



Home of the Tualatin River National Wildlife Refuge

## RESOLUTION 2015-073

### A RESOLUTION ADOPTING PROTOCOL AND AN EVALUATION DOCUMENT CONTAINING CRITERIA FOR THE REVIEW AND EVALUATION OF THE CITY MANAGER'S JOB PERFORMANCE AND DESCRIBING PROCESS FOR OBTAINING STAFF ASSESSMENT OF MANAGER'S PERFORMANCE

**WHEREAS**, the Sherwood City Council wishes to adopt a set of criteria to assist it and the City Manager in evaluating the City Manager's job performance;

**WHEREAS**, Exhibit "A" attached to this Resolution is a document which contains the criteria the Council wishes to use in performing its evaluation; and

**WHEREAS**, Council believes it necessary and appropriate for review and evaluation of the City Manager to obtain input from senior staff concerning their perceptions of the City Manager's performance.

**NOW THEREFORE BASED ON THE FOREGOING**, the City of Sherwood hereby resolves as follows:

- Section 1.** Exhibit "A" is hereby established as the City's Evaluative device for assessing the City Manager's job performance. The Mayor and Council President may, if they choose, delegate their duties described in Exhibit "A" to the City Attorney's Office.
- Section 2.** Senior Staff will be offered the chance, utilizing criteria described in Exhibit "A", to provide Council with their collective and individualized observations/perceptions on the City Manager's performance.
- Section 3.** The observations described in Section 2 will be treated as confidential and provided to the City Attorney's Office for that Office's compilation, summarization and transmittal to Council.
- Section 4.** The terms of this resolution shall be and are effective as of the date of the adoption of this resolution by City Council.

**Duly passed by the City Council this 1<sup>st</sup> day of September 2015.**

  
Krisanna Clark, Mayor

Attest:

  
Sylvia Murphy, MMC, City Recorder



## **CITY OF SHERWOOD PERFORMANCE EVALUATION CITY MANAGER**

### **PURPOSE**

The purpose of the City Manager's employee performance evaluation is to ensure communication between the City Council and City Manager concerning the City Manager's performance relative to his/her assigned duties and responsibilities as well as establishment of specific work-related goals and objectives.

### **PROCESS**

The Sherwood City Council will conduct a review and evaluation of the City Manager's work performance at least annually.

1. Evaluation forms to be used by Council members will be distributed to the Council members and will include a memorandum from the City Manager for the Council setting out his/her self-evaluation in a narrative.
2. Each Council member will complete the form, sign it, date it and return it to the Mayor who then, along with the Council President will tabulate and summarize the results of the evaluation forms as submitted.
3. The Mayor's/Council President's summarized and tabulated evaluation form along with the City Manager's self-evaluation are then distributed to the Council members when they meet with the Manager in executive session to review the evaluation unless the Manager requests the review be done in open session.

### **INSTRUCTIONS**

Review the Manager's work performance for the entire period under review; refrain from basing the evaluation solely on recent events or isolated incidents. Disregard your general impressions concentrating instead on each factor, one at a time. Evaluate based on standards you expect to be met for the position giving due consideration for the length of time he/she has held it. Check the number which most accurately reflects the level of performance for the factor being appraised using the rating scale described below. If you did not have an opportunity to observe a factor during the evaluation period, indicate so in the N/O column next to the factor.

**CITY MANAGER  
PERFORMANCE EVALUATION**

**DATE:** \_\_\_\_\_

**RATING SCALE DEFINITIONS (1-5)**

**Unsatisfactory (1)**

The employee's work performance is inadequate and definitely inferior to the standards of performance required for the job. Performance at this level cannot be allowed to continue.

**Improvement Needed (2)**

The employee's work performance does not consistently meet the standards of the position. Serious effort is needed to improve performance.

**Meets Job Standards (3)**

The employee's work performance consistently meets the standards of the position.

**Exceeds Job Standards (4)**

The employee's work performance is frequently or consistently above the level of a satisfactory employee, but has not achieved an overall level of outstanding performance.

**Outstanding (5)**

The employee's work performance is consistently excellent when compared to the standards of the job.

**N/O**

No Opinion.

# I. PERFORMANCE EVALUATION AND ACHIEVEMENTS

## 1. City Council Relationships

A. Effectively implements policies and programs approved by City Council.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
B. Reporting to City Council is timely, clear, concise and thorough	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
C. Accepts direction/instructions in a positive manner	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
D. Effectively aids City Council in establishing long range goals.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
E. Keeps City Council informed of current plans and activities of administration and new developments in technology, legislation, governmental practices and regulations, etc.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
F. Provides City Council with clear reports of anticipated issues that could come before the City Council.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
G. Assists City Council in resolving problems at the administrative level to avoid unnecessary Council action	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
H. Council agenda packet preparation is thorough and timely	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
I. Participates in City Council discussions and makes recommendations where appropriate, but allows Council to make policy decisions without exerting undue pressure.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>

Comments:

## 2. Community/Public Relations

A. Represents City with positive outlook and image	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
B. Is courteous to public at all times	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
C. Seeks to use criticism of self or City in positive ways	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
D. Maintains effective relations with media representatives	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
E. Available and visible to citizens	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
F. Open to suggestions from the public concerning improvements in services	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
G. Resolves citizen complaints consistent with Council policy in a timely manner	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
H. Open and honest with citizens	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
I. Development of community correspondence and events to inform and involve the public	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>

Comments:

### 3. Effective Leadership of Staff

A. Encourages Department Directors to make decisions within their own jurisdiction without City Manager approval, yet maintains general control of administrative operations.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
B. Instills confidence and initiative in subordinates and emphasizes support rather than restrictive controls for their programs.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
C. Provides clear expectations and assignments, with deadlines, for Department Directors and holds them accountable.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
D. Has developed a friendly and informal relationship with the workforce as a whole, yet maintains the prestige and dignity of the City Manager office.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
E. Recruits and retains competent personnel for City positions	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
F. Provides an overall environment that encourages good employee morale, lessens employee turnover, and creates employee satisfaction in ability to participate in decision-making	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>

Comments:

#### 4. Fiscal Management

A. Prepares and proposes in a timely manner a balanced, understandable and realistic budget	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
B. Budget is well documented and organized to assist City Council with policy decisions	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
C. Seeks efficiency, economy and effectiveness in all programs	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
D. Controls expenditures in accordance with the approved budget	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
E. Keeps City Council informed about revenues and expenditures, actual and projected.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
F. Makes sound decisions that consider cost/benefit	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
G. Shows innovation in reducing expenses	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>

Comments:

## 5. Personal Traits

A. Controls emotions effectively in difficult situations	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
B. Is creative in developing practical solutions to problems faced in the course of work	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
C. Is flexible in accepting and adjusting to change	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
D. Demonstrates personal honesty and frankness in day-to-day relationships.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
E. Seeks to improve own skills and knowledge	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
F. Completes work in acceptable time periods	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
G. Anticipates problems and develops effective approaches for solving them	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
H. Invests sufficient efforts toward being diligent and thorough in the discharge of duties	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
I. Composure, appearance, and attitude fitting for an individual in his/her executive position.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>

**Comments:**



## 6. Communication

A. Written communications are clear, concise and accurate	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
B. Oral communications are clear, concise and expressed effectively	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
C. Keeps all City Councilors informed about important issues	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>

Comments:

## 7. Decision Making

A. Attempts to obtain all available facts prior to making a decision	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
B. Is objective in decision making	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
C. Considers possible alternatives and their consequences before making a decision	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
D. Ability to reach timely decisions, and initiate action, without being compulsive	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
E. Uses common sense, tact and diplomacy	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
F. Notifies all affected parties prior to implementing decisions	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>

Comments:



## 8. Intergovernmental Relationships

A. Represents City to intergovernmental bodies	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
B. Effective communication with local, regional, state and federal government agencies	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
C. Financial resources (e.g. cost sharing, grants, etc) from other organizations are pursued	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
D. Contributes to good government through participation in local, regional, and state committees and organizations	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>
E. Lobbies effectively with legislators and state agencies regarding City programs and projects	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> N/O <input type="checkbox"/>

Comments:

**II. What have been the finest accomplishments of the City Manager this past year?**

**III. What areas need the most improvement? Why? What constructive, positive ideas can you offer the City Manager to improve these areas?**

**IV. SUMMARY RATING**

Overall Performance Rating - Considering the results obtained against established performance standards as well as overall job performance, the following rating is provided:

- Unsatisfactory
- Improvement Needed
- Meets Job Standards
- Exceeds Job Standards
- Outstanding

Comments:

**V. FUTURE GOALS AND OBJECTIVES**

Specific goals and objectives to be achieved in the next evaluation period:

This evaluation was reviewed and discussed between the City Council and the City Manager on: \_\_\_\_\_.

**City Council**

**Concurrence**

\_\_\_\_\_  
Krisanna Clark, Mayor

YES / NO

\_\_\_\_\_  
Sally Robinson, Council President

YES / NO

\_\_\_\_\_  
Linda Henderson

YES / NO

\_\_\_\_\_  
Dan King

YES / NO

\_\_\_\_\_  
Jennifer Harris

YES / NO

\_\_\_\_\_  
Jennifer Kuiper

YES / NO

\_\_\_\_\_  
Renee Brouse

YES / NO

**City Manager**

\_\_\_\_\_  
Joseph Gall

\_\_\_\_\_