

2022

MAYORS' SUMMIT

hello



COLORADO
MUNICIPAL
LEAGUE

Mayor Meredith Leighty

City Manager Heather Geyer

**Case Studies
of the
Appointee
Evaluation
Process**

Mayor Paul Rennemeyer

Town Manager Shane Hale

Who We Are



Best Practices



- Best processes align council's expectations with manager's performance
- Primary goal is to provide meaningful feedback and clear goals
- Performance evaluations should not be painful
- While popular, numbered rating systems should be avoided—people tend to check the box and tend not to provide clear direction
- No Surprises – regular Mayor-Council check-ins recommended

Approaches



Mayor as facilitator

Council-Sub Committee

Entire Council

360 Degree

Facilitated

Best Practices - A Facilitated Review

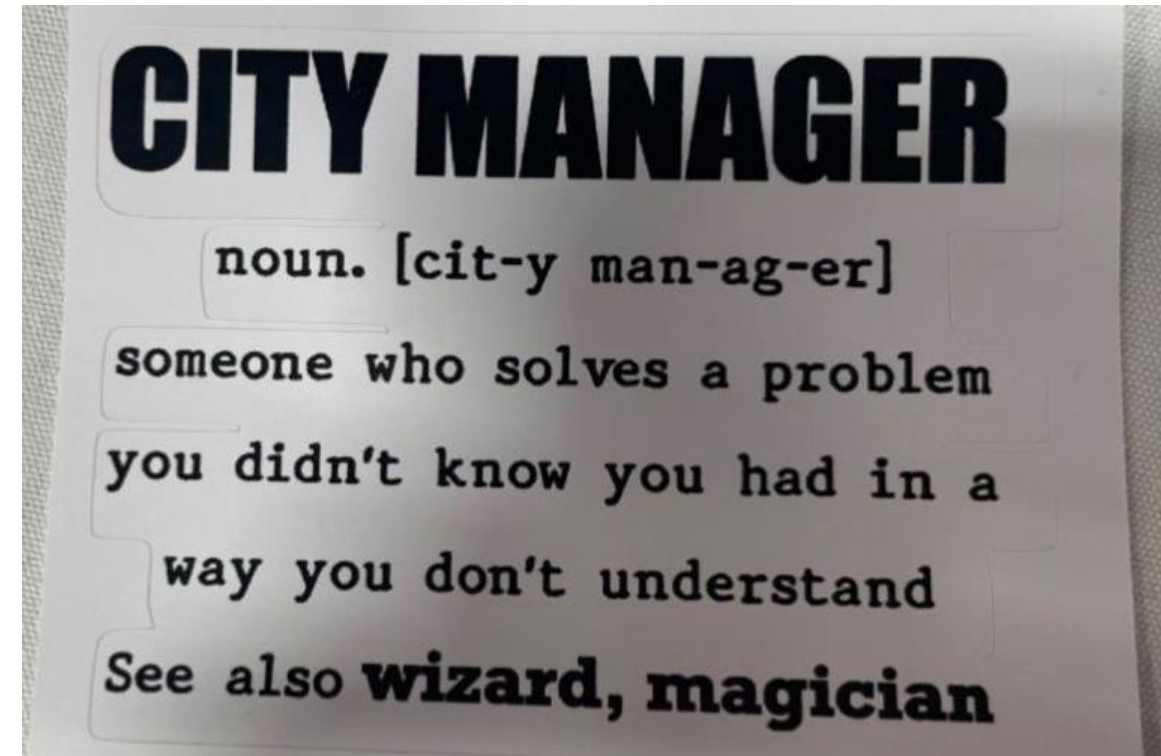
- **For Elected Officials:**

- It professionalizes the process.
- It values all opinions.
- It makes the process easier.
- It creates clarity.

- **For Managers:**

- It results in meaningful feedback.
- It clears the air.
- It separates the message from the messenger.
- It focuses on opportunities.

- A third-party acts as a neutral party to gather data



**Dan Keen, ICMA-
CM (Retired) Aug. 1,
2022 PM Magazine*

Northglenn City Manager Review



**REVAMPED IN
2021**



**REDESIGNED BY
MAYOR AND CITY
MANAGER**



**SIMPLIFIED – 6
CATEGORIES**



**EASY TO USE –
5
PERFORMANCE
INDICATORS
PER CATEGORY**



**PROVIDES
GROWTH-
PRODUCING
FEEDBACK AND
PERFORMANCE
EVALUATION DATA
TO CITY MANAGER
GEYER**

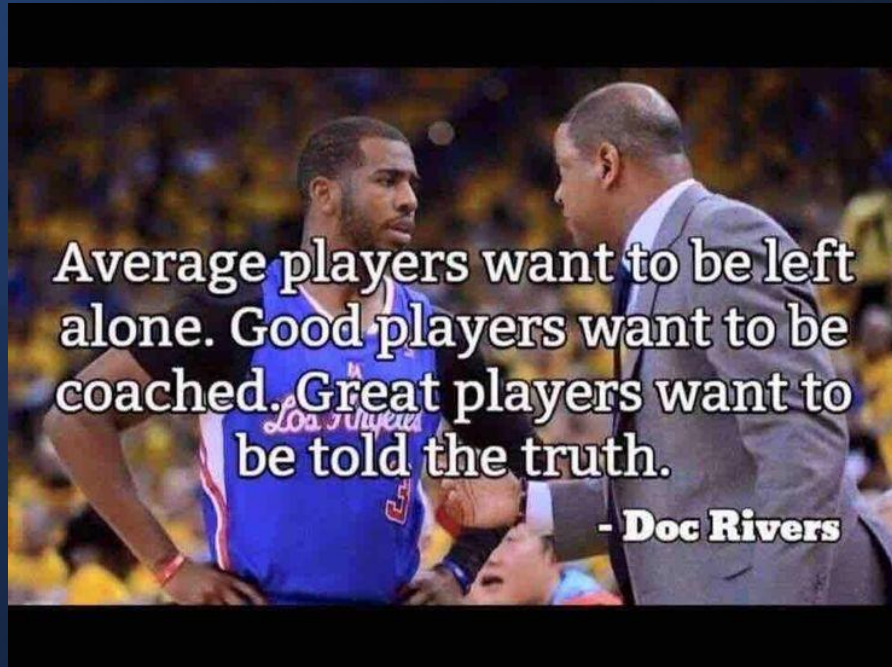


**CATEGORY
RATINGS WITH
POINT VALUES
LEAD TO
OVERALL
EFFECTIVENESS
RATING**

Northglenn City Manager Rating Categories

- **6 rating categories:**
 - Strategic Leadership
 - Community Engagement
 - Organizational Management
 - Fiscal management
 - Communication
 - Interpersonal Relationships

Northglenn – Easy to Use



- Manager prepares self-reflection document
- Council uses a Google form
- Mayor facilitates Council executive session
- Time to complete review during an executive session (no prep work other than reading manager's self-reflection document)
- A transparent process for all Council members
- Overall rating and comments created collaboratively in one sitting prepared by the Mayor

A large orange circle containing the text "Northglenn – Council Process". A small blue circle is positioned at the bottom left of the orange circle.

Northglenn – Council Process

Executive Session

Four yellow curved lines of varying lengths are arranged in an arc in the top right corner of the slide.

- Council receives a link to a Google form.
- Council does their homework - review of manager's self-reflection document
- Council provides feedback in each of the 6 categories on a non-rated scale.
- “Don't Know” IS DATA - don't be afraid to use it.
- Council reviews their feedback and selects an overall numerical score for each category.

Northglenn – Feedback



Heather has
access to all
of the data.



Data is
collected in
real time and
leads to an
overall rating.



ALL
comments are
collected to
ensure that
no feedback
is lost during
paraphrasing

Performance
indicator
ratings,
comments, etc.



Northglenn – 2022 Timeline



Northglenn – Sample Question Format & Rating

6. Creates opportunities for the City to shine through articles, speaking opportunities, leveraging grant funding, hosting workshops/meetings, applying & receiving awards/recognition, etc.

Mark only one oval.

- ☐ Does Well
- ☐ On Track
- ☐ Needs Improvement
- ☐ Don't Know

Northglenn – Sample Question Format & Overall Rating

7. Overall rating of performance in Strategic Leadership.

Mark only one oval.

	1	2	3	4	
Needs Improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Exceeds Expectations

Northglenn – Final Evaluation Scoring

- Maximum score in each category is 4 points
- Maximum overall score total = 216 (24 pts for each of 9 Council members)
 - 216 -181 points = Exceeds Expectations
 - 180 -155 points = Meets Expectations
 - 154 -134 points = Partially Meets Expectations
 - 133 points and below = Needs Improvement

Northglenn – Compensation

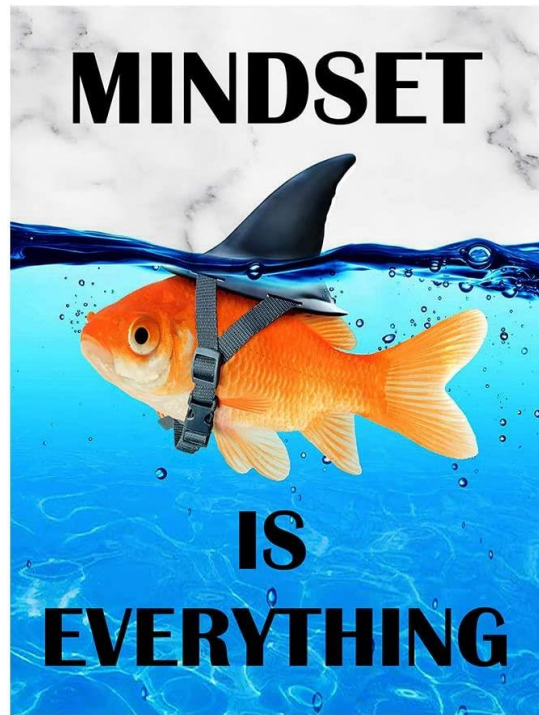


- Manager's contract is indefinite
- Market (similar to employees)
- Merit (similar to employees)
- 2019 Equal Pay for Equal Work Act (review done in 2021 by third-party compensation expert)

Windsor Town Manager Review

- Revamped in 2018
- 6 categories
- Provides growth-producing feedback and performance evaluation data to Town Manager Hale
- Category ratings with point values lead to overall effectiveness rating

Windsor



Evaluation is e-mailed to Mayor and Town Board in October—approximately 30 days prior to evaluation. Manager includes a memo with list of accomplishments over previous 12 months.

Completed evaluations turned into Mayor

Mayor meets with Town Manager prior to executive session to go over the Board comments

Executive session a chance to have a conversation about evaluation highlights.

Windsor's Six Categories

Organizational
Management and
Leadership

Fiscal and
Business
Management

Communication
and Relationship
with Mayor and
Town Board

Community and
Intergovernmental
Relations

Personal and
Professional
Traits

Overall
Performance

Windsor – Sample:

Organizational Management and Leadership

Plans and organizes the work that goes into providing services established by the decisions of the Town Board.

Evaluates and keeps up with the current technology and professional development.

Selects, leads, directs and develops staff.

Keeps the Town Board appropriately informed about organizational status and changes.

Delegates authority responsibly to Department Heads and staff while retaining ultimate responsibility for staff performance.

Is knowledgeable of Town, State and Federal laws and ordinances affecting Town operations and carries out those laws.

Windsor – Sample:

Organizational Management and Leadership

Explores alternatives and presents well thought-out and properly documented recommendations.

Provides appropriate support and assistance to the Town Board

Strives to create an environment that promotes innovation, accomplishment and accountability.

Takes responsibility for setting realistic objectives for the organization based on goals of the Town Board.

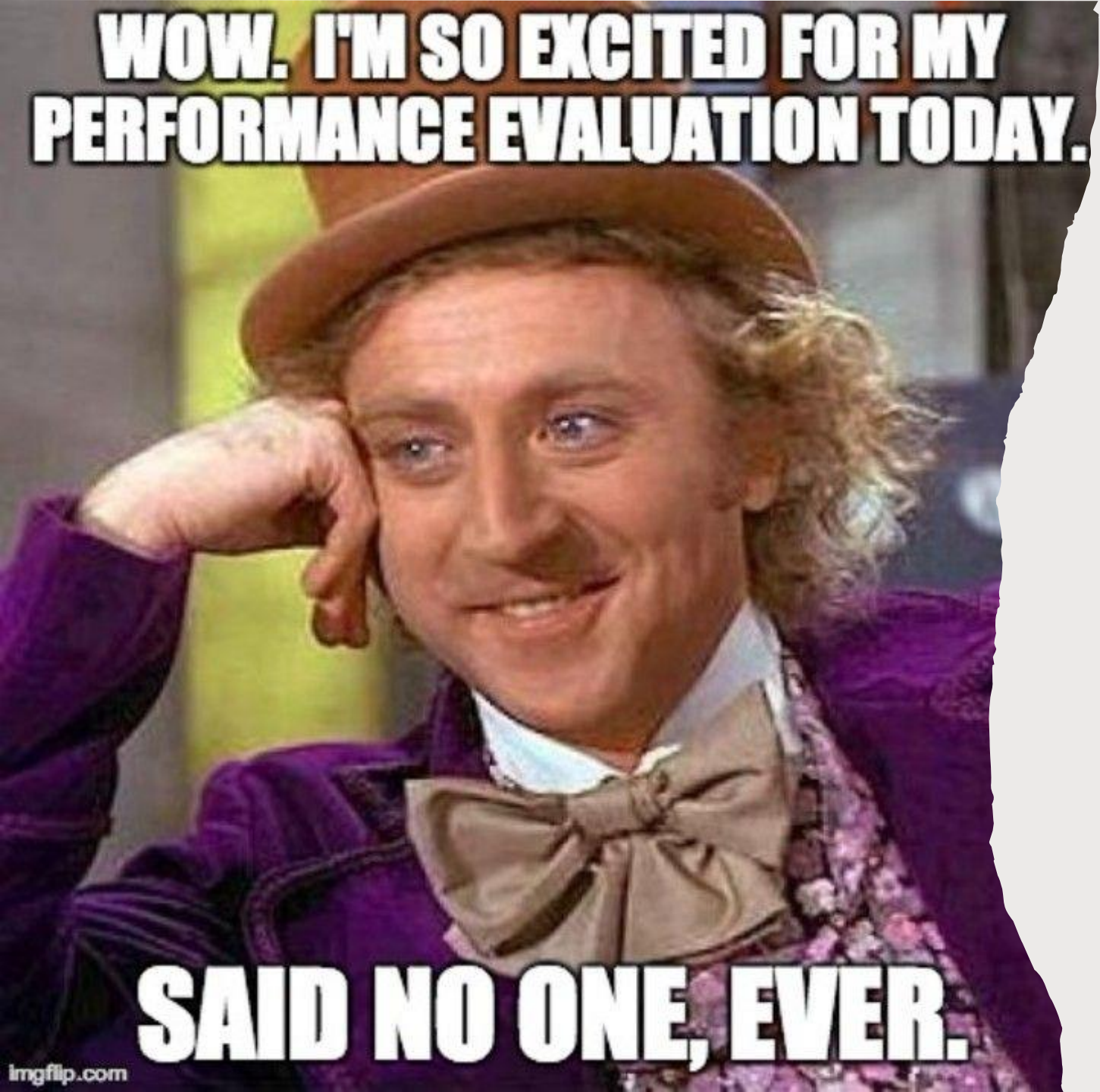
Knows when to act and when to defer action.

Has the capability and willingness to make hard decisions when required, and accepts responsibility for those decisions and those of subordinates.

Windsor – Compensation

- Manager's contract is indefinite—Town Board re-appoints in December following evaluation.
- Market analysis performed bi-annually for all employees (includes equal pay for equal work act analysis). Mayor and Mayor Pro Tem meet separately with consultant for overview of market results for Manager and Attorney.
- Merit (similar to employees)





**WOW. I'M SO EXCITED FOR MY
PERFORMANCE EVALUATION TODAY.**

Open Discussion

- What's the best part of your review process?
- What is the hardest part of your review process?

SAID NO ONE, EVER.

Thank you

Q&A

The Athenian Oath

"We will never bring disgrace on this our City by an act of dishonesty or cowardice.

We will fight for the ideals
and Sacred Things of the City
both alone and with many.

We will revere and obey the City's laws,
and will do our best to incite a like reverence
and respect in those above us who are prone
to annul them or set them at naught.

We will strive unceasingly to quicken
the public's sense of civic duty.

Thus, in all these ways, we will transmit
this City not only, not less, but greater
and more beautiful than it was
transmitted to us."



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