

# CITY MANAGER

## PERFORMANCE EVALUATION

### ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE

|                                                                                                                                 | <u>Weak</u> |   | <u>Strong</u> |   |   |
|---------------------------------------------------------------------------------------------------------------------------------|-------------|---|---------------|---|---|
| <b>A. Providing Information</b>                                                                                                 |             |   |               |   |   |
| 1. Does the City Manager keep you informed, in a timely manner, of the things you want to know about?                           | 1           | 2 | 3             | 4 | 5 |
| 2. Do you feel that you receive information on an equal basis with other Councilmembers?                                        | 1           | 2 | 3             | 4 | 5 |
| 3. Do reports provide adequate information and analysis to help you make sound decisions?                                       | 1           | 2 | 3             | 4 | 5 |
| 4. Are agenda items and supporting documents appropriate and brought to Council in sufficient time for deliberations?           | 1           | 2 | 3             | 4 | 5 |
| 5. Does the City Manager regularly consult with the Mayor before setting the agenda to determine appropriate topics and timing? | 1           | 2 | 3             | 4 | 5 |
| 6. Does the City Manager follow up promptly on Council requests for information or action without having to be reminded?        | 1           | 2 | 3             | 4 | 5 |
| 7. Are Council packets relatively free of errors and omissions?                                                                 | 1           | 2 | 3             | 4 | 5 |

Comments \_\_\_\_\_  
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**B. Providing Advice**

Weak

Strong

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|--------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1. Does the City Manager have adequate knowledge of municipal affairs?                     | 1 | 2 | 3 | 4 | 5 |
| 2. Does he exercise good judgment?                                                         | 1 | 2 | 3 | 4 | 5 |
| 3. Do you feel that the City Manager considers alternatives before making recommendations? | 1 | 2 | 3 | 4 | 5 |
| 4. Does the City Manager plan ahead, anticipate needs and recognize potential problems?    | 1 | 2 | 3 | 4 | 5 |
| 5. How do you feel about the quality of analysis that accompanies recommendations?         | 1 | 2 | 3 | 4 | 5 |
| 6. Does he have a good sense of timing in bringing issues to the Council for action?       | 1 | 2 | 3 | 4 | 5 |

Comments \_\_\_\_\_  
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**INTERNAL ADMINISTRATION**

Weak

Strong

**A. Financial Management**

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|----------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1. Are you comfortable with the City Manager's approach to budget preparation and review?                                  | 1 | 2 | 3 | 4 | 5 |
| 2. Is the City Manager effective in controlling costs through economical utilization of manpower, materials and equipment? | 1 | 2 | 3 | 4 | 5 |
| 3. Does the City Manager have sufficient knowledge of financial matters?                                                   | 1 | 2 | 3 | 4 | 5 |
| 4. Does the City Manager provide you with sufficient information on the financial status of the City government?           | 1 | 2 | 3 | 4 | 5 |
| 5. Is the budget submitted on time?                                                                                        | 1 | 2 | 3 | 4 | 5 |

Comments \_\_\_\_\_  
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|                                                                                                                                                         |   | <u>Weak</u> |   | <u>Strong</u> |   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------|---|---------------|---|
| <b>B. Personnel Management</b>                                                                                                                          |   |             |   |               |   |
| 1. Is the City Manager successful in guiding people so that they work together as a team toward common objectives?                                      | 1 | 2           | 3 | 4             | 5 |
| 2. Is the City Manager effective in selecting and placing personnel?                                                                                    | 1 | 2           | 3 | 4             | 5 |
| 3. Does the City Manager develop and motivate personnel so that they are increasingly effective in performing their duties?                             | 1 | 2           | 3 | 4             | 5 |
| 4. Is the City Manager willing to face up to disciplinary problems and take action when warranted?                                                      | 1 | 2           | 3 | 4             | 5 |
| 5. Is the City Manager effective in promoting positive employer-employee relations?                                                                     | 1 | 2           | 3 | 4             | 5 |
| 6. Does the City Manager respond to Council suggestions on employee training, work priorities and productivity? Are the decisions explained to Council? | 1 | 2           | 3 | 4             | 5 |
| 7. Is the City Manager effective on assuring that staff makes a positive impression on citizens?                                                        | 1 | 2           | 3 | 4             | 5 |
| 8. Does the City Manager ensure that every City employee receives a written annual performance review?                                                  | 1 | 2           | 3 | 4             | 5 |

Comments \_\_\_\_\_  
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**C. Getting the Job Done**

|                                                                                                                     | <u>Weak</u> |   | <u>Strong</u> |   |   |
|---------------------------------------------------------------------------------------------------------------------|-------------|---|---------------|---|---|
| 1. Do you have the feeling that things the Council decides or directs get done?                                     | 1           | 2 | 3             | 4 | 5 |
| 2. Does the City Manager organize or assign work so that it is performed efficiently and effectively?               | 1           | 2 | 3             | 4 | 5 |
| 3. Does the City Manager pay sufficient attention to detail to avoid error or things "slipping through the cracks"? | 1           | 2 | 3             | 4 | 5 |
| 4. Does the City Manager put in sufficient time and effort to perform to your expectations?                         | 1           | 2 | 3             | 4 | 5 |
| 5. Does the City Manager have a good sense of priorities in the way he spends his time on the job?                  | 1           | 2 | 3             | 4 | 5 |
| 6. Is the City Manager able to analyze problems or issues and identify causes, reasons and implications?            | 1           | 2 | 3             | 4 | 5 |
| 7. Does the City Manager develop and carry out short and long-term action plans?                                    | 1           | 2 | 3             | 4 | 5 |

Comments \_\_\_\_\_  
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**EXTERNAL RELATIONS**

**A. Citizen Relations**

|                                                                                                              | <u>Weak</u> |   | <u>Strong</u> |   |   |
|--------------------------------------------------------------------------------------------------------------|-------------|---|---------------|---|---|
| 1. Does the City Manager generally make a positive impression on citizens and is he respected in San Carlos? | 1           | 2 | 3             | 4 | 5 |
| 2. Is he effective in handling disputes or complaints involving citizens?                                    | 1           | 2 | 3             | 4 | 5 |

|                                                                                                                                                           |   | <u>Weak</u> |   | <u>Strong</u> |   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------|---|---------------|---|
| 3. Does the City Manager have appropriate visibility or identity in the community?                                                                        | 1 | 2           | 3 | 4             | 5 |
| 4. Does the City Manager represent Council positions and policies accurately and effectively?                                                             | 1 | 2           | 3 | 4             | 5 |
| 5. Does the City Manager give sufficient credit to Council?                                                                                               | 1 | 2           | 3 | 4             | 5 |
| 6. Does the City Manager think and act in a manner reflecting an attitude that client (Council, staff or citizens) perceptions and satisfactions are key? | 1 | 2           | 3 | 4             | 5 |

Comments \_\_\_\_\_  
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|                                                                                                                    |   | <u>Weak</u> |   | <u>Strong</u> |   |
|--------------------------------------------------------------------------------------------------------------------|---|-------------|---|---------------|---|
| <b>B. Intergovernmental Relations</b>                                                                              |   |             |   |               |   |
| 1. Is the City Manager effective representing the City's interests in dealing with other agencies?                 | 1 | 2           | 3 | 4             | 5 |
| 2. Does the City Manager participate in enough intergovernmental activity to have an impact on behalf of the City? | 1 | 2           | 3 | 4             | 5 |

Comments \_\_\_\_\_  
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**PERSONAL CHARACTERISTICS**

|                                                                                     |   | <u>Weak</u> |   | <u>Strong</u> |   |
|-------------------------------------------------------------------------------------|---|-------------|---|---------------|---|
| <b>A. Personality</b>                                                               |   |             |   |               |   |
| 1. Is the City Manager's personality suited to effective performance of his duties? | 1 | 2           | 3 | 4             | 5 |

**B. Communications**

Weak                      Strong

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|----------------------------------------------------------------------|---|---|---|---|---|
| 1. Is the City Manager easy to talk to?                              | 1 | 2 | 3 | 4 | 5 |
| 2. Do you feel he is a good listener?                                | 1 | 2 | 3 | 4 | 5 |
| 3. Are communications thoughtful, clear and to the point?            | 1 | 2 | 3 | 4 | 5 |
| 4. Does the City Manager show sensitivity to the concerns of others? | 1 | 2 | 3 | 4 | 5 |

Comments \_\_\_\_\_  
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**C. Management Style**

Weak                      Strong

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|------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1. Does the City Manager demonstrate interest and enthusiasm in performing his duties?                           | 1 | 2 | 3 | 4 | 5 |
| 2. Does he have sufficient leadership characteristics to command respect and good performance from employees?    | 1 | 2 | 3 | 4 | 5 |
| 3. Does the City Manager show initiative and creativity in dealing with issues, problems and unusual situations? | 1 | 2 | 3 | 4 | 5 |
| 4. Is the City Manager open to new ideas and suggestions for change?                                             | 1 | 2 | 3 | 4 | 5 |
| 5. Does the City Manager create an atmosphere in which employees can enjoy working for the City?                 | 1 | 2 | 3 | 4 | 5 |
| 6. Is the City Manager honest and ethical?                                                                       | 1 | 2 | 3 | 4 | 5 |
| 7. Does the City Manager work well under pressure?                                                               | 1 | 2 | 3 | 4 | 5 |

|                                                                                                           | <u>Weak</u> |   | <u>Strong</u> |   |   |
|-----------------------------------------------------------------------------------------------------------|-------------|---|---------------|---|---|
|                                                                                                           | 1           | 2 | 3             | 4 | 5 |
| 8. Is the City Manager able to change his approach to fit new situations?                                 |             |   |               |   |   |
| 9. Can the City Manager consistently put aside personal views and implement Council policy and direction? |             |   |               |   |   |

**ACHIEVEMENTS**

List the top three achievements or strong points of the City Manager for the past twelve (12) months.

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**FUTURE DEVELOPMENT**

List three performance objectives for the City Manager that you feel are the most important targets for this year.

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|                              | <u>Weak</u> |   | <u>Strong</u> |   |   |
|------------------------------|-------------|---|---------------|---|---|
| <b><u>OVERALL RATING</u></b> | 1           | 2 | 3             | 4 | 5 |

Councilmember \_\_\_\_\_

Date \_\_\_\_\_