

**CITY OF CLEVELAND HEIGHTS
STATE OF OHIO**
PERFORMANCE APPRAISAL FOR CITY MANAGER

EVALUATION OF PERFORMANCE BY POSITION DESCRIPTION

For each section below, please indicate your evaluation of the performance of the City Manager on the specific duties of the position as described for the 2015 Calendar Year.

Management Activities

1. To be aware of the regional and national trends that could affect our City and to maintain a level of knowledge about Cleveland Heights so that appropriate programs are designed to meet present and emerging needs.	5 (Excellent)	4	3	2	1 (Poor)
2. To choose able administrators committed to a quality level of service.	5 (Excellent)	4	3	2	1 (Poor)
3. To delegate appropriate authority and responsibility to managers within the organization.	5 (Excellent)	4	3	2	1 (Poor)
4. To enforce all laws and ordinances with fairness and equity.	5 (Excellent)	4	3	2	1 (Poor)
5. To research new methods and new technologies in the municipal service delivery system so that the City can capitalize on smarter approaches that save on costs and improve service.	5 (Excellent)	4	3	2	1 (Poor)
6. To prepare the annual budget by working closely with the departments in establishing realistic goals within the parameters of a sound budget.	5 (Excellent)	4	3	2	1 (Poor)
7. To be responsible for the implementation of the policy of City Council.	5 (Excellent)	4	3	2	1 (Poor)
8. To develop effective recruitment methods in order to attract highly qualified staff while taking into consideration the racial and cultural profile of the community.	5 (Excellent)	4	3	2	1 (Poor)

EVALUATION OF PERFORMANCE BY POSITION DESCRIPTION (continued)**Planning Activities**

1. To assure the preparation of long-term plans for infrastructure maintenance and repair.	5 (Excellent)	4	3	2	1 (Poor)
2. To work closely with Council in the review of development proposals and on-going guidance in projects to fruition, bringing	5 (Excellent)	4	3	2	1 (Poor)

Communication Activities

1. To establish and maintain clear lines of communication with Council, staff and the community-at-large.	5 (Excellent)	4	3	2	1 (Poor)
2. To participate in community meetings when appropriate and ensure government responsiveness.	5 (Excellent)	4	3	2	1 (Poor)
3. To respond to resident complaints in a timely and helpful manner and to assist Council members so that complaints received by them can be handled in a similar manner.	5 (Excellent)	4	3	2	1 (Poor)
4. To provide public information to the community and Council in a timely and appropriate fashion.	5 (Excellent)	4	3	2	1 (Poor)

COMMENTS ON PERFORMANCE OF SPECIFIC DUTIES

For each management activity area above, please provide specific comments that support your evaluation of the City Manager's performance during the 2013 calendar year.

Management Activities

**COMMENTS ON PERFORMANCE OF SPECIFIC
DUTIES(continued) Planning Activities**

Communication Activities

IMPROVEMENT RECOMMENDATIONS

For each management activity area above, please provide any specific comments or suggestions on how the City Manager could improve her performance in the coming year. Provide specific expected outcomes against which the improvement could be evaluated. These comments will be used to provide the City Manager with specific performance goals for the coming year.

GOALS FOR 2014

Goal Statements	Objective Criteria for Evaluation	Comments

CITY OF CLEVELAND HEIGHTS, OHIO

PERFORMANCE APPRAISAL FOR CITY MANAGER

The annual performance appraisal for the City Manager is the responsibility of the seven (7) members of City Council. The coordination of the process is the responsibility of Administrative Services Committee (of which the chair will have the lead role). Each member of council will be interviewed based upon the specific duties and performances of the City Manager. The City Manager will be asked to review and use the form as a guideline to give a written document of the past years performance to the council on each evaluation area. The goals of the appraisal process are to:

Identify and evaluate the strengths, goals and needs of the City Manager, not just of the City Manager but also the activities and outcomes of the City under the City Manager's leadership in the provision of services to the citizens of City. It can be used to determine strategies and resources to assist the City Manager in achieving the identified needs and goals.

The City Council or Administrative Services Chair on behalf of council may request that an outside agent be retained to assist council with the work of the evaluation such as interviews of department heads or outside community members for input into the evaluation process. This document in its final form is a public document subject to all public records requests.

For each section below, please indicate your evaluation of the performance of the City Manager on the specific duties of the position as described for 2015 and the first half of 2016:

CE- Consistently exceeds expectations. Employee displays at all time, without exception, a consistently high level of job factor related skills, abilities, initiative and productivity. All assignments /responsibilities in this area of the job are completed beyond the level of expectation.

OE- Often exceeds expectations. Employee displays a high level of job factor related skills, abilities, initiative, and productivity, exceeding requirements in some areas, but meeting expectations in others.

ME- Meets expectations. Employee displays and maintains and effective and consistent level of performance of the job factors. Work output regularly achieves desired or required outcomes or expectations.

SI- Some improvement needed. Employee displays inconsistency in the performance of the job factor and output frequently falls below acceptable levels. Tasks may be significantly late at times or incomplete.

MI- Major improvement needed. Work output is consistently low, regularly fails to meet required outcomes, and error rate is high.

Management Activities

1. Demonstrates awareness of regional and national trends that could affect our City and maintain a level of knowledge about Cleveland Heights so appropriate programs are designed to meet present and emerging needs.

CE	OE	ME	SI	MI
Consistently Exceeds Expectations	Often Exceeds Expectations	Meets Expectations	Some Improvement Needed	Major Improvement Needed

2. Chooses, develops, guides and mentors able directors and administrators committed to a providing a positive quality of service to the community.

CE	OE	ME	SI	MI
Consistently Exceeds Expectations	Often Exceeds Expectations	Meets Expectations	Some Improvement Needed	Major Improvement Needed

Encourages, enables and supports Directors and Administrators so as to provide the greatest possible performance.

<ul style="list-style-type: none"> a. Enables employees to unfold their full potential and abilities. b. Engages in participative decision making Direct reports. c. Creates a work environment that encourages responsibility and decision making at all organizational levels (requires skill in sharing authority and removing barriers to creativity). d. Has a leadership style that facilitates employee satisfaction. 	CE Consistently Exceeds Expectations	OE Often Exceeds Expectations	ME Meets Expectations	SI Some Improvement Needed	MI Major Improvement Needed
3. To delegate appropriate authority and responsibility to directors and managers within the organization.	CE Consistently Exceeds Expectations	OE Often Exceeds Expectations	ME Meets Expectations	SI Some Improvement Needed	MI Major Improvement Needed
4. To enforce all laws and ordinances with fairness and equity.	CE Consistently Exceeds Expectations	OE Often Exceeds Expectations	ME Meets Expectations	SI Some Improvement Needed	MI Major Improvement Needed
5. Researches new methods and technologies in the municipal service delivery system so that the City can capitalize on more cost effective and/ or enhanced quality of services.	CE Consistently Exceeds Expectations	OE Often Exceeds Expectations	ME Meets Expectations	SI Some Improvement Needed	MI Major Improvement Needed
6. To prepare the annual budget by working closely with the departments in establishing realistic goals within the parameters of a sound budget.	CE Consistently Exceeds Expectations	OE Often Exceeds Expectations	ME Meets Expectations	SI Some Improvement Needed	MI Major Improvement Needed
7. Implements policies of City Council.	CE Consistently Exceeds Expectations	OE Often Exceeds Expectations	ME Meets Expectations	SI Some Improvement Needed	MI Major Improvement Needed
8. Develop effective recruitment methods in order to attract highly qualified staff while taking into consideration the diversity (racial, cultural, economic, and gender) in the community.	CE Consistently Exceeds Expectations	OE Often Exceeds Expectations	ME Meets Expectations	SI Some Improvement Needed	MI Major Improvement Needed
<ul style="list-style-type: none"> a. Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, current; advocating for adequate human resources to accomplish programmatic objectives 					

Planning Activities

	CE	OE	ME	SI	MI
	Consistently Exceeds Expectations	Often Exceeds Expectations	Meets Expectations	Some Improvement Needed	Major Improvement Needed
1. Facilitates the preparation of both short and long-term plans for the organization.					
a. Utilizing basic principles of service delivery in functional areas e.g. public safety, community and economic development, human and social services, administrative services, public works (requires knowledge of service areas and delivery options).					
b. Anticipating future needs, organizing work operations, and establishing time tables for work units or projects (requires knowledge of technological advances and changing standards, skill in identifying and understanding trends; skill in predicting impact of service delivery decisions).					
2. Collaborates with Council in the review, development of, and ongoing guidance to bring projects to fruition.	CE	OE	ME	SI	MI
a. Helping elected officials develop a policy agenda that can be implemented effectively and that serves the best interests of the community (requires knowledge of role/authority relationships between elected and appointed officials; skill in responsibly following the lead of others when appropriate, ability to communicate sound information and recommendations).	Consistently Exceeds Expectations	Often Exceeds Expectations	Meets Expectations	Some Improvement Needed	Major Improvement Needed
b. Preparing and administering the budget.					
c. Interpreting financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies.					

Communication Activities

	CE	OE	ME	SI	MI
	Consistently Exceeds Expectations	Often Exceeds Expectations	Meets Expectations	Some Improvement Needed	Major Improvement Needed
1. Establishes and maintains clear lines of communication with Council, staff and the community-at-large.					
2. Participates in community meetings when appropriate and ensure government responsiveness.	CE	OE	ME	SI	MI
a. Building cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them, recognizing interdependent relationships and multiple causes of community issues and anticipating consequences of policy decisions (requires knowledge of community actors and their interrelationships).	Consistently Exceeds Expectations	Often Exceeds Expectations	Meets Expectations	Some Improvement Needed	Major Improvement Needed

	CE	OE	ME	SI	MI
				Consistently Exceeds Expectations	Often Exceeds Expectations
3. Respond to resident complaints in a timely and helpful manner and to assist Council members so that complaints received by them can be handled in a similar manner.			Meets Expectations	Some Improvement Needed	Major Improvement Needed
4. Provide public information to the community and Council in a timely and appropriate fashion. Provide information to City Council before informing other parties of events, changes and needs of the city.	CE	OE	ME	SI	MI
	Consistently Exceeds Expectations	Often Exceeds Expectations	Meets Expectations	Some Improvement Needed	Major Improvement Needed

COMMENTS ON PERFORMANCE OF SPECIFIC DUTIES

For each management activity area above, please provide specific comments that support your evaluation of the City Manager's performance during the 2015 calendar year.

Management Activities

Planning Activities

Communication Activities

IMPROVEMENT RECOMMENDATIONS

For each management activity area above, please provide any specific comments or suggestions on how the City Manager could improve his performance in the coming year. Provide specific expected outcomes against which the improvement could be evaluated. These comments will be used to provide the City Manager with specific performance goals for the coming year.

GOALS FOR 2016-2017

Please provide no more than five goals for action by the City Manager.

Goal Statements	Objective Criteria for Evaluation	Comments

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