



# City Manager Annual Performance Evaluation

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## *Direct Reports*

### **Rating Criteria**

For each performance criteria, please use the following rating scale:

- E – Exceeds your expectations.
- M – Meets your expectations.
- NI – Needs Improvement or attention.

### **Communication Skills:**

*E,E,E,M,M,M,M*

Verbal Communication Skills – Good command of oral expression; expresses ideas clearly and concisely; easily comprehends ideas expressed by others; able to explain and understand difficult and complex subjects.

*E,M,M,M,M,NI,NI*

Written Communication Skills – Good command of written expression; expresses ideas clearly and concisely; easily comprehends ideas expressed by others; able to explain and understand difficult and complex subjects through written media.

*E,E,E,E,M,M,NI*

Presentation Skills – Is able to prepare and present quality presentations using a variety of tools and media; presentations are effective and visually appealing.

- *Speak louder please*

### **Interpersonal Skills/Relationships:**

E,E,E,E,E,M,NI

Ability to relate well to others, makes people feel at ease, even in difficult situations.

E,E,E,E,M,M,M

Is able to gain the trust and confidence of the public; fosters contact and cooperation among citizens and community organizations.

E,E,E,E,E,E,M

Understands and embraces the concept of interlocal cooperation when appropriate.

E,E,E,M,M,M,M

Fosters cooperative communication and working relationships with Council.

E,M,M,M,M,M,M

Has the ability to utilize appropriate media for communication – TV, radio, newspaper, group interaction, individual meetings.

- *Would be nice to find a better way to showcase the city's successes and to minimize the appearance of failure. Other local government agencies seem to be able to get "their message" publicized.*

E,M,M,M,M,M,NI

Skilled in negotiation techniques in a variety of scenarios – employee, council, public, interagency.

E,E,E,E,M,M,NI

Demonstrates sensitivity to individuals/groups as appropriate.

E+,E,E,E,E,M,NI

Is forthright and honest in all relationships.

## **Leadership:**

E.E,E,E,E,M,NI

Supports and manages in accordance with identified City Values and Mission.

E,M,M,M,M,M,NI

Provides City staff with direction and management according to the high performance government model.

E,E,E,E,M,M,NI

Uses sound judgment in decision making; seeks out all relevant and necessary data, makes decisions in a timely manner.

E,E,E,E,M,M,NI

Directs utilization of City resources effectively.

- *At times more than one person is given the same or similar assignment and the lack of coordination causes conflict and efficiency issues.*

E,E,E,E,E,M,M

Directs the City Customer Service initiatives, both internally and externally.

E,E,E,E,E,E,M

Crises and/or emergencies are handled in an effective, efficient, and professional manner.

E,E,E,E,E,M,M

Stays current on management practices and techniques.

E,E,E,M,M,M,M

Actively pursues ways to increase his value to the City.

E,E,E,E,E,M,NI

Consistently supports re-engineering efforts city-wide.

### **Planning:**

E,E,E,M,M,M,M

Participates with Council and Staff in strategic planning.

E,E,E,E,E,E,M

Exhibits a forward-thinking approach, both in the short- and long- term.

E,E,M,M,M,NI,NI

Utilizes effective project management techniques.

- *The Manager-driven, city-wide project management training and protocols will provide a solution to this item.*

E,E,M,M,M,M,NI

Sets objectives for performance and manages toward those objectives.

E,M,M,M,M,M

Completes projects agreed upon with Council within the given time frame.

- *Not all the senior staff members are committed or held accountable to completing assigned tasks on time. Some senior staff allow their silo operations to over shadow Manager-assigned tasks.*

## Management/Staff

*E,E,E,E,M,M,M*

Able to delegate authority, granting proper authority at the proper times; good judge of when and when not to delegate.

*E,E,E,E,E,E,NI*

Utilizes a positive approach to direct work efforts of staff.

*E,E,M,M,M,M,M*

Addresses employee issues promptly and effectively, utilizing progressive discipline.

- *Not all of the senior staff members are treated on an equitable basis. Some are held much more accountable than others. Allowing silo-based behaviors continue to be fracturing the management team.*

*E,M,M,M,M,M,NI*

Encourages and rewards initiative.

- *The city on a whole needs to be better at celebrating our successes as an organization and as individual. We need to find a better way to say, "Thank You" to our employees who are working very hard to provide the best services they can with the resources they have.*

*E,M,M,M,M,M,NI*

Promotes cohesive teamwork with the City Senior Management Team.

## Comments:

In a brief narrative, please describe:

### What you are most pleased with in the City Manager's performance?

*I am most pleased with the PMI process and ability to express my frustrations and successes with Shaun in a 1:1 meeting. I feel supported in my position.*

*Shaun continues to be a progressive, forward-thinking City Manager. He continually seeks to find better processes and procedures to make the City of Sparks the most effective and efficient City it can be within the resource levels*

*given. He is consistent in his management approach, is approachable, and willing to develop consensus on issues not needing a command decision. The City's SSSI project was a tremendous effort and produced good working results for the current operating cycle. The un-sustainable fiscal situation for the City has created a need to make more hard decisions related to the City's future and the Manager is, once again, leading a major project effort to develop viable fiscal and operational alternatives to meet this challenge.*

*His move toward 360 degree reviews for management personnel. We have taken a small step in that direction and need to take more steps.*

*Seems to understand the big picture, the challenges, posed by resource constraints facing the City of Sparks and greater region. Definitely striving to develop strategies to position the organization for the future but need to take the next steps. (see comments in suggestions for improvement)*

*The new project management culture being instilled throughout the organization should produce better management results and accomplishments City-wide.*

*Shaun provides a lot of positive energy and autonomy.*

*The City Manager provides good direction and leadership in keeping our City Staff forward thinking. His leadership has allowed us to manage the 'great recession' in a proactive manner that has benefitted the citizens of this community.*

**What areas would you like to see improvement in? Please provide specific suggestions on how the City Manager may improve the areas of concern?**

*It's tough to define and/or change a communication style and it certainly takes two to communicate. I don't always understand Shaun's viewpoint on the first round. But I will ask questions and receive clarification. Shaun is very soft spoken, and I know I'm not the only one that thinks so. In group settings, it would be helpful for him to speak a bit louder or use a microphone depending on the setting.*

*The Manager needs to find a way to have consistent accountability from his staff team. Silos for the public safety functions are still prevalent and maybe getting stronger instead of weaker. The differentials between the "haves" and the "have not's" is widening and the limited city resources is making the situation tense. Combine this silo-affect with funding differences and the management issues are becoming more challenging.*

*At times, lacks delivering specific direction on complex tasks or expectations.*

*I believe that the City Manager needs to take a more aggressive stance on labor relations and negotiations. Difficult times call for difficult measures, and the sustainability of our City services is dependent upon some difficult decisions.*

*Would like to see direction provided to staff be based on and reflect the direction of the City Council as a body and not the individual requests of, or directives of, individual council members. In many cases responding to these requests takes a disproportionate amount of staff time from sustained effort on key projects and priorities. The very things that may truly help the organization achieve long-term success and sustainability.*

*Use the core service performance data for something productive. It seems to go on a shelf.*

*Actively work to improve written communication skills with a focus on writing in complete sentences and on clarity of message.*

*Actively work to improve verbal communication skills. It can be difficult to ascertain your expectations.*

*Utilize a positive approach with staff more frequently. The current perception is whenever an issue comes through the City Manager's office, staff is wrong until they prove otherwise.*

*Reinforce with the council the impacts of the 33% staff cut we have faced. Some things take longer and other things we no longer do. Be seen doing this.*

## **Goals for 2012-2013**

*Possibly re-evaluate the direction of the Brand Leadership Team as it relates to increasing the event calendar with diminishing resources. The flip side of this would be for staff to re-evaluate the calendar and encourage or spread the events into the less popular months of the year. This may ease the pain on maintenance crews...I think I just created a goal for myself, not Shaun☺.*

*Be more visible to employees in all locations. Starting to hold the quarterly updates at various locations is a good start.*

*Find a way to get the Senior Staff to work as a team, find a way for us to build common ground via our common purpose.*

*Given the enduring resource constraints, need to more clearly select and focus on high priorities, drop low priority services and begin saying no more often to the requests of individual Council members and the public.*

*By the first fiscal quarter of 2012-2013, complete the implementation of the City-wide project management training and protocol. This will better determine the scope, resource needs, and deliverables for upcoming city goals and objectives. The system will determine the proper milestones and personal accountability for completion and reporting.*

*Provide media and community with more success stories as it relates to a stable and sustainable budget, and the excellent services the City still provides.*