



**CITY OF PORT HURON
MAYOR AND CITY COUNCIL
CITY MANAGER PERFORMANCE EVALUATION**

PERIOD BEING EVALUATED: July 1, 2014, through June 30, 2015

This performance evaluation form is designed to assist in the evaluation of the City Manager's performance, to provide the necessary feedback to identify areas in need of improvement and to recognize positive contributions and achievements.

Carefully consider each characteristic to be evaluated. Each characteristic will receive one of six different ratings determined by the level of performance. In the event that "unacceptable" is circled, comments should be included in order to make the evaluation process constructive. For all categories, specific comments will improve communication.

Please use the following ratings and circle the appropriate number corresponding to your evaluation of the City Manager's performance in the space provided after each question. Any additional comments may be written in the comments section.

- 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
- N/A: Not Applicable – Unable to rate; no opportunity to observe

After completing the evaluation form, it should be returned to the Mayor who will tabulate the evaluations for City Council's review and discussions with the City Manager.

The form has nine general categories for rating evaluations: (1) Relationship with City Council; (2) Management; (3) Economic Development; (4) Accomplishments; (5) Leadership; (6) Interpersonal Relations; (7) Communications; (8) Decision-Making, Problem Solving and Judgment; and (9) Personal and Professional. Additional comments may be attached.

A tenth category is for written comments on Strengths, Weaknesses, Failures and Accomplishments. Specific facts, examples and citations are very much appreciated. The final tenth category is an overall evaluation using the five point scale.

It may be helpful to ask yourself the following questions as you work through your evaluation form:

Service Delivery Management – How well is the City Manager managing the various departments? How well are those departments performing?

Human Resources Management – How effective are City employees overall? How responsive are City employees to citizens and businesses, what is the service orientation and how is the follow-through? What is the level of overall morale within the organization? How much are employees improving their work skills and what is employee retention like? How well are employee evaluations done and is discipline, when necessary, applied appropriately, fairly and even-handedly?

Financial Management – How efficiently does the organization use its limited financial resources? How good, and appropriate, is the budget process, presentation and implementation? How well is financial planning and management undertaken and, given relative economic conditions and factors outside the control of the City, is the financial condition of the City improving?

Economic Development – How well have meaningful goals and objectives been developed? How well have City programs and projects been developed? How well has Council policy-making been facilitated by good advance staff work?

Accomplishments – Have established goals and objectives been met? How well have city programs and projects been implemented? How well have Council policy directives been carried out?

City Council Relationships – How effective is the City Manager's communication and support of City Council's policy development and problem-solving?

Leadership – Has the City Manager been an effective leader and advocate for Port Huron in the regional community? Has the City Manager led the organization by creating a good example? Does the City Manager display foresight, imagination and vision and demonstrate reasonable risk-taking where rewards may be great? Does the City Manager display strategic thinking?

Interpersonal Relations – What is the status of the City Manager's relationship with the City Council? With citizens and community groups? With City employees generally? With other government agencies? With the press?

Communications – How well does the City Manager communicate orally? In written form? Does the City Manager project a positive image of the City in his/her communications? How responsive is the City Manager to citizen complaints and inquiries?

Decision-making, Problem-solving and Judgment – Does the City Manager display integrity, honesty and ethical behavior? Is the City Manager fair, impartial and objective? Are the City Manager's analyses and reports logical, clear and concise? How successful are outcomes of various negotiations the City Manager been part of? Does the City Manager display a good sense of timing? Does the City Manager exercise good judgment?

Personal and Professional – Does the City Manager approach the job with enthusiasm, energy and a positive attitude? Is the City Manager good at self-assessment and improvement? How good is the City Manager's personal and professional reputation? How good are the city Manager's listening skills? Is the City Manager full engaged in the job and fully dedicated and committed? How well does the City Manager handle stressful situations? How much job knowledge does the City Manager possess and does the City Manager diligently pursue professional development opportunities?

Other – Additional written comments and suggestions are very much appreciated and need not wait until the next formal performance evaluation.

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1-Unacceptable; N/A-Unable to Rate **Rating**

1. RELATIONSHIP WITH COUNCIL

Supports City Council Vision

Maintains effective communications, both verbal and written

Maintains availability to Council either personally or through designated subordinate

Plans and organizes materials for presentations to the Council either verbally or orally in the most concise, clear and comprehensive manner possible

Provides Council with sufficient alternatives to avoid being forced into a decision

Responds in a positive way to suggestions and guidance from Council

Meets time estimates

Maintains a system of reporting to Council current plans and activities of the staff

2. MANAGEMENT

Service Delivery Management

City Manager/City Clerk's Office

Economic Development

Community Safety (Police/Fire)

Public Works Department

Human Services

Administrative/Business Systems

Parks and Recreation

Human Resource Management

Staff effectiveness: How effective are City employees overall?

Staff responsiveness and follow-through: How responsive are City employees to citizens and businesses? What is the service orientation and how is the follow-through?

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N/A-Unable to Rate

Rating

Staff morale: What is the level of overall morale within the organization?

Staff development and retention: How much are employees improving their work skills and what is employee retention like?

Staff evaluations (and discipline as necessary): How well are employee evaluations done and is discipline, when necessary, applied appropriately, fairly and even-handedly?

Financial Management

Organizational efficiency: How efficiently does the organization use its limited financial resources?

Budget: How good, and appropriate, is the budget process, presentation and implementation?

Financial position: How well is financial planning and management undertaken and, given relative economic conditions and factors outside the control of the City; is the financial condition of the City government improving?

3. ECONOMIC DEVELOPMENT

Maintains knowledge of new technologies, systems and methods in relation to city services.

Keeps Council advised of new and impending legislation and developments in the area of public policy.

Plans and organizes a process of program planning in anticipation of future needs and problems.

Establishes and maintains an awareness of developments occurring within other cities or jurisdictions that may have an impact on city activities.

Overall degree of confidence that Council will be setting policy with City Manager's help in a proactive manner, rather than a reactive manner.

4. ACCOMPLISHMENTS

Goals and objectives: Have established goals and objectives been met?

Program implementation: How well have City programs and projects been implemented?

Policy execution: How well have Council policy directives been carried out?

Rating Key: 5-Outstanding; 4-Exceeds Expectations; 3-Meets Expectations; 2-Needs Improvement; 1-Unacceptable;
N/A-Unable to Rate

Rating

5. LEADERSHIP

Regional leadership: Has the City Manager been an effective leader and advocate for Port Huron in the regional community?

Leadership by example: Has the City Manager led the organization by creating a good example?

Foresight, imagination and vision: Does the City Manager display foresight, imagination and vision and demonstrate reasonable risk-taking where rewards may be great?

Strategic thinking: Does the City Manager display strategic thinking?

6. INTERPERSONAL RELATIONS

What is the status of the City Manager’s relationship with the City Council? With citizens and community groups? With City employees generally? With other government agencies? With the press?

Council relations

Citizen and community relations

Public and press relations

7. COMMUNICATIONS

How well does the City Manager communicate orally? In written form? Does the City Manager project a positive image of the City in his communications? How responsive is the City Manager to citizen complaints and inquiries?

Oral communications

Written communications

Projection of a positive image of the City

Responsiveness to citizen complaint and inquiries

8. DECISION-MAKING, PROBLEM-SOLVING AND JUDGMENT

Integrity, honesty and ethical behavior: Does the City Manager display integrity, honesty and ethical behavior?

Fairness and objectivity: Is the City Manager fair, impartial and objective?

Analysis and reporting skills: Are the City Manager’s analyses and reports logical,

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N/A-Unable to Rate

Rating

clear and concise?

Negotiation skills and outcomes: How successful are outcomes of various negotiations the City Manager has been part of?

Sense and good use of timing: Does the City Manager display a good sense of timing?

Good judgment: Does the City Manager exercise good judgment?

9. PERSONAL AND PROFESSIONAL

Attitude and energy: Does the City Manager approach the job with enthusiasm, energy and a positive attitude?

Self-assessment and improvement: Is the City Manager good at self-assessment and improvement?

Personal and professional reputation: How good is the City Manager’s personal and professional reputation?

Listening skills: How good are the City Manager’s listening skills?

Dedication and commitment: Is the City Manager fully engaged in the job and fully dedicated and committed to the city organization and the community?

Stress management: How well does the City Manager handle stressful situations?

Job knowledge and professional development: How much job knowledge does the City Manager possess and does the City Manager diligently pursue professional development opportunities?

10. STRENGTHS, WEAKNESSES, FAILURES AND ACCOMPLISHMENTS

Areas for City Manager to seek to improve his performance and constructive ideas for improvement

Most significant organizational failures in the last 12 months.

Most significant organizational accomplishments in the last 12 months.

11. OVERALL EVALUATION OF CITY MANAGER’S PERFORMANCE

Overall evaluation on scale of 1 to 5: _____