



Legislation Text

File #: 20-076, Version: 1

**City Council Meeting Date:** February 4, 2020

**To:** Mayor and City Council  
City Administrator

**From:** Communications & Human Resources Director Michelle Mahowald

Consider Approval of 2020 City Administrator Performance Evaluation Process.

**Action Requested:**

The Northfield City Council considers approving the 2020 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

Maintaining effective communication and healthy working relationships, with the Council; carries out directives of the Council as a whole; helps elected officials and other community leaders identify, work toward, and achieve common goals and objectives.

C. Community Engagement/Advocacy

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 Northfield community.

D. Equity and Inclusion

Further enhance the city's commitment to an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and the community.

E. Staff Effectiveness

Fostering a culture of professional development, performance, and success of employees throughout the organization; encourage staff to learn new skills and try new ideas; facilitating teamwork.

F. Personal Resiliency and Development

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

Working with the City Council - defining and communicating a vision, and leveraging all resources and tools to achieve it; instilling 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

Leading the development of a long range strategic plan that brings the community together, provides clarity of purpose and priorities, and guides the city's plan of action in achieving its goals and initiatives; working with the City Council to ensure the necessary resources are available to achieve the plan's goals.

I. Policy Facilitation and Implementation

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

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; maintaining a culture of transparency throughout the organization.

K. Service Delivery

Building a work culture that values high performance and continuous improvement; demonstrating an understanding of the basic principles of service delivery; holding managers and staff accountable for performance, using data to improve services and collaborating with other operational areas.

L. Technological Literacy and Use

Demonstrating an understanding of information technology including social media, 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

Implementing long-term financial analysis and planning that integrates strategic planning and reflects the 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 process.

N. Human Resources Management and Workforce Engagement

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.

O. Communication and Information Sharing

Effectively facilitating the flow of ideas, information, and understanding; using professional communication to inspire and motivate; sharing information - using technology and social media where appropriate, across the entire organization and community.

**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**

- Please provide any additional suggestions, comments or advice that would be helpful for the City Administrator to enhance his overall performance in the upcoming review period e.g. priorities, expectations, goals, or objectives for the upcoming year.
- 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 - areas in which you feel you do best, in your role as City Administrator.
- C. Describe at least one aspect of your role as City Administrator you would like to improve upon or develop further.
- D. What are your major challenges going forward?
- E. What would you like the City Council to pay particular attention to this year?
- F. 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 9 - March 23

Distribution of 2019 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 2020 Self-Assessment and 2020 goals for the current review period.

March 30 - April 6

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

Distribution of 2020 competencies and narratives completed by City Administrator and City Council and Department Coordination Team survey to Third Party.

Distribution of City Administrator completed 2020 self- assessment and progress of goals for the current review period to City Council.

Third Party prepares report for facilitation on April 21, 2020.

April 21, 2020

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

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