

Bryan City Manager
Draft --- Management Practices Assessment --- Draft
Evaluation provided by:_____

Developed by:
International City/County Management Association (ICMA)
777 North Capitol Street NE, Suite 500
Washington, DC 20002-4201
202.289.ICMA | fax 202.962.3500

APPENDIX B
Practices for effective local government management

In 1991 the ICMA Executive Board convened the Task Force on Continuing Education and professional development to identify the competencies and skills required of an effective local government manager. During a process facilitated by the task force, ICMA members agreed that the following practices are essential to effective local government management. For convenience, the practices were originally organized into eight groupings. With the development of the Management Practices Assessment it became clear that for professional development purposes the practices more clearly fall into 18 core content areas," as shown below. These are the same practices that members developed and approved, they are simply organized differently.

Bryan City Manager
Draft --- Management Practices Assessment --- Draft
Evaluation provided by: _____

INSTRUCTIONS

This evaluation form contains eighteen categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the city manager's performance.

5 = Excellent (almost always exceeds the performance standard)

4 = Above average (generally exceeds the performance standard)

3 = Average (generally meets the performance standard)

2 = Below average (usually does not meet the performance standard)

1 = Poor (rarely meets the performance standard)

Any area not observed should be marked as such, otherwise any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the city manager as part of the agenda for the meeting indicated on the cover page.

Bryan City Manager
Draft --- Management Practices Assessment --- Draft
Evaluation provided by: _____

City Manager Performance Evaluation

City of Bryan Texas

Evaluation period: _____ to _____

To: Governing Body Member's Name _____

Each member of the governing body should complete this evaluation form, sign it in the space provided, and return it to City Council meeting on _____.

The deadline for submitting this performance evaluation is _____. Evaluations will be summarized and included on the agenda for discussion at the council meeting of _____.

Date:

Mayor's Signature

Bryan City Manager
Draft --- Management Practices Assessment --- Draft
Evaluation provided by: _____

1. Staff effectiveness

Promoting the development and performance of staff and employees throughout the organization (requires knowledge of interpersonal relations; skill in motivation techniques; ability to identify others' strengths and weaknesses). Practices that contribute to this core content area are:

a. Coaching/mentoring

Providing direction, support, and feedback to enable others to meet their full potential (requires knowledge of feedback techniques; ability to assess performance and identify others' developmental needs)

b. Team leadership

Facilitating teamwork (requires knowledge of team relations; ability to direct and coordinate group efforts; skill in leadership techniques)

c. Empowerment

Creating a work environment that encourages responsibility and decision making at all organizational levels (requires skill in sharing authority and removing barriers to creativity)

d. Delegating

Assigning responsibility to others (requires skill in defining expectations, providing direction and support, and evaluating results)

2. Policy facilitation

Helping elected officials and other community actors identify, work toward, and achieve common goals and objectives (requires knowledge of group dynamics and political behavior; skill in communication, facilitation, and consensus-building techniques, ability to engage others in identifying issues and outcomes).

Practices that contribute to this core content area are:

a. Facilitative leadership

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 the consequences of policy decisions (requires knowledge of community actors and their interrelationships)

b. Facilitating council effectiveness

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)

c. Mediation/negotiation

Acting as a neutral party in the resolution of policy disputes (requires knowledge of mediation/negotiation principles; skill in mediation/negotiation techniques)

Bryan City Manager
Draft --- Management Practices Assessment --- Draft
Evaluation provided by: _____

3. Functional and operational expertise and planning

Practices that contribute to this core content area are:

a. Functional/operational expertise

Understanding the 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. Operational planning

Anticipating future needs, organizing work operations, and establishing timetables for work units or projects (requires knowledge of technological advances and changing standards; skill in identifying and understanding trends; skill in predicting the impact of service delivery decisions)

4. Citizen Service

Determining citizen needs and providing responsive, equitable services to the community (requires skill in assessing community needs and allocating resources; knowledge of information gathering techniques)

5. Quality assurance

Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery (requires knowledge of organizational processes; ability to facilitate organizational improvements; ability to set performance/productivity standards and objectives and measure results)

6. Initiative, risk taking, vision, creativity, and innovation

Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action (requires knowledge of personal leadership style; skill in visioning, shifting perspectives, and identifying options; ability to create an environment that encourages initiative and innovation). Practices that contribute to this core content area are:

a. Initiative and risk taking

Demonstrating a personal orientation toward action and accepting responsibility for the results; resisting the status quo and removing stumbling blocks that delay progress toward goals and objectives

b. Vision

Conceptualizing an ideal future state and communicating it to the organization and the community

c. Creativity and innovation

Developing new ideas or practices; applying existing ideas and practices to new situations

7. Technological literacy

Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access (requires knowledge of technological options and their application)

Bryan City Manager
Draft --- Management Practices Assessment --- Draft
Evaluation provided by: _____

8. Democratic advocacy and citizen participation

Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community (requires knowledge of democratic principles political processes, and local government law; skill in group dynamics, communication, and facilitation; ability to appreciate and work with diverse individuals and groups and to follow the community's lead in the democratic process). Practices that contribute to this core content area are:

a. Democratic advocacy

Fostering the values and integrity of representative government and local democracy through action and example; ensuring the effective participation of local government in the intergovernmental system (requires knowledge and skill in intergovernmental relations)

b. Citizen participation

Recognizing the right of citizens to influence local decisions and promoting active citizen involvement in local governance

9. Diversity

Understanding and valuing the differences among individuals and fostering these values throughout the organization and the community

10. Budgeting

Preparing and administering the budget (requires knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems; skill in communicating financial information)

11. Financial analysis

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 (requires knowledge of analytical techniques and skill in applying them)

12. Human resources management

Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current; ensuring that human resources are adequate to accomplish programmatic objectives (requires knowledge of personnel practices and employee relations law; ability to project workforce needs)

13. Strategic planning

Positioning the organization and the community for events and circumstances that are anticipated in the future (requires knowledge of long-range and strategic planning techniques; skill in identifying trends that will affect the community; ability to analyze and facilitate policy choices that will benefit the community in the long run)

14. Advocacy and interpersonal communication

Bryan City Manager
Draft --- Management Practices Assessment --- Draft
Evaluation provided by: _____

Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the community interest (requires knowledge of interpersonal and group communication principles; skill in listening, speaking, and writing; ability to persuade without diminishing the views of others). Practices that contribute to this core content area are:

a. Advocacy

Communicating personal support for policies, programs, or ideals that serve the best interests of the community

b. Interpersonal communication

Exchanging verbal and nonverbal messages with others in a way that demonstrates respect for the individual and furthers organizational and community objectives (requires ability to receive verbal and nonverbal cues; skill in selecting the most effective communication method for each interchange)

15. Presentation skills

Conveying ideas or information effectively to others (requires knowledge of presentation techniques and options; ability to match presentation to audience)

16. Media relations

Communicating information to the media in a way that increases public understanding of local government issues and activities and builds a positive relationship with the press (requires knowledge of media operations and objectives)

17. Integrity

Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities (requires knowledge of business and personal ethics; ability to understand issues of ethics and integrity in specific situations). Practices that contribute to this core content area are:

a. Personal integrity

Demonstrating accountability for personal actions; conducting personal relationships and activities fairly and honestly

b. Professional integrity

Conducting professional relationships and activities fairly, honestly, legally, and in conformance with the ICMA Code of Ethics (requires knowledge of administrative ethics and specifically the ICMA Code of Ethics)

c. Organizational integrity

Fostering ethical behavior throughout the organization through personal example, management practices, and training (requires knowledge of administrative ethics; ability to instill accountability into operations; and ability to communicate ethical standards and guidelines to others)

18. Personal development

Demonstrating a commitment to a balanced life through ongoing self renewal and development in order to increase personal capacity (includes maintaining personal health, living by core

Bryan City Manager
Draft --- Management Practices Assessment --- Draft
Evaluation provided by: _____

values; continuous learning and improvement; and creating interdependent relationships and respect for differences)

NARRATIVE EVALUATION

What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period? _____

What performance area(s) would you identify as most critical for improvement? _____

What constructive suggestions or assistance can you offer the manager to enhance performance?

Bryan City Manager
Draft --- Management Practices Assessment --- Draft
Evaluation provided by: _____

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period? _____

Date: _____

Council Members' Signature

Printed Name of Member