

# **City of Hartford**

## **Performance Appraisal for City Manager**

### **Final Performance Appraisal**

#### **Summary**

1. The rating should be made with great care and fairness in the interests of the employee and the City of Hartford
2. This evaluation of the employee's performance should reflect the entire rating period.
3. As a part of the evaluation process, an interview should occur between Council and the City Manager. At a minimum, the Council should offer constructive criticisms and accolades. Council shall offer positive assistance in remedying any weaknesses in performance and give the employee the opportunities to express their thoughts in all job related areas.
4. Each Council member shall utilize sound judgment in making their ratings.

The purpose of the evaluation process is to maintain a strong Board/Manager team by ensuring open and productive communication on at least an annual basis. During this formal review process, there is an opportunity to identify areas of satisfaction and items needing change or improvement as identified by the Board.

#### **Reviews for the City Manager will occur as follows:**

90 day review after hire  
6 month review after hire  
Annual reviews thereafter

#### **The process for reviews of the City Manager will be as follows:**

1. The City Manager will perform a self-assessment utilizing the same criteria as the Board. A copy of the self-assessment will be provided to Board members in the Council packets for the meeting in which the City Manager's evaluation will be discussed. The City Manager will also provide a listing of goals for the organization and their career.
2. Board members will review the self-assessment and complete their assessment of the City Manager's performance prior to the Council meeting in which the City Manager's evaluation will be discussed.
3. At the Council meeting at which the City Manager's performance appraisal will be discussed, the Mayor shall facilitate the discussion about the various performance topics and compile the comments and evaluations from Council members for the City Manager's performance appraisal.
4. Following the Council meeting in which City Manager's performance is discussed, the Mayor will finalize the points of the evaluation and sit down to discuss the various points with the City Manager.
5. The Mayor will summarize the conversation and provide Council with the final evaluation at the next Council meeting.

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### Decision Making and Problem Solving

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An evaluation of "Meets Expectations" indicates that the City Manager uses good and a common-sense approach to situations, particularly during stressful situations; requires minimal supervision; determines appropriate courses of action and takes the same; does not allow situations to further deteriorate; recognizes when to ask for assistance; anticipates situations and prepares for them; applies safe working practices in daily job duties, is capable of changing their way of thinking and performing in conjunction with the needs of the City and community; Recognizes when circumstances dictate a change is necessary.

1 - Far Below Expectations	2 - Below Expectations	3 - Meets Expectations	4 - Exceeds Expectations	5 - Far Exceeds Expectations
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Examples and comments:

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### Interactions and Communications

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An evaluation of "Meets Expectations" indicates that the City Manager interacts professionally and courteously with the public, Council members, coworkers, customers, and others. Readily shares information and provides assistance; verbally communicates information in an understandable manner; written communications are consistently clear and accurate; demonstrates understanding of instructions; demonstrates tolerance in working with subordinates and others, and with changes in job conditions; encourages and is receptive to new ideas and procedures.

1 - Far Below Expectations	2 - Below Expectations	3 - Meets Expectations	4 - Exceeds Expectations	5 - Far Exceeds Expectations
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Examples and comments:

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### Personal Behavior

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An evaluation of "Meets Expectations" indicates that the City Manager's behavior is a positive example for other staff; is present at work and meetings in a consistent and timely manner; dress, grooming and language is appropriate to the position; is fair and impartial in working with others; responds appropriately to adverse and stressful situations; shows good judgement in a variety of circumstances; effectively adjusts to changing priorities and circumstances; demonstrates tolerance with work associates and job conditions; interactions with others are of the highest level of integrity and ethical conduct; demonstrates respect for others and their ideas.

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1 - Far Below Expectations	2 - Below Expectations	3 - Meets Expectations	4 - Exceeds Expectations	5 - Far Exceeds Expectations
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Examples and comments:

**Quality and Quantity of Work**

An evaluation of "Meets Expectations" indicates that the City Manager meets expectations for quantity and quality of work; completes daily, weekly, and monthly work as required; consistently is accurate and thorough; necessary follow through is completed in a timely manner; regularly reports work progress and problems; accepts responsibility for successes and failures; proposes ideas for different goals, methods, or techniques of operations to improve work outcomes with limited risks and greater potential benefits.

1 - Far Below Expectations	2 - Below Expectations	3 - Meets Expectations	4 - Exceeds Expectations	5 - Far Exceeds Expectations
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Examples and comments:

**Planning and Organization**

An evaluation of "Meets Expectations" indicates that the City Manager uses their time effectively; completes assignments on time; discerns priority assignments; identifies and selects appropriate alternatives; demonstrates problem-solving abilities for work assignments; completes work and follows through; understands relationships between their position and other tasks, departments, agencies, and the public; uses resources effectively; identifies and takes action to reduce the need for duplicate actions and for future resources.

1 - Far Below Expectations	2 - Below Expectations	3 - Meets Expectations	4 - Exceeds Expectations	5 - Far Exceeds Expectations
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Examples and comments:

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**Attendance and Punctuality**

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An evaluation of "Meets Expectations" indicates that the City Manager arrives promptly and is ready to work upon arrival. Takes appropriate breaks and sets a positive example for others. Absences are for acceptable reasons.

1 - Far Below Expectations	2 - Below Expectations	3 - Meets Expectations	4 - Exceeds Expectations	5 - Far Exceeds Expectations
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Examples and comments:

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**Education and Job Knowledge**

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An evaluation of "Meets Expectations" indicates that the City Manager shows initiative through continuing education including workshops, conferences and on the job training; demonstrates pride in enhancing expertise in all aspects of job duties; recognizes the need for and takes action to update skills and knowledge pertinent to the position; recognizes the need for and takes action to ensure employees receive opportunities for education and job knowledge.

1 - Far Below Expectations	2 - Below Expectations	3 - Meets Expectations	4 - Exceeds Expectations	5 - Far Exceeds Expectations
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Examples and comments:

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**Leadership**

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An evaluation of "Meets Expectations" indicates that the City Manager's behavior is a positive example for other staff; is present at work for meetings in a consistent and timely manner; is fair and impartial in working with others; responds appropriately to situations; shows good judgement in a variety of circumstances; effectively adjusts to changing priorities and circumstances; demonstrates tolerance with work associates and job conditions; interactions with others are of the highest level of integrity and ethical conduct; demonstrates respect for others and their ideas; provides general leadership for the entire City.

1 - Far Below Expectations	2 - Below Expectations	3 - Meets Expectations	4 - Exceeds Expectations	5 - Far Exceeds Expectations
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Examples and comments:

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### Evaluation and Objectivity

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An evaluation of "Meets Expectations" indicates that the City Manager provides timely and objective employee performance evaluations including constructive criticism and acknowledgement of a job well done; suggests opportunities for employees to enhance performance; sets standards of improvement and consequences for employees who are not meeting expectations.

1 - Far Below Expectations	2 - Below Expectations	3 - Meets Expectations	4 - Exceeds Expectations	5 - Far Exceeds Expectations
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Examples and comments:

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### Council Relationships

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An evaluation of "Meets Expectations" indicates that the City Manager effectively implements policies and programs approved by Council; carries out directives of Council as a whole, rather than those of any one member; reporting to Council is timely, clear, concise, thorough, and disseminated equally; accepts instruction and direction in a positive manner; keeps Council informed of current plans and activities; provides Council with clear report of anticipated issues that could come before the Council with suggestions and ideas for solutions.

1 - Far Below Expectations	2 - Below Expectations	3 - Meets Expectations	4 - Exceeds Expectations	5 - Far Exceeds Expectations
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Examples and comments:

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**Fiscal Management**

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An evaluation of "Meets Expectations" indicates that the City Manager prepares a realistic and balanced annual budget; controls expenditures in accordance with the approved budget; provides accurate reports and information in a timely manner; makes the best possible use of available funds; conscious of the need to operate the City efficiently and effectively; the prepared, recommended budget is in a format that is accessible and understandable; possesses awareness of the importance of financial planning and accounting controls.

1 - Far Below Expectations	2 - Below Expectations	3 - Meets Expectations	4 - Exceeds Expectations	5 - Far Exceeds Expectations
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Examples and comments:

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**Summary and Overall Evaluation**

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Overall Feedback, Suggestions for Improvement, and Assessment of Goals

Total Points from all Council Members: \_\_\_\_\_

Divide this number by 11

Final Performance Evaluation Points: \_\_\_\_\_

**Evaluation Point Meaning:**

Far Exceeds Expectations	50-55
Exceeds Expectations	39-49
Meets Expectations	28-38
Below Expectations	17-27
Far Below Expectations	11-16