



City Manager Evaluation Process



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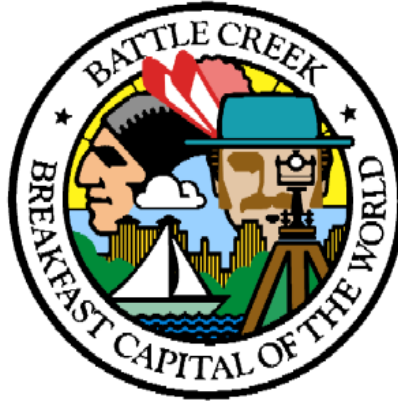
Introduction

In order to establish and maintain effective City Commission and City Manager relations, it is essential that the City Commission establish an ongoing evaluation process that offers an opportunity for each party to review the performance of the City Manager. This evaluation focuses on how effectively the City Manager is accomplishing the goals established by the City Commission and how the responsibilities in key performance areas are being carried out.

Specifically, the evaluation serves the following needs. First, it allows the City Manager and the City Commission to test, identify, and refine their respective roles, relationships, and expectations of responsibilities to each other. Secondly, it allows discussion of the City Manager's strengths and opportunity areas as demonstrated by past performance with the objective of increasing the City Manager's effectiveness. That is, it gives the City Commission the opportunity to provide positive feedback in areas that have been handled well and to clarify areas where the City Manager could become more effective through improved performance.



City Commission Mission and Vision



Our Mission

To lead the City of Battle Creek with purpose and vision by passing laws and providing guidance to ensure a safe, prosperous and culturally enriched community.

Our Vision

We envision Battle Creek as an extraordinary community where people choose to live, work and play.



Evaluation Process

This section describes key elements of the evaluation process.

Evaluation Participants

- Commissioners will evaluate managerial competencies and goal-related performance.
- Staff and community partners will be invited to evaluate the City Manager's performance from their vantage points. Results from these surveys will be provided to the City Commission.
- The city manager will provide a list of key contacts with large employers and federal, state, and local agencies from which commissioners will select participants for the Community Partner survey. Key contacts will be persons the city manager dealt with in the organization, not necessarily the chief executive. These individuals will be invited to evaluate the City Manager's performance from their vantage points. Results from these surveys will be provided to the City Commission.
- These surveys will be administered simultaneously with commissioners' evaluations.

Evaluation Timeline

- Bi-monthly reviews by Evaluation Committee. If Committee members have concerns regarding the City Manager's performance, they will meet with the Mayor and City Manager.
 - It is anticipated the Committee will meet every other month, starting in February
- The full Commission will complete this evaluation worksheet on an annual basis with the resolution pursuant to the City Manager's contract expected to be adopted at the first commission meeting in October.
- City staff will develop and maintain an annual schedule for all evaluation-related activities.

City Manager Responsibility

The city manager will provide to Commissioners the following documents in accordance with the annual evaluation schedule:

- Self-evaluation for management competencies
- Annual report addressing points in "Partner Community" competency
- Narrative of accomplishments for the annual goals



Performance-related Compensation

OVERALL Performance Rating	Impact on Compensation
Far Exceeds Expectations	<ul style="list-style-type: none">• One-time bonus (higher than "Exceeds Expectations" bonus)
Exceeds Expectations	<ul style="list-style-type: none">• One-time bonus
Meets Expectations	<ul style="list-style-type: none">• No bonus
Minimally Acceptable	<ul style="list-style-type: none">• 6-months probation
Unacceptable	<ul style="list-style-type: none">• Tender resignation

- The City Manager's annual base salary shall increase each July based on the cost of living adjustments, if any, made to the salary ranges of the non-represented employee group. In either case, the City Manager will be eligible for a bonus if performance exceeds expectations.
- Any bonus will be paid as a one-time lump sum payment.



City Commission Evaluation Survey

Part 1: Competency-Related Performance Evaluation Worksheet

Instructions for Evaluating Competency-related Performance

- On the following worksheet, for each competency circle the individual ratings *statements* that best describe the City Manager's performance over the past year.
- After having circled all relevant statements, determine which Rating *Level* at the top has the most circled statements. Then circle that Rating Level. This is your rating for the particular competency.
- If there is an even distribution of circled statement between two categories, check the rating category that falls between those two categories.
- Continue to do this for all competencies.



MANAGERIAL COMPETENCIES	Rating Levels				
1. LEADERSHIP	FAR EXCEEDS EXPECTATIONS	EXCEEDS	MEET EXPECTATIONS	MA *	UNACCEPTABLE PERFORMANCE
<p>Inspires, motivates, and guides others toward strategic/ operational goals and corporate values. Coaches, mentors, and challenges staff and adapts leadership style to various situations. Consistently demonstrates decisiveness in day-to-day actions. Takes unpopular positions when necessary. Faces adversity head on. Rallies support and strives for consensus to accomplish tasks. Leads by personal example. Demonstrates concern for employees' welfare and safety, by continuously monitoring and eliminating potentially hazardous or unhealthy work situations. Holds people accountable for delivering and maintaining excellence. Acts in the best interest of the City.</p>	<p>Inspiring motivator and trainer, consistently builds winners.</p> <p>Superb organizer, great foresight, gets ahead of problems.</p> <p>Leadership achievements dramatically further organizational goals and objectives.</p> <p>Perseveres through the toughest challenges and inspires others.</p> <p>Exceptional communicator.</p> <p>Makes subordinates safety-conscious, maintains top safety record.</p> <p>Constantly improves the professional lives of others.</p> <p>Foresees and prevents liabilities before they become a reality.</p> <p>Steadfast in acting in the best interest of the City.</p>		<p>Effectively motivates, trains and develops subordinates.</p> <p>Solves problems as they occur and is also able to anticipate problems before they occur.</p> <p>Sets/achieves useful, realistic goals that support organizational goals and objectives.</p> <p>Performs well in stressful situations.</p> <p>Clearly communicates in a timely manner to subordinates and management.</p> <p>Ensures safety of personnel and equipment.</p> <p>Routinely considers subordinates' personal and professional welfare.</p> <p>Mitigates liabilities in a timely manner.</p> <p>Demonstrates the understanding and ability to act in the best interest of the organization.</p>		<p>Fails to motivate, train or develop subordinates.</p> <p>Fails to organize, creates problems for subordinates.</p> <p>Does not set or achieve goals relevant to organizational goals and objectives.</p> <p>Lacks ability to cope with or tolerate stress.</p> <p>Inadequate communicator.</p> <p>Tolerates hazards or unsafe practices.</p> <p>Does not attend to welfare of subordinates.</p> <p>Perpetuate liabilities or fails to mitigate risks and liabilities.</p> <p>Acts in the best interest of self.</p> <p style="text-align: right;">* Minimally acceptable</p>



MANAGERIAL COMPETENCIES	Rating Levels				
2. TEAMWORK	FAR EXCEEDS EXPECTATIONS	EXCEEDS	MEET EXPECTATIONS	MA	UNACCEPTABLE PERFORMANCE
<p>Encourages a participative approach to work, fostering cooperation, pride, dialogue, and trust. Creates strong spirit and morale. Defines success in terms of the whole team and fosters teamwork. Works well with teams and others across the organization to achieve goals. Consistently places team priorities before personal priorities. Delegates as appropriate.</p>	<p>Widely recognized as a team builder, teacher, coach and inspires cooperation and progress.</p> <p>Talented mentor, focuses goals and techniques for team.</p> <p>The best at accepting and offering team direction.</p> <p>Peerless teacher, selflessly imparts expertise to others.</p> <p>Attitude toward people development is infectious, extending beyond the team.</p> <p>Creates an environment for continuous learning, pursuing development opportunities for subordinates with intent to increase individual and organizational effectiveness.</p>		<p>Reinforces others' efforts, meets personal commitments to team.</p> <p>Understands team goals, employs good teamwork techniques.</p> <p>Accepts and offers team direction.</p> <p>Effectively imparts skills to subordinates.</p> <p>Consistently challenges subordinates to exceed their perceived potential thereby enhancing team morale and effectiveness.</p> <p>Encourages people development.</p> <p>Fosters motivation and enhances morale.</p> <p>Encourages initiative and candor among subordinates.</p>		<p>Rarely reinforces others' efforts, meets personal commitments to team.</p> <p>Does not understand team goals, does not employ good teamwork techniques.</p> <p>Rarely accepts or offers team direction.</p> <p>Is ineffective in imparting skills to subordinates.</p> <p>Rarely challenges subordinates to exceed their perceived potential thereby rarely enhancing team morale and effectiveness.</p> <p>Rarely encourages people development.</p> <p>Rarely fosters motivation and enhances morale.</p> <p>Rarely encourages initiative and candor among subordinates.</p>



MANAGERIAL COMPETENCIES	Rating Levels				
3. ORAL AND WRITTEN COMMUNICATION	FAR EXCEEDS EXPECTATIONS	EXCEEDS	MEET EXPECTATIONS	MA	UNACCEPTABLE PERFORMANCE
<p>Presents ideas and information both verbally and in writing in a clear, concise manner. Shares relevant information. Informs others on a timely basis. Consistently shows a great deal of understanding, courtesy, tact, empathy, and concern when communicating with others. Demonstrates very effective listening, and questioning skills.</p>	<p>Able to make considerable impact on mission accomplishment through the use of oral and written communications.</p> <p>Highly developed facility in verbal communication.</p> <p>Adept in composing written documents of the highest quality.</p> <p>Combines presence and verbal skills that engender confidence and achieve understanding irrespective of the setting, situation, or size of the group addressed.</p> <p>Consistently displays a strong sense of when and how to listen.</p>		<p>Skilled in receiving and conveying information.</p> <p>Communicates effectively in performance of duties.</p> <p>Clearly articulates thoughts and ideas, verbally and in writing.</p> <p>Communication in all forms is accurate, intelligible, concise, and timely.</p> <p>Communicates with clarity ensuring understanding of intent or purpose.</p> <p>Encourages and considers the contribution of others.</p> <p>Usually displays a sense of when and how to listen.</p>		<p>Does not demonstrate skill in receiving and conveying information.</p> <p>Does not effectively communicate in performance of duties.</p> <p>Does not listen to others.</p> <p>Does not demonstrate courtesy, tact, empathy and concern to others.</p> <p>Holds information from subordinates that could be used to the benefit of the employee/team.</p> <p>Does not demonstrate an understanding of when and how to listen.</p>
4. STRATEGIC FOCUS	FAR EXCEEDS EXPECTATIONS	EXCEEDS	MEET EXPECTATIONS	MA	UNACCEPTABLE PERFORMANCE
<p>Has broad knowledge and perspective on the strategic issues facing the organization. Can relate strategic objectives and focus to operational activities. Operational activities result in successful achievement of strategic goals and objectives</p>	<p>Strategic results far surpass expectations.</p> <p>Leads organizational change effectively</p> <p>Communicates the City's mission, core values, and strategic goals.</p> <p>Responds creatively to changing circumstances.</p>		<p>Consistently produces quality results while measurably improving assigned strategic areas of performance.</p> <p>Ability to link strategic goals and objectives to organizational goals and effectively relay that linkage to others.</p>		<p>Unable to relate strategic objectives to operational activities.</p> <p>Does not produce the metrics needed to support assigned objectives and strategies.</p> <p>Inability to clearly communicate how subordinates' work impacts the organization strategic goals and objectives.</p>



MANAGERIAL COMPETENCIES	Rating Levels				
5. CUSTOMER SERVICE	FAR EXCEEDS EXPECTATIONS	EXCEEDS	MEET EXPECTATIONS	MA	UNACCEPTABLE PERFORMANCE
<p>Demonstrates a commitment to working with both internal and external customers. Identifies and resolves issues and concerns. Demonstrates commitment to providing high quality service. Continuously creates and assesses service delivery performance from the customers' point of view. Anticipates and meets or exceeds customer expectations.</p>	<p>Builds strong alliances with internal and external customers and stakeholders for making decisions, and gaining cooperation to achieve mutually satisfying solutions.</p> <p>Aggressively initiates customer resolution actions and manages risks to consistently support the customer.</p>		<p>Personal conduct with customers reflects a high standard of customer satisfaction.</p> <p>Actively seeks and fosters tools and support systems to improve ability to contribute toward satisfying the customer.</p> <p>Communicates to subordinates the importance of customer focus as a critical component of the City's mission.</p> <p>Demonstrates the ability to listen to customers, analyzes their feedback to identify their needs and expectations, and acts to continuously improve their perception of City government.</p> <p>Instills customer trust.</p> <p>Receives recurring positive customer feedback on team's performance.</p>		<p>Ineffective in understanding and resolving internal or external customers' problems.</p> <p>Unable to identify and resolve customer issues and concerns.</p> <p>Provides poor customer service.</p> <p>Unable to understand the customers' points of view.</p> <p>Does not understand customers' expectations.</p> <p>Does not instill an understanding to subordinates that service delivery performance is critical to the customer and the organization's mission.</p> <p>Chronic complaints about expectations are received from the customer.</p>



MANAGERIAL COMPETENCIES	Rating Levels				
6. PROFESSIONALISM	FAR EXCEEDS EXPECTATIONS	EXCEEDS	MEET EXPECTATIONS	MA	UNACCEPTABLE PERFORMANCE
<p>Acts with integrity. Is trusted by others. Treats people fairly. Is seen as a direct and truthful individual and keeps confidences of others. Does not misrepresent him/herself for personal gain. Displays high standard of ethical conduct and understands how violating these standards would impact the organization, self, and others. Applies sound work ethic and standards. Fosters a work culture that promotes respect for others and discourages hurtful behavior. Takes responsibility for personal actions, takes/proposes timely and adequate corrective measures.</p>	<p>Consistently demonstrates honesty and integrity when dealing with others.</p> <p>Recognized expert in municipal issues.</p> <p>Exceptionally skilled in coaching and communicating positive behavior in the workforce and uses innovative ideas and concepts to relay proper behavior.</p> <p>Achieves professional development and is an example to subordinates.</p> <p>Admired for fairness and human respect.</p> <p>Leader and model contributor to office cohesiveness and morale.</p>		<p>Recognized by others as being honest, having integrity and is ethical.</p> <p>Demonstrates professional confidence and consistently focuses on the positive aspects of individuals' capabilities in the workforce.</p> <p>Competently performs both routine and new tasks with tact, finesse, sound judgment and ethics.</p> <p>Steadily improves professional skills.</p> <p>Maintains a work culture that encourages respect and dignity.</p> <p>Takes immediate action to address hurtful/harmful behavior.</p>		<p>Does not display honesty, integrity, and/or fairness</p> <p>Does not keep confidences and demonstrates hurtful behavior that can have a negative impact upon an individual's professional standing in the organization.</p> <p>Misstates official position at meeting(s).</p> <p>Provides misleading, inaccurate, or withholds information for personal gain.</p> <p>Does not apply basic professional skills.</p> <p>Fails to develop professionally.</p>



MANAGERIAL COMPETENCIES	Rating Levels				
7. FISCAL RESPONSIBILITY	FAR EXCEEDS EXPECTATIONS	EXCEEDS	MEET EXPECTATIONS	MA	UNACCEPTABLE PERFORMANCE
<p>Demonstrates integrity, accountability and efficient stewardship of resources in a manner consistent with City policies. Demonstrates commitment to fiscal responsibility and management. Properly weighs competing interests for limited financial resources. Supports departments in achieving budgetary success and takes corrective action when necessary. Maintains open lines of communication surrounding issues or trends that may affect the City's future financial condition. Suggests creative solutions to the City's financial needs.</p>	<p>Is innovative and creative in developing a budget.</p> <p>Displays a solid understanding of departmental goals, the resources available, and the cost of providing services to develop a realistic budget.</p> <p>Continually communicates during budget development and mid-year monitoring to keep staff and Commission informed.</p> <p>Fiscal responsibility results in upgrade of bond rating or maintenance of highest rating.</p> <p>Consistently plans substantially ahead for upcoming issues/items that require financial outlay. The finance plan includes input from appropriate parties to arrive at the best possible solution.</p>		<p>Presents a balanced budget and stays within the budget by close of fiscal year.</p> <p>Displays understanding of departmental goals, the resources available, and the cost of providing services in the budget development</p> <p>Periodically communicates during budget development and monitoring.</p> <p>Holds department heads accountable for budget development, monitoring, and adjustments (either operational or budgetary)</p> <p>Fiscal responsibility results in maintenance of bond ratings.</p> <p>Plans ahead and communicates appropriately for upcoming issues that require financial outlay</p>		<p>Budgets have major issues – not balanced and expenditures exceed budgets.</p> <p>Budget development is haphazard and unorganized, developed without appropriate departmental input and goals.</p> <p>Does not communicate except at public forum for budget development and does not share financial monitoring information.</p> <p>Departmental budgets have issues at year-end because of lack of accountability.</p> <p>Bond ratings are downgraded due to poor fiscal responsibility.</p> <p>Known issues requiring financial outlay are not planned for appropriately, resulting in budget adjustments without appropriate communication.</p>



MANAGERIAL COMPETENCIES	Rating Levels				
8. RELATIONSHIP WITH CITY COMMISSION	FAR EXCEEDS EXPECTATIONS	EXCEEDS	MEET EXPECTATIONS	MA	UNACCEPTABLE PERFORMANCE
<p>Communicates openly and honestly with the City Commission in a timely manner. Supports City Commission decisions and is committed to the best execution of those decisions. Interacts equally and impartially with commissioners. Keeps City Commission abreast on what City Manager is working on. Assists by facilitating decision making without usurping authority. Keeps City Commission abreast on what's working in other municipalities and shares best practices with City Commission. Reports back from conferences. Is prepared for City Commission meetings.</p>	<p>Constantly seeks and provides to the Commission best practices.</p> <p>Conducts an annual retreat with Commission and City Manager.</p> <p>Consistently considers the opinion of the Commission, even on matters outside the Commission's authority.</p> <p>Intentionally seeks knowledge of current and innovative trends in the area of local government and incorporates that knowledge into program and initiative suggestions.</p> <p>Provides both information and feedback in a thorough manner and includes alternatives and recommendations.</p>		<p>Periodically provides ideas on best practices.</p> <p>Conducts retreats every other year as "new" Commission is elected.</p> <p>Carries out Commission directives.</p> <p>Effectively implements policies and programs approved by the Commission.</p> <p>Keeps the Commission informed in a timely manner of current plans, activities and issues.</p> <p>Is available for one on one discussions with individual commissioners.</p>		<p>Does not or rarely introduces best practices.</p> <p>Does not conduct retreats with Commission.</p> <p>Fails to follow or implement Commission directives and policies.</p> <p>Rarely keeps Commission informed.</p>



Part 2: Annual Goal-Related Evaluation Worksheet

Instructions for Evaluating Goal-related Performance

- When evaluating the goal-related projects, use the generic evaluation criteria below.
- Evaluate each project on its own merit and mark with an "X" your rating.
- After evaluating each project, circle the rating category that contains the most X's.

Evaluation Criteria	
Far Exceeds Expectations	Consistent performance, during the review period, that frequently exceeds the performance targets, objectives and/or measures established by the City Commission.
Exceeds Expectations	Consistent performance, during the review period, that occasionally exceeds the performance targets, objectives, and/or measures.
Meets Expectations	Good and competent performance during the review period that meets performance targets, objectives, and/or measures.
Minimally Acceptable	Performance which falls below the Meets Expectations level in which important aspects of work (both critical and non-critical elements) are deficient and improvement is necessary for the city manager to properly contribute to achieving organizational goals. This is the lowest acceptable level of performance on a critical element.
Unacceptable	Performance which fails to meet acceptable performance standards in one or more critical elements in the city manager's approved performance plan.



This template will list one or more specific projects per city commission goals that commissioners want the city manager to focus on during the next year. Each project should contribute to each goal, mission, and vision.

City Commission Mission

To lead the City of Battle Creek with purpose and vision by passing laws and providing guidance to ensure a safe, prosperous and culturally enriched community.

City Commission Vision

We envision Battle Creek as an extraordinary community where people choose to live, work and play.

Goal	Project	Far Exceeds Expectations	Exceeds Expectations	Meets Expectations	Minimally Acceptable	Unacceptable
1. Foster economic vitality						
2. Residents and visitors feel safe in Battle Creek						
3. Provide accessible and responsive customer service for the entire community						
4. Develop and maintain reliable and up-to-date infrastructure						
5. Practice and encourage environmental stewardship						
6. Operate a progressive adaptive city government at the most effective and efficient level possible						



Staff Evaluation Survey

Evaluation Instructions

- On the worksheet below, for each competency circle the individual ratings *statements* that best describe the City Manager's performance over the past year with respect to his/her interactions with staff.
- After having circled all relevant statements, determine which Rating *Level* at the top has the most circled statements. Then circle that Rating Level.
- If there is an even distribution of circled statement between two categories, check the rating category that falls between those two categories.



RELATIONSHIP WITH STAFF	Rating Levels				
	FAR EXCEEDS EXPECTATIONS	EXCEEDS	MEET EXPECTATIONS	MA *	UNACCEPTABLE PERFORMANCE
1. Works well with others who have a different perspectives or opinions	Consistently includes people with diverse opinions, ideas, and views.		Sometimes includes people with diverse opinions, ideas, and views.		Rarely includes people with diverse opinions, ideas, and views.
2. Proactively searches for and removes obstacles inhibiting others' performances	Spends time evaluating and seeking improvements in areas that inhibit others' performances.		Considers options for changes when staff presents obstacles that are inhibiting performance. Follows through on proposed changes.		Is unaware that obstacles exist and does not make efforts to see changes are made.
3. Strives to understand issues before reacting	Actively listens and seeks information for a clear understanding before making a decision.		Listens and evaluates information before making a decision.		Makes decisions without understanding the issues.
4. Ensures that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable	Consistently evaluates and provides feedback to staff throughout the year. Is actively involved in the development and implementation of policies and procedures.		Annually evaluates and provides feedback to staff. Approves the implementation of policies and procedures.		Fails to evaluate and provide feedback to staff. Is not involved in the implementation of policies and procedures.
5. Provides a participatory management environment	Consistently includes others as part of a management team and values team member input.		Sometimes includes others as part of a management team		Makes unilateral decisions without input from staff.



RELATIONSHIP WITH STAFF	Rating Levels				
6. Is respectful and supportive of staff	Creates an environment where staff feels supported and consistently emphasizes respect throughout the organization.		Supports staff decisions and displays respect appropriately.		Shows a lack of respect for others and does not support staff decisions.
7. Fosters continued professional development, personal growth and learning among staff	Expands employee development through acknowledgement, budget resources, and tuition reimbursement program.		Supports employee development.		Supports only limited employee development.
8. Recognizes achievements	Develops and supports employee achievement through merit awards.		Oversees and approves pay and step compensation program.		Establishes an unfair or inappropriate compensation program.
9. Encourages staff communication and teamwork	Intentionally creates and actively encourages an environment of open communication and promotes the value of teamwork.		Keeps the lines of communication open with and between staff and recognizes teamwork.		Occasionally speaks with staff members and does not actively promote teamwork.
10. Is loyal to and objective with staff.	Is objective and at the same time challenges staff to see all sides of issues and outwardly displays loyalty to staff.		Has loyalty to staff while remaining objective.		Lacks any loyalty to staff and subjective in decision making.

* Minimally acceptable



Community Partner Evaluation Survey

Evaluation Instructions

- On the worksheet below, for each competency circle the individual ratings *statements* that best describe the City Manager's performance over the past year with respect to his/her interactions with staff.
- After having circled all relevant statements, determine which Rating *Level* at the top has the most circled statements. Then circle that Rating Level.
- If there is an even distribution of circled statement between two categories, check the rating category that falls between those two categories.



RELATIONSHIP WITH COMMUNITY PARTNERS	Rating Levels				
	FAR EXCEEDS EXPECTATIONS	EXCEEDS	MEET EXPECTATIONS	MA*	UNACCEPTABLE PERFORMANCE
1. Is respectful of citizens and is appropriately supportive of citizens	Creates an environment where citizens/community partners feel supported and openly shows support. Consistently emphasizes and shows respect.		Supports citizens/community partners and displays respect appropriately.		Shows a lack of respect for others and does not appropriately support citizens/community partners.
2. Attempts to maintain good relationships with other governments	Continually collaborates with other local governments and meets on a regular basis. Intentionally seeks out collaboration through creative and innovative ideas.		Collaborates with other local governments. Accepts offers to collaborate.		Rarely collaborates with other local governments.
3. Is involved in, and is part of, the community	Frequently and consistently participates in community events and meetings. Staff also participates because a culture of participation has been created.		Periodically participates in community events and meetings.		Rarely participates in community events and meetings.
4. Is appropriately accessible to citizens	Sets specific time aside monthly to meet and communicate with citizens/ community partners. Always meets with citizens/ community partners on a walk-in basis, when possible.		Meets and communicates with citizens/community partners when requested. Meets personally with walk-in citizens/community partners.		Rarely sets time aside to meet and communicate with citizens/ community partners. Refuses to speak with citizen/community partners and requires citizens to meet with other staff.
5. Attempts to be timely and responsive in communicating with citizens	Continually provides information and updates to citizens/community partners and seeks confirmation that the frequency and content are meeting expectations.		Provides information and updates to citizens/community partners on a regular basis. Is responsive to requests.		Rarely provides information and continual updates to the community and press.
6. Is objective with citizens.	Consistently verifies staff also uses fair, balanced criteria for decision making when dealing with citizens/community partners. Creates a culture where this is expected behavior.		Uses fair, balanced criteria for decision making. Decisions are based on facts and evidence.		Uses personal judgment or focuses on the emotional aspects to make a decision or influence a decision.



Summary Worksheets

Individual Evaluation Summary Sheet

- This form to be completed by each Commissioner.
- Enter ratings for each competency and projects into summary sheet.
- Check the overall rating level that summarizes individual ratings.

SECTION I Managerial Competencies					
Managerial Competency	Expectations			Minimally Acceptable	Unacceptable
	Far exceeds	Exceeds	Meets		
1. Leadership					
2. Teamwork					
3. Oral and Written Communications					
4. Strategic Focus					
5. Customer Service					
6. Professionalism					
7. Fiscal Responsibility					
8. Relationship with City Commission					
9. Relationship with Staff					
10. Relationship with Community Partners					
SECTION II GOAL-RELATED PROJECTS					
Goals	Expectations			Minimally Acceptable	Unacceptable
	Far exceeds	Exceeds	Meets		
1. Foster economic vitality					
2. Residents and visitors feel safe in Battle Creek					
3. Provide accessible and responsive customer service for the entire community					
4. Develop and maintain reliable and up-to-date infrastructure					
5. Practice and encourage environmental stewardship					
6. Operate a progressive adaptive city government at the most effective and efficient level possible					
Name	Signature			Date	



Worksheet for Computing Overall Rating

- Talled by Evaluation Committee.
- Enter ratings from each commissioner's individual competency and project ratings.
- Calculate overall score per rating level and compute total score.

Weights Assigned to Rating Levels

	Assigned Weighted Points	Range
Far Exceeds Expectations	5	4.6 – 5.0
Exceeds Expectations	4	3.6 – 4.5
Meets Expectations	3	2.6 – 3.5
Minimally Acceptable	2	1.6 – 2.5
Unacceptable	1	< 1.6

For example purposes only, the summary sheets contained on the following pages illustrate the computation process of the final overall evaluation score.



Part 1: Managerial Competency Scores								
Managerial Competency (Numbers in parentheses indicate completed evaluations)	Expectations			Minimally Acceptable (2)	Un- accep- table (1)	Total Weighted Score	Average Score*	
	Far exceeds (5)	Exceeds (4)	Meets (3)					
Commissioner Evaluation								
1. Leadership (9)	1	6	2					
Weighted Score	1x5=5	6x4=24	2x3=6			35	3.889	
2. Teamwork (9)		5	3	1				
Weighted Score		20	9	2		31	3.444	
3. Oral and Written Communications (9)		7	2					
Weighted Score		28	6			34	3.778	
4. Strategic Focus (9)		5	4					
Weighted Score		20	12			32	3.556	
5. Customer Service (8)	1	5	1	1				
Weighted Score	5	20	3	2		30	3.333	
6. Professionalism (9)		6	3					
Weighted Score		24	9			33	3.667	
7. Fiscal Responsibility (9)		6	2	1				
Weighted Score		24	6	2		32	3.556	
8. Relationship with City Commission (9)	2	5	2					
Weighted Score	10	20	6			36	4.000	
9. Relationship with Staff (15)	3	5	6	1				
Weighted Score	15	20	18	2		3.667**	3.500***	
10. Relationship with Community Partners (32)	6	10	14	2				
Weighted Score	30	40	42	4		3.625**	4.000***	
City Commissioner Total							36.723	
Overall Score for Managerial Competencies							3.672	

* Average score = Total weighted score divided by number of completed evaluations.

** This is the Average Score for all staff/community partner responses and is provided for informational purposes.

*** Each Commissioner will score this independently and the Average Score will be calculated based solely on Commissioners scores.



Part 2: Goal-Related Project Scores							
Managerial Competency (Numbers in parentheses indicate completed evaluations)	Expectations			Minimally Acceptable (2)	Un- accep- table (1)	Total Weighted Score	Average Score*
	Far exceeds (5)	Exceeds (4)	Meets (3)				
1. Foster economic vitality Weighted Score		3 3x4=12	6 6x3=18			30	3.333
2. Residents and visitors feel safe in Battle Creek (9) Weighted Score	1 1x5=5	3 3x4=12	4 4x3=12	1 1x2=2		31	3.444
3. Provide accessible and responsive customer service for the entire community (9) Weighted Score		5 20	4 12			32	3.556
4. Develop and maintain reliable and up-to-date infrastructure (9) Weighted Score	1 5	4 16	4 12			33	3.667
5. Practice and encourage environmental stewardship (9) Weighted Score		4 16	4 12	1 2		30	3.333
6. Operate a progressive adaptive city government at the most effective and efficient level possible (9) Weighted Score		2 8	6 18	1 2		28	3.111
City Commissioner Total							20.444
Overall Score for Goal-Related Projects							3.407

* Average score = Total weighted score divided by number of completed evaluations.



Calculation of Overall Score and Rating

Performance on managerial competencies is weighted (75%).

Performance on completing annual projects is weighted (25%).

	Total Score	Weight	Weighted Score
Managerial Competencies	3.672	75%	2.754
Goal-related Projects	3.407	25%	0.852
	Total Weighted Score		3.606
	Overall Rating:		Exceeds Expectations



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