

City Manager Evaluations: The Good, The Bad and The Ugly

League of California Cities

City Managers' Department Conference

February 9, 2017

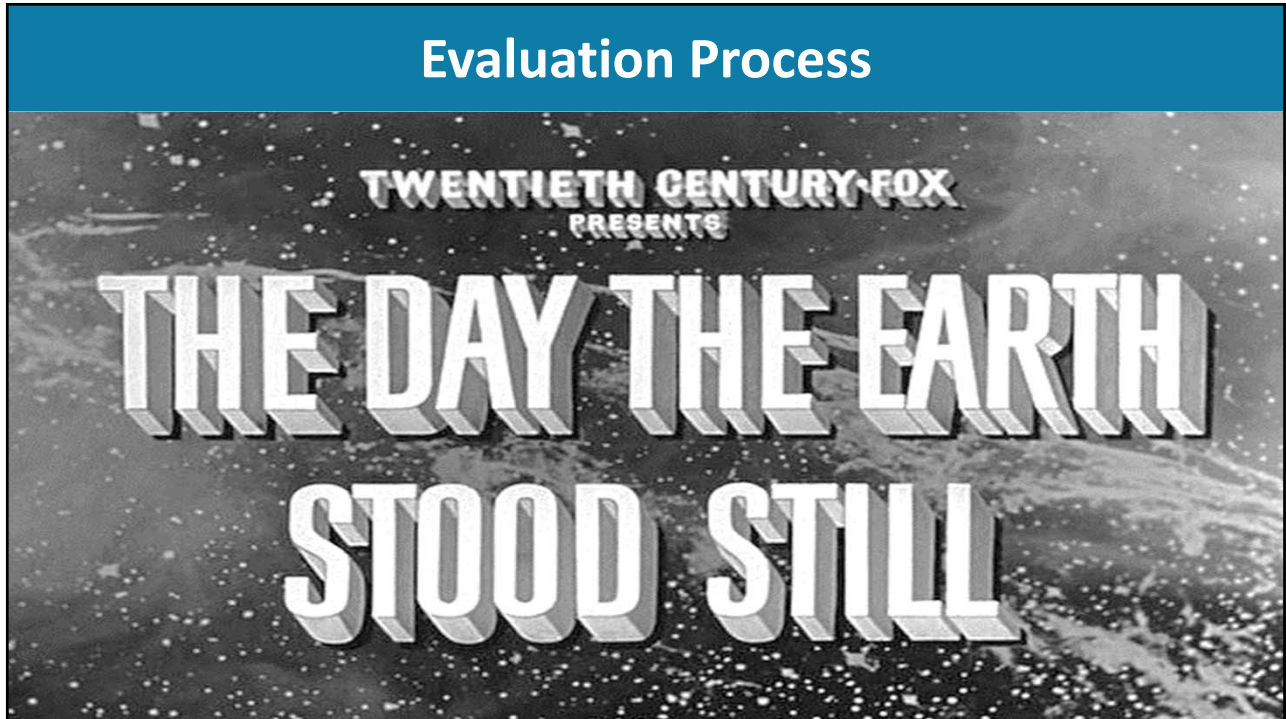
Management
Partners



Evaluation Process

TWENTIETH CENTURY FOX
PRESENTS

THE DAY THE EARTH
STOOD STILL



Why Put Yourself Through It?

Ensure you and the Council work from the same priorities and assumptions

Do course corrections if needed

Get useful feedback you can do something about

Strengthen the Council/City Manager relationship

Don't wait until the storm is brewing...

**Courage is being scared to death – and saddling up anyway.”
-John Wayne**



Help Wanted: City Manager

Must be:

Skilled in land use, budgeting and finance, labor relations, strategic planning, economic development, communications, police/community relations, public works

- ***The “Fine Print” Must Be...***
 - Able to solve all problems without making anyone mad
 - Willing to work 24/7
 - A mind reader
 - Able to please all of the people all of the time
 - Show up at all the community events

Facilitated Process



Basic Steps



Creating Questions to Learn What Is On Their Minds



Some Guidelines



- A. • Select the topics carefully.
- B. • Open-ended questions will get the best information.
- C. • What is unique to your city that you're expected to do?
- D. • What goals have you established that the Council can assess your performance on?
- E. • What else do you want feedback on?
- F. • Keep the number of questions manageable.

Examples of Council Interview Questions

Examples

- A. • What do you view as the City Manager's key accomplishments over the past year?
- B. • Does the City Manager have an effective working relationship with you? If so, what makes it effective? If not, what should be changed?
- C. • How well does the City Manager hire and develop top talent that reflects diversity?
- D. • What goals would you suggest be set for the City Manager for next year?
- E. • How well does the City Manager deal with emerging issues as they arise?
- F. • In what ways does the City Manager help the Council identify its priorities?
- G. • In what ways does the City Manager model ethical behavior?

Rating Scale or Not



Sometimes You May Want to Hear From Your Direct Reports



FEEDBACK

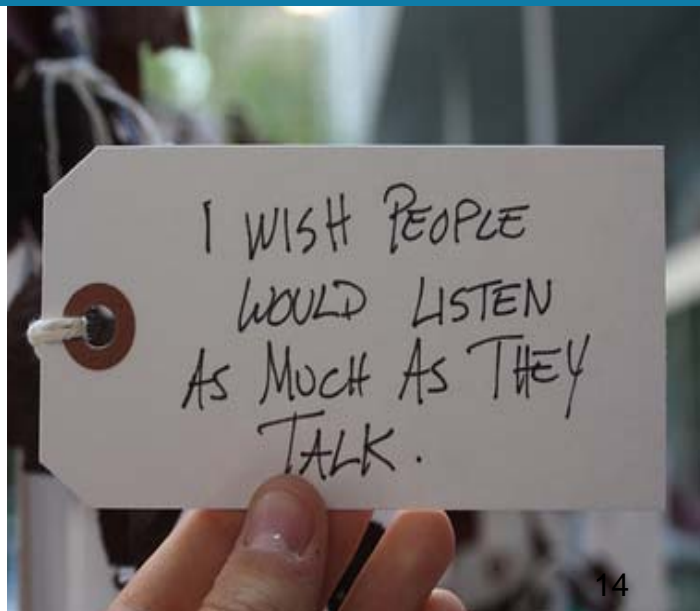
City Manager's Performance Report

- Status of prior year's City Manager goals
- Recap of unplanned accomplishments
- Goals for next year
- Other strategic issues



Facilitated Closed Session

- Provide enough time
- Begin with positive comments
- Have City Manager highlight their performance
- Review evaluation report
- Discuss agreements and disagreements
- Consensus on expectations and goals



Talk About Difficult Things



“What we’ve got here is a failure to communicate”

*-Strother Martin in
Cool Hand Luke*

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Close the Discussion With One Voice



“The count is six ‘eyes’ and one ‘neigh.’”

Summary

Have a
structured
conversation
each year

Welcome
feedback

Keep it simple

Make it timely



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Thank you!

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