



## Performance Evaluation for the City Manager

FOR: \_\_\_\_\_

DATE: \_\_\_\_\_

NAME OF EVALUATOR: \_\_\_\_\_

### ANNUAL EVALUATION PROCESS:

1. The Mayor and each City Commissioner is requested to complete the evaluation form based on his/her assessment of the City Manager in ten major areas of responsibility that include a total of 32 specific performance measures. An "Overall Impression" rating and six (6) comment areas are also included.
2. The Mayor and each City Commissioner shall discuss the evaluation individually with the City Manager at a Performance Conference. Preliminary scores may be adjusted as a result of the discussion. There is a "Comments" section below each question for clarification purposes, if necessary.
3. A composite Ratings Summary Chart shall be prepared by the City Manager and provided to the City Commission. (The detailed rating sheets of the other Commission members will be provided when requested.)
4. The performance evaluation shall be reviewed at a Commission meeting at which point the City Commission shall consider an increase in the Manager's compensation.

### INSTRUCTIONS:

***Rating Scale:*** Each question is followed by a rating scale. Raters may circle the selected performance indicator (1, 2, 3, 4 or 5) or place an "X" along with a numerical score on the rating scale line when you feel a rating falls between two whole numbers. There are 32 listed performance indicators in the ten major performance categories on the pages that follow:

- 1 = Unsatisfactory:** poor, needs substantial improvement = VERY DISSATISFIED
- 2 = Below expectations:** needs improvement = MARGINAL
- 3 = Satisfactory:** meeting an acceptable performance level = SATISFIED
- 4 = Meeting expectations:** very good = MORE THAN SATISFIED
- 5 = Exceeding expectations:** excellent = VERY SATISFIED

# CITY MANAGER'S TEN MAJOR AREAS OF RESPONSIBILITY

## I. Organizational Management

**1. Leadership:** Does the City Manager motivate others to maximum performance? Is the City Manager respected as demanding but fair? Is the City Manager providing the necessary assistance to the Board and leadership to the City's staff and volunteers? Does the City Manager get enthusiastic response to his/her new ideas and needed organizational changes?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**2. Supervision:** Does the City Manager adequately supervise and direct the activities of the Department Heads and staff? Is the City Manager able to control the operational activities of the City through others?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**3. Job Organization:** Does the City Manager delegate responsibility effectively? Does the City Manager use his/her time productively? Does the City Manager program activities in an orderly and systematic way?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**4. Staff Development:** Does the City Manager appoint and train effective subordinates? Is the City Manager able to recruit and retain quality employees? Is the Manager committed to having City staff operate well as a team? Does (s)he effectively develop Department Heads and staff members?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

## II. Fiscal/Business Management

**5. Budget:** Is the budget developed in a systematic and effective manner? Is the budget proposal from the Manager reasonable and appropriate? Is the annual budget presented in a timely manner and does it reflect a well-planned, realistic and accurate financial plan? Does the City Manager carry out the budget satisfactorily and control expenses within the levels set in the budget?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**6. Agendas:** Does the Manager prepare comprehensive, relevant and complete agenda topics and reports for the City Commission?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**7. Financial Reporting:** Does the Manager provide periodic financial reports in a well-designed, informative and understandable format?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**8. Managing Multiple Priorities:** Is the Manager capable of prioritizing and implementing multiple priorities while considering the most important goals, objectives and tasks facing the City?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**9. Productivity:** Can the Manager be depended on for sustained productive work? Does the Manager readily assume responsibility? Does the Manager meet time estimates within his/her control?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

### III. Program Development and Follow-Through

**10. Execution of Policy:** Does the City Manager understand and comply with the overall policies, laws and philosophy of the City? Do his/her efforts lead towards successful accomplishment of goals? Does the City Manager measure results against goals and take corrective action?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**11. Program Development:** Does the Manager translate policies and objectives into specific and effective programs? Does the Manager independently recognize problems, develop relative facts, formulate alternate solutions and decide on appropriate recommendations?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**12. Imagination - Initiative:** Does the City Manager show originality in approaching problems? Does the City Manager create effective solutions? Is the City Manager able to visualize the implications of various alternatives?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

#### IV. Communication

**13. Communication:** Does the City Manager keep appropriate people informed? Does the City Manager present his/her thoughts in an orderly and understandable manner? Is the City Manager able to be persuasive?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_

**14. Reporting:** Does the City Manager submit accurate and complete staff reports on schedule? Do the reports adequately convey information on the City?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_

**15. Commission Communication:** Does the Manager provide the Commission with adequate information to make decisions?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_

**16. Written Communication:** How effective are the Manager's letters, memoranda and other forms of written information?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

### V. Relationship with the Mayor/Commission

**17. Response to Commission:** Does the Manager respond in a positive way to suggestions and guidance from the Commission? Is the Manager attuned to the Commissions' attitudes, feelings and needs?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

### VI. Long Range Planning

**18. Strategic Planning:** Does the Manager help develop effective goals, objectives, policies and procedures while providing an annual work plan that advises of present and future needs of the City?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**19. Economic Development:** Does the Manager demonstrate leadership and vision in promoting the economic development of the City while maintaining concerns for “quality of life” issues?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**20. Multi-Year Approach:** Is the City Manager helping the City Commission to address the City’s future through multi-year planning and appropriate capital budgeting?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

### VII. Relationship with Public/Public Relations

**21. Media Relations:** Is the Manager skillful in his dealings with the news media? Does the City Manager properly convey the policies and programs of the City?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_



**22. Community Reputation:** What is the general attitude of the community to the Manager? Is the City Manager regarded as a person of high integrity and ability? Is his/her public credibility an asset or liability to the City?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

### VIII. Intergovernmental Relations

**23. Intergovernmental Relations:** Does the Manager work effectively with federal, state, and other local government representatives? Is the relationship with other local government officials beneficial to the City? Is the City Manager able to facilitate cooperative efforts among various local agencies and the City?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

### IX. Professional/Personal Development

**24. Objectivity:** Is the City Manager unemotional and unbiased? Does the City Manager take a rational and impersonal viewpoint based on facts and qualified opinions? Is the City Manager able to divide his/her personal feelings from those which would most effectively convey the City's interest?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**25. Professional Reputation:** How does the Manager stand among his/her colleagues? Does the City Manager deal effectively with other public managers? Is the City Manager respected by professional and staff representatives of other cities and counties? Does the City Manager attend and participate in seminars and conferences for professional development?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**26. Stress Management:** Is the Manager able to resolve problems under strain and unpleasant conditions? How well does the Manager tolerate conditions of uncertainty? Does the Manager respond well to stressful situations and adequately deal with the stress inherent to the position?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

### X. Personal Attributes

**27. Leadership Style:** Does the Manager display a leadership style that is firm, but flexible and adaptable, while responding to individuals or situations in an appropriate, positive manner?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**28. General Attitude:** Is the City Manager enthusiastic? Cooperative? Willing to adapt? Does the City Manager have an enthusiastic attitude toward the City, both professionally and personally?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**29. Drive:** Is the Manager energetic and willing to spend the time necessary to do a good job? Does the City Manager have good initiative and is the City Manager a self-starter? Does the City Manager have good mental and physical stamina?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**30. Judgment and Decisiveness:** Is the City Manager able to reach quality decisions in a timely fashion? Are his/her decisions generally good? Does the City Manager exercise good judgment in making decisions and in his/her general conduct?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**31. Integrity:** Does the City Manager properly avoid politics and partisanship? Does the Manager fulfill his/her responsibilities and duties in accordance with the ICMA Code of Ethics? Is the City Manager honest and forthright in his/her professional capacities? Does the City Manager have a reputation in the community for honesty and integrity?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**32. Self-Assurance:** Is the Manager self-assured of his/her abilities? Is the City Manager able to be honest with himself/herself and take constructive criticism? Does the City Manager take responsibility for mistakes which are his? Is the City Manager confident enough to make decisions and take actions as may be required without undue supervision from the Commission?

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**OVERALL PERFORMANCE IMPRESSION:**

+	+	+	+	+
1.0	2.0	3.0	4.0	5.0
Unsatisfactory	Below Expectations	Satisfactory	Meets Expectations	Exceeds Expectations

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**Strengths:**

*Based upon your overall evaluation of the City Manager, what areas would you list as his/her strong points as a manager?*

**Improvements suggested:**

*Based upon your evaluation, what areas would you suggest the City Manager work on to improve his/her skills and to be more effective in specific areas or situations?*

**Commendations:**

*Area(s) of performance calling for praise/commendation.*

**Comment Areas**

1. What are the manager's most significant accomplishments during the past year?

2. What are the manager's strongest qualities?

3. In what areas does the manager need to improve? Recommendations.

4. Two things the manager does that you would like him/her to continue.

5. Two things the manager does that you would like him/her to discontinue.

6. Two things the Manager does not do you would like him/her to start.

