

City of Des Moines

2020 City Manager Performance Review

Overview:

You are being provided with this form and are asked to complete it according to your honest evaluation of the City Manager's performance.

At the core, effective performance reviews are primarily about meaningful communication. It is essential that the Mayor and Council communicate clearly and unambiguously regarding areas of performance which are functioning well, and areas where performance improvement is possible. But it is also critical for the team to acknowledge the difficult situation a manager is in when the Mayor and Council have differing views on what they expect of the manager.

This evaluation form is designed to accomplish both of those objectives, and then to serve as a foundation for meaningful, honest and open communication as a team.

Instructions for Completing the Form:

1. Each Councilmember should answer each of the following items as honestly and objectively as possible, remembering that the role of the city manager is to follow the direction of the entire council, not that of individual council members.
2. Put your name on the review form since this process is designed to communicate each of the Council members varying Council desires and expectations to assist in achieving the above mentioned goals.
3. For the section on **Leadership and Management**, please **HIGHLIGHT** in yellow the descriptor which you believe best describes the city manager's performance on that particular characteristic.
 - a. On any item you score as "Poor" or "Unacceptable", please provide specific comments regarding why you have scored that item the way you have. If you cannot describe why you believe improvement is needed and how, then you cannot reasonably expect improvement to occur.
4. For the section on **New Objectives**, please list any new objectives you would like for the Council to consider establishing for the City Manager. Please remember that individual council members cannot establish objectives for the City Manager, only the City Council as a body can do so.
5. For the section on **Other Weaknesses** please provide specific details on particular areas in which you would like to see improvement.

- a. On any item you list as “Other Weaknesses”, please provide specific comments regarding why you have listed that item and the specific changes you would like to see. If you cannot describe why you believe improvement is needed and how, then you cannot reasonably expect improvement to occur.
6. For the section on **Other Strengths** please provide insight into any areas in which you feel the City Manager has demonstrated strength that is not otherwise discussed on this form.
7. Once you have completed the form, please email it back to the City Attorney.
8. The City Attorney will provide all completed evaluation forms to the Mayor who will prepare a composite evaluation form that reflects the individual scores of each Council member on a single combined form using a color coded key of how each Council member scored each item to facilitate optimal understanding and meaningful discussion. Each Council Member and the City Manager will all receive a copy of the composite form at the evaluation workshop to facilitate and guide the discussion.
9. If you do not have a response for a specific area, you may simply type “N/A” in the answer.
10. The composite form will utilize color coding according to the following key:

KEY:

Name of Official Completing the Review:

LEADERSHIP AND MANAGEMENT

PLANNING - Ability to anticipate and analyze problems; maps effective solutions.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comment:

ORGANIZING - Ability to arrange work efficiently and apply resources.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comment:

SUPERVISION - Builds and motivates a team, provides direction, monitors and adjusts performance as necessary.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comment:

DELEGATION – Effectively assigns work to others and builds skills.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comment:

TIMING - Makes decisions when sufficient information is available.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comment:

FINANCIAL MANAGEMENT - Accurately and concisely reports and projects the financial condition; management practices and policies are designed to maintain (or achieve) a sound, long range financial condition - uses debt cautiously, plans for long term replacement and maintenance of equipment and infrastructure.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

FORGES COMPROMISES - Has the ability to resolve the numerous conflicts inherent in municipal government; is a good negotiator.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

ANALYTICAL - In making decisions, considers the best available facts, projections and scientific evidence. To the extent that resources permit, insures these tools are available.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

SENSITIVITY - Listens and understands the positions and circumstances of others; communicates that understanding.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

COMMUNICATIONS WITH GOVERNING BODY - Accurately interprets the direction given by the governing body; keeps you well informed with concise oral and written communication.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

COMMUNICATIONS WITH THE PUBLIC - Is open and available to the public, takes their concerns and problems seriously, recognizes the public's right and need to be well informed; is visible in the community.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

COMMUNICATIONS WITH EMPLOYEES - Provides sufficient information to keep the employees productive, motivated and part of the team; understands their concerns.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

CREATIVITY - Ability to reach for effective, and when necessary, inventive solutions.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

HONEST, FAIR - Consistently open and straightforward.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

ADAPTABLE - Responds positively to a changing world and changing local conditions; does not cling to the status quo for its own sake.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

RESILIENT - Energy and motivation maintained in spite of constant demands; handles stress well.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

HUMOR - Maintains and shares an appropriate sense of humor to lighten the load.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

HIRING - Recognizes the value of excellent employees and uses all reasonable efforts to insure the best available individuals are recruited and hired.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

RISK MANAGEMENT - Implements effective programs to limit liability and loss.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

LEADERSHIP - Guides effectively.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

SUCCESSFUL - In spite of limited resources, makes it happen.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

ACCEPTS DIRECTION - Aggressively responds to the direction of the majority of the governing body. Not sidetracked by the minority but recognizes their concerns.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

ETHICAL - Conforms to the high standards of the profession; if a member of ICMA, knows, follows and promotes the "ICMA Code of Ethics."

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

JOB KNOWLEDGE - Has a solid understanding of all phases of municipal government.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

PROFESSIONAL DEVELOPMENT - Takes action to acquire new knowledge and skills. Encourages employees to do the same.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

CREDITS GOVERNING BODY - Credits municipal accomplishments to the policy makers; does not feel a personal ego.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

OPERATIONAL EFFICIENCY - Obtains the best possible end result for the money spent.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

COMPLETION OF PRIOR OBJECTIVES - Considering the resources available, how well CM implemented prior objectives.

(Unacceptable) (Poor) (Acceptable) (Good) (Excellent)

Comments:

NEW OBJECTIVES

List any new priorities you would like the City Council to establish for the City Manager.

OTHER WEAKNESSES

List any other areas in need of improvement.

OTHER STRENGTHS

List other strengths which you feel are notable.