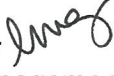


**CITY MANAGER'S OFFICE
MEMORANDUM #24-2018**

DATE: September 10, 2018

TO: Honorable Mayor Carol A. Dodge and City Council Members

FROM: Heather Geyer, City Manager 
Paula Jensen, Director of Management Services

SUBJECT: Discussion Item – City Council Employees' Performance Evaluations

PURPOSE

At the June 18, 2018 City Council Study Session, staff was asked to bring back information to City Council regarding a third-party consultant or platform to assist Council in conducting employee evaluations.

BACKGROUND

City Council previously discussed the Performance Appraisal Committee/evaluation process at the May 14, 2018 regular meeting and the June 18, 2018 study session meeting.

Currently, there are four City Council appointees in the City of Northglenn including the City Attorney, Municipal Court Judge, City Clerk and City Manager. Each of these appointees is to be evaluated on an annual basis. The Committee and process by which Council employees are evaluated is outlined in Council Resolution 06-58. Currently, the Council Performance Appraisal Committee consists of six City Council members.

Staff has outlined two options for Council's consideration below. I have added an additional option since I am new to the City and as part of my First Year Game Plan, I included updating the City Manager performance review document as one of my priorities. Per my contract, a 6 month review will be conducted and my annual review will take place next year prior to my August 20th anniversary date.

Overall, I believe this is an appropriate time for Council to consider any other changes to the process with the addition of a 360, multi-rater feedback tool. I recommend that we use this opportunity to take a look at all four performance review documents and make changes as deemed appropriate. My recommendation outlined below as Option #1, is to hire a third-party facilitator to manage the review of the current system and update it to Council's desired form. Copies of the existing performance appraisal forms are included as Attachments 1-4.

RECOMMENDATION

Two options are being provided for Council consideration and are outlined below:

Option #1

I recommend that City Council hire a third-party facilitator to work with the Council Performance Appraisal Committee to facilitate the use of a 360, multi-rater feedback tool. Additionally, I recommend that the third-party facilitator provide the support necessary in reviewing and updating the current appraisal forms. This approach would also allow for individual sessions with the Mayor and each City Council member to provide input on any proposed changes.

The third-party facilitator recommended approach may include the following consultative/consensus building process. The outline approach can be customized to meet the needs of the City.

Sample Third-Party Facilitator Approach:

Mayor & City Council input session – third-party facilitator meets with the Mayor & City Council for initial discussion of process and facilitated input. Session will be two hours in length.

Facilitated sessions – third-party facilitator will meet with the Performance Appraisal Committee up to four facilitated sessions. Sessions will be one and a half to two hours in length to review and discuss key aspects of the evaluation system. Suggested topics include:

- Session 1 – Role of business strategies and goal setting
- Session 2 – Performance indicators and self-evaluation
- Session 3 – Rating systems and stakeholder feedback
- Session 4 – Process and timing

Development and editing of tools and system – third-party facilitator develops draft tools and process based on input by the Performance Appraisal Committee and employees.

Facilitated sessions – third-party facilitator will meet with the Performance Appraisal Committee in up to three facilitated sessions. Sessions will be one and a half to two hours in length to review and edit draft tools and process.

Council session – third-party facilitator meets with the Mayor & City Council to review proposed process and tool.

The cost to implement this third-party facilitator approach is approximately \$6,000 (negotiable based on approach) with a \$3,000 – \$3,500 recurring annual cost. The benefit of using a third-party facilitator includes removing staff from the process and making this process truly a Council process.

Option #2

Paula Jensen, Management Services Director did research on a multi-rater feedback tool. A local option available through Employers Council consists of the following:

- Employers Council can administer a multi-rater feedback process for council employee evaluation.
- Council can choose from over 250 questions, they are customizable, and previous questions can be used. Topic areas include: Communication, Delivering Results, Dependability, Developing Self & Others, Emotional Control/Stability, Job Knowledge, Information Management, Innovation/Openness, Management Functions, Person Orientation, and Task Orientation. A copy of the tool is included as Attachment 5.
- The tool is administered online and Employers Council would manage that process and provide a final report to Council. (See attached)

- The feedback form is open for 2 weeks. Once closed, a week is needed to pull together the results.
- Pricing for this tool is \$500 for one evaluation process. If there is more than one evaluation process with the same questions, the price can be reduced to \$350.

The Council Performance Appraisal Committee would need to review the offered questions and select the questions appropriate for each tool.

BUDGET IMPLICATIONS

Option #1

Implementation of hiring a third-party facilitator to manage the City Council appointee evaluation process would cost an initial \$6,000 for development and completion of the reviews for 2018. A projected reoccurring cost annually would be approximately \$3,000 – \$3,500.

Option #2

The cost for four multi-rater feedback tools is approximately \$1,400 (at the discounted \$350 rate). If this tool is used for only one evaluation, the cost will be \$500.

TIME IMPLICATIONS

Option #1

Staff can provide City Council with options for third-party facilitators within the next week.

Option #2

Staff can contact Employers Council and move forward with working with Council to identify the questions to be asked in the multi-rater tool.

STAFF REFERENCE

Please contact Heather Geyer, City Manager at hgeyer@northglenn.org or Paula Jensen, Director of Management Services at pjensen@northglenn.org with any further questions.

ATTACHMENTS

1. City Clerk Evaluation form
2. City Manager Evaluation form
3. City Attorney Evaluation form
4. Municipal Court Judge Evaluation form
5. Sample Multi-Rater Feedback Report

**CITY OF NORTHGLENN
CITY CLERK PERFORMANCE APPRAISAL**

Date: _____

City Clerk's Name: _____

Review Period: From: _____ To: _____

Type of Review: Annual: ☒ 6 Month Mid-Year: ☐ Other: ☐

Goal of Performance Appraisals

- Allow the City Clerk and the Council to identify and refine their respective roles, relationships, and expectations of responsibilities with each other.
- Facilitate discussion of the Clerk's strengths and weaknesses as demonstrated by past performance and through Council observations.
- The appraisal format is a flexible document that is shared with the City Clerk for input and continued improvement if needed.

Process:

1. It is the responsibility of City Council to convey to the City Clerk on an annual basis the city's goals and objectives as they pertain to expected outcomes in the Clerk's department.
2. Two months prior to evaluation date, Human Resources will mail evaluation surveys to all city center managers, the City Attorney, the City Manager, Deputy City Manager and other city staff as determined by City Council. The survey questions will be specifically directed to the relationship with each discipline, and will utilize the elements described in this evaluation form.
3. One month prior to the evaluation date, the City Clerk will provide information to the Council that she would like to have considered in the course of the evaluation.
4. Upon receipt of any input from the City Clerk and within 2 weeks prior to the evaluation date, the Mayor and each Council member will complete an evaluation form specific to their relationship.
5. A designated Council member will compile the Council and staff evaluations.
6. Designated Council representatives will present a final evaluation to the City Clerk in a scheduled meeting.
7. At the completion of the evaluation, the City Clerk shall present to Council any requests regarding changes to the appraisal form or the process itself.
8. The performance appraisal shall be conducted on an annual basis; however any Council member with concerns about performance may request an appraisal mid-year so that there is ample opportunity for improvement or correction prior to the appraisal date.

DEFINITION OF RATINGS

OUTSTANDING (4)

Performance is consistently and significantly beyond established standards. Achieves performance objectives at a fully outstanding level and demonstrates the highest skill levels.

EXCEEDS EXPECTATIONS (3)

Performance is consistently above adequate skill levels. Achieves performance objectives often beyond expectations.

MEETS EXPECTATIONS (2)

Performance consistently meets job requirements. Achieves objectives as stated.

NEEDS IMPROVEMENT (1)

Performance in one or more skills is less than expected and needs improvement. Direction, supervision and learning are required if performance objectives are to be achieved.

UNACCEPTABLE (0)

Performance in several skills is substantially weak. Performance objectives are not met even under supervision. Substantial improvement by the employee is required.

N/A (not applicable)

Can be utilized if there is no basis for rating or the person evaluating has not observed the performance.

EXPECTATION	PERFORMANCE STANDARDS	RATING
Agenda Preparation	<ul style="list-style-type: none"> Agendas are prepared and distributed in a timely manner. 	_____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Record Keeping	<ul style="list-style-type: none"> Maintains records in a complete, orderly and accessible manner. Minutes are recorded, prepared, published and distributed accurately and in a timely manner. Responds to Council, city staff and citizen requests in a timely manner. 	 _____ _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Communication with Council	<ul style="list-style-type: none"> Keeps council informed of matters as they relate to the City. Written and verbal communication with mayor and council are clear, thorough and accurate. Interaction with mayor and council members is professional, courteous, and efficient. 	 _____ _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Innovation	<ul style="list-style-type: none"> Implementation of new ideas and programs consistent with the goals and objectives of council. Alert to technological changes with potential productivity and uses interpersonal and organizational skills to introduce improvements in the organization. 	 _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Professional Standing	<ul style="list-style-type: none"> Develops productive working relations with neighboring jurisdictions, regional organizations, state government and regulatory agencies. 	_____
	<ul style="list-style-type: none"> Participates in professional organizations. 	_____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Legal Responsibilities	<ul style="list-style-type: none"> Carries out legal responsibilities and meets legal deadlines in accordance with the provisions of the General Statutes, council policy or City Charter. 	_____
	<ul style="list-style-type: none"> Issues public notices, prepares correspondence to citizens in a timely and professional manner. 	_____
	<ul style="list-style-type: none"> Keeps abreast of changes in law that affect legal requirements of the office and adjusts procedures accordingly. 	_____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Integrity	<ul style="list-style-type: none"> • Fosters ethical behavior. • Demonstrates integrity in professional relationships. • Demonstrates accountability for personal actions. 	 _____ _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Interpersonal Characteristics and Skills	<ul style="list-style-type: none"> • Demonstrates the ability to work in harmony with others, minimizing conflict, fostering good will within the organization, in external relationships, with the public and other governmental representatives and interest groups. • Maintains presence, style and demeanor suitable for position. • Recognizes importance of maintaining a positive public image and represents the City in a professional manner. 	 _____ _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Personal Development	<ul style="list-style-type: none"> Continuing Education. 	_____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

Additional Overall Comments: _____

Initial Agreement

I have received this performance appraisal and agree that the performance standards are appropriate for my position.

City Clerk Signature: _____ Date: _____
(To be signed at the beginning of each rating year)

Annually

I have received my performance appraisal for this year and have discussed its content and agree to any improvement measures.

City Clerk Signature: _____ Date: _____

Rater

Recommend retention/reappointment:

Yes ☐ No ☐

Conditions/Personal Development Plan:

Signature: _____ Date: _____
Position: _____

Signature: _____ Date: _____
Position: _____

Signature: _____ Date: _____
Position: _____

City Clerk Review

**CITY OF NORTHGLENN
CITY MANAGER PERFORMANCE APPRAISAL**

Date: _____ City Manager's Name: _____

Review Period: From: _____ To: _____

Type of Review: Annual: ☒ 6 Month Mid-Year: ☐ Other: ☐

Goal of Performance Appraisals

- Allow the City Manager and the Council to identify and refine their respective roles, relationships, and expectations of responsibilities with each other.
- Facilitate discussion of the Manager's strengths and weaknesses as demonstrated by past performance and through Council observations.
- The appraisal format is a flexible document that is shared with the City Manager for input and continued improvement if needed.

Process:

1. It is the responsibility of City Council to convey to the City Manager on an annual basis the city's goals and objectives as they pertain to expected outcomes in the City.
2. Two months prior to evaluation date, Human Resources will mail evaluation surveys to all city center managers, the Deputy City Manager, the City Attorney, the City Clerk, and other city staff as determined by City Council. The survey questions will be specifically directed to the relationship with each discipline, and will utilize the elements described in this evaluation form.
3. One month prior to the evaluation date, the City Manager will provide information to the Council that she would like to have considered in the course of the evaluation.
4. Upon receipt of any input from the City Manager and within 2 weeks prior to the evaluation date, the Mayor and each Council member will complete an evaluation form specific to their relationship.
5. Designated Council members will compile the Council and staff evaluations and disseminate this information to the City Council.
6. The City Council will present the results of the evaluation to the City Manager in a scheduled meeting.
7. At the completion of the evaluation, the City Manager shall present to Council any requests regarding changes to the appraisal form or the process itself.
8. The performance appraisal shall be conducted on an annual basis; however any Council member with concerns about performance may request an appraisal mid-year so that there is ample opportunity for improvement or correction prior to the appraisal date.

DEFINITION OF RATINGS

OUTSTANDING (4)

Performance is consistently and significantly beyond established standards. Achieves performance objectives at a fully outstanding level and demonstrates the highest skill levels.

EXCEEDS EXPECTATIONS (3)

Performance is consistently above adequate skill levels. Achieves performance objectives often beyond expectations.

MEETS EXPECTATIONS (2)

Performance consistently meets job requirements. Achieves objectives as stated.

NEEDS IMPROVEMENT (1)

Performance in one or more skills is less than expected and needs improvement. Direction, supervision and learning are required if performance objectives are to be achieved.

UNACCEPTABLE (0)

Performance in several skills is substantially weak. Performance objectives are not met even under supervision. Substantial improvement by the employee is required.

N/A (not applicable)

Can be utilized if there is no basis for rating or the person evaluating has not observed the performance.

EXPECTATION	PERFORMANCE STANDARDS	RATING
Staff Effectiveness	<ul style="list-style-type: none"> • Staff are professional and high quality performers, providing reports and services that are timely and complete and contain sound recommendations. • Demonstrates a commitment to deal with non-performers and hold the organization accountable for results. 	 _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS:

EXPECTATION	PERFORMANCE STANDARDS	RATING
Policy Facilitation	<ul style="list-style-type: none"> • Presents policy-related information completely and accurately. • Respects the role of elected officials in making policy decisions. • Ensures that policy decisions and initiatives are implemented. 	 _____ _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Service Delivery Management	<ul style="list-style-type: none"> Ensures prompt, courteous and accurate responses to requests from citizens either directly or through the Council member. 	_____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Strategic Leadership	<ul style="list-style-type: none"> Anticipates and positions the organization to address and respond to anticipated events and circumstances. Accepts responsibility for undesirable events. 	 _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Democratic Responsiveness	<ul style="list-style-type: none"> • Demonstrates an appreciation for the unique culture of the community. • Respects and promotes active citizen participation in local governance. 	 _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Organizational Planning and Management	<ul style="list-style-type: none"> • Prepares clear, effective, and understandable budget. • Manages the allocation of financial resources. • Provides accurate assessment of the fiscal condition of the community. 	 _____ _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Communication	<ul style="list-style-type: none"> • Demonstrates a capacity for effective written and oral communication. • Responds to council requests in a timely manner. • Conveys information effectively and matches presentation styles to different audiences. 	 _____ _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Integrity	<ul style="list-style-type: none"> • Fosters ethical behavior. • Demonstrates integrity in professional relationships. • Demonstrates accountability for personal actions. 	 _____ _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Organizational Values	<ul style="list-style-type: none"> • Demonstrates and models the organization's values, mission statement, goals and objectives. • Delivers on what is stated. 	 _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Personal Development	<ul style="list-style-type: none"> • Continuing Education. 	_____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Personal Confidence	<ul style="list-style-type: none"> • Demonstrates adaptability and a capability for coping with stress. • Respects the views of others and accepts feedback. • Is able to control and manage emotions in conflicts and interactions. 	 _____ _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Leadership	<ul style="list-style-type: none"> • Demonstrates the capacity, through example, confidence and enthusiasm to inspire and motivate others to achieve their best and fulfill the objectives of the organization. • Demonstrates commitment to make decisions, address and fulfill responsibilities. 	

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

Additional Overall Comments: _____

Initial Agreement

I have received this performance appraisal and agree that the performance standards are appropriate for my position.

City Manager Signature: _____ Date: _____
(To be signed at the beginning of each rating year)

Annually

I have received my performance appraisal for this year and have discussed its content and agree to any improvement measures.

City Manager Signature: _____ Date: _____

Rater

Recommend retention/reappointment:

Yes ☐ No ☐

Conditions/Personal Development Plan:

Signature: _____ Date: _____
Position: _____

Signature: _____ Date: _____
Position: _____

Signature: _____ Date: _____
Position: _____

City Manager Review

10

**CITY OF NORTHGLENN
CITY ATTORNEY PERFORMANCE APPRAISAL**

Date: _____ City Attorney Name: _____

Review Period: From: _____ To: _____

Type of Review: Annual: ☒ 6 Month Mid-Year: ☐ Other: ☐

Goal of Performance Appraisals

- Allow the City Attorney and the Council to identify and refine their respective roles, relationships, and expectations of responsibilities with each other.
- Facilitate discussion of the City Attorney's strengths and weaknesses as demonstrated by past performance and through Council observations. The objective for this information is to provide the Council an opportunity to provide accurate positive feedback in areas that have been handled well and to clarify areas where the City Attorney could become more effective through improved performance.
- The appraisal format is a flexible document that is shared with the City Attorney for input and continued improvement if needed.

Process:

1. It is the responsibility of City Council to convey to the City Attorney on an annual basis the city's goals and objectives along with the city's strategic direction.
2. Two months prior to evaluation date, Human Resources will mail evaluation surveys to all city department heads and the City Manager. The survey questions will be specifically directed to the relationship with each discipline, and will utilize the elements described in this evaluation form.
3. One month prior to the evaluation date, the City Attorney will provide information to the Council that he would like to have considered in the course of the evaluation.
4. Upon receipt of any input from the City Attorney and within 2 weeks prior to the evaluation date, the Mayor and each Council member will complete an evaluation form specific to their relationship.
5. A designated Council member will compile the Council and staff evaluations.
6. Designated Council representatives will present a final evaluation to the City Attorney in a scheduled meeting.
7. At the completion of the evaluation, the City Attorney shall present to Council any requests regarding changes to the appraisal form or the process itself.
8. The performance appraisal shall be conducted on an annual basis; however any Council member with concerns about performance may request an appraisal mid-year so that there is ample opportunity for improvement or correction prior to the appraisal date.

DEFINITION OF RATINGS

OUTSTANDING (4)

Performance is consistently and significantly beyond established standards. Achieves performance objectives at a fully outstanding level and demonstrates the highest skill levels.

EXCEEDS EXPECTATIONS (3)

Performance is consistently above adequate skill levels. Achieves performance objectives often beyond expectations.

MEETS EXPECTATIONS (2)

Performance consistently meets job requirements. Achieves objectives as stated.

NEEDS IMPROVEMENT (1)

Performance in one or more skills is less than expected and needs improvement. Direction, supervision and learning are required if performance objectives are to be achieved.

UNACCEPTABLE (0)

Performance in several skills is substantially weak. Performance objectives are not met even under supervision. Substantial improvement by the employee is required.

N/A (not applicable)

Can be utilized if there is no basis for rating or the person evaluating has not observed the performance.

EXPECTATION	PERFORMANCE STANDARDS	RATING
Communication Skills (Oral and Written)	<ul style="list-style-type: none"> • Work-products (i.e. memos, correspondence, etc.) coming from the City Attorney are clearly written and timely. 	_____
	<ul style="list-style-type: none"> • Ordinances and Resolutions are written with clarity and in an acceptable format. 	_____
	<ul style="list-style-type: none"> • Provides appropriate and knowledgeable legal advice to City Council to allow them to make informed decisions. 	_____
	<ul style="list-style-type: none"> • Develops and addresses the “pros” and “cons” of various legal questions coming before Council. 	_____
	<ul style="list-style-type: none"> • Legal opinions of the City Attorney’s Office are in a format that is understandable, and of appropriate length and depth. 	_____
	<ul style="list-style-type: none"> • Maintains an open line of communication between Council, city staff and the City Attorney’s Office. 	_____
	<ul style="list-style-type: none"> • Gives direction to city prosecutors regarding concerns and adopted policies or ordinances of Council. 	_____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Effectiveness	<ul style="list-style-type: none"> Assumes appropriate and professional demeanor at all times while representing the City. Actively advances and defends the legal positions of the City. Prevents litigation by providing timely legal advice or recommendations. Effectively represents the City in litigation. Recommends timely settlement of litigation when risk of loss is likely. Anticipates potential legal risk issues as projects are discussed and alerts Council of these facts. 	

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Interpersonal Skills	<ul style="list-style-type: none"> • Treats citizens and members of the public with respect and in a dignified and fair manner. • Portrays the image of being a member of the City “Team.” • Works well with other City Staff when dealing with City or legal matters. • Responds to City Council requests and inquiries with respect and courtesy. 	 _____ _____ _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Professional Skills and Personal Development	<ul style="list-style-type: none"> • Possesses the legal skills necessary for performing his/her responsibilities as the legal representative of the City. 	_____
	<ul style="list-style-type: none"> • Attends at least one professional conference or educational program annually. 	_____
	<ul style="list-style-type: none"> • Possesses familiarity with current legal trends and new developments in statutory and case law. 	_____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

Initial Agreement

I have received this performance appraisal and agree that the performance standards are appropriate for my position.

City Attorney Signature: _____ Date: _____
(To be signed at the beginning of each rating year)

Annually

I have received my performance appraisal for this year and have discussed its content and agree to any improvement measures.

City Attorney Signature: _____ Date: _____

Rater

Recommend retention/reappointment:

Yes ☐ No ☐

Conditions/Personal Development Plan:

Signature: _____ Date: _____
Position: _____

Signature: _____ Date: _____
Position: _____

Signature: _____ Date: _____
Position: _____

City Attorney Review

CITY OF NORTHGLENN MUNICIPAL JUDGE PERFORMANCE APPRAISAL

Date: _____ Municipal Judge's Name: _____

Review Period: From: _____ To: _____

Type of Review: Annual: ☒ 6 Month Mid-Year: ☐ Other: ☐

Goal of Performance Appraisals

- Allow the Presiding Judge and the Council to identify and refine their respective roles, relationships, and expectations of responsibilities with each other.
- Facilitate discussion of the Judge's strengths and weaknesses as demonstrated by past performance, Council observations, and a summary of surveys solicited from individuals who are direct users or observers of the court system. The objective for this information is to provide the Council an opportunity to provide accurate positive feedback in areas that have been handled well and to clarify areas where the Judge could become more effective through improved performance.
- The appraisal format is a flexible document that is shared with the Judge for input and continued improvement if needed.

Process:

1. It is the responsibility of City Council to convey to the Judge on an annual basis the city's goals and objectives as they pertain to expected municipal court outcomes.
2. Two months prior to evaluation date, Human Resources will mail evaluation surveys to all police and code enforcement officers who have had direct contact with the Judge in court in the last year, a random sample of defense attorneys, prosecuting attorneys, 100% of court personnel, and the city attorney. The survey questions will be specifically directed to the relationship with each discipline.
3. One month prior to the evaluation date, the Judge will provide information to the Council that he would like to have considered in the course of the evaluation.
4. Upon receipt of any input from the Judge and within 2 weeks prior to the evaluation date, the Mayor and each Council member will complete an evaluation form specific to their relationship.
5. A designated Council member will compile the Council evaluations and obtain the survey results from Human Resources.
6. Designated Council representatives will present a final evaluation to the Judge in executive session.
7. At the completion of the evaluation, the Judge shall present to Council any requests regarding changes to the appraisal form or the process itself.
8. The performance appraisal shall be conducted on an annual basis; however any Council member with concerns about performance may request an appraisal mid-year so that there is ample opportunity for improvement or correction prior to the appraisal date.

Municipal Judge Review

1

DEFINITION OF RATINGS

OUTSTANDING (4)

Performance is consistently and significantly beyond established standards. Achieves performance objectives at a fully outstanding level and demonstrates the highest skill levels.

EXCEEDS EXPECTATIONS (3)

Performance is consistently above adequate skill levels. Achieves performance objectives often beyond expectations.

MEETS EXPECTATIONS (2)

Performance consistently meets job requirements. Achieves objectives as stated.

NEEDS IMPROVEMENT (1)

Performance in one or more skills is less than expected and needs improvement. Direction, supervision and learning are required if performance objectives are to be achieved.

UNACCEPTABLE (0)

Performance in several skills is substantially weak. Performance objectives are not met even under supervision. Substantial improvement by the employee is required.

N/A (not applicable)

Can be utilized if there is no basis for rating or the person evaluating has not observed the performance.

EXPECTATION	PERFORMANCE STANDARDS	RATING
Integrity	<ul style="list-style-type: none"> • Displays a sense of basic fairness and justice. • Finds facts and interprets the law without regard to possible public criticism. • Is impartial, treating all parties equally, regardless of race, sex, age, ethnicity, social or economic status. • Adheres to the Judicial Code of Conduct and the Code of Professional Responsibility. 	 _____ _____ _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Legal Ability	<ul style="list-style-type: none"> • Displays adequate knowledge of substantive law. • Displays adequate knowledge of rules of evidence and procedure. • Considers all relevant factors in sentencing and sentences fairly. • Considers all relevant factors in determining whether the city has met the burden of proof. • Court decisions are appropriate within the constraints of law. • At the discretion of Council, proposed ordinances are reviewed and comments are given to Council in a complete and timely manner. 	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
<p>Communication Skills With:</p> <ul style="list-style-type: none"> • City Council • Court Staff • Police • Attorneys 	<ul style="list-style-type: none"> • Oral and written decisions are clear, understandable and thorough • Communicates with court staff regarding overall court management • When requested, feedback is provided to law enforcement officers regarding reasons for dismissal or non-conviction • Is receptive to new ideas and procedures • Provides court staff with new ideas and procedures for administration of the court. • Responds within a reasonable amount of time on court questions on non-court days • Provides City Council with annual and semi-annual verbal reports in a clear, concise manner that will include recommendations regarding codes or ordinances that are difficult to enforce as they pertain to the city's goals and objectives. 	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Judicial Administration	<ul style="list-style-type: none"> Assumes appropriate and professional demeanor at all times while on the bench Maintains proper control over the courtroom Punctual in commencing proceedings Atmosphere does not intimidate attorneys, defendants, witnesses or jurors Is prompt in making rulings and rendering decisions 	 _____ _____ _____ _____ _____

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

EXPECTATION	PERFORMANCE STANDARDS	RATING
Professional and Personal Development	<ul style="list-style-type: none"> • Maintains knowledge of current and innovative trends and incorporates that knowledge in program suggestions and improvements. • Attends at least one professional conference or educational program annually. 	

**If rating is below two, comments and/or explanation is required*

COMMENTS: _____

Initial Agreement

I have received this performance appraisal and agree that the performance standards are appropriate for my position.

Municipal Judge Signature: _____ Date: _____
(To be signed at the beginning of each rating year)

Annually

I have received my performance appraisal for this year and have discussed its content and agree to any improvement measures.

Municipal Judge Signature: _____ Date: _____

Rater

Recommend retention/reappointment:

Yes ☐ No ☐

Conditions/Personal Development Plan:

Signature: _____ Date: _____
Position: _____

Signature: _____ Date: _____
Position: _____

Signature: _____ Date: _____
Position: _____

Multi-Rater Feedback Report

John Doe

8/10/2017



Employment Law • HR • Training • Surveys

About Your Report

Presented on the following pages are the results of the multi-rater feedback process completed by you and your raters. The use of multiple raters increases the reliability and validity of the conclusions of this report. This report can help you to:

- Encourage candid and honest communication between you and your colleagues
- Help you identify your professional strengths and developmental opportunities
- Give you the opportunity to improve your skills by being more aware of others' perceptions and observations of your performance
- Guide your conversations with your colleagues to ensure you remain informed of their observations and suggestions

Your Respondents

The following respondents were invited to participate in your multi-rater feedback process.

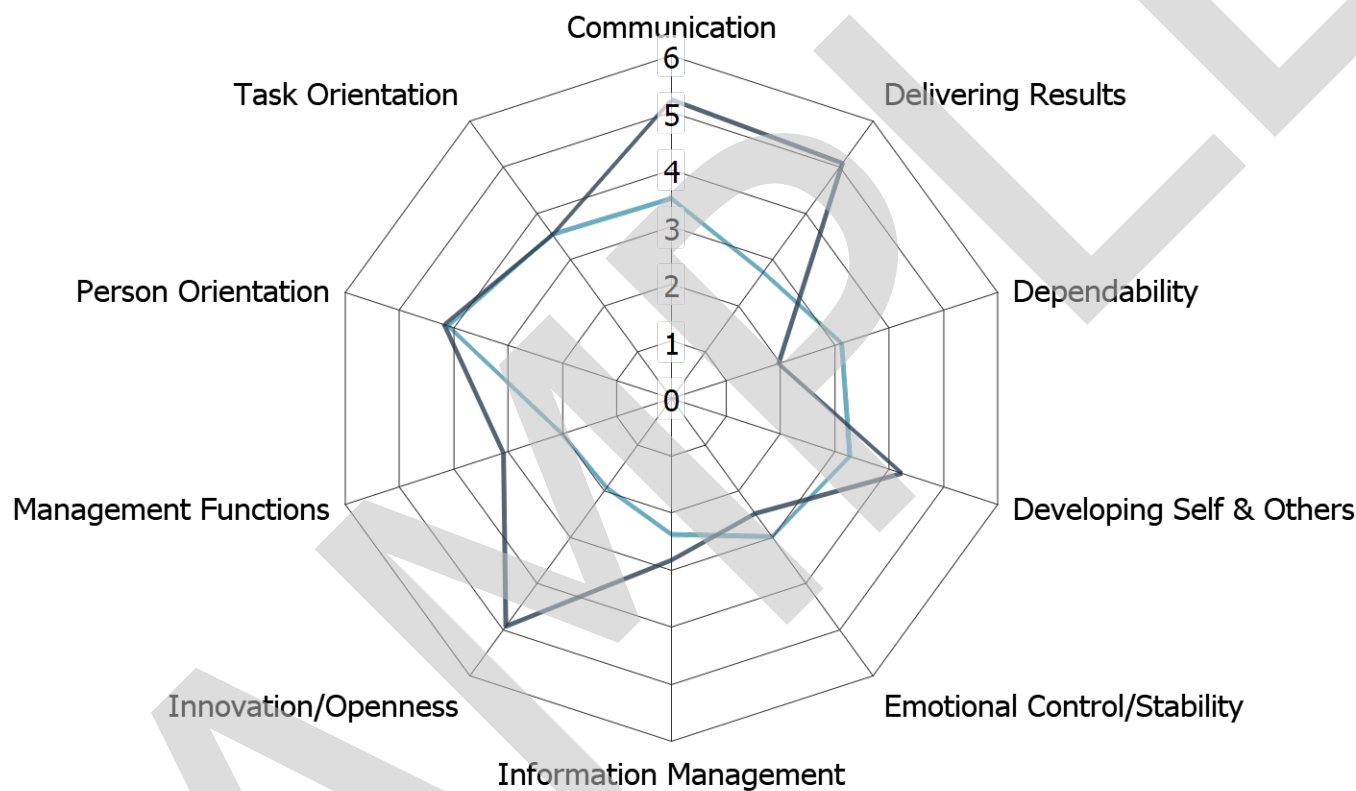
Total Respondents	10
Self	1
Staff Member	5

Rating Scale

This assessment used the following rating scale when raters provided their feedback.

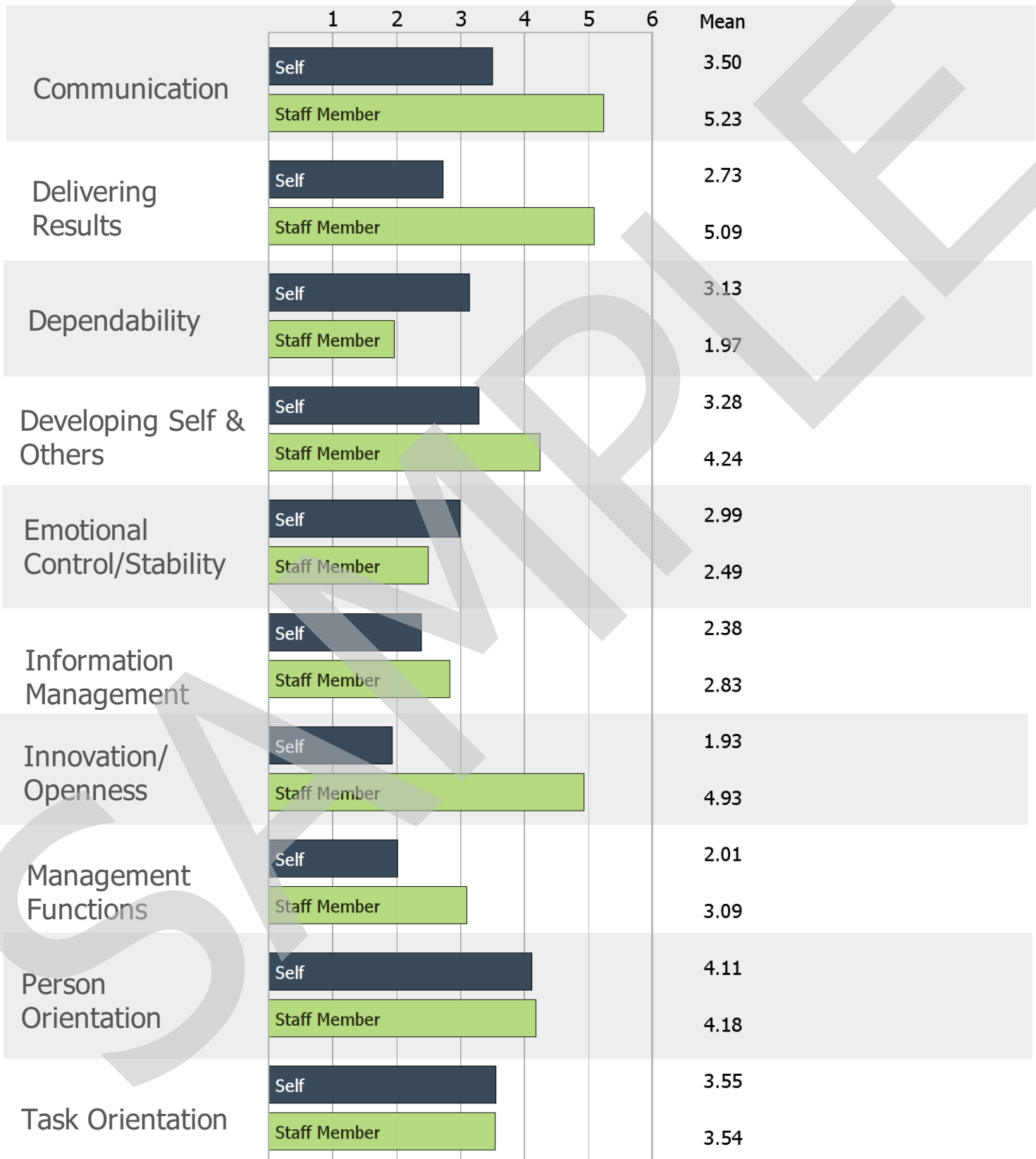
Strongly Disagree	1
Disagree	2
Slightly Disagree	3
Slightly Agree	4
Agree	5
Strongly Agree	6

Scoring Radar



Self
Staff Members

Scoring Overview



Positive & Negative Gaps

Positive Gaps					
Rank	Competency	Behavior	Staff Member	Self	Gap
1	Dependability	Stands up for values and principles.	4.87	1.00	3.87
2	Management Functions	Analyzes relevant data and information in appropriate amounts when making decisions.	4.33	1.00	3.33
3	Information Management	Keeps people informed about organizational plans and developments.	4.11	1.00	3.11

Negative Gaps					
Rank	Competency	Behavior	Staff Member	Self	Gap
1	Person Orientation	Gives the authority to carry out job responsibilities.	2.81	5.00	-2.19
2	Innovation/Openness	Fosters an environment that encourages innovation and the development of new ideas.	1.99	4.00	-2.01
3	Developing Self & Others	Coaches employees and helps them improve overall work performance.	2.10	4.00	-1.90

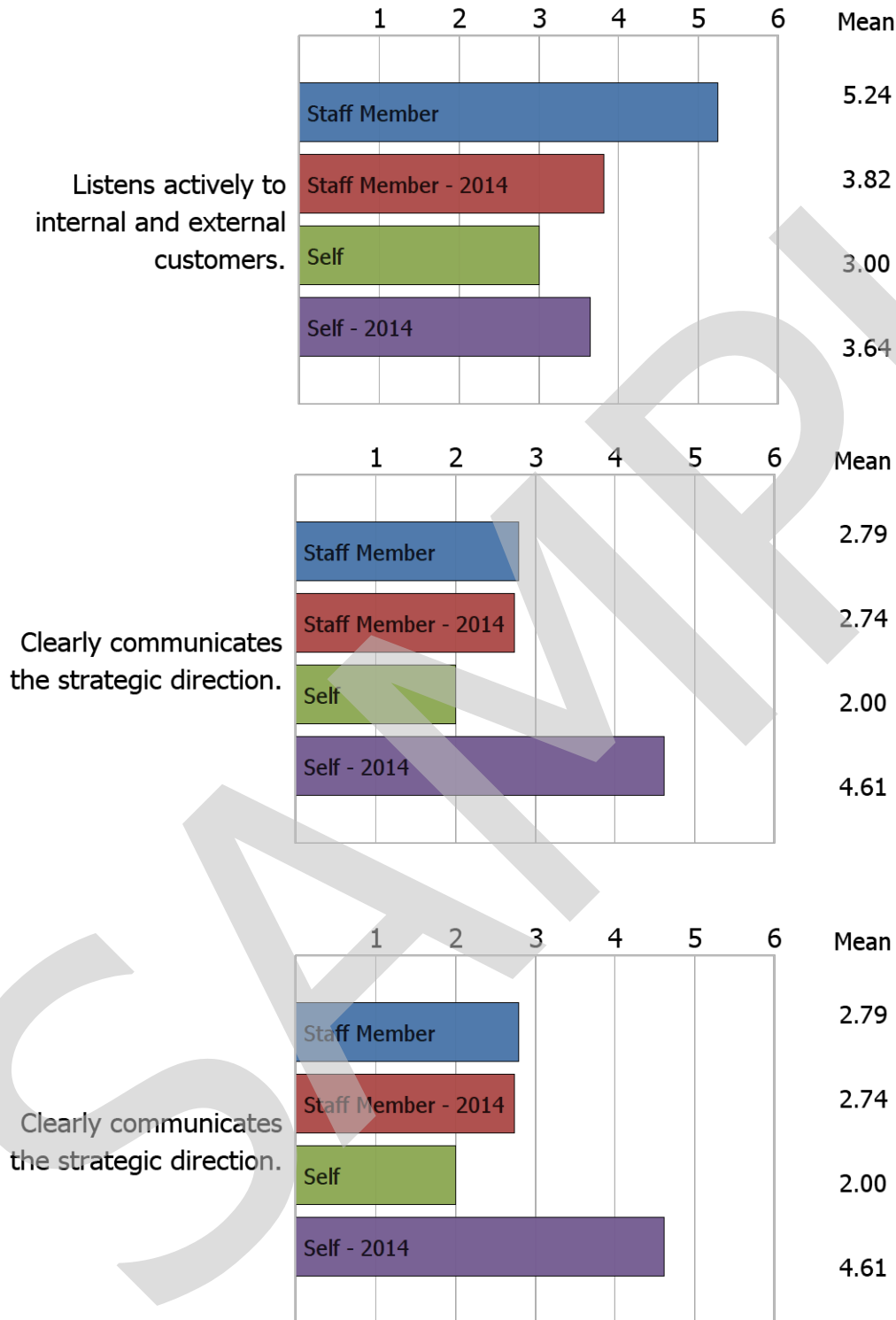
High & Low Scores (Does not include self-ratings)

Ten Highest Rated Behaviors			
Rank	Competency	Behavior	Average
1	Communication	Listens actively to internal and external customers.	5.24
2	Dependability	Responds to my questions/concerns in a timely manner.	5.23
3	Developing Self & Others	Eagerly pursues new knowledge, skills, and methods.	5.22

Ten Lowest Rated Behaviors			
Rank	Competency	Behavior	Average
1	Innovation/Openness	Fosters an environment that encourages innovation and the development of new ideas.	1.99
2	Management Functions	Effectively manages people.	2.00
3	Delivering Results	Displays a commitment to continuous improvement.	2.02

Communication

Individuals high on this competency tend to actively attend to what others are saying; verbally express thoughts in a clear, pleasant, and straightforward manner; and are effective in presenting material to groups of people.



Please describe the **THREE GREATEST STRENGTHS** of the individual you are providing feedback.

Staff Member Responses

Ultrices sit non? Justo a.

Justo non fermentum accumsan, eget.

Laoreet quis. Euismod tempor lectus.

Convallis ultricies auctor consequat ultricies.

Arcu facilisis lacus vulputate? Aenean.

Please describe **THREE AREAS YOU BELIEVE ARE IN NEED OF IMPROVEMENT** of the individual you are providing feedback.

Staff Member Responses

Justo ut luctus cursus fusce.

Pede! Velit turpis leo metus.

Mauris. Faucibus risus wisi nibh.

Tempus vulputate praesent donec ante.

Mattis posuere posuere lorem est.

Development Planning Preparation

Insert questions and charts here.

SAMPLE