

City Manager Evaluation  
Sault Ste. Marie

The following rating and evaluation form is divided into three parts, each representing a major aspect of the role of Sault Ste. Marie's City Manager: (1.) the role of chief executive, charged with functioning as the Chief Administrative officer of the City, (2.) the staff assistant to the City Commission, charged with providing the law-making body with technical information, policy recommendations, and legislative advice, (3.) the operating representative of the City Government, charged with representing the City in its relations with the public, the press and mass media, governmental units within the City, governmental units outside the City, and professional societies devoted to municipal government.

This form is to be used by the Mayor and the Commissioners, who will evaluate the City Manager on his performance in fulfilling each of the three roles which he plays in Sault Ste. Marie's government. Under Heading 1, "Chief Executive", the Commission evaluates Budget, Supervision, Personnel, Leadership, Execution of Policy, and Departmental Performance. Under Heading II, "Staff Assistant", we evaluate Reporting, Council Relations, Agenda, and Policy and Administration. Under Heading III, we rate the aspects of "Operating Representative", which are Community Reputation, Citizen Relations, and Intergovernmental Relations.

The method used in grading on this form is a 1 - 5 method. 1 excellent; 2 very good; 3 good; 4 fair; 5 poor. In the event that a Commissioner does not wish to respond to a question or feels that he or she does not have enough information or experience to base an opinion upon, they can leave the space blank at their option. After these forms have been turned in to the Mayor, they will then be put on a spread sheet with a copy presented to the City Commission with a summarization as to the overall performance of the City Manager. A copy of the spread sheet will then be presented to the City Manager for his review and will be placed in his permanent personnel file.

Please indicate the City Manager's compensation on the last page and return the form to the Mayor by Monday, October 2, 1995.

**CHIEF EXECUTIVE**

1. BUDGET: a.) Is the Manager's budget realistic? \_\_\_\_\_ b.) Does he administer it so that he annually operates the City administration within budget confines? \_\_\_\_\_  
Overall Rating \_\_\_\_\_  
Comments:
2. SUPERVISION: a.) Does the Manager properly supervise his department heads? \_\_\_\_\_ b.) Does he, at the same time, maintain a standard of respect for their ability and encourage their initiative? \_\_\_\_\_ c.) Is he reasonably available to City employees for guidance and counseling? \_\_\_\_\_  
Overall Rating \_\_\_\_\_  
Comments:

3. PERSONNEL: a.) Has he recruited excellent personnel for Sault Ste. Marie? \_\_\_\_\_  
b.) Is he accurately informed and deeply concerned about employee insurance, fringe benefits, promotions, and pensions? \_\_\_\_\_ c.) As chief negotiator for the City, has he achieved expected results? \_\_\_\_\_

Overall Rating \_\_\_\_\_

Comments:

4. LEADERSHIP: a.) Is he the type of person who inspires others by bringing out the best in his personnel? \_\_\_\_\_ b.) Is he able to get enthusiastic response to new ideas and needed changes? \_\_\_\_\_ c.) Is he reasonably forceful and decisive? \_\_\_\_\_

Overall Rating \_\_\_\_\_

Comments:

- 5.) EXECUTION OF POLICY: a.) Does he understand and enforce the City laws and ordinances? \_\_\_\_\_ b.) Does he review enforcement from time to time to improve effectiveness? \_\_\_\_\_ c.) Does he promptly make recommendations to the City Commission for changes in the law when an ordinance or policy proves impractical in actual administration? \_\_\_\_\_

Overall Rating \_\_\_\_\_

Comments

- 6.) DEPARTMENTAL PERFORMANCE: a.) Under his leadership, departments perform effectively. \_\_\_\_\_ b.) Has he obtained satisfactory performance from his department heads? \_\_\_\_\_

Overall Rating \_\_\_\_\_

Comments:

## **CITY COMMISSION STAFF ASSISTANT**

- 7.) REPORTING: a.) Does he keep his Commission well informed? \_\_\_\_\_ b.) Information provided by the Manager is adequate for the Commission to make sound policy decisions. \_\_\_\_\_

Overall Rating \_\_\_\_\_

Comments:

- 8.) COMMISSION RELATIONS: a.) Is he helpful to Commissioners with their problems in such a way as to solve them at the administrative level thus avoiding the Commission as a whole? \_\_\_\_\_ b.) He generally tries to deal with the Commission as a whole. \_\_\_\_\_ c.) He is receptive to constructive criticism and advice. \_\_\_\_\_ d.) Does he promptly answer Commissioners inquiries/referrals? \_\_\_\_\_

Overall Rating \_\_\_\_\_

Comments:

- 9.) AGENDA: The City Manager prepares a sound agenda that is orderly and balanced.  
\_\_\_\_\_

Overall Rating \_\_\_\_\_

Comments:

10.) POLICY AND ADMINISTRATION: a.) The City Manager has a proper sense of understanding of the differences between policy and administration while assisting to make policy without unduly forcing his own opinion. \_\_\_\_\_

Overall Rating \_\_\_\_\_

Comments:

11.) FORGES COMPROMISES: a.) The City Manager has the ability to resolve the numerous conflicts inherent in municipal government. \_\_\_\_\_ b.) The City Manager is a good negotiator. \_\_\_\_\_

Overall Rating \_\_\_\_\_

Comments

OPERATING REPRESENTATIVE OF THE CITY

12.) COMMUNITY REPUTATION: a.) The Community perceives the Manager as a person of integrity, ability, and devotion to the City of Sault Ste. Marie. \_\_\_\_\_

Overall Rating \_\_\_\_\_

Comments:

13.) CITIZEN RELATIONS: a.) The City Manager properly handles complaints from citizens. \_\_\_\_\_ b.) The Manager represents the City well before the public and media. \_\_\_\_\_ c.) Does the City Manager properly support his City Commission? \_\_\_\_\_ d.) When complaints are not valid, does he explain why they are not valid to the citizen? \_\_\_\_\_ e.) Does he get out of the office frequently, look at things personally, take a deep and honest interest in Sault Ste. Marie and her people? \_\_\_\_\_

Overall Rating \_\_\_\_\_

Comments:

14.) INTERGOVERNMENTAL RELATIONS: a.) Does the Manager cooperate with our neighboring communities and citizens? \_\_\_\_\_

Overall Rating \_\_\_\_\_

Comments:

15.) QUALITY OF MUNICIPAL SERVICES: a.) How well do the direct services provided meet the needs of the community? (Choose one of the options below)

[Unacceptable] [Poor] [Acceptable] [Good ] [Excellent]

Street Maint.

Police Services

Fire- Emergency Services

Parks

Rec. Services

Water & Sewer

Planning

Animal Control

Construction and Engineering

Economic Development  
Inspection Services  
Finance  
Assessing  
Clerk

16.) COMPENSATION: The City Manager's current salary is \_\_\_\_\_ per annum.  
For the City Manager next year, indicate salary increase by percent. \_\_\_\_\_ Overall  
Rating \_\_\_\_\_

Comments:

**TO BE ANSWERED BY CITY MANAGER:**

**SELF-ANALYSIS:**

- A. During the past year, in what areas do you, as City Manager, take the greatest pride in?
- B. What areas do you feel most need improvement? Why? Do you have any constructive, positive ideas how the City Manager can improve these areas?

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City Manager