



Legislation Text

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City Council Meeting Date: January 22, 2019

To: Mayor and City Council
City Administrator

From: Communications & Human Resources Director Michelle Mahowald

Consider Approval of 2019 City Administrator Performance Evaluation Process.

Action Requested:

The Northfield City Council considers a motion approving the 2019 City Administrator Performance Evaluation Process recommended by the Council Employment Policy Committee.

Summary Report:

The Council Employment Policy Committee recommends the following timeline and process facilitated by third party consultant Barbara Strandell, What Works Inc.

This Performance Review Tool:

1. Is a retrospective evaluation of how well the City Administrator has performed his duties, achieved established goals and priorities, and demonstrated proficiency or acumen in the core competencies adopted by the Mayor and City Council.
2. Is forward looking: what would you like the City Administrator to accomplish and focus on over the next review period.
3. The complete review contains three major components: City Council Review, City Administrator Self-Assessment and Staff Input.

City Administrator Performance Review Tool

Will be delivered on Survey Monkey

I. City Council

Part A: Achievements

- A. From your viewpoint, what are the significant accomplishments or achievements made by your City Administrator in the last year?
- B. In your opinion, how effective has the City Administrator been in addressing or responding to key City Council priorities and issues?
 _____ Exceptional _____ Very Effective _____ Meets Expectations _____ Below Expectations
 Explain:

Part B: Core Competencies

On a 3-part scale (Exceeds, Meets, Below Expectations)

E - Exceeds Expectations: Performance exceeds requirements for major standards

M - Meets Expectations: Results meet requirements and are satisfactory

B - Below Expectations: Performance needs improvement; results are acceptable but not satisfactory

- A. Personal and Professional Integrity E M B
Being fair, honest, and ethical in all personal and professional relationships and activities; ensuring the decision-making process reflects integrity, honesty, and openness.
- B. City Council/City Administrator Relationships E M B
Maintains effective communication and healthy working relationships, with the City Council; carries out directives of the City Council as a whole; helps elected officials and other community actors identify, work toward, and achieve common goals and objectives.
- C. Community Engagement E M B
Ensuring and managing community involvement in local government to support good decision making; Building relationships among local, state, and federal elected and appointed officials to advocate for the community.
- D. Equity and Inclusion E M B
Creating an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and the community.
- E. Staff Effectiveness E M B
Taking responsibility for the development, performance, and success of employees throughout the organization; developing an environment where staff are encouraged to learn new skills and try new ideas; facilitating teamwork.
- F. Personal Resiliency and Development E M B
Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal and professional capacity; actively encouraging a personal and professional growth and development mindset throughout the organization.
- G. Strategic Leadership E M B
Working with the City Council - defining and communicating a vision, and leveraging all resources and tools to achieve it; thinking and acting to instill a culture of continuous improvement; moving the organization forward through consistent examination of methods and integration of new and innovative business/good government trends.
- H. Strategic Planning E M B
Developing a plan of action that brings the community together, provides clarity of purpose and priorities, and guides the organization's actions in achieving its goals and objectives; Ensuring the organization is focused on the core mission, plans are implemented, and resources are available to achieve the plan's goals and objectives.

- I. Policy Facilitation and Implementation E M B
Engaging with elected officials and other community stakeholders to create and execute policies that achieve common goals and objectives; assessing the environment to determine the best approach or style for championing a project to success.
- J. Community and Resident Service E M B
Discerning community needs and providing responsive, equitable services; convening, encouraging, and ensuring that all facets of the community are represented and have physical or technological access to engage in and be informed about community discussions and issues; building a culture of transparency throughout the organization.
- K. Service Delivery E M B
Building a culture that values high performance and continuous improvement; demonstrating an understanding of the basic principles of service delivery; holding managers and staff accountable for measuring performance, using data to improve services and collaborating with other operational areas.
- L. Technological Literacy E M B
Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in service delivery, information sharing, and public access; remaining future oriented to anticipate how new developments in technology can be applied to local government.
- M. Financial Management and Budgeting E M B
Implementing long-term financial analysis and planning that integrates strategic planning and reflects the community and City Council's values and priorities; preparing and administering the budget; communicating and working collaboratively with the City Council, departments and stakeholders throughout the budget [SEP] process and through ongoing financial management.
- N. Human Resources Management and Workforce Engagement E M B
Ensuring that the policies and procedures of the City are applied consistently and fairly, and motivating and engaging the workforce to its highest potential; building a culture of trust and inclusiveness; Ensuring that hiring practices are open and transparent and that diversity goals are acted upon.
- O. Communication and Information Sharing E M B
Effectively facilitating the flow of ideas, information, and understanding; using verbal and nonverbal communication and cues to inspire and motivate; sharing information across the entire organization and community; cultivating and using emotional intelligence in interpersonal interactions.

Part C - Development Narrative

- What strengths does Ben use in his role as City Administrator that he should continue to focus on?
- What could he do more of/less of?
- What professional development competencies do you recommend Ben work on over the next review period?

Part D - New Goals

- What are the City Council's top priorities/goals for the City of Northfield for 2019?
- Other Comments:

II. City Administrator Self -Assessment

Part A: General Management

- A. Summarize your major accomplishments and contributions since the last review.
- B. Describe your strengths and areas for improvement.
- C. What are your major challenges going forward?
- D. What would you like the City Council to pay particular attention to this year?
- E. Other comments or factors you would like to bring in to your Performance Review discussion with the City Council:

Part B: Competencies Survey (*Outlined above Part B*)

Part C: Interview with Consultant

III. Staff Input: Department Heads/Coordination Team

Interviews with Staff will be conducted in person or via telephone. Below are the competencies and questions to be included in the interviews.

A. Competencies:

- a. Leadership
- b. Employee Engagement
- c. Interpersonal Communication
- d. Teambuilding
- e. Problem Solving
- f. Decision-making
- g. Organizational Culture

B. Narrative:

- A. What were the City Administrator's biggest accomplishments in the past year?
- B. What does the City Administrator do well?
- C. In what areas can the City Administrator improve?

Tentative Timelines:

The following timeline is recommended by the Council Employment Policy Committee:

March 11 - March 25

Distribution of 2018 performance evaluation/self-evaluation/goals with a progress report from the City Administrator to the City Council.

Distribution of Third Party Performance Evaluation Tool of to Mayor and City Council Members.

Survey distributed to Department Coordination Team.

City Administrator completes 2019 Self Assessment and 2019 goals for the current review period.

April 1 - April 8 City Administrator meets with Third Party to review Self Assessment and goals for the current review period.

Distribution of 2019 competencies and narratives completed by City Administrator and City Council and Department Coordination Team survey to the City Administrator and City Council.

Distribution of City Administrator completed 2019 self- assessment and progress of goals for the current review period to City Council.

Third Party prepares report for facilitation on April 16, 2019.

April 16, 2019

City Council

- 4:30 p.m. City Council Performance Review (group discussion).
 - City Administrator invited into closed session after group discussion to consider Performance Review.
- City Council Performance Summary and Resolution - Regular meeting Regular agenda Item.

Alternative Options:

Use CustomInsight or another performance evaluation tool.

Financial Impacts: \$3,700 - \$4,625

Consulting hours depend on number of department heads to be interviewed and by what means - teleconference or in person. See estimate.