

**RESOLUTION NO. 20130926-079**

**WHEREAS**, the City Council is responsible for hiring and reviewing four management and director positions responsible for critical City functions including the City Manager, City Clerk, City Auditor, and Municipal Court Clerk; and

**WHEREAS**, City Council reviews each position annually during Executive Session; and

**WHEREAS**, other City employees including Department Directors have a written review process through the Success Strategy Performance Review Program (SSPR); and

**WHEREAS**, having predictable, written reviews provides more productive and substantive deliberation; and

**WHEREAS**, a more thorough and transparent review process would benefit the people in these positions by providing structured, constructive feedback and clear expectations; and

**WHEREAS**, the University of Tennessee's Institute for Public Service authored a sample review form that is promoted as a good practice by the International City/County Management Association (ICMA); and

**WHEREAS**, Attachments A, B, C, and D are based on the city manager performance evaluation form that was developed by the University of Tennessee's Institute for Public Service; **NOW, THEREFORE**,

**BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AUSTIN:**

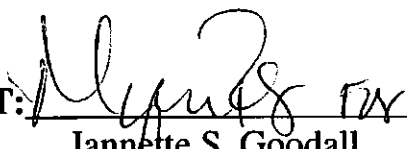
The City Council shall use the attached written review forms during the annual review process for each of the four Council appointed positions including the City Manager, City Auditor, City Clerk, and Municipal Clerk. Forms shall be submitted by the Mayor and each Council Member to the Human Resources Director at least five business days prior to the posted reviews for each position.

**BE IT FURTHER RESOLVED:**

That the City Manager shall direct the Human Resources Department to compile score averages and written comments in a comprehensive report for each Council appointed position to be used and discussed by the Mayor, Council Members, and the Council appointees during the annual review during Executive Session.

**ADOPTED:** September 26, 2013

**ATTEST:**

  
Jannette S. Goodall  
City Clerk

## City Manager Performance Evaluation

City of Austin

Evaluation period: \_\_\_\_\_ to \_\_\_\_\_

\_\_\_\_\_  
Council Member's Name

Each Council Member should complete this evaluation form, sign it in the space below, and return it to the Director of the Human Resources Department. The deadline for submitting this performance evaluation is five business days prior to the City Manager's posted evaluation. Evaluations will be summarized by Human Resources staff and provided to the Mayor and Council Members for discussion during Executive Session on

\_\_\_\_\_  
Council Member's Signature

\_\_\_\_\_  
Date Submitted

## INSTRUCTIONS

This evaluation form includes two parts: A quantitative score sheet, covering multiple categories of performance criteria; and a narrative comments section. A summary of the score sheet results and all narrative comments will be distributed to all Council Members in executive session, and will be used as a basis for Council discussion of the City Manager's performance.

*Score sheet.* Each of the categories contains multiple statements that describe a behavior standard in that category. For each statement, rate the City Manager's performance along the following scale.

- 5 = excellent (almost always exceeds the performance standard)
- 4 = above average (generally exceeds the performance standard)
- 3 = average (generally meets the performance standard)
- 2 = below average (usually does not meet the performance standard)
- 1 = poor (rarely meets the performance standard)

If you do not have enough information to rate the City Manager on a particular characteristic, leave it blank. Blanks will not be included in the numerical scoring, but the number of blanks for that characteristic will be recorded.

*Narrative comments.* At the end of the form you will have an opportunity to respond to specific questions, and to provide any other comments you believe appropriate and pertinent to the City Manager's evaluation. Please write legibly or attach a printed Word document.

Please leave all pages of this evaluation form attached. Initial each page, including any printed sheets you attached. Sign and date the cover page. All evaluations submitted prior to the deadline will be included in the summary prepared for Council discussion.

## PERFORMANCE CATEGORY SCORING

### 1. INDIVIDUAL CHARACTERISTICS

- \_\_\_\_\_ Diligent and thorough in the discharge of duties, "self-starter"
- \_\_\_\_\_ Exercises good judgment
- \_\_\_\_\_ Displays enthusiasm, cooperation, and will to adapt
- \_\_\_\_\_ Exhibits composure and attitude appropriate for executive position

## **2. PROFESSIONAL SKILLS AND STATUS**

- ☐ Maintains knowledge of current developments affecting the practice of local government management
- ☐ Demonstrates a capacity for innovation and creativity
- ☐ Anticipates and analyzes problems to develop effective approaches for solving them
- ☐ Willing to try new ideas proposed by governing body members and/or staff
- ☐ Sets a professional example by handling affairs of the public office in a fair and impartial manner

## **3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY**

- ☐ Carries out directives of the body as a whole as opposed to those of any one member or minority group
- ☐ Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- ☐ Disseminates complete and accurate information equally to all members in a timely manner
- ☐ Assists by facilitating decision making without usurping authority
- ☐ Responds well to requests, advice, and constructive criticism

## **4. POLICY EXECUTION**

- ☐ Implements governing body actions in accordance with the intent of Council
- ☐ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- ☐ Understands, supports, and enforces local government's laws, policies, and ordinances
- ☐ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- ☐ Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

## **5. REPORTING**

- \_\_\_\_\_ Provides regular information and reports to the governing body concerning matters of importance to the local government, using the City Charter as a guide
- \_\_\_\_\_ Responds in a timely manner to requests from the governing body for special reports
- \_\_\_\_\_ Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- \_\_\_\_\_ Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- \_\_\_\_\_ Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

## **6. CITIZEN RELATIONS**

- \_\_\_\_\_ Responsive to requests from citizens
- \_\_\_\_\_ Demonstrates a dedication to service to the community and its citizens
- \_\_\_\_\_ Maintains a nonpartisan approach in dealing with the news media
- \_\_\_\_\_ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- \_\_\_\_\_ Makes appropriate efforts to maintain citizen satisfaction with city services

## **7. STAFFING**

- \_\_\_\_\_ Recruits and retains competent personnel for staff positions
- \_\_\_\_\_ Applies an appropriate level of supervision to improve any areas of substandard performance
- \_\_\_\_\_ Stays accurately informed and appropriately concerned about employee relations
- \_\_\_\_\_ Ensures professional management of the compensation and benefits plan
- \_\_\_\_\_ Promotes training and development opportunities at all levels of the organization

## **8. SUPERVISION**

- \_\_\_\_\_ Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- \_\_\_\_\_ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- \_\_\_\_\_ Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the City Manager's office
- \_\_\_\_\_ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- \_\_\_\_\_ Encourages teamwork, innovation, and effective problem-solving among staff members

## **9. FISCAL MANAGEMENT**

- \_\_\_\_\_ Prepares a balanced budget to provide services at a level directed by Council
- \_\_\_\_\_ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- \_\_\_\_\_ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- \_\_\_\_\_ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- \_\_\_\_\_ Appropriately monitors and manages fiscal activities of the organization

## 10. COMMUNITY

- \_\_\_\_\_ Shares responsibility for addressing the difficult issues facing the City
- \_\_\_\_\_ Avoids unnecessary controversy
- \_\_\_\_\_ Cooperates with neighboring communities and the country
- \_\_\_\_\_ Helps the Council address future needs and develop adequate plans to address long term trends
- \_\_\_\_\_ Cooperates with other regional, state, and federal government agencies

## NARRATIVE EVALUATION

What would you identify as the City Manager's strengths, expressed in terms of the principal results achieved during the rating period?

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What performance areas would you identify as most critical for improvement?

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## City Auditor Performance Evaluation

City of Austin

Evaluation period: \_\_\_\_\_ to \_\_\_\_\_

\_\_\_\_\_  
Council Member's Name

Each Council Member should complete this evaluation form, sign it in the space below, and return it to the Director of the Human Resources Department. The deadline for submitting this performance evaluation is five business days prior to the City Auditor's posted evaluation. Evaluations will be summarized by Human Resources staff and provided to the Mayor and Council Members for discussion during Executive Session on

\_\_\_\_\_.

\_\_\_\_\_  
Council Member's Signature

\_\_\_\_\_  
Date Submitted

## INSTRUCTIONS

This evaluation form includes two parts: A quantitative score sheet, covering multiple categories of performance criteria; and a narrative comments section. A summary of the score sheet results and all narrative comments will be distributed to all Council Members in executive session, and will be used as a basis for Council discussion of the City Auditor's performance.

*Score sheet.* Each of the categories contains multiple statements that describe a behavior standard in that category. For each statement, rate the City Auditor's performance along the following scale.

- 5 = excellent (almost always exceeds the performance standard)
- 4 = above average (generally exceeds the performance standard)
- 3 = average (generally meets the performance standard)
- 2 = below average (usually does not meet the performance standard)
- 1 = poor (rarely meets the performance standard)

If you do not have enough information to rate the City Auditor on a particular characteristic, leave it blank. Blanks will not be included in the numerical scoring, but the number of blanks for that characteristic will be recorded.

*Narrative comments.* At the end of the form you will have an opportunity to respond to specific questions, and to provide any other comments you believe appropriate and pertinent to the City Auditor's evaluation. Please write legibly or attach a printed Word document.

Please leave all pages of this evaluation form attached. Initial each page, including any printed sheets you attached. Sign and date the cover page. All evaluations submitted prior to the deadline will be included in the summary prepared for Council discussion.

## PERFORMANCE CATEGORY SCORING

### 1. INDIVIDUAL CHARACTERISTICS

- \_\_\_\_\_ Diligent and thorough in the discharge of duties, "self-starter"
- \_\_\_\_\_ Exercises good judgment
- \_\_\_\_\_ Displays enthusiasm, cooperation, and will to adapt
- \_\_\_\_\_ Exhibits composure and attitude appropriate for the position

## **2. PROFESSIONAL SKILLS AND STATUS**

- \_\_\_\_\_ Maintains knowledge of current developments affecting the practice of local government management
- \_\_\_\_\_ Demonstrates a capacity for innovation and creativity
- \_\_\_\_\_ Anticipates and analyzes problems to develop effective approaches for solving them
- \_\_\_\_\_ Willing to try new ideas proposed by governing body members and/or staff
- \_\_\_\_\_ Sets a professional example by handling affairs of the public office in a fair and impartial manner

## **3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY**

- \_\_\_\_\_ Carries out directives of the body as a whole as opposed to those of any one member or minority group
- \_\_\_\_\_ Sets meeting agendas for Audit and Finance that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- \_\_\_\_\_ Disseminates complete and accurate information equally to all members in a timely manner
- \_\_\_\_\_ Responds well to requests, advice, and constructive criticism
- \_\_\_\_\_ Provides informative reports to Council including useful recommendations for compliance

## **4. AUDITOR FUNCTIONS**

- \_\_\_\_\_ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- \_\_\_\_\_ Helps the Council address future needs and develop adequate plans to address long term trends
- \_\_\_\_\_ Plans and directs the financial and fiscal compliance, program, operational, and computer audits of City programs.
- \_\_\_\_\_ Has considerable expertise in auditing for fiscal compliance with procedures, program results, operational efficiency, and electronic data processing system development and security.
- \_\_\_\_\_ Develops proactive work plans but demonstrates flexibility to handle special projects

## **5. REPORTING**

- \_\_\_\_\_ Provides regular information and reports to the governing body concerning matters of importance to the local government, using the City Charter as a guide
- \_\_\_\_\_ Responds in a timely manner to requests from the governing body for special reports
- \_\_\_\_\_ Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- \_\_\_\_\_ Reports produced by the auditor are accurate, comprehensive, concise and written to their intended audience
- \_\_\_\_\_ Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

## **6. FISCAL MANAGEMENT**

- \_\_\_\_\_ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- \_\_\_\_\_ Prepares a budget and budgetary recommendations for the Office of the City Auditor in an intelligent and accessible format
- \_\_\_\_\_ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- \_\_\_\_\_ Appropriately monitors and manages fiscal activities of the department

## **7. STAFFING & SUPERVISION**

- \_\_\_\_\_ Manages staff effectively
- \_\_\_\_\_ Encourages teamwork, innovation, and effective problem-solving among staff members
- \_\_\_\_\_ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the staff level
- \_\_\_\_\_ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- \_\_\_\_\_ Promotes training and development opportunities at all levels of the organization

## NARRATIVE EVALUATION

What would you identify as the City Auditor's strengths, expressed in terms of the principal results achieved during the rating period?

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What performance areas would you identify as most critical for improvement?

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What suggestions or assistance can you offer the City Auditor to improve performance?

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## Municipal Court Clerk Performance Evaluation

City of Austin

Evaluation period: \_\_\_\_\_ to \_\_\_\_\_

\_\_\_\_\_  
Council Member's Name

Each Council Member should complete this evaluation form, sign it in the space below, and return it to the Director of the Human Resources Department. The deadline for submitting this performance evaluation is five business days prior to the Municipal Court Clerk's posted evaluation. Evaluations will be summarized by Human Resources staff and provided to the Mayor and Council Members for discussion during Executive Session on \_\_\_\_\_.

\_\_\_\_\_  
Council Member's Signature

\_\_\_\_\_  
Date Submitted



## INSTRUCTIONS

This evaluation form includes two parts: A quantitative score sheet, covering multiple categories of performance criteria; and a narrative comments section. A summary of the score sheet results and all narrative comments will be distributed to all Council Members in executive session, and will be used as a basis for Council discussion of the Municipal Court Clerk's performance.

*Score sheet.* Each of the categories contains multiple statements that describe a behavior standard in that category. For each statement, rate the Municipal Court Clerk's performance along the following scale.

- 5 = excellent (almost always exceeds the performance standard)
- 4 = above average (generally exceeds the performance standard)
- 3 = average (generally meets the performance standard)
- 2 = below average (usually does not meet the performance standard)
- 1 = poor (rarely meets the performance standard)

If you do not have enough information to rate the Municipal Court Clerk on a particular characteristic, leave it blank. Blanks will not be included in the numerical scoring, but the number of blanks for that characteristic will be recorded.

*Narrative comments.* At the end of the form you will have an opportunity to respond to specific questions, and to provide any other comments you believe appropriate and pertinent to the Municipal Court Clerk's evaluation. Please write legibly or attach a printed Word document.

Please leave all pages of this evaluation form attached. Initial each page, including any printed sheets you attached. Sign and date the cover page. All evaluations submitted prior to the deadline will be included in the summary prepared for Council discussion.

## PERFORMANCE CATEGORY SCORING

### 1. INDIVIDUAL CHARACTERISTICS

- \_\_\_\_\_ Diligent and thorough in the discharge of duties, "self-starter"
- \_\_\_\_\_ Exercises good judgment
- \_\_\_\_\_ Displays enthusiasm, cooperation, and will to adapt
- \_\_\_\_\_ Exhibits composure and attitude appropriate for the position

## **2. PROFESSIONAL SKILLS AND STATUS**

- \_\_\_\_\_ Maintains knowledge of current developments affecting the practice of local government management
- \_\_\_\_\_ Demonstrates a capacity for innovation and creativity
- \_\_\_\_\_ Anticipates and analyzes problems to develop effective approaches for solving them
- \_\_\_\_\_ Willing to try new ideas proposed by governing body members and/or staff
- \_\_\_\_\_ Sets a professional example by handling affairs of the public office in a fair and impartial manner

## **3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY**

- \_\_\_\_\_ Carries out directives of the body as a whole as opposed to those of any one member or minority group
- \_\_\_\_\_ Sets Judicial Committee meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- \_\_\_\_\_ Disseminates complete and accurate information equally to all members in a timely manner
- \_\_\_\_\_ Responds well to requests, advice, and constructive criticism
- \_\_\_\_\_ Provides informative reports to Council including useful recommendations

## **4. MUNICIPAL COURT FUNCTIONS**

- \_\_\_\_\_ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- \_\_\_\_\_ Helps the Council address future needs and develop adequate plans to address long term trends
- \_\_\_\_\_ Maintains court records effectively and appropriately and manages trial documentation successfully
- \_\_\_\_\_ Works successfully with lawyers, judges, jurors, witnesses, and defendants.
- \_\_\_\_\_ Provides customer service as needed

## **5. REPORTING**

- \_\_\_\_\_ Provides regular information and reports to the governing body concerning matters of importance to the local government, using the City Charter as a guide
- \_\_\_\_\_ Responds in a timely manner to requests from the governing body for special reports
- \_\_\_\_\_ Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- \_\_\_\_\_ Reports produced are accurate, comprehensive, concise and written to their intended audience
- \_\_\_\_\_ Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

## **6. FISCAL MANAGEMENT**

- \_\_\_\_\_ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- \_\_\_\_\_ Prepares a budget and budgetary recommendations for Municipal Court in an intelligent and accessible format
- \_\_\_\_\_ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- \_\_\_\_\_ Appropriately monitors and manages fiscal activities of the department

## **7. STAFFING & SUPERVISION**

- \_\_\_\_\_ Manages staff effectively
- \_\_\_\_\_ Encourages teamwork, innovation, and effective problem-solving among staff members
- \_\_\_\_\_ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the staff level
- \_\_\_\_\_ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- \_\_\_\_\_ Promotes training and development opportunities at all levels of the organization

### **NARRATIVE EVALUATION**

What would you identify as the Municipal Court Clerk's strengths, expressed in terms of the principal results achieved during the rating period?

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What performance areas would you identify as most critical for improvement?

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What suggestions or assistance can you offer the Municipal Court Clerk to improve performance?

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## City Clerk Performance Evaluation

City of Austin

Evaluation period: \_\_\_\_\_ to \_\_\_\_\_

\_\_\_\_\_  
Council Member's Name

Each Council Member should complete this evaluation form, sign it in the space below, and return it to the Director of the Human Resources Department. The deadline for submitting this performance evaluation is five business days prior to the City Clerk's posted evaluation. Evaluations will be summarized by Human Resources staff and provided to the Mayor and Council Members for discussion during Executive Session on

\_\_\_\_\_  
Council Member's Signature

\_\_\_\_\_  
Date Submitted

## INSTRUCTIONS

This evaluation form includes two parts: A quantitative score sheet, covering multiple categories of performance criteria; and a narrative comments section. A summary of the score sheet results and all narrative comments will be distributed to all Council Members in executive session, and will be used as a basis for Council discussion of the City Clerk's performance.

*Score sheet.* Each of the categories contains multiple statements that describe a behavior standard in that category. For each statement, rate the City Clerk's performance along the following scale.

- 5 = excellent (almost always exceeds the performance standard)
- 4 = above average (generally exceeds the performance standard)
- 3 = average (generally meets the performance standard)
- 2 = below average (usually does not meet the performance standard)
- 1 = poor (rarely meets the performance standard)

If you do not have enough information to rate the City Clerk on a particular characteristic, leave it blank. Blanks will not be included in the numerical scoring, but the number of blanks for that characteristic will be recorded.

*Narrative comments.* At the end of the form you will have an opportunity to respond to specific questions, and to provide any other comments you believe appropriate and pertinent to the City Clerk's evaluation. Please write legibly or attach a printed Word document.

Please leave all pages of this evaluation form attached. Initial each page, including any printed sheets you attached. Sign and date the cover page. All evaluations submitted prior to the deadline will be included in the summary prepared for Council discussion.

## PERFORMANCE CATEGORY SCORING

### 1. INDIVIDUAL CHARACTERISTICS

- \_\_\_\_\_ Diligent and thorough in the discharge of duties, "self-starter"
- \_\_\_\_\_ Exercises good judgment
- \_\_\_\_\_ Displays enthusiasm, cooperation, and will to adapt
- \_\_\_\_\_ Exhibits composure and attitude appropriate for the position

## **2. PROFESSIONAL SKILLS AND STATUS**

- \_\_\_\_\_ Maintains knowledge of current developments affecting the practice of local government management
- \_\_\_\_\_ Demonstrates a capacity for innovation and creativity
- \_\_\_\_\_ Anticipates and analyzes problems to develop effective approaches for solving them
- \_\_\_\_\_ Willing to try new ideas proposed by governing body members and/or staff
- \_\_\_\_\_ Sets a professional example by handling affairs of the public office in a fair and impartial manner

## **3. CITY CLERK FUNCTIONS**

- \_\_\_\_\_ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- \_\_\_\_\_ Helps the Council address future needs and develop adequate plans to address long term trends
- \_\_\_\_\_ Attends all regular and special meetings of City Council and successfully provides accurate official minutes of the proceedings.
- \_\_\_\_\_ Manages municipal elections, and exhibits knowledge of principles and practices of municipal code and pertinent election law.
- \_\_\_\_\_ Ability to meet and serve the public with tact and creditability.

## **4. REPORTING & RECORDS**

- \_\_\_\_\_ Provides regular information and reports to the governing body concerning matters of importance to the local government, using the City Charter as a guide
- \_\_\_\_\_ Responds in a timely manner to requests from the governing body for special reports
- \_\_\_\_\_ Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- \_\_\_\_\_ Effectively manages records and indexing of records for public use.
- \_\_\_\_\_ Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny



## 5. FISCAL MANAGEMENT

- \_\_\_\_\_ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- \_\_\_\_\_ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- \_\_\_\_\_ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- \_\_\_\_\_ Appropriately monitors and manages fiscal activities of the department

## 6. STAFFING & SUPERVISION

- \_\_\_\_\_ Manages staff effectively
- \_\_\_\_\_ Encourages teamwork, innovation, and effective problem-solving among staff members
- \_\_\_\_\_ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the staff level
- \_\_\_\_\_ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- \_\_\_\_\_ Promotes training and development opportunities at all levels of the organization

## NARRATIVE EVALUATION

What would you identify as the City Clerk's strengths, expressed in terms of the principal results achieved during the rating period?

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What performance areas would you identify as most critical for improvement?

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What suggestions or assistance can you offer the City Clerk to improve performance?

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