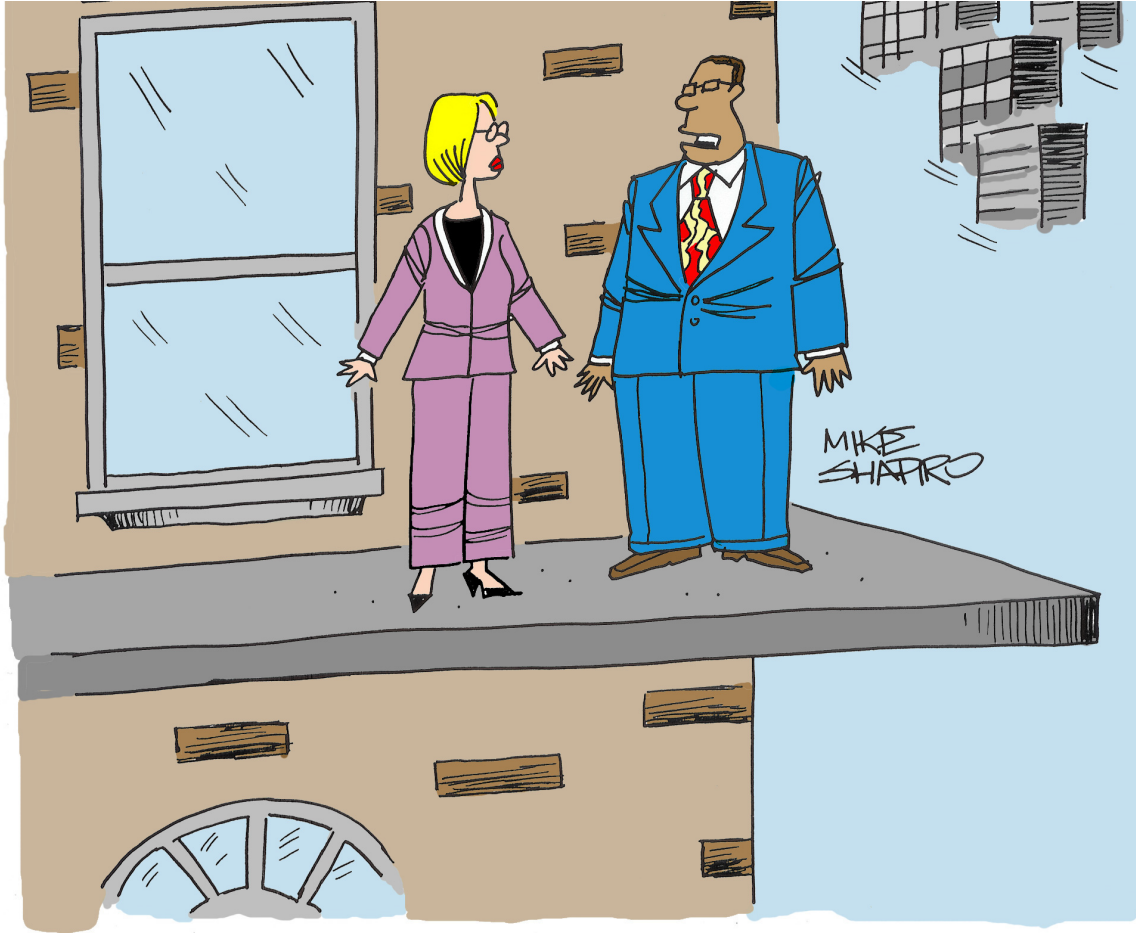




**70th Annual Local Government Conference**  
November 9-20, 2020

# Council/Manager Performance Evaluations

## Pat Martel, ICMA West Coast Regional Director



"You're out here because you're supposed to receive a performance review? I'm out here because I'm supposed to give one!"

Performance  
Evaluations Don't  
Have to Be Cliff  
Hangers!!

# Welcome and Panelist Introductions

- Mayor Beth Weldon, City & Borough of Juneau
- Rorie Watt, City Manager, City & Borough of Juneau
- Mayor Pat Branson, City of Kodiak
- Josie Bahnke, Interim City Manager, City of Kodiak
- Pat Martel, ICMA, Moderator



# Overview of the Performance Evaluation Process

# Chief Executive Evaluation: Key Things to Keep in Mind

- Purpose: effective communication, relationship building, an important component of a high-performance organization.
- Agreement on Process
- All City Councilors Participate
- What to Cover?
- Self-Evaluation Component
- Timing



# Initiating the Evaluation Process

- Performance appraisal process is the natural continuation of the hiring process.
- A best practice for city manager employment agreements is to include language which stipulates the requirement/schedule for an annual performance review process and consideration of fair/equitable compensation adjustments based on performance.
- Who Initiates the Process?
- Using a Third-Party Facilitator
- 360-Degree Assessments



# Benefits to Using a Facilitated Evaluation Process

## For the City Manager:

- A timely and well-managed process.
- Specific, useful feedback.
- Consensus view of performance
- An opportunity to discuss compensation or contract changes in a constructive manner.

## For the Governing Body:

- Process consumes less time and effort.
- All Councilors have their say, one or two members don't dominate the discussion.
- Dialogue is less politicized and more focused on objective criteria.

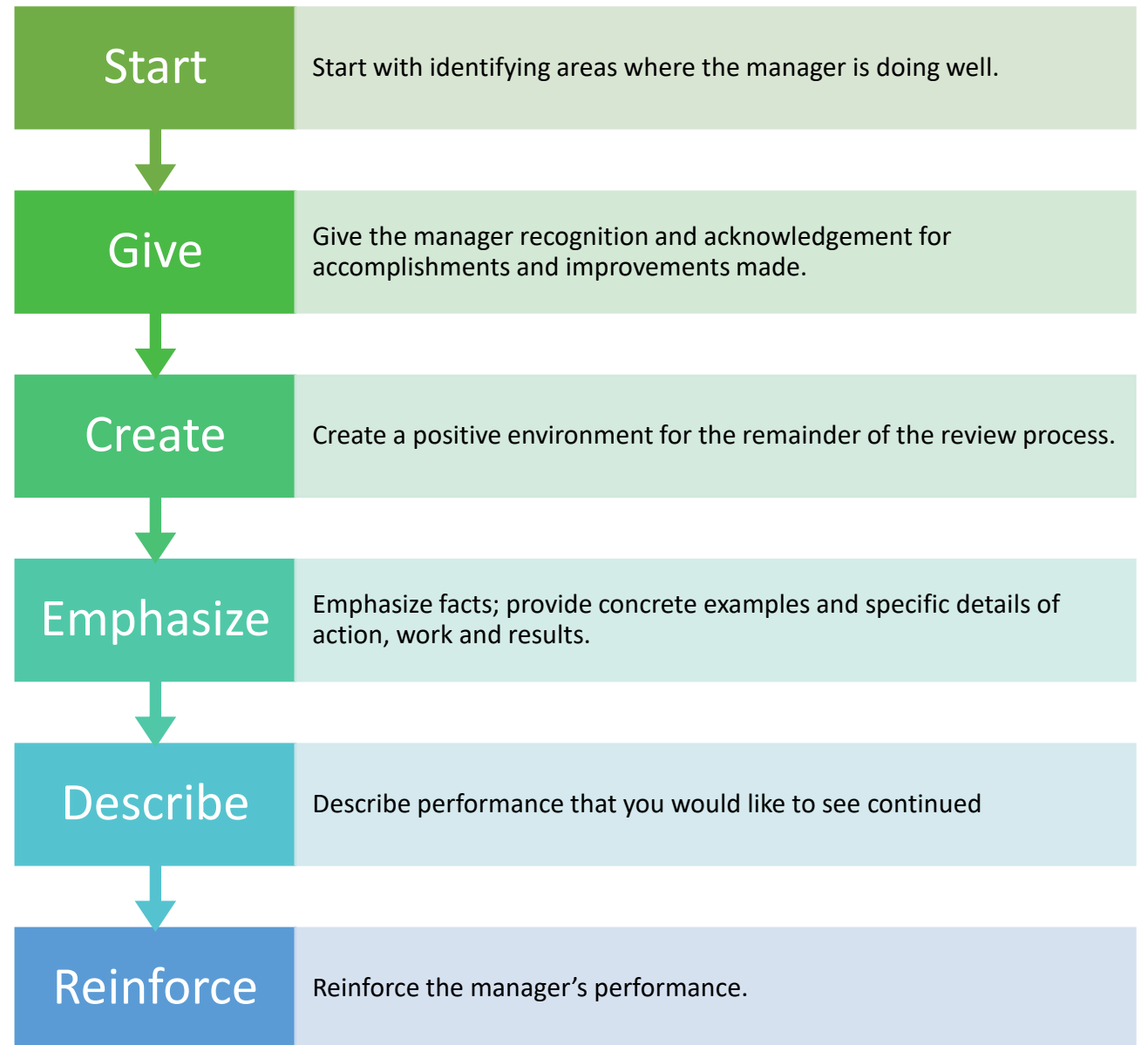
# The Ratings Issue



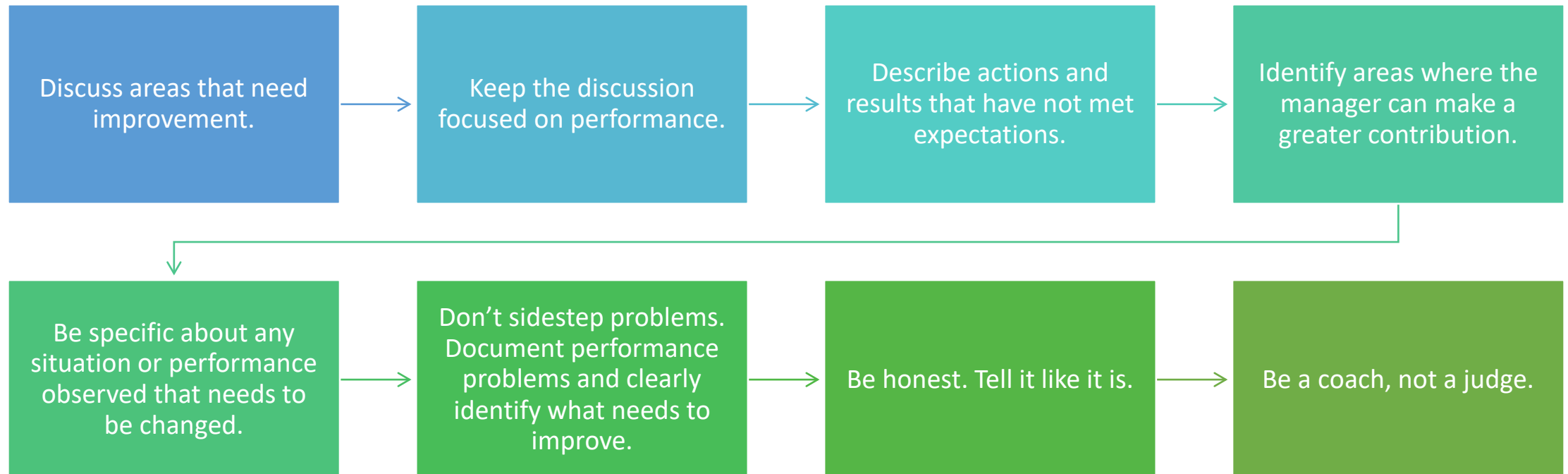
- How to Develop and Use the Rating Instrument.
- ICMA Practices for Effective Local Government Leadership\*
- Measure Observable Behaviors and Progress Towards Goals.
- To Be Fair the Evaluation Must Be Outcome Based.



# Tips for a Successful Evaluation



# Tips for a Successful Evaluation cont.



# In Conclusion...

The performance appraisal process provides the venue for the elected governing body and city manager to discuss and strengthen the council-manager relationship, ensuring better alignment of goals while reducing misunderstandings and surprises. When elected bodies conduct regular performance appraisals of the city manager, they are more likely to achieve their community's vision, goals and objectives.

# Resources

- Austin et al. (2013). Manager Evaluations Handbook. Retrieved from URL <https://www.icma.org/evaluations>
- ICMA Practices for Effective Local Government Leadership. (2013). Retrieved at URL <https://icma.org/practices-effective-local-government-leadership>
- Institute for Local Government. (2012). Chief Executive Evaluation. Retrieved from URL <https://www.ca-ilg.org>
- Greene, M. (2018). How Do You Prepare Yourself Mentally and Emotionally for an Evaluation by Elected Officials? Retrieved from URL <https://www.icma.org/evaluations>
- Perkins, Jan. and Benest, Frank. (2016). A Constructive Dialogue. Retrieved from URL <https://www.icma.org/evaluations>
- Sample Evaluation Forms for Local Government CAOs. Retrieved at URL <https://icma.org/documents/sample-appraisal-performance>