

**City Manager Performance Evaluation**

**Overall Score**

- 1 = Minimally Effective** – Immediately work to improve performance in this competency area.
- 2 = Mostly Effective** – Mostly meets the expected level of performance in this competency area and exhibits room for improvement.
- 3 = Effective** – Consistently meets the expected level of performance in the competency area.
- 4 = Consistently exhibits the highest level of performance.** Sets a new Standard.

**City Manager Performance Evaluation**

**City Manager Evaluation Overall Score:** \_\_\_\_\_

**Comments:**

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**What competencies did you consider when evaluating the City Manager:**

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**City Council Member Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## Potential Competencies & Scoring Rubric – City Manager

Choose competencies which you consider important when evaluating the City Manager. Choose as many or as few of the areas as you desire. Score the competencies using the following scale:

**1 = Minimally Effective** – Immediately work to improve performance in this competency area.

**2 = Mostly Effective** – Mostly meets the expected level of performance in this competency area and exhibits room for improvement.

**3 = Effective** – Consistently meets the expected level of performance in the competency area.

**4 = Consistently exhibits the highest level of performance in the competency area.** Sets a new Standard.

### Individual Characteristics

\_\_\_\_\_ Diligent and thorough in the discharge of duties, “self-starter”

\_\_\_\_\_ Exercises good judgment

\_\_\_\_\_ Displays enthusiasm, cooperation, and will to adapt

\_\_\_\_\_ Mental and physical stamina appropriate for the position

\_\_\_\_\_ Exhibits composure, appearance, and attitude appropriate for executive position

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

### Professional Skills and Status

\_\_\_\_\_ Maintains knowledge of current developments affecting the practice of local government management

\_\_\_\_\_ Knowledge of Policies/Procedures/Regulations/Charter

\_\_\_\_\_ Demonstrates a capacity for innovation and creativity

\_\_\_\_\_ Anticipates and analyzes problems to develop effective approaches for solving them

\_\_\_\_\_ Willing to try new ideas proposed by governing body members and/or staff

\_\_\_\_\_ Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 6 = \_\_\_\_\_ score for this category

### Relations with Council Members

\_\_\_\_\_ Carries out directives of the Council as a whole as opposed to those of any one member or minority group

\_\_\_\_\_ Sets meeting agendas that reflect the guidance of the council and avoids unnecessary involvement in administrative actions

\_\_\_\_\_ Disseminates complete and accurate information equally to all members in a timely manner

\_\_\_\_\_ Assists by facilitating decision making without surprising authority

\_\_\_\_\_ Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

### Policy Execution

\_\_\_\_\_ Implements governing body actions in accordance with the intent of council

- \_\_\_\_\_ Supports the actions of the council after a decision has been reached, both inside and outside the organization
  - \_\_\_\_\_ Understands, supports, and enforces local government's laws, policies, and ordinances
  - \_\_\_\_\_ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
  - \_\_\_\_\_ Offers workable alternatives to the council for changes in law or policy when an existing policy or ordinance is no longer practical
- Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

**Reporting**

- \_\_\_\_\_ Provides regular information and reports to council concerning matters of importance to the local government, using the city charter as guide
  - \_\_\_\_\_ Responds in a timely manner to requests from the council for special reports
  - \_\_\_\_\_ Takes the initiative to provide information, advice, and recommendations to the council on matters that are non-routine and not administrative in nature
  - \_\_\_\_\_ Reports produced by the manager are accurate, comprehensive, concise, and written to their intended audience
  - \_\_\_\_\_ Produces and handles reports in a way to convey the message that affairs of the city are open to public scrutiny
- Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

**Citizen Relations**

- \_\_\_\_\_ Responsive to requests from citizens
  - \_\_\_\_\_ Demonstrates a dedication to service to the community and its citizens
  - \_\_\_\_\_ Maintains a nonpartisan approach in dealing with the news media
  - \_\_\_\_\_ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
  - \_\_\_\_\_ Gives an appropriate effort to maintain citizen satisfaction with city services
- Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

**Staffing**

- \_\_\_\_\_ Recruits and retains competent personnel for staff positions
  - \_\_\_\_\_ Applies an appropriate level of supervision to improve any areas of substandard performance
  - \_\_\_\_\_ Stays accurately informed and appropriately concerned about employee relations
  - \_\_\_\_\_ Professionally manages the compensation and benefits plan
  - \_\_\_\_\_ Promotes training and development opportunities for employees at all levels of the organization
- Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

**Supervision**

- \_\_\_\_\_ Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- \_\_\_\_\_ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level

- \_\_\_\_\_ Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office
  - \_\_\_\_\_ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
  - \_\_\_\_\_ Encourages teamwork, innovation, and effective problem-solving among the staff members
- Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

**Fiscal Management**

- \_\_\_\_\_ Prepares a balanced budget to provide services at a level directed by council
  - \_\_\_\_\_ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
  - \_\_\_\_\_ Prepares a budget and budgetary recommendations in an intelligent and accessible format
  - \_\_\_\_\_ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
  - \_\_\_\_\_ Appropriately monitors and manages fiscal activities of the organization
- Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

**Community**

- \_\_\_\_\_ Shares responsibility for addressing the difficult issues facing the city
  - \_\_\_\_\_ Avoids unnecessary controversy
  - \_\_\_\_\_ Cooperates with neighboring communities and the county
  - \_\_\_\_\_ Helps the council address future needs and develop adequate plans to address long term trends
  - \_\_\_\_\_ Cooperates with other regional, state, and federal government agencies
- Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category