

## **PURPOSE**

A performance evaluation is, of course, a critical look at what the chief administrative officer has accomplished during a given time. But it is also a communication and learning process whereby the City Commission and the City Manager can learn more about what everyone is doing, what everyone expects from each other, and where there are strengths or weaknesses in the relationship. The evaluation should be done on a regular basis to avoid any major differences of direction, miscommunication or problems before they become critical to the operations of Lapeer City Government.

## **FORM/ FORMAT**

There are no perfect evaluation instruments or processes. There are many systems, formats, approaches, criteria and designs. However, it should be a thoughtful, effective, sensitive and positive evaluation process tailored to the needs of the local government.

This evaluation form consists of several categories that the City Manager is normally involved with or has responsibility for. A five-point scale is provided in order to apply a numerical score or grade to each category. A score of 1 would be unsatisfactory while a score of 5 would be considered outstanding:

(UNSATISFACTORY = 1, NEEDS IMPROVEMENT = 2, ACCEPTABLE = 3,  
ABOVE AVERAGE = 4, AND OUTSTANDING = 5)

Following the evaluation, the City Commission and City Manager should together develop goals and objectives which will provide a framework for the next evaluation.

### **I. ORGANIZATIONAL MANAGEMENT**

- Plans and organizes the work that goes into providing services established by past and current decisions of the Commission. ASSESSMENT \_\_\_\_\_
  - Plans and organizes work that carries out policies adopted by Commission and developed by staff. ASSESSMENT \_\_\_\_\_
  - Plans and organizes responses to public requests and complaints or areas of concern brought to the attention of the Manager by Commission and staff. ASSESSMENT \_\_\_\_\_
  - Evaluating and keeping up with current technology. ASSESSMENT \_\_\_\_\_
  - Selecting, leading, directing and developing staff members. ASSESSMENT \_\_\_\_\_
- TOTAL AVERAGE ASSESSMENT \_\_\_\_\_

### **COMMENTS:**

- Plans and organizes the preparation of an annual budget with documentation, etc., that conforms to guidelines adopted by the Commission. ASSESSMENT \_\_\_\_\_
- Plans, organizes and administers the adopted budget within approved revenues and expenditures. ASSESSMENT \_\_\_\_\_

- Plans, organizes and supervises the most economical utilization of manpower, materials, and machinery. ASSESSMENT \_\_\_\_\_
- Plans and organizes a system of reports for the Commission that provides the most up-to-date data available concerning expenditures and revenues. ASSESSMENT \_\_\_\_\_

**TOTAL AVERAGE ASSESSMENT \_\_\_\_\_**

COMMENTS:

- Plans and organizes on-going programs and services to the City Government. ASSESSMENT \_\_\_\_\_
- Plans and organizes work involved in researching program suggestions by Commission and staff and the-reporting of the results of analysis. ASSESSMENT \_\_\_\_\_
- Maintains knowledge of current and innovative trends in the area of services being provided by local governments, and incorporates that knowledge in program suggestions and research. ASSESSMENT \_\_\_\_\_
- Plans and organizes work assigned by the Commission so that it is completed with dispatch and efficiency. ASSESSMENT \_\_\_\_\_
- Plans, organizes and supervises implementation of programs adopted or approved by the Commission. ASSESSMENT \_\_\_\_\_

**TOTAL AVERAGE ASSESSMENT \_\_\_\_\_**

COMMENTS:

**IV. INTERMEDIATE/LONG RANGE PLANNING**

- Maintains a knowledge of new technologies, systems, methods, etc., in relation to City services. ASSESSMENT \_\_\_\_\_
- Keeps the Commission advised of new and impending legislation and developments in the area of public policy. ASSESSMENT \_\_\_\_\_
- Plans and organizes a process of program planning in anticipation of future needs and problems. ASSESSMENT \_\_\_\_\_
- Plans and organizes maximum utilization and maintenance of City-owned facilities, buildings, and equipment. ASSESSMENT \_\_\_\_\_

**TOTAL AVERAGE ASSESSMENT \_\_\_\_\_**

COMMENTS:

**V. INTERGOVERNMENTAL RELATIONS**

- Maintains awareness of developments and plans in other jurisdictions which may relate to or effect City Government. ASSESSMENT \_\_\_\_\_
- Establishes and maintains a liaison with other governmental jurisdictions in those areas of service that improve or enhance the City's programs. ASSESSMENT \_\_\_\_\_
- Maintains communications with governmental jurisdictions with which the City is involved or interfaces. ASSESSMENT \_\_\_\_\_

**TOTAL AVERAGE ASSESSMENT \_\_\_\_\_**

COMMENTS:

**VI. RELATIONSHIP WITH PUBLIC**

- Ensures that an attitude and feeling of helpfulness, courtesy, and sensitivity to public perception exists in employees coming in contact with the public. ASSESSMENT \_\_\_\_\_
- Establishes and maintains an image of the City to the Community that represents service, vitality and professionalism. ASSESSMENT \_\_\_\_\_
- Establishes and maintains a liaison with private non-governmental agencies, organizations and groups involved in areas of concern that relate to services or activities of the City. ASSESSMENT \_\_\_\_\_

**AVERAGE ASSESSMENT \_\_\_\_\_**

COMMENTS:

**VII. RELATIONSHIP WITH EMPLOYEES**

- Plans, organizes and maintains training of employees. ASSESSMENT \_\_\_\_\_
- Maintains contact and professional interaction with subordinates at all levels of the organization. ASSESSMENT \_\_\_\_\_
- Equitably handles problems of grievances among subordinate employees. ASSESSMENT \_\_\_\_\_

**TOTAL AVERAGE ASSESSMENT \_\_\_\_\_**

**COMMENTS**

**VIII. RELATIONSHIP WITH MAYOR AND CITY COMMISSION**

- Maintains effective communications, both verbal and written, with the Commission. ASSESSMENT \_\_\_\_\_
- Maintains availability to Commission, either personally or through designated subordinates. ASSESSMENT \_\_\_\_\_
- Establishes and maintains a system of reporting to the Commission current plans and activities of the staff. ASSESSMENT \_\_\_\_\_
- Plans and organizes materials for presentations to the Commission, either verbally or orally, in the most concise, clear, and comprehensive manner possible. ASSESSMENT \_\_\_\_\_

**TOTAL AVERAGE ASSESSMENT \_\_\_\_\_**

COMMENTS:

- Is viewed with respect among others in the Public Administration and City Management profession. ASSESSMENT \_\_\_\_\_

- Enthusiastically and constructively seeks professional improvement through attendance at pertinent seminars and conferences. ASSESSMENT \_\_\_\_\_
- Deals effectively with other Township, Village, City, County, and State managers. ASSESSMENT \_\_\_\_\_

**TOTAL AVERAGE ASSESSMENT \_\_\_\_\_**

COMMENTS:

**X. PERSONAL CHARACTERISTICS**

- Imagination: Does he show originality in approaching problems? Does he create effective solutions? Is he able to visualize the implications of various approaches? ASSESSMENT \_\_\_\_\_
- Objectivity: Is he unemotional and unbiased? Does he take a rational, impersonal viewpoint based on facts and qualified opinions? ASSESSMENT \_\_\_\_\_
- Drive: Is he energetic, willing to spend whatever time is necessary to do a good job? Does he have good mental and physical stamina? ASSESSMENT \_\_\_\_\_
- Decisiveness: Is he able to reach timely decisions and initiate action, not be compulsive? ASSESSMENT \_\_\_\_\_
- Attitude: Is he enthusiastic? Cooperative? Willing to adapt? ASSESSMENT \_\_\_\_\_
- Firmness: Does he have the courage of his convictions? Is he firm when convinced, but not stubborn? ASSESSMENT \_\_\_\_\_

**TOTAL AVERAGE ASSESSMENT \_\_\_\_\_**

COMMENTS:

**XI. SUMMARY**

TOTAL POINTS EARNED \_\_\_\_\_

TOTAL POSSIBLE POINTS \_\_\_\_\_

PERCENTAGE PERFORMANCE EARNED \_\_\_\_\_

Overall Commission Comments:

Manager's Comments:

**XII. NEW PERFORMANCE GOALS AND OBJECTIVES:**

- 1.
- 2.
- 3.
- 4.