



City Manager Annual Performance Evaluation Direct Report Summary Results

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, E, E, M, M, NI	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, M, 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, M	Presentation Skills Able to prepare and present quality presentations using a variety of tools and media; presentations are effective and visually appealing.
Interpersonal Skills/Relationships	
E, E, E, E, E, M, M, M	Ability to relate well to others; makes people feel at ease, even in difficult situations.
E, E, E, E, E, E, M, M	Able to gain the trust and confidence of the public; fosters contact and cooperation among citizens and community organizations.
E, E, E, E, E, M, M, M	Understands and embraces the concept of inter-local cooperation when appropriate.
E, E, E, E, E, M, M, M	Fosters cooperative communication and working relationships with Council.
E, E, E, E, E, M, M, NI	Has the ability to utilize appropriate media for communication – TV, radio, newspaper, group interaction, individual meetings.
E, E, E, M, M, M, M, NI	Skilled in negotiation techniques in a variety of scenarios – employee, Council, public, interagency.
E, E, E, E, M, M, M, M	Demonstrates sensitivity to individuals/groups as appropriate
E, E, E, E, E, M, M, M	Is forthright and honest in all relationships.

Leadership	
E, E, E, E, E, M, 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, M, M, 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, M, NI	Directs utilization of City resources effectively.
E, E, E, M, M, M, NI	Directs the City Customer Service initiatives, both internally and externally.
E, 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, E, M, M	Stays current on management practices and techniques
E, E, E, E, E, M, M	Actively pursues ways to increase his value to the City.
E, E, E, E, E, M, M, NI	Consistently supports re-engineering efforts citywide.
Planning	
E, E, E, E, M, M, M, M	Participates with Council and staff in strategic planning.
E, E, E, E, E, E, M, NI	Exhibits a forward-thinking approach, both in the short/long term.
E, E, E, M, M, NI, NI, NI	Utilizes effective project management techniques.
E, E, E, M, M, M, NI, NI	Sets objectives for performance and manages toward those objectives.
E, E, E, M, M, M, NI	Completes projects agreed upon with Council within the given time frame.
Management/Staff	
E, E, E, E, M, 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, M, NI	Utilizes a positive approach to direct work efforts of staff.
E, E, E, E, M, M, M, M	Addresses employee issues promptly and effectively, utilizing progressive discipline.
E, E, E, E, E, M, M, M	Encourages and rewards initiative.
E, E, M, M, M, M, NI, NI	Promotes cohesive teamwork with the City Senior Management Team.

Comments:

In a brief narrative, please describe:

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

- Honesty
- Ability to communicate change
- Shaun Carey is one of the most hard working, ethical, compassionate people I have ever worked with, and has my utmost respect.
- Shaun appears to be fair and genuinely concerned for the employees and the City.
- I am most pleased with being given the ability to share my opinions and do my job.

- The City manager has made a noticeable effort to thank individuals within mid management when he notices efforts above and beyond the strict call of duty.
- This has been a difficult year for the management team. As the budget has stabilized there was increased pressure to spend time and money resources on improving service levels.
- Driving the city staff toward stronger project management through new tools such as “The 4 Disciplines of Execution” is positive as the new processing methodology does not require new skill sets, but rearranges the priorities of current skill and current needs.
- The CM has taken on the role of Chairperson for the Local Managers/Fire Chiefs Committee as it relates to EMS. His command presence, knowledge of the subject, and ability to move the issues forward has been his greatest triumph this past year, in my opinion. Although the goal is far from complete, I believe with his leadership, a positive resolution will come to fruition.
- In general, once again, he continues to move the City forward in difficult times, prioritizing and negotiating for what he believes will best support the needs of the community. He lives, eats, and breathes the City of Sparks, and has a vested interest in the outcomes of his decisions.

What areas would you like to see improvement in?

Provide specific suggestions on how the City Manager may improve areas of concern.

- I would like to see the Senior Management Team continue with the Innovations Project and incorporate the 4DX Principle into it.
- Shaun is a great forward thinker and grasps concepts to make process improvements; however, it seems we are moving in several directions and not providing enough dedication to any one initiative.
- Clear communication from start to finish (top to bottom).
 - Suggestion – don’t assume your message shared at a Senior Staff or Committee level is the same message that front-line staff receive. It is safe to assume due to individual perceptions, opinions and experiences, the message gets altered and the result may be the source of low morale, misunderstandings, and mistrust.
 - City Manager meetings are only good for those who attend to hear a message directly from the City Manager and/or take the opportunity to ask clarifying questions. Once again, staff may not disseminate information accurately to their co-workers. This is a situation that is very difficult to predict, let alone overcome. If I discover a better suggestion, I will pass it along.
- Follow through with initiatives. The Project Innovation Initiative got off to a good start then came to a stop, coincidentally with feedback from staff that the efforts were yielding a good number of process efficiency improvements, but little cost saving improvements. The repeated cancellations sent a message to staff that the effort was no longer important.

- Hold all departments accountable for participation in City-wide initiatives. This was not the case during Project Innovation, as both the Police Department and Fire Department were allowed to “slide by” with little participation and often a lack of attendance at meetings.
- Would like to see direction provided to staff be based on, and reflect the direction of the City Council as a body and not requests or directives of individual council members. In many cases, responding to these requests takes a disproportionate amount of staff time and diverts staff from sustained effort on key projects and priorities, the very thing that may help the organization achieve long-term success and sustainability.
- Use the core service performance data for something productive. It still seems to go on a shelf.
- Actively work to improve written communication skills, with a focus on clarity of message and use of complete sentences.
- Actively work to improve verbal communication skills. It can be difficult to ascertain your expectations.
- Utilize a positive approach with line 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.
- The City staff still does not focus on accomplishing strategic goals and objectives because the focus is on the daily job requirements. The lack of performance measures telling an operating units ‘story’ is still frustrating. The data is available and the lack of work to pull it all together emphasizes the continued struggle of the staff working in ‘silos’ instead of working for ‘the City’.
- The City management team is embracing an emphasis on project management without the success of planning our work; working our plan; and finishing one major task before moving on to another.
- The team needs to focus on individual performance and be held accountable to the Manager’s directives before being allowed to work on departmental goals. Daily service will only be useful if the City is moving forward at the same time strategically.
- CM needs to share the significance of future Fire Department reductions with the City Council. These reductions will be catastrophic on our ability to provide service, and change outcomes.
- In general, the overall budget distractions need to be put to rest. Somehow, we need to have labor and management moving forward in a healthy, positive direction. The political piece is key to the success of this direction. We must get the political body to understand that Sparks employees are not the highest paid, nor the lowest, but well worth their weight in gold. Quit the back-door politics, and learn to appreciate the employees of the City.
- When sending emails, give direction to “1” person, sends inconsistent message and duplicated efforts when multiple people are included in “To”.

Goals for 2013-2014

1. Continue the path to fiscal stability, wellness, and economic development. I think these are the most important goals and Mr. Carey is leading the City on the safest path.
2. Evaluate all current initiatives and eliminate those that are not critical. The WIG process seems to have a lot of potential. Develop a WIG that impacts the City, and give serious attention to the process and engaging the employees.
3. Be more visible to employees in all locations.
4. 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.
5. 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 (i.e. manage the whirlwind!).
6. Development of a City-wide dashboard of performance measures demonstrating the City's operating successes or shortfalls.
7. More structure in management's project management – project charters; project milestones (GANTT charting); and reporting on project outcomes.
8. Being accountable at the Senior Staff level to finish strategic goals and objectives as established by the Manager, not the Department Head.
9. Reduce various tactics, i.e. PI, WIG, etc.
10. There is still low hanging fruit to cut including a Deputy (with two deputies of their own). **Make the tough calls!**