team development sessions needed as a result of reviewing the Council's and Manager's accomplishments. Don't be discouraged if you felt a little uncomfortable or if the process wasn't perfect the first time. This process takes practice and refinement, but it is worth it!

Continue the good work that you have started and watch how positive change can happen.

Appendices

ICMA Recognized Practices for Effective Local Government Management

1. Staff Effectiveness: Promoting the development and performance of staff and employees throughout the organization (requires knowledge of interpersonal relations; skill in motivation techniques; ability to identify others' strengths and weaknesses). Practices that contribute to this core content area are:

COACHING/MENTORING Providing direction, support, and feedback to enable others to meet their full potential (requires knowledge of feedback techniques; ability to assess performance and identify others' developmental needs)

TEAM LEADERSHIP Facilitating teamwork (requires knowledge of team relations; ability to direct and coordinate group efforts; skill in leadership techniques)

EMPOWERMENT Creating a work environment that encourages responsibility and decision making at all organizational levels (requires skill in sharing authority and removing barriers to creativity)

DELEGATING Assigning responsibility to others (requires skill in defining expectations, providing direction and support, and evaluating results)

2. Policy Facilitation: Helping elected officials and other community actors identify, work toward, and achieve common goals and objectives (requires knowledge of group dynamics and political behavior; skill in communication, facilitation, and consensus-building techniques; ability to engage others in identifying issues and outcomes). Practices that contribute to this core content area are:

FACILITATIVE LEADERSHIP Building cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them; recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions (requires knowledge of community actors and their interrelationships)

FACILITATING COUNCIL EFFECTIVENESS Helping elected officials develop a policy agenda that can be implemented effectively and that serves the best interests of the community (requires knowledge of role/authority relationships between elected and appointed officials; skill in responsibly following the lead of others when appropriate; ability to communicate sound information and recommendations)

MEDIATION/NEGOTIATION Acting as a neutral party in the resolution of policy disputes (requires knowledge of mediation/negotiation principles; skill in mediation/negotiation techniques)

3. Functional and Operational Expertise and Planning (a component of Service Delivery Management): Practices that contribute to this core content area are:

FUNCTIONAL/OPERATIONAL EXPERTISE Understanding the basic principles of service delivery in functional areas--e.g., public safety, community and economic development, human and social services, administrative services, public works (requires knowledge of service areas and delivery options)

OPERATIONAL PLANNING Anticipating future needs, organizing work operations, and establishing timetables for work units or projects (requires knowledge of technological advances and changing standards; skill in identifying and understanding trends; skill in predicting the impact of service delivery decisions)

4. Citizen Service (a component of Service Delivery Management): Determining citizen needs and providing responsive, equitable services to the community (requires skill in assessing community needs and allocating resources; knowledge of information gathering techniques)

5. Quality Assurance (a component of Service Delivery Management): Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery (requires knowledge of organizational processes; ability to facilitate organizational improvements; ability to set performance/ productivity standards and objectives and measure results)

6. Initiative, Risk Taking, Vision, Creativity, and Innovation (a component of Strategic Leadership): Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action (requires knowledge of personal leadership style; skill in visioning, shifting perspectives, and identifying options; ability to create an environment that encourages initiative and innovation). Practices that contribute to this core content area are:

INITIATIVE AND RISK TAKING Demonstrating a personal orientation toward action and accepting responsibility for the results; resisting the status quo and removing stumbling blocks that delay progress toward goals and objectives

VISION Conceptualizing an ideal future state and communicating it to the organization and the community

CREATIVITY AND INNOVATION Developing new ideas or practices; applying existing ideas and practices to new situations

7. Technological Literacy (a component of Strategic Leadership): Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access (requires knowledge of technological options and their application)

8. Democratic Advocacy and Citizen Participation: Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community (requires knowledge of democratic principles, political processes, and local government law; skill in group dynamics, communication, and facilitation; ability to appreciate and work with diverse individuals and groups and to follow the community's lead in the democratic process). Practices that contribute to this core content area are:

DEMOCRATIC ADVOCACY Fostering the values and integrity of representative government and local democracy through action and example; ensuring the effective participation of local government in the intergovernmental system (requires knowledge and skill in intergovernmental relations)

CITIZEN PARTICIPATION Recognizing the right of citizens to influence local decisions and promoting active citizen involvement in local governance

9. Diversity: Understanding and valuing the differences among individuals and fostering these values throughout the organization and the community
10. Budgeting: Preparing and administering the budget (requires knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems; skill in communicating financial information)
11. Financial Analysis: Interpreting financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies (requires knowledge of analytical techniques and skill in applying them)
12. Human Resources Management: Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current; ensuring that human resources are adequate to accomplish programmatic objectives (requires knowledge of personnel practices and employee relations law; ability to project workforce needs)
13. Strategic Planning: Positioning the organization and the community for events and circumstances that are anticipated in the future (requires knowledge of long-range and strategic planning techniques; skill in identifying trends that will affect the community; ability to analyze and facilitate policy choices that will benefit the community in the long run)
14. Advocacy and Interpersonal Communication: Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the community interest (requires knowledge of interpersonal and group communication principles; skill in listening, speaking, and writing; ability to persuade without diminishing the views of others). Practices that contribute to this core content area are:
 - ADVOCACY Communicating personal support for policies, programs, or ideals that serve the best interests of the community
 - INTERPERSONAL COMMUNICATION Exchanging verbal and nonverbal messages with others in a way that demonstrates respect for the individual and furthers organizational and community objectives (requires ability to receive verbal and nonverbal cues; skill in selecting the most effective communication method for each interchange)
15. Presentation Skills: Conveying ideas or information effectively to others (requires knowledge of presentation techniques and options; ability to match presentation to audience)
16. Media Relations: Communicating information to the media in a way that increases public understanding of local government issues and activities and builds a positive relationship with the press (requires knowledge of media operations and objectives)
17. Integrity: Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities (requires knowledge of business and personal ethics;

ability to understand issues of ethics and integrity in specific situations). Practices that contribute to this core content area are:

PERSONAL INTEGRITY Demonstrating accountability for personal actions; conducting personal relationships and activities fairly and honestly

PROFESSIONAL INTEGRITY Conducting professional relationships and activities fairly, honestly, legally, and in conformance with the ICMA Code of Ethics (requires knowledge of administrative ethics and specifically the ICMA Code of Ethics)

ORGANIZATIONAL INTEGRITY Fostering ethical behavior throughout the organization through personal example, management practices, and training (requires knowledge of administrative ethics; ability to instill accountability into operations; and ability to communicate ethical standards and guidelines to others)

18. Personal Development: Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity (includes maintaining personal health, living by core values; continuous learning and improvement; and creating interdependent relationships and respect for differences).

"How Are We Doing?"

Evaluating the Performance of the Chief Administrator

Margaret S. Carlson

Picture a governing board meeting at a hectic time of year. Perhaps it is budget season and difficult funding decisions loom. Or the members are still recovering from stinging criticism over a hot community issue. Suddenly, someone says, "Hey, didn't we say last year that we were going to evaluate the manager around this time?" Other members groan inwardly as they envision yet another series of meetings and potential conflict with other board members. One member says, "Everything seems to be going OK. Let's just go ahead and decide on a salary increase now. Is an evaluation really that important?"

Yes.

Evaluating the performance of the chief administrative officer—whether the title is local government manager or health director or school superintendent or social services director—is critically important.

In recent years, jurisdictions increasingly have recognized the importance of a useful performance evaluation system to the overall effectiveness of their organizations. They have taken steps to improve their methods of evaluating line workers, supervi-

**Avoid the
Pitfalls by
Using a
Systematic
Evaluation
Process**

sors, and department heads. But one important individual is frequently overlooked at performance evaluation time: the person who reports to the governing board. Governing boards have a responsibility to get on with that job. This article is designed to show how to evaluate a chief administrative officer who reports to a governing board, for simplicity called here the "manager."

Ironically, the reasons that a manager may not receive a regular performance evaluation are the very reasons that an evaluation can be helpful:

- This individual is in a unique position in the organization.
- He or she serves at the pleasure of the board.
- He or she may frequently receive conflicting messages about priorities and direction from board members.

It is vital for managers to get regular, accurate feedback about whether they are meeting the expectations of the board, but it is unlikely that the organization will have a useful process in place for administrators to get that information in the absence of a well-conceived performance evaluation system.

Conducting an effective evaluation is hard work, but it doesn't have to be a bad experience for the board or the manager. With planning and a commitment to open lines of communication, chances are good that the experience will result in a new level of cooperation and understanding between manager and board and, ultimately, a more effective working relationship.

Common Pitfalls

Both the board and the manager may approach an evaluation with reluctance. Board members will be required to talk openly and honestly about the positive and negative aspects of a person's performance—a difficult task for many people. The manager must be able to receive this feedback in a nondefensive manner, even when it appears that the board is articu-

lating specific performance expectations for the first time, or that the board is focused on the manager's conduct in the most recent crisis, rather than his or her overall performance.

Here are some common problems that boards and managers encounter when they plan for and conduct performance evaluations:

- The board evaluates the manager only when there are serious performance problems, or when all or some of the board members already have decided that they want to fire the manager.
- The board realizes it is time to determine the manager's salary for the upcoming year, and it schedules a performance evaluation for the next meeting without discussing the format or process of the evaluation.
- The discussion during the evaluation is unfocused, with board members disagreeing about *what* the manager was expected to accomplish as well as *whether* the manager met expectations.
- The board excludes the manager from the evaluation discussion.

- The board evaluates only the manager's interactions with and behavior toward *the board*, even though members recognize that this may represent a relatively small portion of the manager's responsibilities.
- The board borrows an evaluation form from another jurisdiction or from a consultant without assuring that the form matches the needs of its own board and manager.

Most of these pitfalls can be avoided by planning and conducting a systematic process for evaluating the manager's performance. A thorough evaluation process, like the one suggested below, contains several essential components (see Figure 1).

A Suggested Evaluation Process

Planning the Evaluation.

1. Agree on the purpose(s) of the evaluation. Typically, boards identify one or more of the following goals when describing the purpose of an evaluation:

- To give the manager feedback on his

Figure 1. Steps in Planning and Conducting an Evaluation Process

Planning the Evaluation.

1. Agree on the purpose(s) of the evaluation.
2. Agree on what the board expects of the manager.
3. Agree on the frequency and timing of the evaluation.
4. Agree on who will be involved.
5. Agree on an evaluation form to be used.

Conducting the Evaluation.

1. Have individual board members complete the evaluation form before the evaluation session.
2. Have the manager do a self-assessment.
3. Agree on a setting for the evaluation discussion.
4. Have the manager present during the evaluation.
5. Consider using a facilitator.
6. Allow sufficient time.
7. Include a portion during which the board evaluates its own performance.
8. Decide on the next steps, and critique the process.

or her performance and to identify areas in which improvement may be needed.

- To clarify and strengthen the relationship between the manager and the board.
- To make a decision about the manager's salary for the upcoming year.

These goals are not incompatible, and it is possible to accomplish all of these tasks at once. However, it is essential that board members and the manager discuss and reach agreement on the purpose of the evaluation before deciding what the rest of the process will be. For example, a board member who thinks the main reason for doing an evaluation is to make a decision about compensation may think that a brief consultation among board members—minus the manager—is sufficient to ensure that no members have any major concerns about the manager's performance. This member also may ask for input from a personnel specialist who can provide information about managers' salaries in comparable jurisdictions. By contrast, a board member whose main interest is improving communication between the board and the manager may suggest a process that includes a conversation between the board and the manager, with the manager present throughout the evaluation.

A board might question whether the manager should be involved in planning the evaluation process, as the evaluation may be seen as the board's responsibility, with the manager as the recipient of the evaluation. Yet most boards want to conduct an evaluation that is helpful to the manager and provides guidance for his or her future actions. Because it can be difficult for the board to anticipate fully what the manager would—or would not—find useful in an evaluation, it is wise to consult with the manager early in the planning process.

For instance, the board may feel that the manager would be uncomfortable hearing board members talk about his or her performance at first hand and so

may design a process that "protects" the manager from hearing any negative feedback. Although the board's motives may be good, such a design may not meet the manager's needs if the manager actually wants to be part of the discussion, negative comments and all. Spending some time talking about the purpose of an evaluation at the beginning of the process will reduce the possibility of misunderstandings and conflicting priorities later on.

2. Agree on what the board expects of the manager. A job is essentially a set of expectations. It is possible to assess whether or not an individual holding that job has met expectations. But an evaluation can be useful only if an earlier discussion has taken place in which the board and manager have outlined expectations for the manager's performance. A board and manager may discuss expectations in conjunction with setting organizational goals for the upcoming year, perhaps as part of an annual retreat.

After setting goals, the board may specify objectives for the manager that define his or her role in meeting these goals. These objectives, then, are the board's expectations concerning the manager. For example, a city council may set a goal of working with agencies and community groups to reduce drug-related crimes in the city. The council may list one or more objectives for the manager related to this goal: identifying groups and agencies that already are working to reduce drug-related crime, forming a partnership that includes members of all relevant groups, or explaining new programs to the local media. If the manager needs clarification of the objectives or has some concerns about his or her ability to meet the board's expectations, these issues are best discussed at the time these objectives are set, rather than a year later, when the board wants to know why its expectations have not been met.

In addition to identifying *what* the board wants the manager to achieve, a board typically has an interest in *how*

the manager achieves these objectives; it expects the manager to have certain knowledge and to exhibit certain skills while performing his or her duties. Expectations about the manager's knowledge and skills also should be articulated by the board. The board may expect the manager, for example, to have oral and written presentation skills that enable him or her to present ideas clearly and concisely to diverse groups. It also may expect the manager to be able to allocate resources in a way that ensures equitable service delivery to citizens and to be able to delegate work effectively and evaluate the performance of his or her staff.

A board's expectations for the manager often represent a mix of general areas of knowledge and skills every manager should possess, as well as specific expectations based on the board's composition, the organization's history, or special features of the city or region. Therefore, it may be helpful for the board to use an existing list of managerial expectations as input for its discussion, then to customize these expectations to fit the needs of the jurisdiction. Many professional organizations—like ICMA—can supply such a list; or the board and manager may contact other communities in their area. Remember that a list of expectations for the manager that comes from a source outside the board is intended to *begin* a discussion of the board's expectations for the manager, not to *replace* this discussion.

3. Agree on the frequency and timing of the evaluation. The board and manager should agree on how often evaluations should be conducted (perhaps once a year) and adhere to that schedule. The timing of the evaluation also should be considered. For instance, the board may wish to have the evaluation cycle and budget cycle coincide and to make decisions about the manager's compensation at such a time. Or, it may choose to conduct the evaluation before the budget process gets under way if it feels that it would not be able to give its full attention to the evaluation during the

months leading up to the adoption of the budget.

The board should avoid scheduling the evaluation just before or after an election. If the evaluation is held too soon after an election, new members may not have had the time they need to gather information about and form a judgment of the manager's performance. Likewise, it is not a good idea to schedule an evaluation just before an election if a change in the composition of the board is expected.

4. *Agree on who will be involved.* All members of the board and the manager should participate in the evaluation (more about the manager's presence at the evaluation, below). The full board's participation is necessary because all members have relevant information about the manager's performance. In addition, during the planning process, the board and manager should consider whether there are other parties who have an important perspective on the manager's performance. A common problem is for the board to focus entirely on the manager's interactions with the board, even though the manager spends only a fraction of his or her time in direct contact with the board.

Although both the board and manager may feel that the perceptions of staff, citizens, and others are important, they may be concerned about how these perceptions will be collected and shared. It is not a good idea for board members to go directly to staff and to poll employees on their views of the managers' strengths and weaknesses. Such actions would put board members in an inappropriate administrative role and may put staff members—including the manager—in an uncomfortable position. Instead, the manager might hold "upward review sessions" with his or her staff in order to receive feedback from subordinates and to report general themes that came out of these sessions as part of his or her self-assessment.

The goal is not to make the manager feel under attack; rather, it is to acknowl-

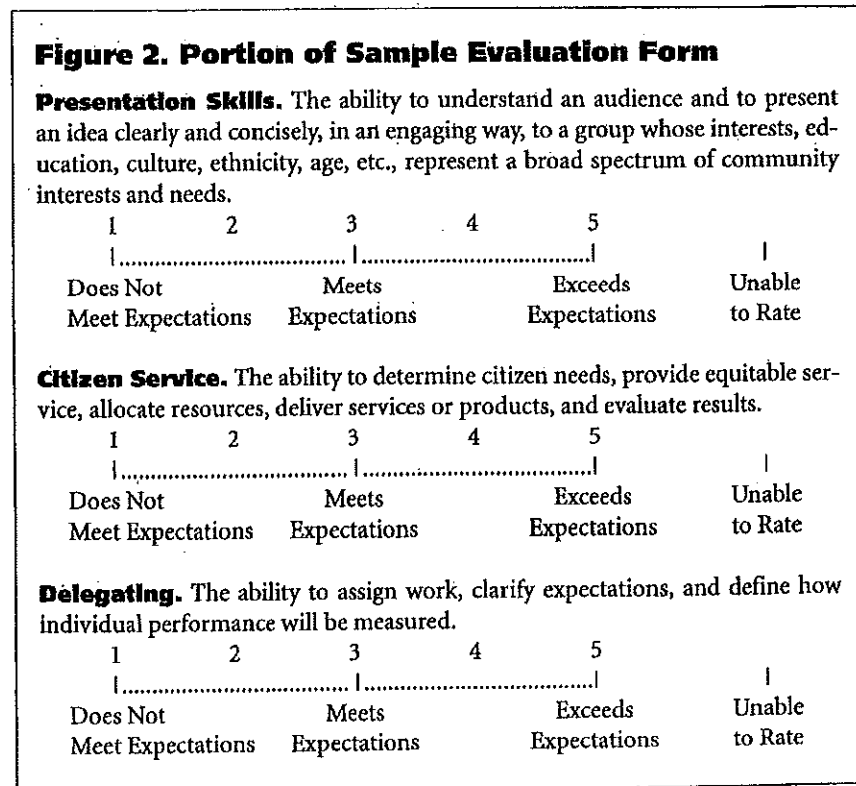
edge that many people may have relevant information about the manager's performance and that the board should not be expected to know everything about the manager's work. If the board and manager choose not to incorporate other sources of information in the evaluation, the board may want to consider omitting performance criteria that it feels unable to judge (such as the coaching and mentoring of subordinates).

5. *Agree on an evaluation form to be used.* Frequently, this is the first step that boards consider when planning an evaluation, and they find it to be a difficult task. However, if the board already has discussed and agreed on what it expects of the manager (see Step 2), agreeing on an evaluation form becomes much easier. It is simply a matter of translating expectations into performance criteria, making sure that the criteria are clear and measurable. For example, three expectations in the area of "knowledge and skills necessary for local government

management" may look like Figure 2.

Following each criterion on the evaluation form is a scale ranging from "does not meet expectations" to "exceeds expectations," with an option of marking "unable to rate." A board may choose to assign numbers to this scale (say, 1 through 5, with 1 corresponding to "does not meet expectations" and 5 corresponding to "exceeds expectations"). But a numerical rating system is less useful in an evaluation of the manager than it is in an organization-wide evaluation of all employees, where standardized comparisons may have some value. In fact, a potential problem with using a numerical rating system is that it is easy to focus on the number as the end in itself, rather than simply a shorthand way to express the evaluation. Thus, a board may discuss at length whether a manager's performance on a given dimension is a 3 or a 4, and perhaps conclude that it is a 3.5, without fully exploring what these numbers represent.

Samples of evaluation forms may be



obtained from ICMA (contact Anthony Crowell by fax, 202/962-3500) and other professional organizations. Again, it is essential for boards and managers to tailor forms to meet their needs.

Conducting the Evaluation.

1. *Have individual board members complete the evaluation form prior to the evaluation session.* Setting aside some time for individual reflection is important preparation for the evaluation session. It reinforces the message that this is an important task, worthy of the board members' attention. Making individual assessments before beginning a group discussion also increases the likelihood that each member will form his or her own opinion without being influenced by the judgments or experiences of other members.

This is not meant to imply that board members cannot change their minds as a result of group discussion; on the contrary, members frequently change their views of a manager's performance as they hear the perspectives of other members and learn information that was not available to them when making their individual assessments.

2. *Have the manager do a self-assessment.* Inviting the manager to assess his or her own performance can add a helpful—and unique—perspective to the evaluation process. In most cases, the manager can simply complete the same evaluation form being used by the board. For the manager, the comparison of the self-assessment with the assessments of others provides an opportunity for insight into his or her own overestimation or underestimation of performance level as compared with the expectations of the board. For the board, hearing how the manager rates his or her own performance (and, more important, how he or she arrived at that rating) can help members gain some insight into whether the board and manager are communicating effectively.

As an example, board members might

rate the manager as not meeting expectations in a given area because a land use study has not been completed. Upon discussion with the manager, however, the board might learn that the study has been completed but not yet been presented to the board. This distinction would be important because it would suggest different areas for improvement. If the manager has not completed the study, the discussion might have focused on the importance of meeting deadlines. Instead, the group could develop strategies for improving communication so that board members will receive information in a timely manner.

3. *Agree on a setting for the evaluation discussion.* The evaluation should be conducted in a setting that is private and comfortable, free from interruptions, and considered neutral by all parties. These are the same characteristics a board may look for in a retreat setting when it meets to develop a long-range plan, discuss roles and responsibilities of new board members, and the like. The idea is to set aside a time and place to address a single topic, away from the pressure of a loaded agenda.

Boards frequently ask whether the manager's evaluation is defined as an open meeting. Because the board is considering the performance of the manager—a public employee—during an evaluation, such a meeting may be held in executive session. According to the North Carolina open-meetings statute, for instance, a public body may hold an executive session to “consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of a public officer or employee.”

4. *Have the manager present during the evaluation.* The above example, in which the board learns important information from the manager during the evaluation, illustrates the benefit of having the manager in the room, playing an active role in the evaluation. A manager present during the discussion can respond

to questions from the board, ask questions, and provide relevant information.

Frequently, a board's first impulse is to exclude the manager from the evaluation session. Some members may be reluctant to share negative feedback in the manager's presence. Other members may fear that the evaluation will turn into an analysis of the manager's handling of a single incident, with the manager defending his or her actions. Still others may want to shield the manager from what they perceive to be unduly harsh criticism from a few board members. These are valid concerns.

However, many of the problems anticipated by the board stem from a lack of planning rather than from the manager's presence at the evaluation; consequently, many of these issues can be addressed in earlier phases of the planning process. For example, a good evaluation form will help ensure that the discussion focuses on job-related behaviors rather than personal traits and will look at the previous year's performance rather than that of the previous week.

Some boards choose to exclude the manager from the evaluation session and select one member to summarize the board's discussion for the manager after the evaluation has been completed. Appointing a “designated spokesperson” to communicate the board's evaluation to the manager is often frustrating for both parties. It is difficult for one person to summarize a complex discussion in an accurate and balanced way, and the spokesperson may end up overemphasizing some points and underemphasizing or eliminating others. To a manager who is seeking feedback and guidance, this one-way communication usually does not give a full picture of the board's perceptions; consequently, the manager may make future decisions that are not consistent with the board's expectations.

Even with a careful planning process, board members still may have concerns about sharing negative feedback with the manager. As described in the next section, a skilled facilitator frequently can diminish these concerns by helping

the group discuss these issues in a constructive way.

After the board has concluded its discussion of the manager's performance, it may wish to excuse the manager while it makes a decision about the manager's compensation. The manager presumably will receive any feedback and guidance from the board before the salary discussion, so his or her presence is not necessary at this point. However, the board should keep in mind that the actual setting of the manager's salary may not be covered under a personnel exception to an open-meetings law, and for this reason this determination should take place in an open session.

5. Consider using a facilitator. A performance evaluation is a complex task, particularly when an entire group is participating in the evaluation. Members may have different views of the manager's past performance or different expectations for the future. Board members also may be reluctant to share negative feedback, or they may be concerned that their feedback will be misinterpreted.

For all of these reasons, it often is helpful to use a facilitator when conducting the evaluation. A facilitator can help the group by monitoring the group's process, while leaving all members free to focus on the task of the evaluation. Facilitators often suggest that groups use a set of ground rules to help them accomplish their work more effectively.

The board might look to local business, civic, and academic leaders for recommendations for qualified facilitators; or it might contact the Institute of Government at the University of North Carolina at Chapel Hill, or the state's association of county commissioners, league of municipalities, school board association, or similar organizations for help in this area.

6. Allow sufficient time. A useful technique for the actual evaluation is a "round robin" format. Each member in turn expresses his or her judgment of the manager's performance on a given

criterion, and the entire group then discusses any differences among individuals' ratings, with the goal of reaching group consensus on the manager's performance in this area before progressing to the next performance criterion. Even with a small board that is in general agreement about the manager's performance, this is a time-consuming process. Therefore, setting aside a full day for the evaluation session is a good idea.

Although this may seem like a lot of time to devote to one issue, the consequences of failing to reach agreement on what the board expects of the manager can ultimately require far more time and energy. The group may wish to divide the evaluation session into two half-days, if that is more manageable (both in terms of scheduling and energy levels).

7. Include a portion in which the board evaluates its own performance. In theory, it is possible for a board to specify expectations for the manager and then to evaluate the degree to which a manager has met these expectations. In practice, however, meeting expectations is usually a two-way street, and it is helpful for a board to examine its own functioning and how it contributes to—or hinders—the manager's effectiveness. In one case, a board set a number of high-priority objectives for the manager to meet, after which individual board members brought new "high-priority" projects to the manager throughout the year. In this case, the board was partly responsible for the manager's failure to meet the expectations initially set by the board.

8. Decide on the next steps, and critique the process. The actual evaluation of the manager's (and the board's) performance may seem like the last step in the evaluation process, but there still are a number of decisions to be made before the next evaluation cycle can begin. The board may wish to have a separate session to make a decision about the manager's compensation. This is also a logical time to talk about expectations and goals for the coming year, and the board

may wish to set a date in the near future when it will set expectations and performance measures in preparation for the next evaluation.

An important final step: Before the evaluation is concluded, all members should assess the evaluation process itself. This self-critique helps the group look at its own process and learn from its experiences in working together. By reflecting on the task just completed, the group frequently identifies components of the process that worked well and aspects that could have been more effective. For example, it may decide that it did not clearly define the manager's role in reaching board goals before the evaluation and resolve to address this lack by a specified date.

A Process, Not an Event

As the steps described here illustrate, the evaluation of a chief administrative officer is a process, not an event. Careful planning and a commitment to communication between the board and the manager throughout the year will greatly facilitate the actual evaluation and increase the likelihood that it will be a valuable experience for all involved.

One last word: Don't let the fear that your board has not laid the proper groundwork prevent you from getting on with the job. You will probably see some things that you would like to change after the first evaluation (and the second, and the third . . .). That is what the self-critique is for. The important thing is to begin the process. Making the evaluation a regular part of the board's work is the best way to ensure its success. **■**

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City Manager's Performance Evaluation Sample Form

Monitoring the performance of the organization and the City Manager are a continual process for the Mayor and Council. This is punctuated by the annual performance appraisal.

The following instrument allows each member of the Mayor and Council an opportunity to evaluate the City Manager based on the following Job Dimensions:

- ✓ Staff Effectiveness
- ✓ Policy Facilitation
- ✓ Service Delivery Management
- ✓ Strategic Leadership
- ✓ Democratic Responsiveness
- ✓ Organizational Planning and Management
- ✓ Communication
- ✓ Integrity
- ✓ Interpersonal Characteristics and Skills
- ✓ Organizational Values
- ✓ Personal Development
- ✓ Self-Mastery
- ✓ Leadership

On each job dimension you are provided the opportunity to rate the relative importance of the dimension from your individual perspective, as well as the performance of the City Manager. Narrative comments are welcomed to provide specific examples, or additional feedback to the City Manager.

The combined feedback from this multi-rater form and the City Manager's self-evaluation will provide a framework for discussion during the annual performance evaluation meeting.

Job Dimension: Staff Effectiveness:

Level of Importance: High Medium Low

Rater	Staff Effectiveness
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Staff is professional and high quality performers; providing reports and services that are timely and complete and contain sound recommendations.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates a commitment to deal with non-performers and hold the organization accountable for results.

Comments:

Job Dimension: Policy Facilitation

Level of Importance: High Medium Low

Rater	Policy Facilitation
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Presents policy-related information completely and accurately.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Respects the role of elected officials in making policy decisions
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Ensures that policy decisions and initiatives are implemented.

Comments:

Job Dimension: Service Delivery Management

Level of Importance: High Medium Low

Rater	Service Delivery Management
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Ensures prompt, courteous and accurate responses to requests from citizens either directly or through the Governing Body.

Comments:

Job Dimension: Strategic Leadership

Level of Importance: High Medium Low

Rater	Strategic Leadership
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Anticipates and positions the organization to address and respond to anticipated events and circumstances.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Accepts responsibility for undesirable results

Comments:

Job Dimension: Democratic Responsiveness

Level of Importance: High Medium Low

Rater	Democratic Responsiveness
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates an appreciation for the unique culture of the community.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Respects and promotes active citizen participation in local governance.

Comments:

Job Dimension: Organizational Planning and Management

Level of Importance: High Medium Low

Rater	Organizational Planning and Management
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Prepares clear, effective, understandable budget.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Manages the allocation of financial resources.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Provides accurate assessment of the fiscal condition of the community.

Comments:

Job Dimension: Communication

Level of Importance: High Medium Low

Rater	Communication
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates a capacity for effective written and oral communication.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Conveys information effectively and matches presentation styles to different audiences.

Comments:

Job Dimension: Integrity

Level of Importance: High Medium Low

Rater	Integrity
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Fosters ethical behaviors.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates integrity in professional relationships.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates accountability for personal actions.

Comments:

Job Dimension: Interpersonal Characteristics and Skills

Level of Importance: High Medium Low

Rater	Interpersonal Characteristics and Skills
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates the ability to work in harmony with others, minimizing conflict, fostering good will within the organization, in external relationships, with the public and other governmental representatives and interest groups..

Comments:

Job Dimension: Organizational Values

Level of Importance: High Medium Low

Rater	Organizational Values
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates and models the organizations values, mission statement, goals and objectives.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	S/he "Walks the Talk!"

Comments:

Job Dimension: Personal Development

Level of Importance: High Medium Low

Rater	Personal Development
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates a commitment to ongoing personal professional development through continued education and training.

Comments:

Job Dimension: Self-Mastery

Level of Importance: High Medium Low

Rater	Self-Mastery
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Demonstrates adaptability and a capability for coping with stress.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Respects the views of others and accepts feedback.
<input type="checkbox"/> No Basis for Rating <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Almost Always Meets Expectations <input type="checkbox"/> Does Not Meet Expectations	Is able to control and manage emotions in conflicts and interactions.

Comments:

REPORT TO THE CITY COUNCIL FROM THE CITY MANAGER

September 3, 2019

Subject: Annual Performance Review of the City Manager.

Background. The Council, in Section 15 of the City Manager Employment Agreement, established annual performance reviews. The evaluation period is Fiscal Year 2018-19, which ran from July 1, 2018 through June 30, 2019.

Discussion. As stated in the Employment Contract, both the City Manager and the City Council shall have the opportunity to consult at such time regarding the City Manager's performance. We have traditionally used the Mid-Willamette Valley Council of Governments (MWVCOG) to facilitate the process. We use the forms that the COG used in the hiring process. In the past, we asked the Executive Director of the MWVCOG to facilitate the process. That means he collects the data and aggregates the scores and comments in a format that does not identify the Council Member. Sean O'Day, Executive Director of the MWVCOG, has agreed to facilitate for us.

I have attached the evaluation forms we used in the past. The first one is a two-page document titled City Manager Performance Evaluation Scoresheet, which lists the nine Evaluation Components and has a page for open-end comments.

The second attachment is titled Performance Evaluation Core Competencies, which defines the nine Evaluation Components.

The third attachment is titled City Manager Performance Evaluation – Personality Traits – Definition of Terms. These were what the Council was looking for when they started a search then interviewed for a manager in 2004. We do not rate people on individual personality traits, but it can be an aide to determining a score on the evaluation components.

A fourth attachment is Resolution 1993-B, A Resolution Establishing Roles and Function of City Officers. This was in the Council packet last February 19th and was a supplement to our discussion of Council Rules.

Recommendation.

1. That the City Council approve Mr. Sean O'Day as the process facilitator for the Manager's performance review for the period of July 1, 2018 through June 30, 2019, and
2. Email the completed forms to Mr. O'Day at soday@mwvcog.org or fax them to him at 503-588-6094, and
3. That the City Council provide the completed information to Mr. O'Day by Monday, October 21st.

Francis D. Sheridan

Francis D. Sheridan
City Manager

Attachments:

1. City Manager Performance Evaluation Scoresheet (2 pages).
2. City Manager Performance Evaluation Core Competencies – Definition of Terms (1 page).
3. City Manager Performance Evaluation Personality Traits – Definition of Terms (1 page).
4. Report to the City Council from the City Manager, dated February 19, 2019, Presentation of Resolution 1993 – B, A Resolution Establishing Roles and Function of City Officers (5 pages).

City Manager Performance Evaluation Scoresheet

Evaluation Components	Unsatisfactory 1	Marginal 2	Satisfactory 3	Distinctive 4	Outstanding 5
Administrative Management					
Fiscal Management					
Employee Relations					
City Council Relations					
Community Relations					
Intergovernmental Relations					
Communications (oral/written)					
Planning					
Leadership					

City Manager Performance Evaluation Scoresheet - Open Comments

City Manager Performance Evaluation Core Competencies - Definition of Terms

Administrative Management	Knowledge of municipal organization and structure
Fiscal Management	Knowledge of public finance and Oregon budget law; ability to prepare City budget; knowledge of federal, state, and non-profit foundation grants and other funding sources
Employee Relations	Knowledge of principles of personnel administration, including labor law and recruitment - termination best management practices
City Council Relations	Ability to keep City Council informed and present all sides of an issue for Council deliberation; ability to accept and support all Council decisions
Community Relations	Ability to communicate positively to citizenry and develop constructive relationship with business community; desire to become involved in community activities
Intergovernmental Relations	Ability to work on behalf of community with other jurisdictions, the County Board of Commissioners and staff, Council of Governments staff, and other federal and state agencies; knowledge of resources available from these organizations
Communications (oral and written)	Public speaking ability; ability to prepare correspondence and reports as necessary
Planning	Familiarity with Oregon land use planning law
Leadership	Ability to project impeccable image that inspires trust from employees, City Council members, and citizenry

City Manager Performance Evaluation Personality Traits - Definition of Terms

Knowledge / Wisdom	Desire for continuous learning; ability to apply what is learned
Presence of mind	Ability control emotions under stress
Creativity / Innovation	Ability to think "outside the box"
Flexibility	Ability adapt to change
Optimism	Ability to say "the glass is half-full" in any situation; attitude of abundance, not scarcity
Honesty / Integrity	Ability inspire trust and create atmosphere of collaboration
Accuracy / Efficiency	Ability to get things done right and on time
Initiative	Ability to act quickly when necessary
Reliability	Ability to "walk the talk"; "say what you mean; mean what you say"
Common Sense	Ability to implement KISS rule ("Keep It Sensible and Simple")
Perseverance / Tenacity	Ability to "keep moving under fire"
Objectivity	Ability to understand all sides of an issue
Tact / Diplomacy	Ability to treat everyone with dignity at all times
Judgment / Effectiveness	Ability to make the right decision
Intuition / Perceptivity	Ability to recognize "hidden opportunities"

REPORT TO THE CITY COUNCIL FROM THE CITY MANAGER

February 19, 2019

Subject: Presentation of Resolution 1993 – B.

Purpose. To provide information to supplement our discussion of Council Rules.

Background. Resolution 1993-B was signed on March 8, 1993. Its purpose is to define and clarify roles and functions of the Council, Mayoralty and City Manager offices.

Discussion. Some of the listed functions are listed in the Charter. Over the years, many of the others have been assimilated into the Municipal Code.

Recommendation. NA.

Francis D. Sheridan

Francis D. Sheridan
City Manager

Attachment: Resolution 1993-B, A Resolution Establishing Roles and Functions of City Officers, (4 pages).

References: None.

RESOLUTION 1993 -- B

A RESOLUTION establishing roles and functions of City officers:

RECITALS:

WHEREAS, pursuant to City Ordinance 66-6, the Council may adopt rules and regulations governing Council deliberations; and

WHEREAS, consistent with City Charter provisions, the Council may assign and delegate administrative roles and responsibilities; and

WHEREAS, the Council desires to define and clarify roles and functions of the Council, Mayoralty and City Manager offices;

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SHERIDAN, OREGON AS FOLLOWS:

Section One. The Council does hereby adopt the definition of roles and responsibilities set forth on Exhibit "A" attached hereto and by this reference made a part hereof.

Section Two. All City ordinances shall be interpreted consistently with the role definitions set forth on Exhibit "A".

PASSED by the Council this 1st day of FEBRUARY, 1993 by the following votes:

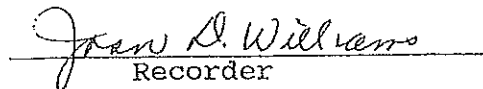
AYES: COUNCI MEMBERS AARON, DEHART, WHITE, LAMBER, FUNK, JOHNSON

NAYS: NONE

APPROVED this 8th day of MARCH, 1993.


MAYOR

ATTEST:


Recorder

MAYOR

1. Presides at Council meetings.
2. Determines order of business.
3. Tie-breaker vote on Council decisions.
4. Appoints committees of the Council (with or without Council consent).
5. Signs approved actions and ordinances of the Council.
6. Chairperson of any Executive Committee created by the Council on administrative matters.
7. Chief spokesperson for the City on matters of approved policy.
8. Participates in policy discussion at Council meetings.
9. Provides leadership for goal setting and long range planning at Council meetings.
10. Receives public input and relays public concerns to Council and City Manager.

COUNCIL

1. Reviews, revises and sets all public policies for the City by Resolution, Ordinance or Directive.
2. Approves adopted City Budget and Amendments thereto.
3. Receives public input and concerns.
4. Acts as land use decision making body.
5. Confirms appointment of department heads by City Manager.
6. Confirms appointments by the Mayor for certain Committees.
7. Undertakes Goal Setting and Long Range Planning activities.
8. Receives reports from City Manager, Committees and department heads.
9. Hires and evaluates performance of City Manager.
10. Approves all disbursements of City funds.
11. Confirms appointments of the City Engineer, City Recorder, City Attorney and Municipal Judge.
12. Participates in Goal Setting and Long Range Planning.
13. Appeals Body for Personnel Matters.

MANAGER

1. Chief Administrative Officer of the City and directly supervises department heads.
2. Manages all City government operations not otherwise specifically delegated by Council action.
3. Responsible for all hiring of City employees subject to personnel policies adopted by the Council.
4. Responsible for all evaluation and promotion of City employees "within track".
5. Responsible for all discipline of employees, including dismissal of employees subject to personnel policies adopted by the Council and consultation with legal counsel.
6. Exercises spending authority for line items approved in adopted budget. Exercises discretionary spending authority of not more than \$1,000.00 for unspecified expenditures with adopted funds. Refers contingency spending items to Council for approval.
7. Reports to the Council and any Executive Committee of the Council. The City Manager is accountable to the Council.
8. Supervises enforcement of all City ordinances in accordance with Council policies and priorities.
9. Participates in goal setting and long range planning.
10. Implements Council goals, priorities and policies.
11. In cooperation with department heads, prepares and proposes City budgets.
12. Responsible for inter-agency interactions and relations.
13. Makes recommendations to the Mayor for appointments.
14. Carries out duties delegated in the City Manager ordinance.
15. Seeks out economic and community development opportunities for Council review and action.

City Council Evaluation of City Manager

Rate the City Manager using the scale below:

Instructions: Review the work performance for the entire period under review; refrain from basing the evaluation solely on recent events or isolated incidents. Disregard your general impressions concentrating instead on each factor, one at a time.

Rating	Description
1	Unsatisfactory performance
2	Requires Improvement
3	Meets Job Description
4	Generally exceeds Job Description
5	Substantially exceeds Job Description
N/O	No Opinion - Did not observe-or-does not apply to this employee

Leadership		
Does employee 1.) inspire others to succeed? 2.) actively promote efficiency in tasks/operations? 3.) demonstrate a high regard for personal ethics and integrity? 4.) help Commissions to focus their work so that it is most useful while encouraging positive relationships and morale	Rating	Comments:

Execution of Policies and Goals		
Does employee 1.) effectively implement policies, programs and goals approved by the City Council? 2.) display an understanding of the laws and ordinances of the city and cause them to be fairly enforced?	Rating	Comments:

Community Relations		
Does employee 1.) represent the City with a positive outlook, tact & diplomacy? 2.) avail themselves to & work well with citizens? 3.) maintain effective relations with media reps? 4.) adequately inform the public of information & events by utilizing various forms of correspondence?	Rating	Comments:

Administrative Duties		
Does employee 1.) demonstrate transparency, efficiency & organization? 2.) adequately prioritize tasks to ensure timelines are met? 3.) communicate clear, concise, and accurate information both verbally & written? 4.) handle HR issues well? 5.) foster a good working environment for staff?	Rating	Comments:

City Council Relations		
Does employee 1.) work well with City Council, making sure adequate info is available prior to meetings? 2.) accept direction/instruction positively? 3.) participate in discussions & make recommendations when appropriate? 4.) avail themselves to meet council members to address individual questions and issues?	Rating	Comments:

Financial Management / Budget		
Does employee 1.) prepare an understandable and realistic budget? 2.) control expenditures in accordance with budget & ensure monies are managed properly? 3.) make sound decisions that consider cost/benefit? 4.) exhibit forward planning for management of cash flow?	Rating	Comments:

Safety		
Does employee 1.) perform tasks with safety of self and others in mind? 2.) limit the City's risk of exposure to liability or other claims? 3.) follow all safety measures expected for the position?	Rating	Comments:

Additional Comments:

Name of Evaluator: _____

Date: _____

Local Focus

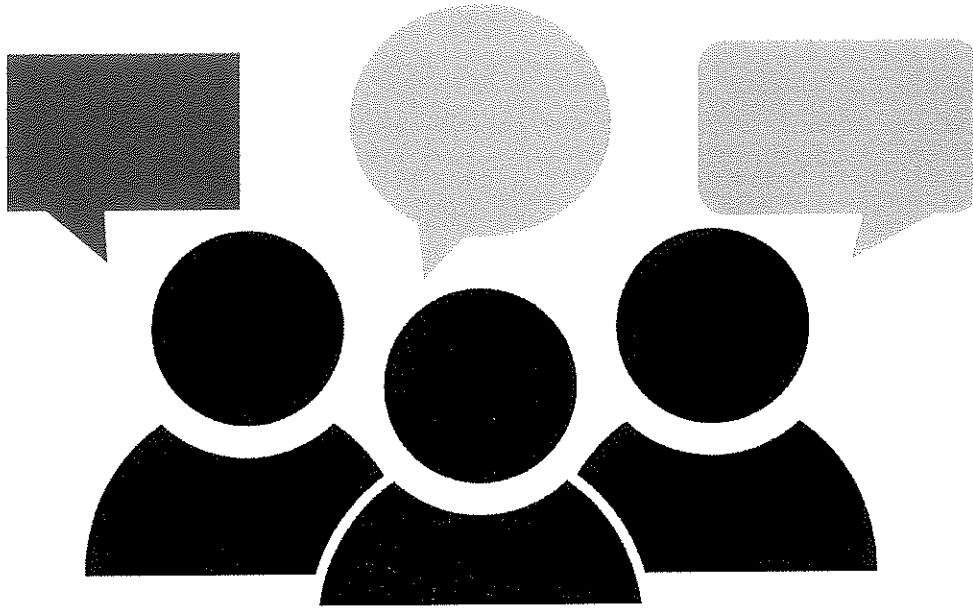


The Magazine of the League of Oregon Cities

FIRST QUARTER 2020

Are You an **EMPLOYER OF CHOICE?**





Are You Still Doing City Manager Performance Evaluations?

And What to Do Instead

By Scott Lazenby, Ph.D., Adjunct Associate Professor, Portland State University

Ken Miller, author of *Extreme Government Makeover*, says to audiences he speaks to: “Raise your hand if you are the person you are today because of your annual performance review.” Most of the time, there are no hands raised. But in one session, a woman did raise her hand. Surprised, he asked her, “You really are the person you are today because of your annual performance evaluation?” She said, “Yes. Of course, I’m cynical and jaded.”

In his book, Miller makes the point that annual performance reviews do far more harm than good, and if you do nothing else, simply quit doing them.

Ken Miller isn’t alone in this opinion. Samuel Culbert has a PhD in clinical psychology and is a professor at UCLA’s Anderson School of Management. In his *Wall Street Journal* article titled “Get Rid of the Performance Review,” Culbert outlines the damage caused by the traditional annual performance review.

In his book by the same name, the first line states, “It’s time to finally put the performance review out of its misery,” and he spends the next 150 pages in a thoughtful argument backing up his assertion. He drives home the point that if the intent is to improve the performance of the individual and the organization, the annual review process in fact does the exact opposite.

Other management scholars and writers have come to the same conclusion. Tom Coens and Mary Jenkins, a labor attorney and personnel professional, wrote a book titled, “Abolishing Performance Appraisals.” Many companies are following their advice, either intentionally or through benign neglect.

Both sets of experts suggest positive alternatives to the annual review, and I’ll return to that in a moment. But first let’s step back and talk about why performance reviews seem to find their way into many city manager employment agreements.

The Role of the City Council

The city council’s role is to set the overall policy direction for the city. But the council is also ultimately accountable to the voters for the effective operation of the city organization. In turn, the council hires a city manager to handle the day-to-day running of the city, and it is entirely appropriate for the council to hold her or him accountable for the performance of the organization. The first tenet of the ICMA Code of Ethics states, “Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.”

But what exactly does a council do to ensure that the city is running well?

First, the council decides who to hire as city manager. This is probably the most important step in the whole process. Continual self-improvement is important and something to strive for. But in reality, a person's ability to manage and lead is basically set on the day they are hired, and it's unreasonable to expect much change there. The skills, abilities and personality of the city manager will always be pretty much what they are when you hire them.

Second, the council does have control over when it's time for the city manager to leave the organization. It's not a decision to be taken lightly, and councils need to face the fact that city managers are just human beings, with strength and weaknesses, so switching out city managers means trading one set of weaknesses for another. But as a profession, we do acknowledge that we serve at the will of the council.

This kind of irreconcilable difference is relatively rare. The default decision should be the same one a city manager has with their department heads, who are also at-will employees: the assumption is that it's a long term relationship, and we'll work together to keep it a healthy one. There is absolutely no need to revisit the issue on an annual basis. It doesn't make sense to treat the CEO as a temporary employee.

The Motivational Power of Council Goals

So how do you take a positive approach, and act as a city council to ensure the city manager's performance meets your expectations? Let's stipulate that the annual performance review isn't the way to do it. What do you do instead?

Samuel Culbert advocates what he calls a "performance preview." It's designed for a one-to-one conversation between an employee and supervisor, but the key elements apply just as well to a larger dialog between the members of the city council and the city manager and staff.

First, the discussion is forward looking, not backward looking. What are actions we will take going forward? What can we do in the future, not what have we done in the past.

Second, it's a two-way dialog, not a top down power play. The question is not only what can the city manager and staff do in the future to make the city operate more effectively, but also what can the city council do to improve the effectiveness of the organization?

“Simply giving [a city manager] goals that are achievable but stretch the organization is the single most effective thing a city council can do to maximize the performance of their manager and staff.”

And this dialog has two components. The first focuses on specific actionable goals for the coming year. They should be grounded first in the council's overall vision for the community, such as "Help build a thriving downtown," or "Take care of our infrastructure." But to be useful in a performance management context, the focus should be on the tactical steps for moving toward these higher goals. Things like, "Create a downtown urban renewal district by September," or "Refer a park bond measure to the voters in November."

You may be thinking, "Wait—this is what we do already in our annual council retreat. There must be more to it than this."

My answer is, "no, there isn't." Because here's a secret I learned in 40 years of working with a lot of other city managers: all of us—well, at least most of us—are very powerfully motivated to please the city councils we work for, and to lead our staff in accomplishing the goals that are set before us. Some of us don't like to be told how to achieve the goals, and good governing boards focus on the ends rather than the means. But simply giving us goals that are achievable but stretch the organization is the *single most effective thing* a city council can do to maximize the performance of their manager and staff.

We're not alone in this. Daniel Pink, in his book *Drive*, summarizes decades of research on human motivation. He identifies the three most powerful motivators for all people: autonomy, mastery and purpose. As a city council, you can push every one of these buttons by saying, "Our common vision is to make our community a better place (purpose), and we can do this if you can help us achieve these goals (mastery), and we leave it up to you and your staff on how to get there (autonomy)."

In my experience, city councils can be pretty good at this. People often run for a city council position to make a difference in the community, and to get things done. It does involve some give and take to reach a consensus when there are competing goals, but it's much more fun to talk about concrete goals than to have endless conversations about nice but operationally useless generalities like transparency, sustainability and equity.

So bottom line, unless the city manager is a total screw-up, the city council can simply skip the performance review, and instead focus on setting clear, achievable and meaningful goals for the city manager and staff.

(continued on page 28)

Critical Conversations

Samuel Culbert's "performance preview" does have a second component. This one is hard enough to implement in a one-to-one relationship between a supervisor and employee, and even more difficult in the context of the many-to-one relationship between the council and manager.

In a nutshell, it focuses on practical things that both parties can do to make the council-staff team work better. Would the council like more reporting on projects or programs? Or is the council getting buried in details? For its part, is the council providing clear direction, and deciding on key policy issues rather than ignoring them? Is the council focusing on the policy and staying out of administration?

This is the most difficult part of the conversation, because it requires the council to not only come to a consensus on what it wants (not always easy), but then to also articulate this consensus as clearly and unambiguously as possible. The book, *Crucial Conversations*, can help here, because as humans, we all tend to be pretty bad at this kind of conversation. Generalities

“For the past six decades, researches have demonstrated over and over that pay is not a motivator.”

like, "The city manager needs to be more assertive," or "The council needs to be more transparent," are useless and a waste of time. It's better to focus on specific actions to be taken. As an example, during my time with the city of Lake Oswego we experimented with a different method of notifying the council when staff members are contacted by the press.

This conversation can occur whenever and as often as needed, and

treated as simply a fairly routine aspect of communicating and working together. Things should not be allowed to fester until some arbitrary calendar date rolls around. Here, Patrick Lencioni's work on effective teams can be useful, and in rare cases, a facilitator trained in these concepts (building an environment of trust that leads to a healthy discussion of conflicting ideas) can help.

But returning to the issue of performance, I believe focusing on goals produces much greater results than a discussion on teambuilding, and I see no problem in skipping it altogether if there isn't a pressing need for it.

Mobilizing your community



Connected communities are strong communities. By advancing our technologies and services, we're helping to create the opportunities that make Oregon a better place to live and work.

When everything works together, your community moves forward.

MOBILIZING
YOUR
WORLD



The Compensation Question

This article would end here, except for one problem. I know that at least one reader might be thinking, "If we don't do an annual performance review, what do we base the city manager's compensation on?" I'll address that here, but it disturbs me that this far into the 21st century we even need to have this conversation.

For the past *six decades*, researches have demonstrated over and over that pay is not a motivator. Let me repeat that. Pay is not a motivator. Let's be more specific. There is no relationship between pay and performance. It's on the bottom of Maslow's triangle, and you won't get staff to come to work for you, or stay with the organization, if compensation is significantly below the market. But once that basic need is met, it just isn't a motivator.

Daniel Pink, in the Ted Talk that is listed in the references below, notes that since this seems counter-intuitive to many people, it is the most researched area in all of management theory. Back in 1968, Frederick Herzberg published an article titled, "One More Time: How Do You Motivate Employees?" and it remains to this day the most reprinted article from the *Harvard Business Review*. (The magazine published the article again recently, and the editor wryly noted, "Herzberg's conclusions don't seem to have fully penetrated the American workplace, if the extraordinary attention still paid to compensation and incentive packages is any indication.") By the way, the answer to Herzberg's question is the same intrinsic motivators that Daniel Pink identifies. Doing a good job is rewarding in and of itself.

So here's how a city council should handle the compensation for the city manager. Do it exactly the same way you do for all your staff: establish a pay range and steps based on where you want your city to be in the larger market. Adjust the range from time to time for changes in the cost of living, like you do for other staff. Occasionally survey the market to make sure you're still in the range you want to be. That's it. There may be some other details in a compensation package, like covering some of the cost of using a private cell phone and car for city business, or matching contributions to a deferred comp account. But these too should be based on the market, and not some kind of performance incentive, like dangling cheese in front of a rat.

Remember, doing a good job and achieving objectives is a very powerful motivator in and of itself. In other research cited below, interfering with this motivator by tying a pay bonus to performance was found to *actually decrease performance*.

Conclusion

First, *stop going through the motions of an annual city manager performance evaluation*. I suspect that many city councils may not be doing them anyway out of benign neglect. If that's the case, they should congratulate themselves for being a well-managed city. A consequence of not doing annual reviews is that the city manager's compensation would, and should, be based on market factors and the requirements of the job.

Second, do establish clear, achievable but stretching goals for the city manager and staff. Will all the goals be met? Of course not: as John Lennon said, "Life is what happens while we're making other plans." But this is the single most important thing a city council can do to make the organization as effective as it can be.

Third, when necessary, have an open two-way discussion on how the city council and staff can improve the team's effectiveness. This conversation should be forward-looking. And it should be a public discussion, since there will be no criticism if it instead focuses on positive steps people can take to work more effectively.

References:

Performance Reviews

Get Rid of the Performance Review! How Companies Can Stop Intimidating, Start Managing—and Focus on What Really Matters. Samuel Culbert, Hachette Book Group 2000.

"Get Rid of the Performance Review! It destroys morale, kills teamwork and hurts the bottom line; And that's just for starters." Samuel Culbert, *Wall Street Journal* Oct. 20, 2008.

Abolishing Performance Appraisals: Why They Backfire and What to do Instead. Tom Coens and Mary Jenkins, Berrett-Koehler Publishers, 2000.

The Importance of Intrinsic vs. Extrinsic Motivation

Drive: The Surprising Truth about What Motivates Us. Daniel Pink, Penguin Books, 2009.

"The Problem of Pay" in *12: The Elements of Great Managing*, Rodd Wagner and James Harter, Gallup Press, 2006.

Ted Talk: *The Puzzle of Motivation*. Daniel Pink.
www.ted.com/talks/dan_pink_on_motivation ■



Dr. Lazenby is the former city manager of Lake Oswego and Sandy. He has a PhD in public administration and policy from Portland State University (PSU) and is currently an adjunct associate professor in PSU's public administration program.



RESOLUTION 2011-020

A RESOLUTION ADOPTING CRITERIA TO BE USED IN THE ANNUAL PERFORMANCE EVALUATION OF THE CITY MANAGER

WHEREAS, Sherwood City Council with the assistance of the City Attorney has developed evaluation criteria for the City Manager' annual reviews; and

WHEREAS, The City Council desires to establish a process for reviewing and evaluating the City Manager's performance; and

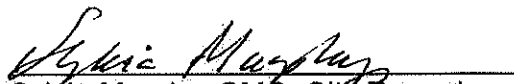
NOW, THEREFORE, THE CITY OF SHERWOOD RESOLVES AS FOLLOWS:

Section 1: The Sherwood City Council shall adopt the attached criteria, Exhibit A to be used in the annual evaluation process for the City Manager.

Duly passed by the City Council this 15th day of March 2011.


Keith S. Mays, Mayor

Attest:


Sylvia Murphy, CMC, City Recorder

City Manager Performance Evaluation

For Period Jan. 2010 thru March 2011

<u>Category</u>	<u>Criteria</u>	<u>Examples</u>		
City Manager Profile				
Resolution 2008-003	integrity and high ethical standards			
	approachable, positive, self-confident attitude			
	receptive to new ideas and change			
	takes innovative yet realistic approach to problem solving, decision making and goal achievement			
	exercise diplomacy/respects confidentiality in professional relationships as appropriate			
	willingness to take calculated risk, mitigate downside, and recover from failures			
	communicates clearly and effectively verbally and in writing			
	desire for continued personal growth and development			
	possesses leadership qualities that inspire staff, Sherwood citizens/business community/and region with trust and respect			
Performance Skills / Knowledge / Responsibilities				
General Skills and Knowledge	strong overall knowledge of city operations, City Code and governing policies			
	Keeping current on professional trends, legislation, public policy, funding opportunities and regulations purchasing rules and regulations			
City Council Relationship	implement Council-approved policies and programs			

Rating - 1 = Low 5 = High

City Manager Performance Evaluation

For Period Jan. 2010 thru March 2011

Category	Criteria	Examples
	aid Council in establishing long range goals	
	keep Council informed of plans/activities of administration and new development with adequate information to make decisions	
	report to Council on a regular basis, accept direction and instruction	
Human Resource Management	knowledge of applicable laws and regulations	
	prompt, effective performance review and goal development	
	skill to communicate City's goals to employees and exercise leadership	
Fiscal Management	prepare realistic annual budget	
	seek efficiency and economy in all departments/programs in accordance with approved budgets	
	keep City bond rating at "A"	
	seek alternative funding sources including grants	
	keep Council abreast of City financial condition	
Visibility / External Relations	effectively handle citizen communications	
	promote transparency of City operations and public information	
	educate public on city problems/operations	
	promote positive image of City of Sherwood	
	maintain contact and good working relations with community groups, other governmental entities and media representatives	
Implementing Council Goals	understanding of and ability to implement Council Goals	

Rating - 1 = Low 5 = High

BEFORE THE CITY OF CANNON BEACH

FOR THE PURPOSE OF APPROVING THE) RESOLUTION NO. 11-13
CITY MANAGER PERFORMANCE)
EVALUATION)

WHEREAS, Richard A. Mays and the City entered into a contract in 2005 whereby Mr. Mays was employed as the Cannon Beach City Manager; and

WHEREAS, the City Manager employment contract calls for the City Council to conduct annual performance evaluations; and

WHEREAS, the City Council adopted criteria for evaluating the City Manager at the June 28, 2011 Special Meeting; and

WHEREAS, the City Council conducted an evaluation at the July 12, 2011 Executive Session.

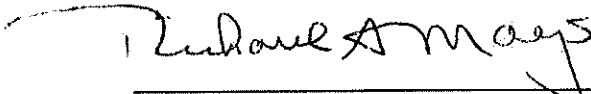
NOW, THEREFORE, BE IT RESOLVED that the Common Council of the City of Cannon Beach does hereby adopt the 2011 City Manager evaluation, attached as Exhibit A.

PASSED by the Common Council of the City of Cannon Beach this 12th day of July, 2011, by the following roll call vote:

YEAS: Councilors: Giasson, Cadwallader, Higgins, Steidel and Mayor Morgan
NAYS: None
EXCUSED: None


Mike Morgan, Mayor

Attest:


Richard A. Mays, City Manager

City Manager Performance Evaluation
 For Period Jan. 2010 thru March 2011

Category	Criteria		Examples	
	facilitate goal setting and Council works sessions to update and complete goals			
	update and develop ordinances to implement Council vision target and foster businesses that will help achieve the vision			
2010-2011 City Council Goals				
Resolution 2010-022				
Public Safety	The City of Sherwood will provide for the safety and security of the community and its citizens			
Infrastructure	The City of Sherwood will provide and maintain infrastructure for its citizens to live, work and play			
Livability	The City of Sherwood will provide opportunity for responsible community development and growth			
Resident Well Being	The City of Sherwood will facilitate the provision of services to encourage a balanced quality of life for its citizens			
Economic Development	The City of Sherwood will promote responsible economic development which benefits the community.			
City Charter Responsibilities				
Resolution 2005-008				
1	Attend all council meetings unless excused by the Mayor and Council			

City Manager Performance Evaluation

For Period Jan. 2010 thru March 2011

<u>Category</u>	<u>Criteria</u>	<u>Examples</u>		
2	Make reports and recommendations to the Mayor and Council about the needs of the City			
3	Administer and enforce all city ordinances, resolutions, franchises, leases, contracts, permits, and other City decisions			
4	Appoint, supervise and remove city employees			
6	Organize city departments and administrative structure			
6	Prepare and administer the annual city budget			
7	Administer city utilities and property			
8	Encourage and support regional and intergovernmental cooperation			
9	Promote cooperation among the Council, staff, and citizens in developing city policies, and building sense of community			
10	Perform other duties as directed by Council			
11	Delegate duties, but remain responsible for acts of all subordinates			

Rating - 1 = Low 5 = High

**City of Cannon Beach
City Manager Evaluation**

Exhibit "A"

- 5: Outstanding – this rating reflects a thorough, efficient, and exceptional effort
- 4: Exceeds Expectations – above average performance, performance in excess of expected results
- 3: Meets Expectations – satisfactory performance, all expectations met
- 2: Needs Improvement – performance is inconsistent and often ineffective
- 1: Unacceptable – performance consistently fails to meet the minimum requirements of the job

Council Goals	Avg.
Assists the Council to set annual and longer-term goals for the Council and the City	4.00
Assists the Council in periodic evaluation of progress toward accomplishment of the goals during the course of the year	3.00
Helps the Council accomplish its goals especially in carrying out responsibilities assigned to the City Manager and Staff	4.00
Council Goals Overall	3.67

Administrative Skills	Avg.
Exhibits effective written and oral communications with the Council, employees and members of the community	3.50
Shows an open, collaborative personal style with the ability to make difficult decisions when necessary	3.50
Computer literate; up to date with appropriate use of technology to make government more accessible to people and to leverage city resources creating greater efficiency and effectiveness	3.25
Demonstrates and effectively uses specific skills in the areas of Oregon land use laws, Oregon municipal finance, design review processes, tourist communities, and Oregon Public Meetings law	3.25
Administrative Skills Overall	3.38

**City of Cannon Beach
City Manager Evaluation**

Community Relations	Avg.
The City Manager is approachable by all citizens, impartial, respectful to everyone, and able to get along with a wide variety of personalities and individual styles	3.75
Maintains good, supportive relationships with volunteers and volunteer city committees such as the Planning Commission	3.67
Works proactively and collaboratively with the business community, individual homeowners, and other community organizations including the Chamber of Commerce, arts and historical associations, environmental and other groups	3.75
Demonstrates an appreciation for the arts, the natural resources of the coast and other natural features of the region	4.25
The City Manager, serving as the primary contact for news media, maintains productive and positive press relations	4.00
Community Relations Overall	3.88

Council Relations	Avg.
The Council and each Council member is fully informed of current and future issues	3.75
Maintains a positive, collaborative relationship with all councilors; has an open door policy with elected leaders	3.75
Creative and taking the initiative on issues, but closes rank with the Council and follows its direction	4.00
Good sense of humor, not "thin-skinned" or likely to have feelings easily hurt	3.25
Council Relations Overall	3.69

RESOLUTION NO. 910

A RESOLUTION ESTABLISHING THE CRITERIA AND PROCESS TO BE USED BY THE STAYTON CITY COUNCIL IN THEIR ANNUAL EVALUATION OF THE CITY ADMINISTRATOR.

WHEREAS, the Stayton City Council wishes to establish criteria to evaluate the City Administrator.

NOW, THEREFORE,

BE IT RESOLVED that 1) the attached evaluation criteria and process is hereby adopted; and 2) Resolution No. 679 is hereby repealed.

This Resolution shall become effective upon its adoption by the Stayton City Council.

ADOPTED BY THE STAYTON CITY COUNCIL this 21st day of January, 2014.

CITY OF STAYTON

Signed: Jan 21, 2014

By: Henry Potter
Henry Potter, Council President

Signed: 1/22, 2014

ATTEST: Christine Shaffer
Christine Shaffer, Interim City Administrator

APPROVED AS TO FORM:

David A. Rhoten
David A. Rhoten, City Attorney

City of Stayton
City Administrator Evaluation

1. OBJECTIVES

- A. Qualitatively measure the Administrator's performance.
- B. Assist the Administrator by providing direction and by identifying the City Council's expectations.
- C. Identify and re-establish the City Council/Administrator roles.
- D. Identify and reinforce positive aspects of the Administrators performance.

2. EVALUATION PROCESS

- A. Blank Evaluation sheets provided to Mayor, City Council, and Administrator.
- B. Mayor, City Council, and Administrator complete evaluation sheets, including comments if desired.
- C. Mayor or Council President (if so directed by the Mayor), receives all worksheets, papers, and notes prepared by Mayor and individual City Council members and prepares a composite evaluation. These documents shall be available to City Council members upon request. Mayor shall collect all documents prior to everyone leaving the meeting at which the evaluation is reviewed.
- D. Within two (2) weeks, Administrator meets with Mayor and City Council to discuss evaluate and compare composite evaluation with the Administrator's self-evaluation. Composite evaluation may be modified based upon input from Administrator. Evaluation finalized: 1 copy for personnel file; 1 copy for Administrator. The mayor and City Council shall subsequently have free access to the personnel file copy.
- E. Follow-up scheduled within (90) days to review progress on areas identified as needing improvement.

City Administrator Evaluation Form

Please complete all the fields below. If a "NI=Needs Improvement" response is given, then a general comment must also be provided to give the City Administrator feedback.

I. LEADERSHIP

Rate the ability of the City Administrator to inspire, encourage, and facilitate the activities of subordinates and peers to achieve City goals. Consider the degree of ingenuity demonstrated in seeking proactive solutions and assuming responsibility for outcomes, as well as creativity, resourcefulness, and communicating in a manner that inspires confidence or builds support.

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Takes a Proactive approach to issues.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Offers new motivation, ideas, processes, and procedures to Council, staff, and the public.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Provides mentoring and coaching to key staff.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Understands his staff's strengths and shapes programs around those.				

General Comments:

II. FISCAL MANAGEMENT AND BUDGETING

Rate the City Administrator's ability to prepare an operating and a capital budget, be responsible for (or delegate) purchasing, ensure the collection of revenues, administer the financial affairs of the City, and prepare reports to Council to keep members abreast of the City's financial condition, per the City's Charter.

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Ensures purchasing policies are followed and informs Council when revisions are needed.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Prepares realistic and understandable budget documents.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Operates the City's finances in compliance with generally accepted accounting principals.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Maximizes all efforts to collect taxes and other revenues and seeks new revenue sources.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Manages the budget within the confines of what the Council adopted.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Makes the best use of available funds, conscious of the need to operate the City efficiently and effectively.				

General Comments:

III. SERVICE DELIVERY AND ADMINISTRATION

Rate the ability of the City Administrator to supervise the administrative affairs of the City to include staffing, the management of the departments, and the provision of City services. Basically, the ability to run the City.

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Ensures the public receives City services efficiently and effectively.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Enforces laws and policies adopted by the Council and the state.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Manages resources appropriately to assist staff in performing their duties.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Responds appropriately to citizen and employee suggestions and/or concerns.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Responsive in completion of duties.				

General Comments:

IV. CITIZEN AND COMMUNITY RELATIONS

Rate the effectiveness of the City Administrator in dealing with the citizens, the public, intergovernmental agencies, businesses and non-profits. Is fair, responsive, professional, polite, open, skillful with the media, cooperative, and listens.

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Gives attention to concerns and opinions of community groups and individuals.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Uses sensitivity, diplomacy, and empathy when dealing with the public.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Interacts effectively with federal, state, and other local government representatives to achieve potential benefit for the City.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Demonstrates openness, receptiveness, and approachability in both formal and informal situations.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Deals effectively with the media.				

General Comments:

V. PERSONAL AND PROFESSIONAL QUALITIES

Evaluate the character of the City Administrator in dealing with employees, the Council, and the public. Also, evaluate his/her dedication to professional development, time management, problem solving, and decision making skills in relation to the ICMA Code of Ethics.

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Projects a positive personal and professional image.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Has a complete professional integrity and adheres by the ICMA Code of Ethics.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Demonstrates continuous professional development.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Works toward gaining and maintaining the respect and support of staff.				

General Comments:

VI. CITY COUNCIL RELATIONS

Rate the effectiveness of the City Administrator in dealing with Council members including prompt, thorough and complete information provided equally to all Council members; the lack of surprises on behalf of Council members; availability; tact; responsiveness; and how well he/she successfully interprets the direction and intent of Council.

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Progress toward accomplishing established goals set by the City Administrator and the City Council.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Assists by facilitating decision making without overstepping authority.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Disseminates complete and accurate information equally to all members in a timely manner.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Appropriately responds to requests, advice, and constructive criticism.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Presents multiple options for Council to consider.				

General Comments:

	Needs Improvement	Fully Meets Expectations	Exceeds Expectations	No Observation or too early to tell
Keeps the Council informed of administrative developments.				

General Comments:

VII. ADDITIONAL NARRATIVE - LOOKING AHEAD

What would you identify as the manager's strength(s), expressed in terms of the principal results achieved during the rating period?

What performance area(s) would you identify as most critical for improvement?

What constructive suggestions or assistance can you offer the City Administrator to enhance performance?

What other comments do you have for the City Administrator (eg. Priorities, expectations, goals, or objectives for the new rating period)?

Please provide recommendations and comments on a possible change in compensations and / or a contract extension beyond the current expiration date.

Please enter your name: