



**Kent Taylor Civic Hall
200 NE Second Street
McMinnville, OR 97128**

**Special Called City Council Meeting Agenda
Monday, September 18, 2017
6:00 p.m.**

1. CALL TO ORDER
2. DISCUSSION REGARDING CITY MANAGER'S 6 MONTH EVALUATION.
3. ADJOURNMENT

Kent Taylor Civic Hall is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made a least 48 hours before the meeting to the City Recorder (503) 435-5702. For TTY services, please dial 711.



MEMORANDUM

TO: Mayor and Council
City of McMinnville, Oregon

DATE: September 14, 2017

FROM: Sean O'Day
Executive Director
Mid-Willamette Valley Council of Governments

SUBJECT: City Manager Evaluation

Background

Under the terms of the contract with the City Manager, Jeff Towery, the City Council is to conduct an evaluation following the initial six months of employment. One of the services the Mid-Willamette Valley Council of Governments (MWVCOG) provides its members without additional cost to facilitate the evaluation of chief executives.

In August, the City Manager and the Mayor sought and obtained MWVCOG's assistance in facilitating the evaluation of the City Manager.

Evaluation Method

The evaluation used a multi-source approach (commonly referred to as a 360 degree evaluation). The evaluation solicited information from the City Council, the City Manager's subordinates, external stakeholders, as well as a self-evaluation by the City Manager. Specifically, the evaluation consisted of three parts.

Part 1: An evaluation of the City Manager of by the City Council on the following areas: professional skills, individual characteristics, relations with Council, policy execution, reporting, citizen relations, staffing, supervision, financial management, and community relations.

Part 2: Feedback from the City Manager's direct reports as well as leaders in community stakeholders on the City Manager's leadership style.¹ To solicit accurate and honest feedback, survey respondents were not required to identify themselves.

¹ Representatives from the following entities received a survey: Chamber of Commerce, McMinnville Economic Development Partnership, McMinnville Downtown Association, Visit McMinnville, Hagan Hamilton Insurance, McMinnville Community Media.

Part 3: A self-evaluation by the City Manager using the same form of evaluation as the council.

Results

The survey method generated two reports, both of which are attached.

The first is the results of the Council evaluation, along with the City Manager's self-evaluation (Titled City Manager Evaluation). Five members of Council completed the evaluation. Each page of the report addresses one of the evaluation criteria and contains a chart, table, and comments. The charts show the average of all scores given by the council for each question. The start on the chart indicates where the City Manager placed himself. The tables include the question and raw scores for each question.

The second is the results of the feedback from subordinates and external stakeholders (Titled 360 Evaluation). 23 out of 27 people responded, which is an excellent response rate. Like the first report, the report consists of a chart that shows the average score of all participants for each question, and a table that shows the questions and the raw scores for each question.

On the whole, the City Manager received a very positive evaluation. Most respondents (council, community members and subordinates) gave him above average to excellent marks in each category evaluated. An at or below average rating was rare, and where it appears, only it was only one respondent. With an evaluation population of this size, it's to be expected that some people may be more critical than others. The number of people who gave the City Manager at or below average marks was very small (one to two). Although their viewpoint can offer the City Manager some insight for improvement, it is clear that their viewpoint not widely held by the vast majority of respondents.

The City Manager's self-evaluation was consistent with the average of the Council, showing that he has a high degree of self-awareness. The evaluation results show that the City Manager is highly respected and appears to have the trust and respect of the City Council, his subordinates, and community members. There are no immediate areas needing improvement, as it seems to be the consensus of those who participated in the evaluation that the City Manager is meeting or exceeding the expectations for his first six months.

Goals that he noted in his self-evaluation that he wants to focus on during the next rating period are:

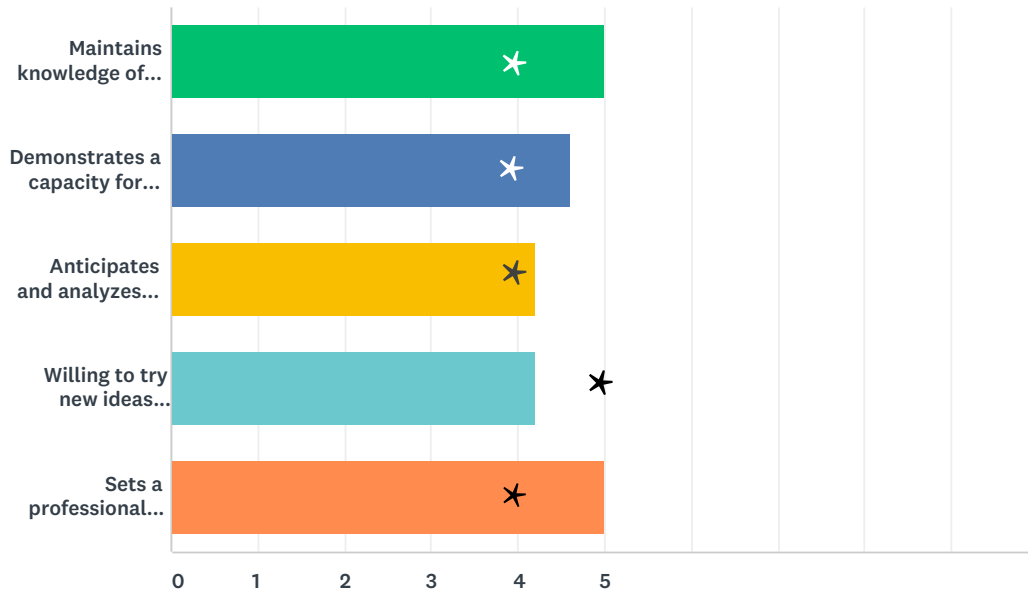
- Maintain and improve efforts to communicate directly to members of the Council in the manner and frequency that best fits each member's style and schedule.
- Continue being visible and engaged in community events and activities.
- Provide training, support and other resources to build a high functioning team.
- Look for opportunities to work with a broader range and number of employees and to address key needs in the organization, particularly those related to equity.

- Look for chances to work with other local governments, institutions of higher learning, business and community partners to leverage resources to address challenges.
- There are areas of unmet needs for services and facilities that require additional time and focus to set out and implement plans for improvement.
- Continue to build relationships with individual members of the Council
- Do a better job of practicing work/life balance.
- Consider innovative approaches to problem solving, organizational training opportunities, building leadership capacity and team-building.

Those goals are consistent with the narrative feedback in the City Council evaluation.

Q2 Professional Skills and Status

Answered: 5 Skipped: 0

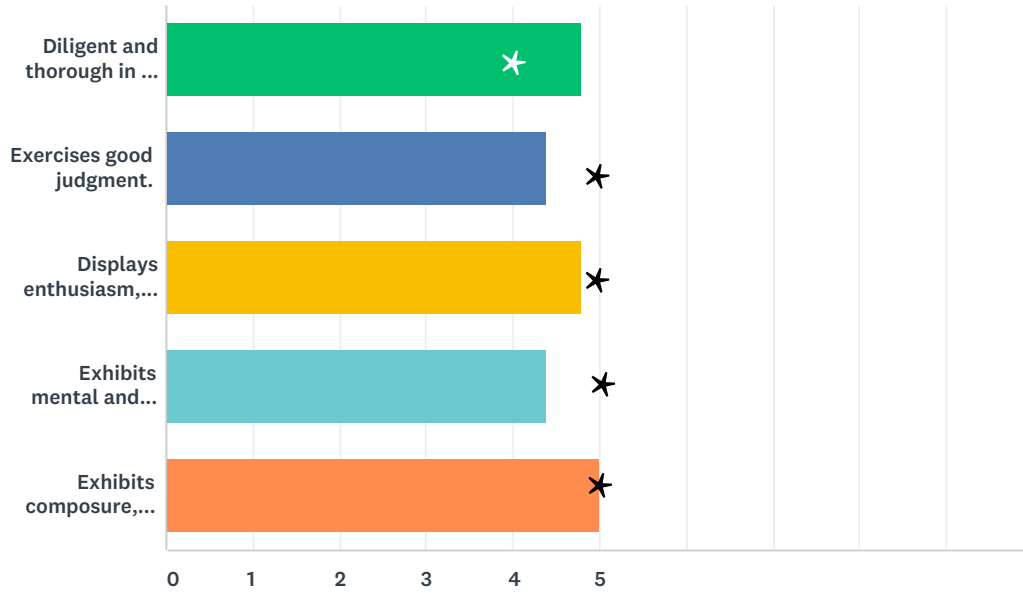


	POOR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
Maintains knowledge of current developments affecting the practice of local government management.	0	0	0	0	5	5	5.00
Demonstrates a capacity for innovation and creativity.	0	0	0	2	3	5	4.60
Anticipates and analyzes problems to develop effective approaches for solving them.	0	0	1	2	2	5	4.20
Willing to try new ideas proposed by elected body members and/or staff.	0	0	1	2	2	5	4.20
Sets a professional example by handling affairs of the public office in a fair and impartial manner.	0	0	0	0	5	5	5.00

#	COMMENTS:
1	Overall I have been very impressed with Jeffs professional skill set and his open minded nature for developing effective approaches to mitigate problems/issues.
2	I have been impressed with how Jeff has brought with him a vast knowledge of city government best practices. He clearly has a commitment to constantly learning and staying informed about what works best from the experience of others working in city government and what other municipalities have done. He is innovative in his approach to issues that we face as a city that enables us to find a path to creative solutions effectively. His professional skills are exemplary.
3	Has sent a good message for listening to council and staff and being open to collaboration. Greatly appreciate his openness.

Q3 Individual Characteristics

Answered: 5 Skipped: 0

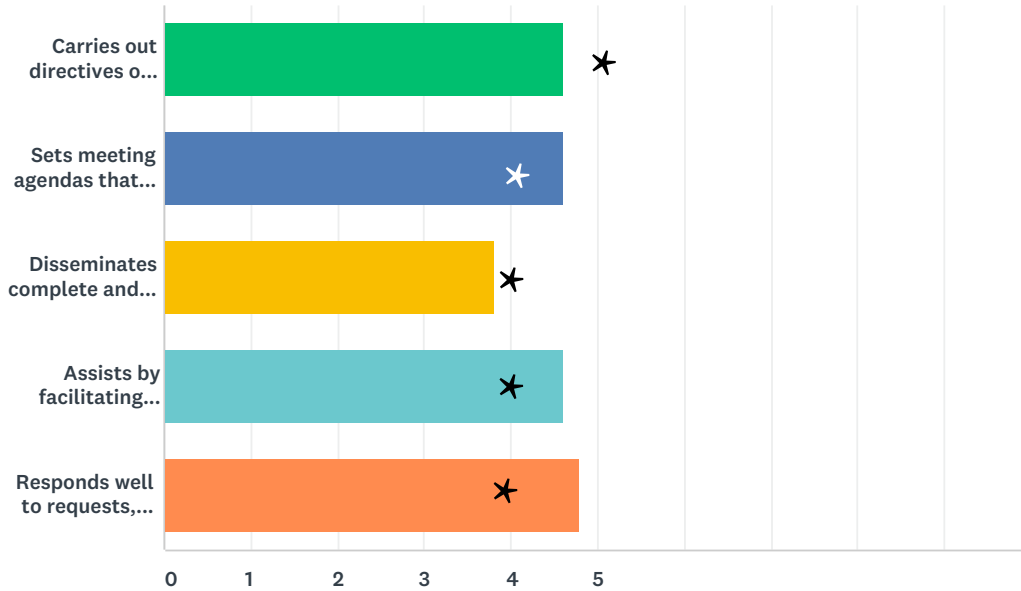


	POOR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
Diligent and thorough in the discharge of duties, "self-starter".	0	0	0	1	4	5	4.80
Exercises good judgment.	0	0	0	3	2	5	4.40
Displays enthusiasm, cooperation, and willingness to adapt.	0	0	0	1	4	5	4.80
Exhibits mental and physical stamina appropriate for the position.	0	0	0	3	2	5	4.40
Exhibits composure, appearance, and attitude appropriate for executive position.	0	0	0	0	5	5	5.00

#	COMMENTS:
1	The characteristics that I have found most impressive and effective in his position here are his collaborative nature, the positive attitude that he brings, the innovation in his thinking and that he encourages in those of others around him and his calm demeanor that reduces reactivity and increases the opportunities to think through and solve problems with diverse stake holders.

Q4 Relations with Members of the Elected Body

Answered: 5 Skipped: 0

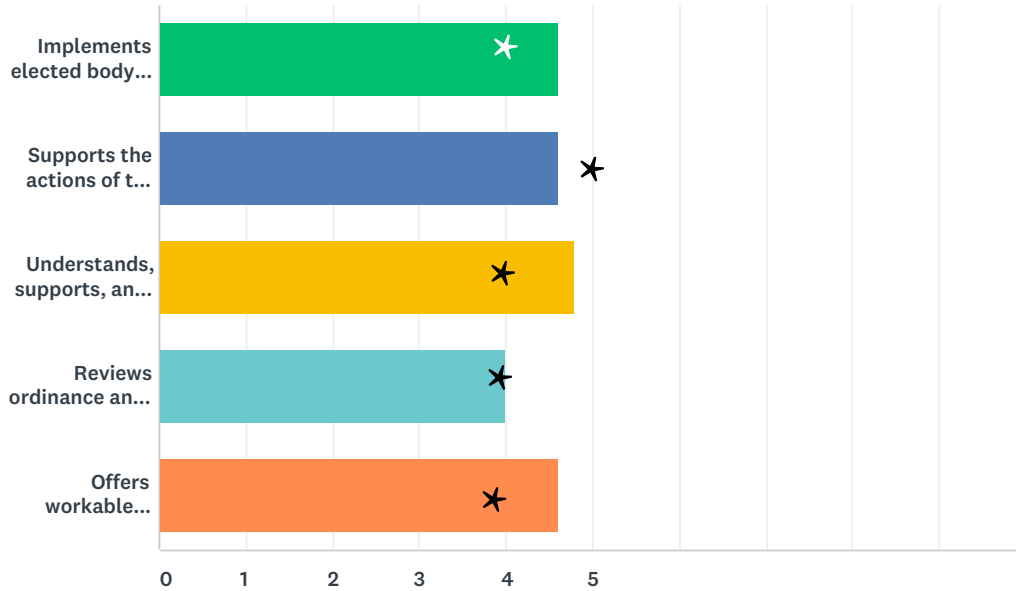


	POOR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
Carries out directives of the body as a whole as opposed to those of any one member or minority group.	0	0	0	2	3	5	4.60
Sets meeting agendas that reflect the guidance of the elected body and avoids unnecessary involvement in administrative actions.	0	0	0	2	3	5	4.60
Disseminates complete and accurate information equally to all members in a timely manner.	0	1	0	3	1	5	3.80
Assists by facilitating decision making without usurping authority.	0	0	0	2	3	5	4.60
Responds well to requests, advice, and constructive criticism.	0	0	0	1	4	5	4.80

#	COMMENTS:
1	I have no concerns, i just feel that the body of work is too few for me personally to fully evaluate the questions hence some 4's vs 5's. Overall i am pleased with these areas, just these specific interactions have been more sparse then others in this evaluation.
2	He provides wonderful direction for us as a Council. He creates structure, guidance and data for us to be able to do our job effectively. He is always very positive and, together with Mayor Hill, creates a fun, cohesive working environment that is respectful of all members.
3	It would be beneficial to share more background information with Council regarding presenters, staff, affiliates, unhappy citizens or citizen groups, council members and other parties before meetings. A memorandum or other written communication would ensure complete and accurate dissemination of information.

Q5 Policy Execution

Answered: 5 Skipped: 0

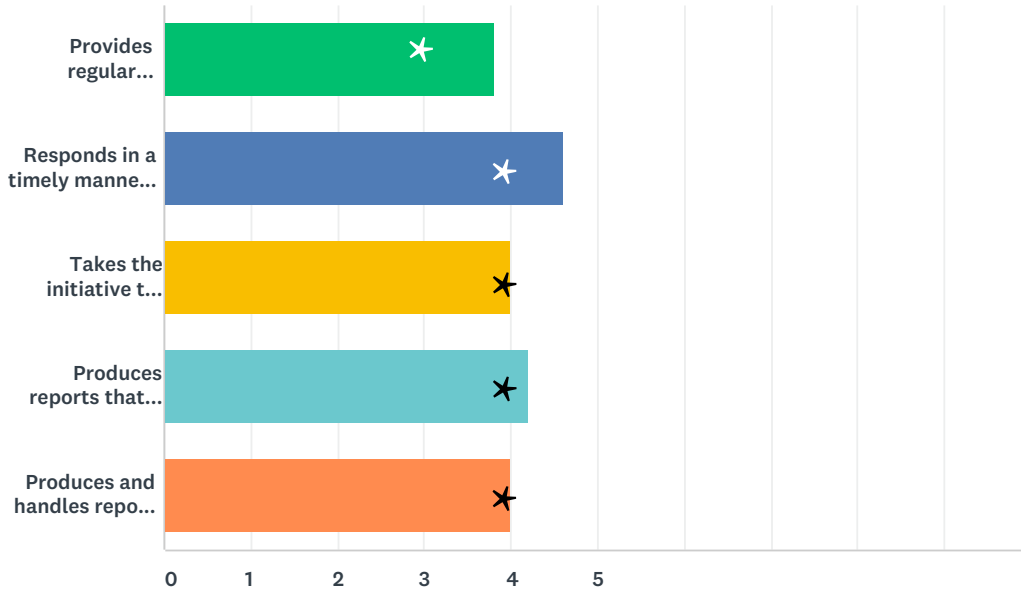


	POOR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
Implements elected body actions in accordance with the intent of council.	0	0	0	2	3	5	4.60
Supports the actions of the elected body, both inside and outside the organization, after a decision has been reached.	0	0	0	2	3	5	4.60
Understands, supports, and enforces local government's laws, policies, and ordinances.	0	0	0	1	4	5	4.80
Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness.	0	0	1	3	1	5	4.00
Offers workable alternatives to the elected body for changes in law or policy when an existing policy or ordinance is no longer practical.	0	0	0	2	3	5	4.60

#	COMMENTS:
1	I know at the leadership team level they have been in review of a great amount of policy, this could be from Jeff's direction. If so, i'd certainly move this (3.5 i rounded to 4) to a 5 with the amount i have seen out of various department. As for direct policy procedures and review from him directly we got to see some around the budgeting process. I am encouraged to see what is on the horizon. I know he is just getting settled, i'm excited for what the future can hold with his leadership moving forward.
2	I feel that Jeff represents us well in the administration of the policy and strategic decisions of the council. We have not really had a lot of occasions, yet, that we worked together on reviewing policies and ordinances, but Jeff always seems very knowledgeable about the laws and is always thoughtful about his recommendations to the council.
3	Jeff supports and educates Council. His example of the boy with the orange in advance of a labor negotiation really got the entire Council operating on the same playing field and made the discussions much more productive.
4	He works well with staff to keep the Council informed of current practices, revenue assessment and other important alternatives.

Q6 Reporting

Answered: 5 Skipped: 0

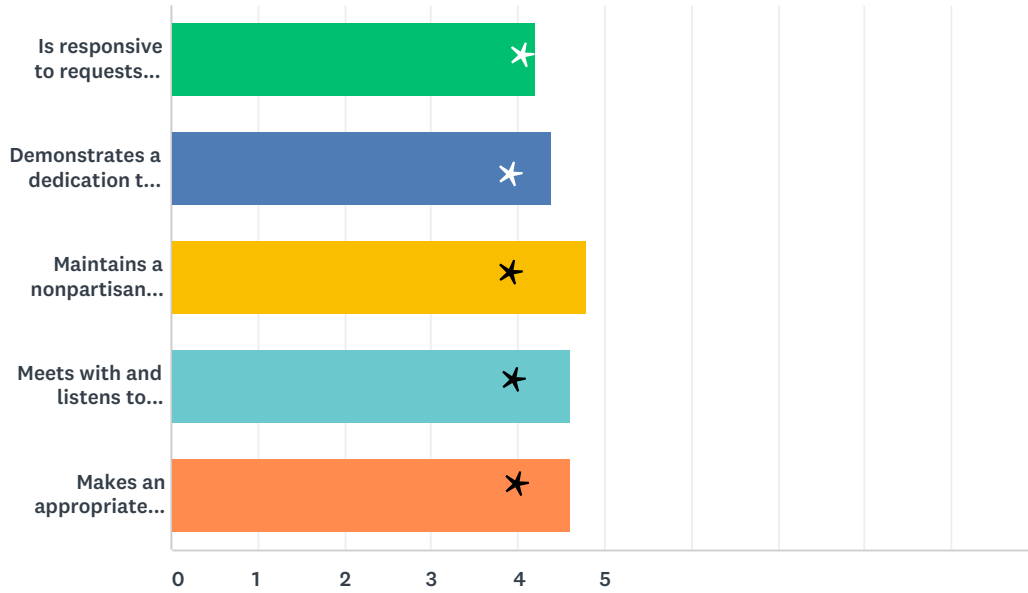


	POOR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
Provides regular information and reports to the elected body concerning matters of importance to the local government, using the charter as guide.	0	1	0	3	1	5	3.80
Responds in a timely manner to requests from the elected body for special reports.	0	0	0	2	3	5	4.60
Takes the initiative to provide information, advice, and recommendations to the elected body on matters that are non-routine and not administrative in nature.	0	0	1	3	1	5	4.00
Produces reports that are accurate, comprehensive, concise, and written to their intended audience.	0	0	0	4	1	5	4.20
Produces and handles reports so as to convey the message that affairs of the organization are open to public scrutiny.	0	0	0	5	0	5	4.00

#	COMMENTS:
1	I love the prompt & transparent nature Jeff has in his scheduling. He always makes us aware if he's going to be out of town and or away for whatever reason.
2	His reports are generally very thorough and well presented.
3	Items on the Agenda are well composed, easy to understand and there is more than adequate information provided. Items or issues that are not on the agenda are not relayed regularly enough to the entire Council.

Q7 Citizen Relations

Answered: 5 Skipped: 0

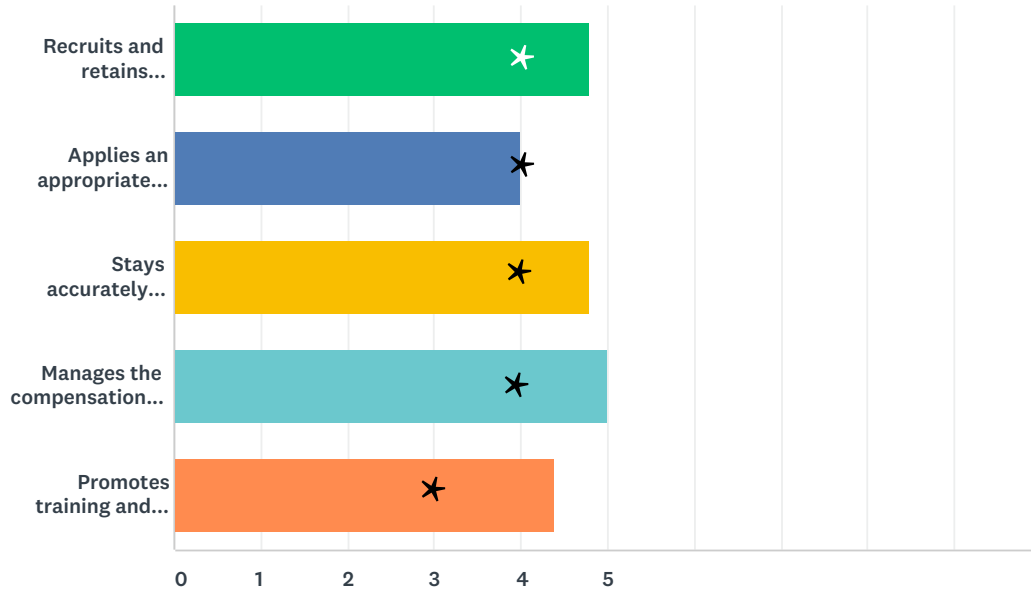


	POOR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
Is responsive to requests from citizens.	0	0	0	4	1	5	4.20
Demonstrates a dedication to service to the community and its citizens.	0	0	0	3	2	5	4.40
Maintains a nonpartisan approach in dealing with the news media.	0	0	0	1	4	5	4.80
Meets with and listens to members of the community to discuss their concerns, and strives to understand their interests.	0	0	0	2	3	5	4.60
Makes an appropriate effort to maintain citizen satisfaction with services.	0	0	0	2	3	5	4.60

#	COMMENTS:
1	What i hear from citizens is positive, i think we as a city could do a better job telling our story to try and close the gap of assumptions vs factual. I find value in this but understand it's not something that happens in your first 6 months of leadership.
2	I have not had the oppportunity to see him interact directly with the citizens very often, but his open, collaborative approach and calm approach are an asset in this realm, as well.
3	Everybody loves Jeff.

Q8 Staffing

Answered: 5 Skipped: 0

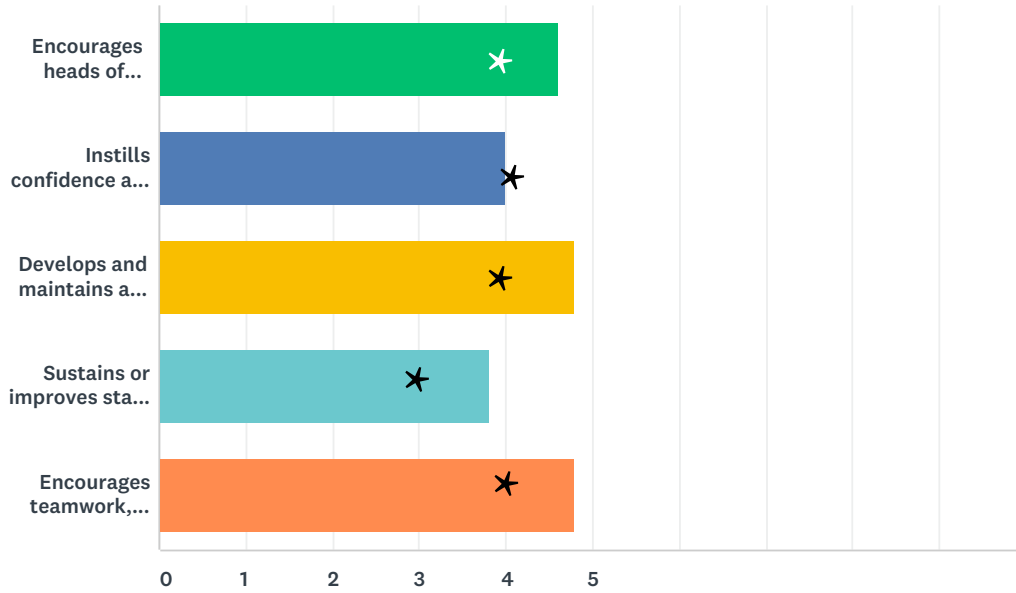


	POOR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
Recruits and retains competent personnel for staff positions.	0	0	0	1	4	5	4.80
Applies an appropriate level of supervision to improve any areas of substandard performance.	0	0	1	3	1	5	4.00
Stays accurately informed and appropriately concerned about employee relations.	0	0	0	1	4	5	4.80
Manages the compensation and benefits plan professionally.	0	0	0	0	5	5	5.00
Promotes training and development opportunities for employees at all levels of the organization.	0	0	0	3	2	5	4.40

#	COMMENTS:
1	The leadership team has a renewed outlook on their roles, the concerns for me on staffing is for Jeff and the leadership team to effectively and efficiently build our bench. We as a city have a vast amount of upper level employees that are at or near retirement. If we see a mass exit due to years of service, i worry a culture shift and customer service value is at risk of being lost.
2	He did an excellent job implementing the replacement of the head of the Parks Department, Jay Pearson. He did an exceptional job of involving stakeholders in the process and designed a system of evaluation that was both thorough and efficient. I think he attracted a great field of candidates and I think his new hire will be an excellent addition to the team.
3	Jeff has a great rapport with Staff.

Q9 Supervision

Answered: 5 Skipped: 0



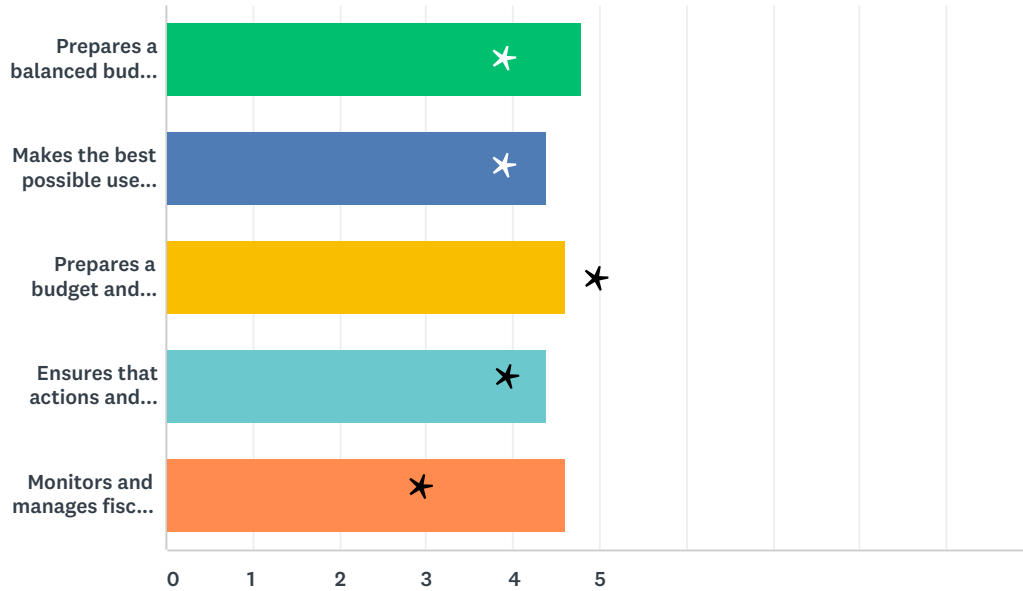
	POOR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
Encourages heads of departments to make decisions within their jurisdictions with minimal manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff.	0	0	0	2	3	5	4.60
Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level.	0	0	0	5	0	5	4.00
Develops and maintains a friendly and informal relationship with the staff and workforce in general, yet maintains the professional dignity of the manager's office.	0	0	0	1	4	5	4.80
Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback.	0	0	1	4	0	5	3.80
Encourages teamwork, innovation, and effective problem solving among the staff members.	0	0	0	1	4	5	4.80

McMinnville City Manager Evaluation

#	COMMENTS:
1	Since I don't work directly with Jeff on his oversight of employees, I am not able to directly observe how he handles this aspect of his work. I have observed excellent rapport with his Heads of Department and the feedback that I have gotten from conversations with Department Heads has been very positive. He is also focused on collaboration and empowerment of employees in the language that he uses in his updates with us. I am looking forward to hearing feedback from the Department Heads who have worked directly with him to see what their experience has been in working with him.
2	More information regarding the inner workings of the City would be beneficial for Council.
3	Staff comments indicate that they like his style and feel he is a good City Manager. There is a strong feeling of respect and cooperation.

Q10 Fiscal Management

Answered: 5 Skipped: 0

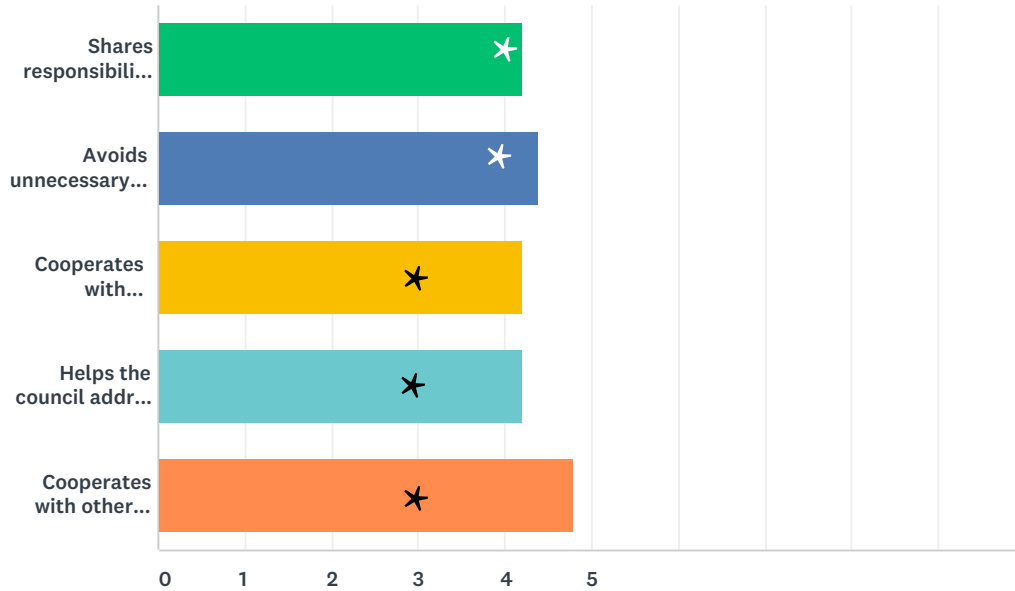


	POOR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
Prepares a balanced budget to provide services at a level directed by council.	0	0	0	1	4	5	4.80
Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively.	0	0	0	3	2	5	4.40
Prepares a budget and budgetary recommendations in an intelligent and accessible format.	0	0	0	2	3	5	4.60
Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.	0	0	0	3	2	5	4.40
Monitors and manages fiscal activities of the organization appropriately.	0	0	0	2	3	5	4.60

#	COMMENTS:
1	I was very impressed by his budget proposal this year, as well as always keeping us in tune to risk / effect of a decision or policy on the bottom line. I have nothing but praise for the first 6 months of Fiscal Management.
2	I was impressed with his budgeting process this year. He has been creative in his ideas for increasing revenue for the city, yet also focuses on areas where we can save through greater efficiencies. I am looking forward to hearing about the results of the process efficiency work that they are doing administratively in the city departments and to see what kinds of opportunities that they find in this process.
3	I feel a great deal of confidence in his understanding of budgetary matters. I think it took him a while to understand council's concern about additional sources of revenue for the future, but I am quite sure he understands that situation after salary negotiations.

Q11 Community

Answered: 5 Skipped: 0



	POOR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
Shares responsibility for addressing the difficult issues facing the community.	0	0	1	2	2	5	4.20
Avoids unnecessary controversy.	0	0	1	1	3	5	4.40
Cooperates with neighboring communities and the county.	0	0	0	4	1	5	4.20
Helps the council address future needs and develop adequate plans to address long-term trends.	0	0	1	2	2	5	4.20
Cooperates with other regional, state, and federal government agencies.	0	0	0	1	4	5	4.80

#	COMMENTS:
1	For the body of work currently presented i am happy with where we're at. I think moving forward, continuing to foster the county relationship, communication with our citizens, and innovation for services like our Amity/Lafayette fire service pilot programs will be key to keeping the momentum from becoming stagnate.
2	He performs exceptionally well in this realm. He is very connected with the network of communities in Oregon and brings lessons learned from these connections to the table to help us to address the issues that we face. He is calming in his approach to issues and is strategic in his recommendations for current actions to address long term trends.

Q12 What would you identify as the manager's strength(s), expressed in terms of the principal results achieved during the rating period?

Answered: 5 Skipped: 0

#	RESPONSES
1	His ability to bring the leadership team back together and get buy-in / regain broken trust.
2	Jeff's ability to bring a team together and focus on an approach that is collaborative in nature. He has done an excellent job in bring our department heads together and has build a high level of trust among the team again. Jeff's experience in government is shown everyday in his management of staff. He is careful to preserve the approach that is McMinnville, yet is adding his touch slowly, this is good.
3	Collaboration, innovation, calm demeanor, positive attitude, inclusive
4	Creating cohesive teams and team spirit. In depth understanding of the law and it's applications as related to Council objectives. Great interpersonal communication skills. Involvement and familiarity with the community. Increasig efficiency with and for Council.
5	He listens carefully and weighs what he hears against his own experience before making decisions.

Q13 What performance area(s) would you identify as most critical for improvement?

Answered: 5 Skipped: 0

#	RESPONSES
1	Staffing; To continue to build on the first 6 months of rebuilding trust and buy in with the leadership team and empowering them to do the same within their departments.
2	We need to complete our strategic plan ASAP.
3	None that I have observed at this time.
4	Communication with Council on non Agenda items.
5	Further development of relationships in town and continuing his pursuit of excellence in his profession.

Q14 What constructive suggestions or assistance can you offer the manager to enhance performance?

Answered: 4 Skipped: 1

#	RESPONSES
1	Community outreach, making sure the public understand why we do what we do and when we're doing it. City wide, I feel telling our story is important.
2	Just more time on the job.
3	Give him a clear and effective long term strategic plan that addresses the fiscal concerns of McMinnville.
4	Keep up the good work and thank you for bringing our staff back together. A regularly distributed memorandum would be very useful.

Q15 What other comments do you have for the manager (e.g., priorities, expectations, goals, or objectives for the new rating period)?

Answered: 5 Skipped: 0

#	RESPONSES
1	Revenue generation & process improvements for increased capacity. The growing PERS causes concern that if we don't innovative, current service levels wont be sustainable.
2	Jeff you have exceeded my 6 month expectations.
3	As we have addressed in Council meetings, our long term strategic plan that provides guidance for responsible fiscal management of the city now and into the future is a huge priority for us. We have started this process and we look forward to continuing to work closely with you to drive this to a productive conclusion so all of our actions can be guided by this shared vision. Also, public safety, affordable housing and homelessness are critical to address. We hope to come up with viable action plans to address these community concerns in a proactive way in this next rating period. Thank you for all that you have offered to us as a Council and to the City of McMinnville! We really do appreciate you and what you offer. Thank you!
4	Let's make McMinnville a City that leads by example!
5	Continue with effective strategic planning and other council goals. Continue to stay on the cutting edge of what is happening in City government for our State and Region.

City Manager 360 Evaluation

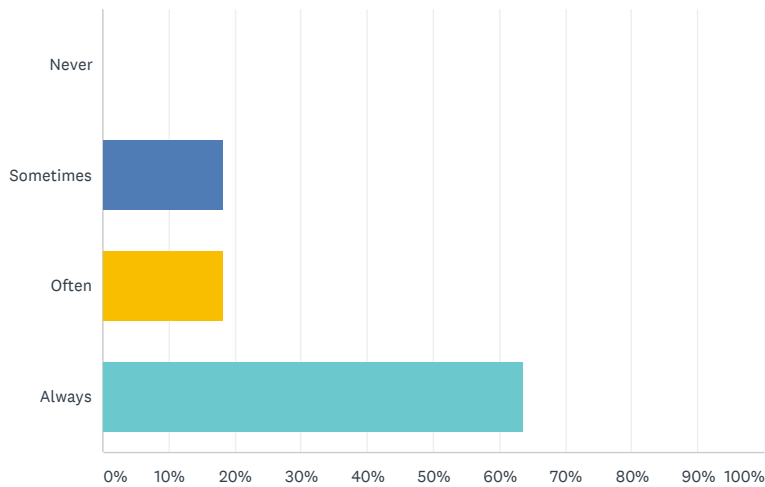
QUESTION SUMMARIES



Q1

Reflects City values in management style and personal actions.

Answered: 22 Skipped: 1



ANSWER CHOICES

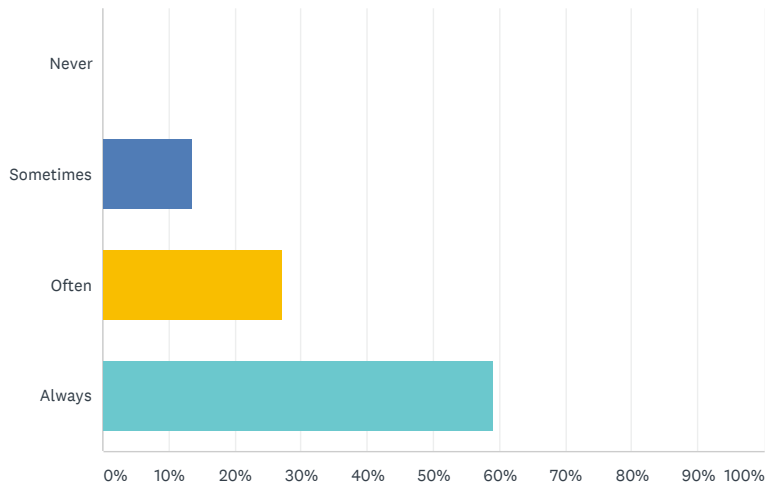
RESPONSES

Never	0
Sometimes	4
Often	4
Always	14
TOTAL	22

Q2

Is direct, honest, respects and acknowledges the contributions of others.

Answered: 22 Skipped: 1



ANSWER CHOICES

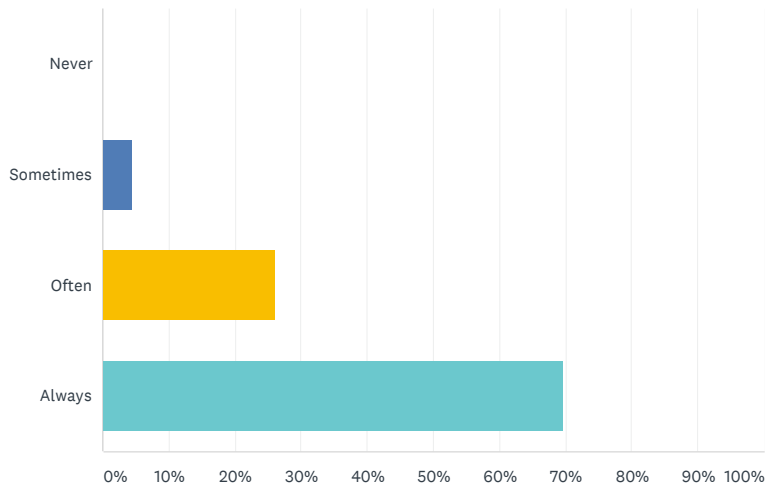
RESPONSES

Never	0
Sometimes	3
Often	6
Always	13
TOTAL	22

Q3

Is confident in self and gives personal best.

Answered: 23 Skipped: 0



ANSWER CHOICES

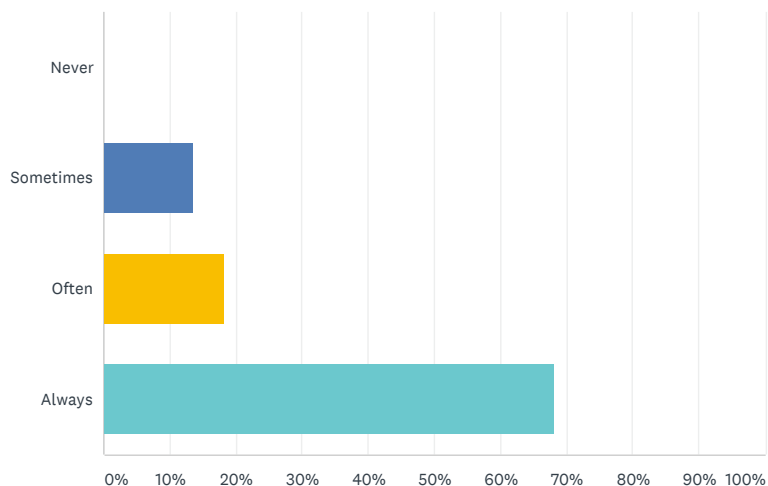
RESPONSES

Never	0
Sometimes	1
Often	6
Always	16
TOTAL	23

Q4

Is confident in and seeks the best from others.

Answered: 22 Skipped: 1

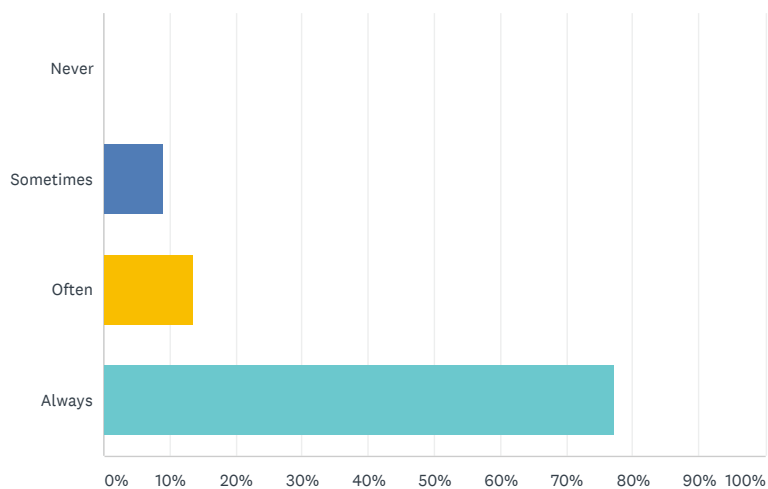


ANSWER CHOICES	RESPONSES
Never	0
Sometimes	3
Often	4
Always	15
TOTAL	22

Q5

Reflects a high degree of public service ethics.

Answered: 22 Skipped: 1

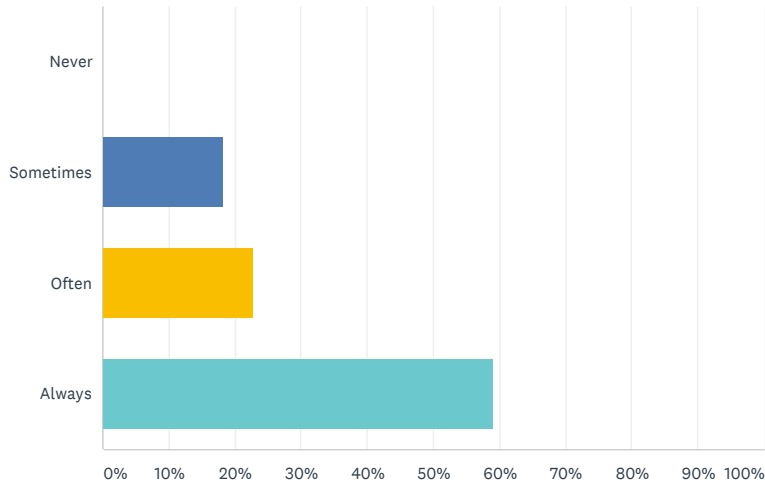


ANSWER CHOICES	RESPONSES
Never	0
Sometimes	2
Often	3
Always	17
TOTAL	22

Q6

Is reliable in meeting commitments to others.

Answered: 22 Skipped: 1



ANSWER CHOICES

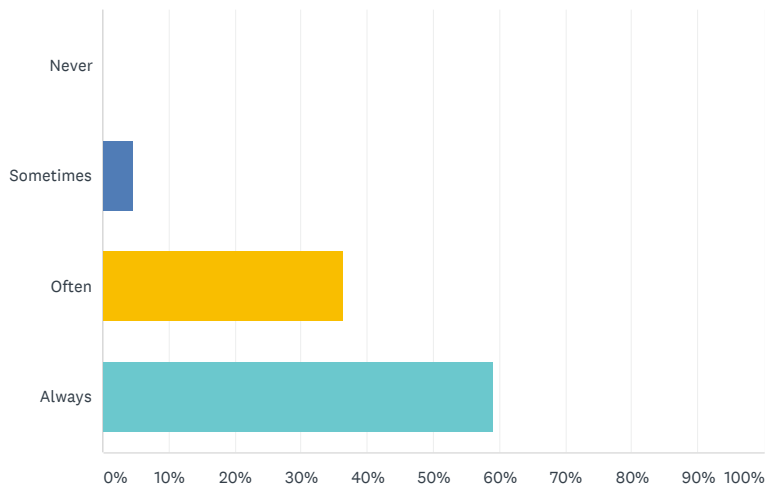
RESPONSES

Never	0
Sometimes	4
Often	5
Always	13
TOTAL	22

Q7

Displays a positive attitude and is enthusiastic.

Answered: 22 Skipped: 1



ANSWER CHOICES

RESPONSES

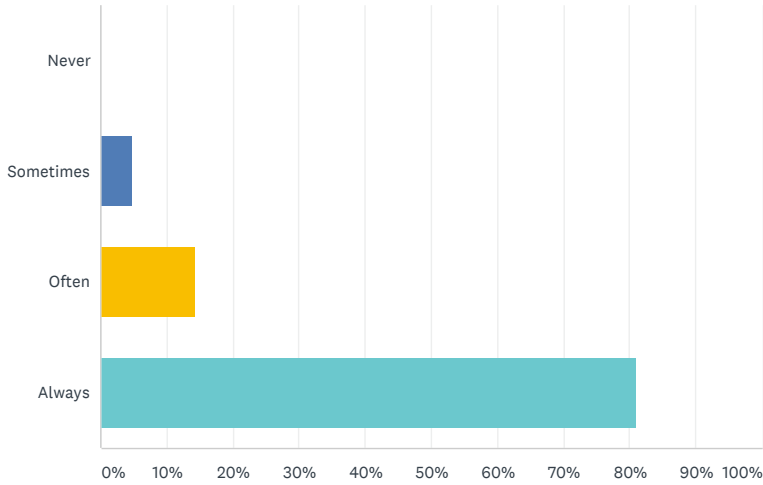
Never	0
Sometimes	1

Often	8
Always	13
TOTAL	22

Q8

Respects and maintains confidentiality and is trustworthy.

Answered: 21 Skipped: 2

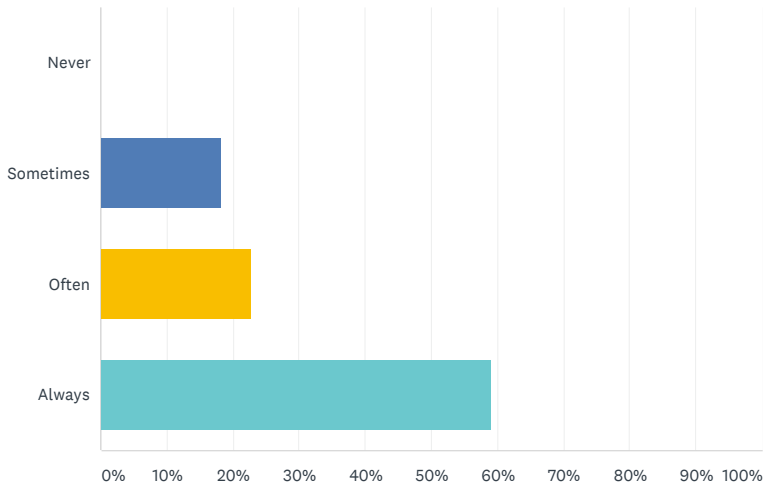


ANSWER CHOICES	RESPONSES
Never	0
Sometimes	1
Often	3
Always	17
TOTAL	21

Q9

Sets an example for delivering exceptional service.

Answered: 22 Skipped: 1



ANSWER CHOICES

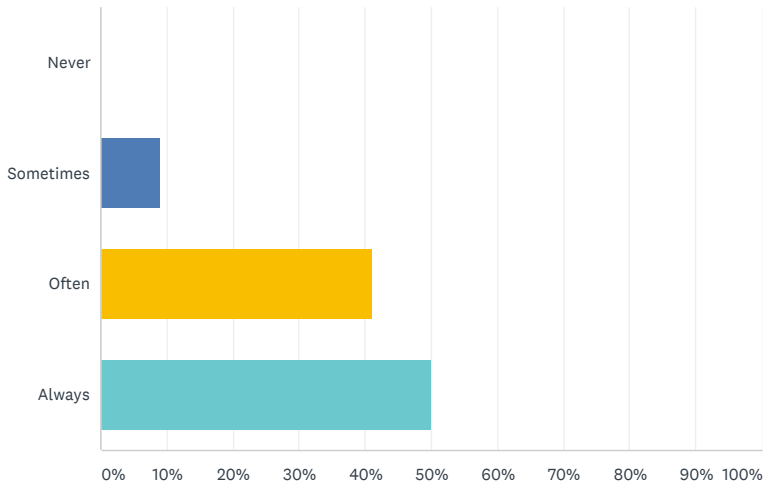
RESPONSES

Never	0
Sometimes	4
Often	5
Always	13
TOTAL	22

Q10

Displays a vision and keen sense of the future, sees emerging opportunities.

Answered: 22 Skipped: 1



ANSWER CHOICES

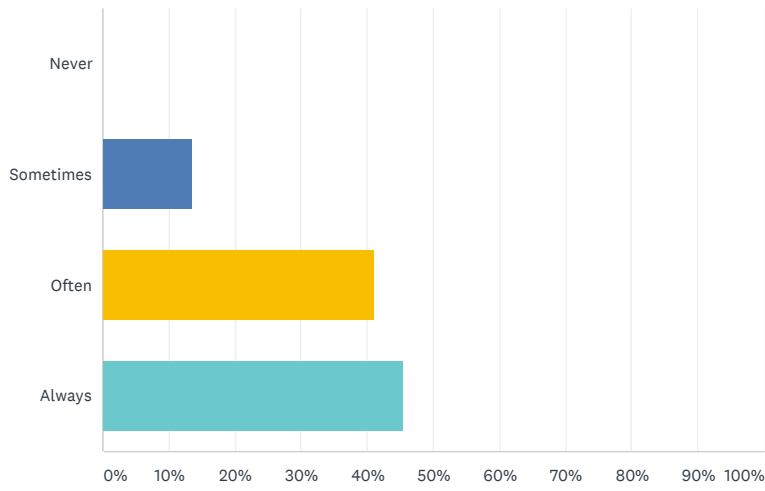
RESPONSES

Never	0
Sometimes	2
Often	9
Always	11
TOTAL	22

Q11

Generates new ideas and process improvements.

Answered: 22 Skipped: 1



ANSWER CHOICES

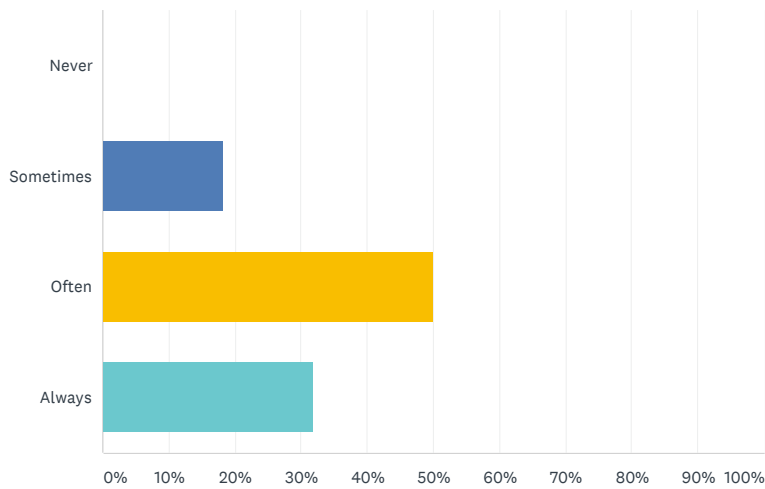
RESPONSES

Never	0
Sometimes	3
Often	9
Always	10
TOTAL	22

Q12

Attempts to influence organizational events, versus reacting to them.

Answered: 22 Skipped: 1



ANSWER CHOICES

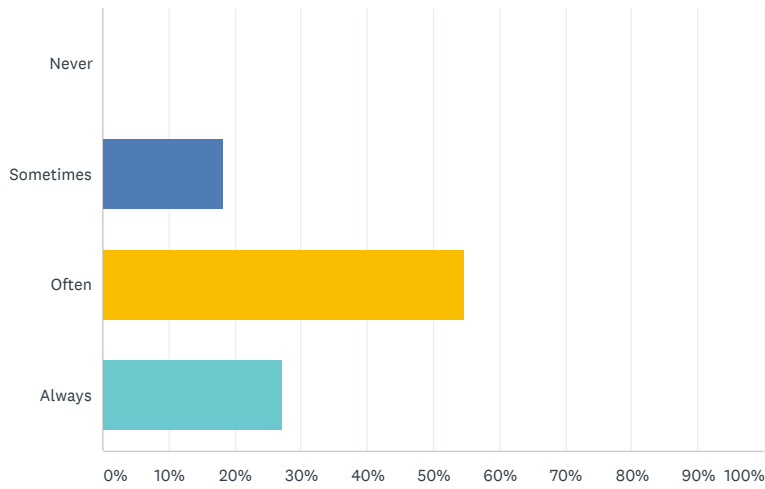
RESPONSES

Never	0
Sometimes	4
Often	11
Always	7
TOTAL	22

Q13

Thinks independently, takes calculated risks.

Answered: 22 Skipped: 1



ANSWER CHOICES

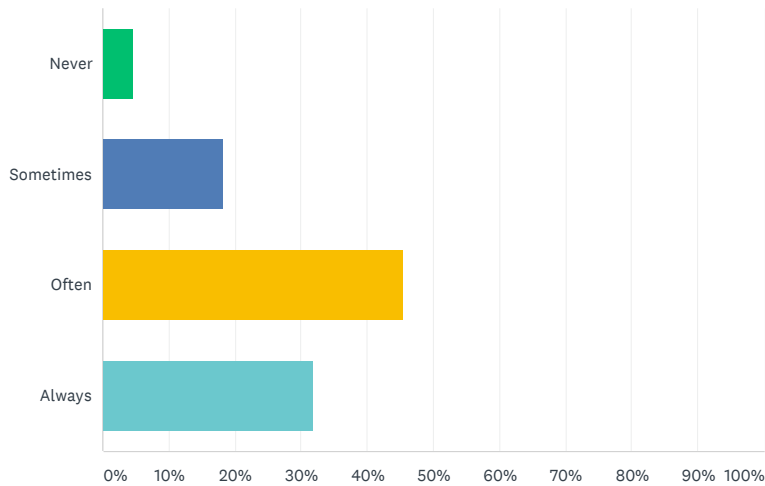
RESPONSES

Never	0
Sometimes	4
Often	12
Always	6
TOTAL	22

Q14

Utilizes internal resources appropriately.

Answered: 22 Skipped: 1



ANSWER CHOICES

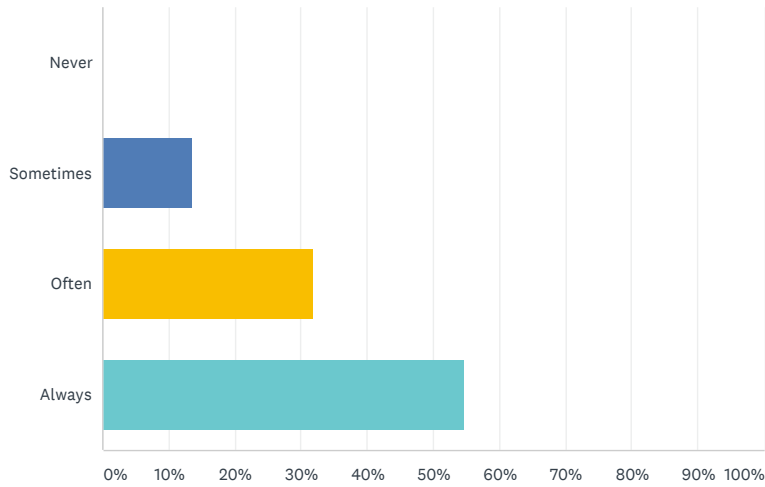
RESPONSES

Never	1
Sometimes	4
Often	10
Always	7

Q15

Respectfully questions the way things are done to seek improvements.

Answered: 22 Skipped: 1



ANSWER CHOICES

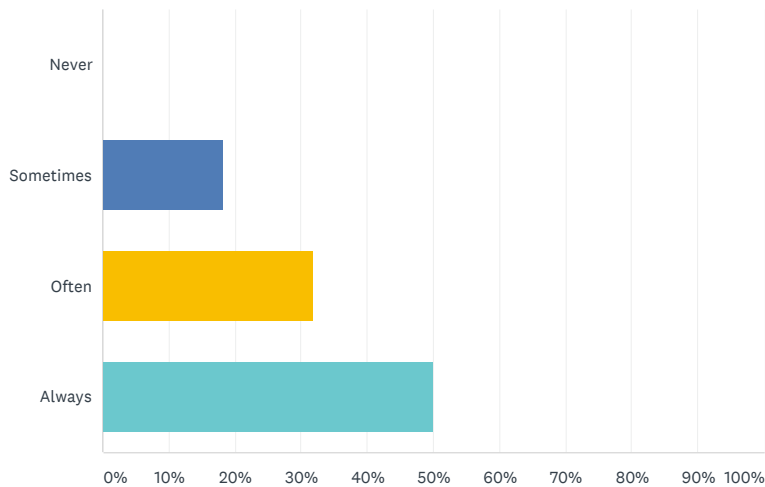
RESPONSES

Never	0
Sometimes	3
Often	7
Always	12
TOTAL	22

Q16

Presents positive solutions to organizational challenges.

Answered: 22 Skipped: 1

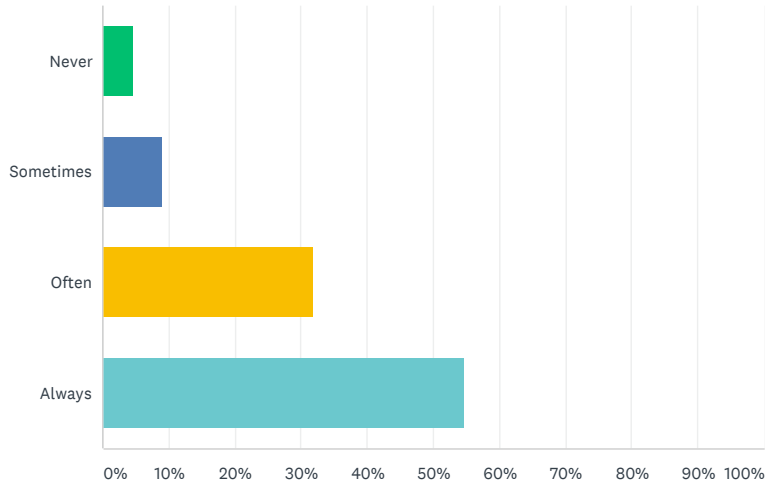


ANSWER CHOICES	RESPONSES
Never	0
Sometimes	4
Often	7
Always	11
TOTAL	22

Q17

Builds commitment by looking for common ground.

Answered: 22 Skipped: 1

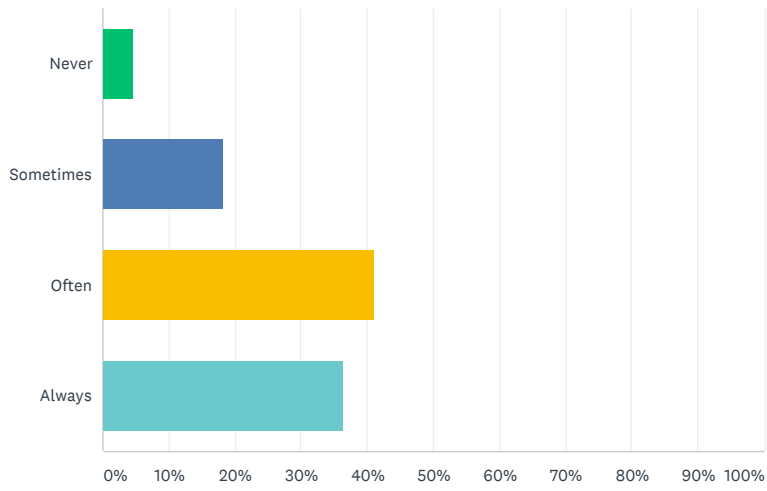


ANSWER CHOICES	RESPONSES
Never	1
Sometimes	2
Often	7
Always	12
TOTAL	22

Q18

Understands, supports and effectively communicates changes to others.

Answered: 22 Skipped: 1

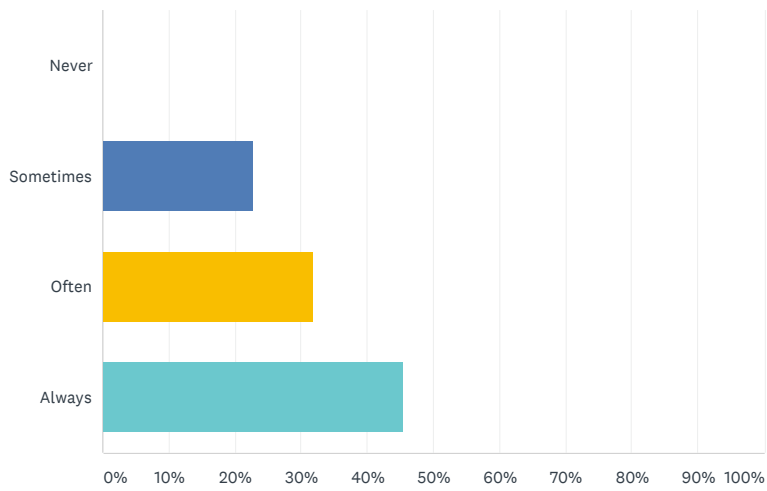


ANSWER CHOICES	RESPONSES
Never	1
Sometimes	4
Often	9
Always	8
TOTAL	22

Q19

Provides clear, concise, verbal directions and explanations.

Answered: 22 Skipped: 1

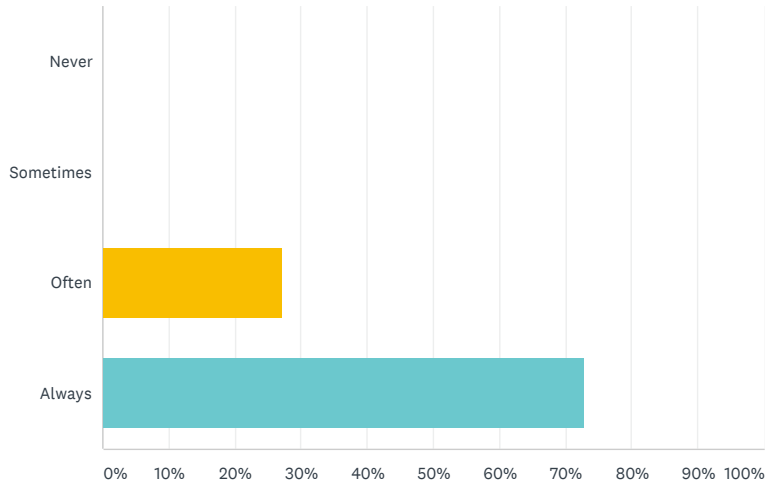


ANSWER CHOICES	RESPONSES
Never	0
Sometimes	5
Often	7
Always	10
TOTAL	22

Q20

Expresses self effectively before individuals and groups.

Answered: 22 Skipped: 1



ANSWER CHOICES

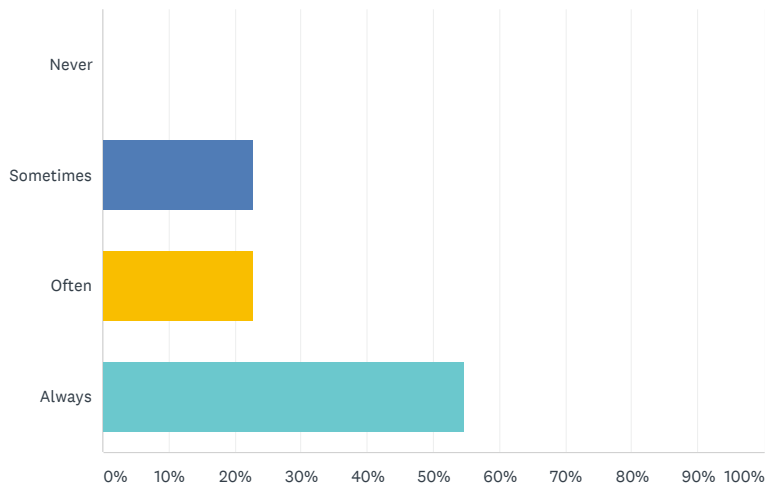
RESPONSES

Never	0
Sometimes	0
Often	6
Always	16
TOTAL	22

Q21

Demonstrates respect for other points of view, empathetic, seeks clarification, and highlights areas of agreement.

Answered: 22 Skipped: 1



ANSWER CHOICES

RESPONSES

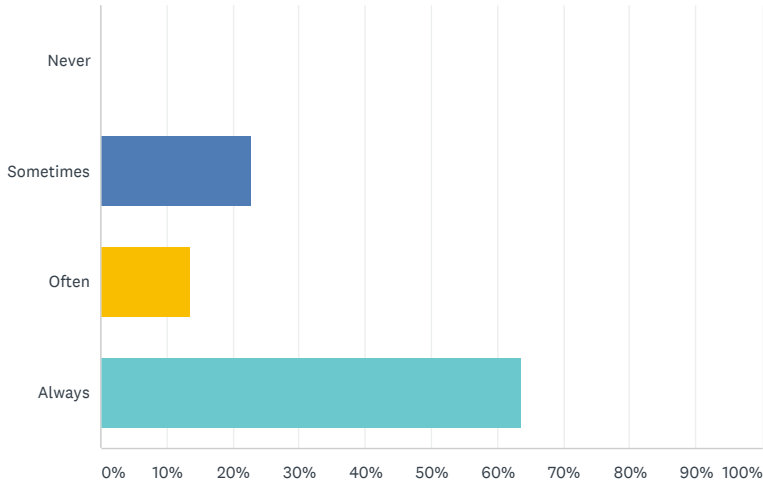
Never	0
Sometimes	5

Often	5
Always	12
TOTAL	22

Q22

Listens with genuine interest and reflects back feelings.

Answered: 22 Skipped: 1



ANSWER CHOICES

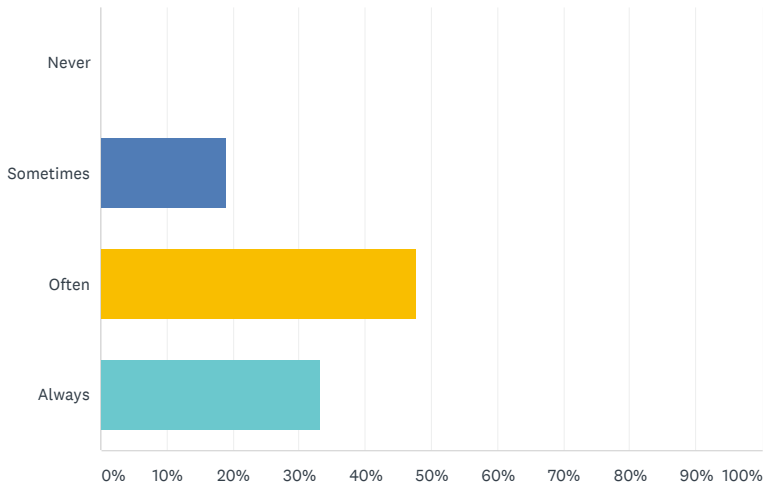
RESPONSES

Never	0
Sometimes	5
Often	3
Always	14
TOTAL	22

Q23

Is sensitive to non-verbal cues.

Answered: 21 Skipped: 2



ANSWER CHOICES

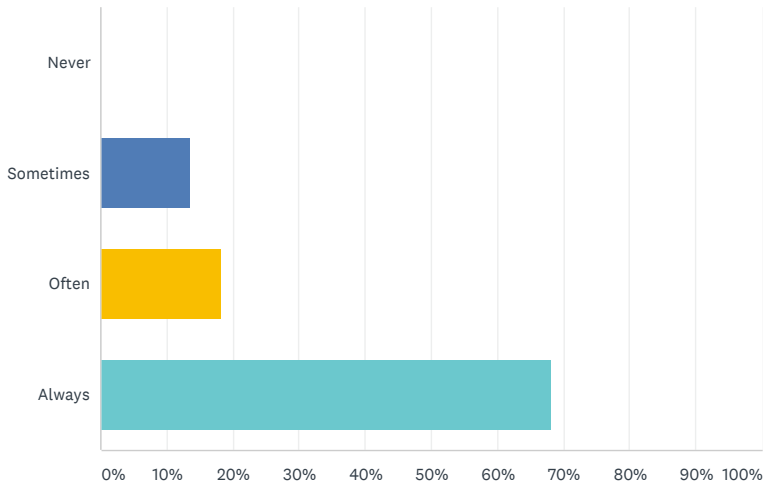
RESPONSES

Never	0
Sometimes	4
Often	10
Always	7
TOTAL	21

Q24

Encourages free expression of opinions without being defensive.

Answered: 22 Skipped: 1



ANSWER CHOICES

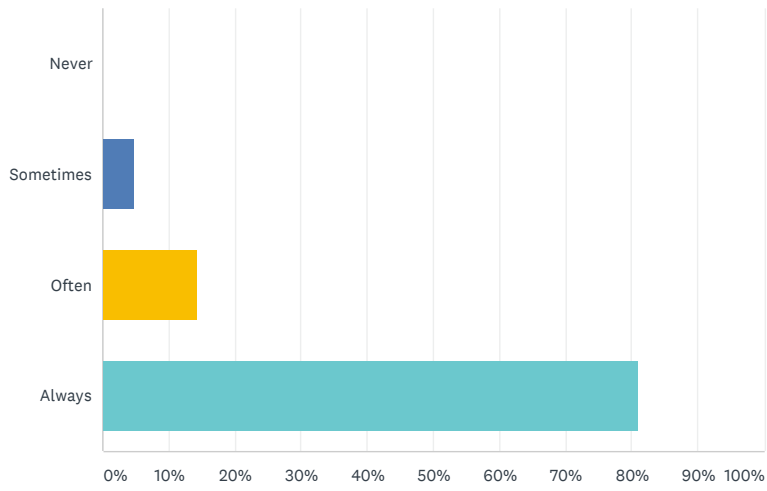
RESPONSES

Never	0
Sometimes	3
Often	4
Always	15
TOTAL	22

Q25

Clearly expresses ideas in writing and uses correct grammatical form.

Answered: 21 Skipped: 2



ANSWER CHOICES

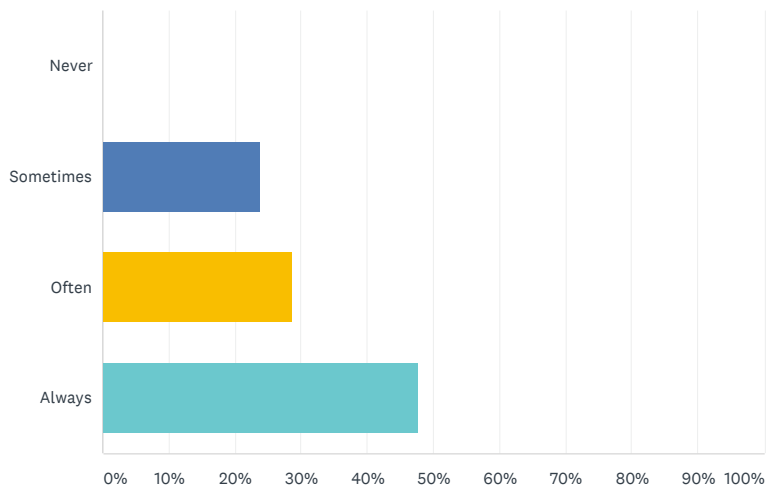
RESPONSES

Never	0
Sometimes	1
Often	3
Always	17
TOTAL	21

Q26

Influences others to embrace a position, is persuasive.

Answered: 21 Skipped: 2



ANSWER CHOICES

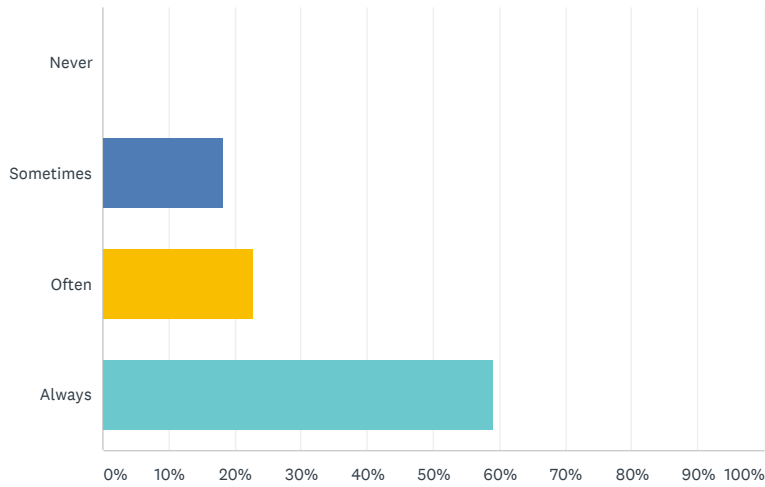
RESPONSES

Never	0
Sometimes	5
Often	6
Always	10
TOTAL	21

Q27

Thinks quickly and responds to challenges raised by others in a tactful, positive manner.

Answered: 22 Skipped: 1



ANSWER CHOICES

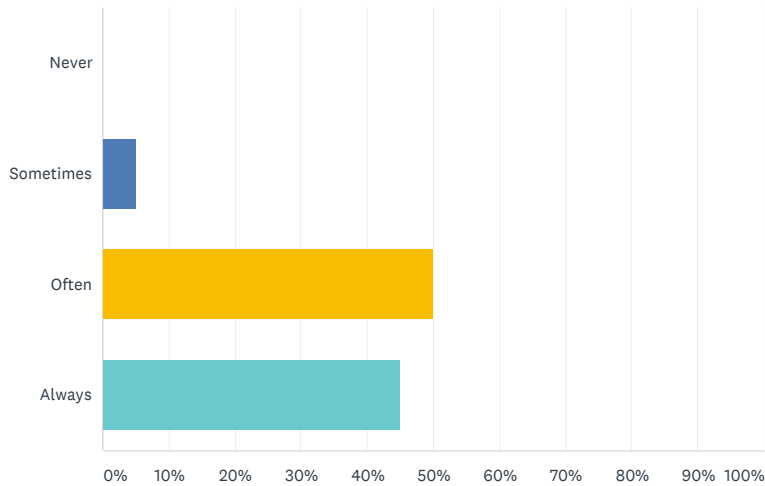
RESPONSES

Never	0
Sometimes	4
Often	5
Always	13
TOTAL	22

Q28

Knows when to disengage and when to withdraw.

Answered: 20 Skipped: 3



ANSWER CHOICES

RESPONSES

Never	0
Sometimes	1
Often	10
Always	9

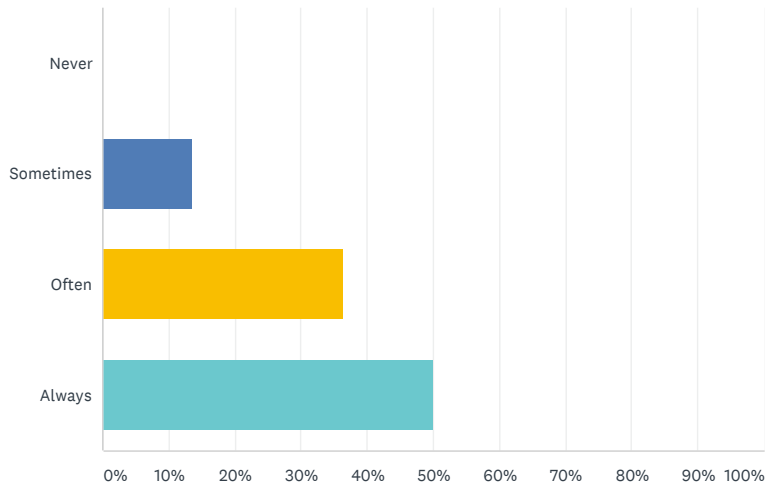
TOTAL

20

Q29

Strives for brevity, clarity and appropriate solutions.

Answered: 22 Skipped: 1



ANSWER CHOICES

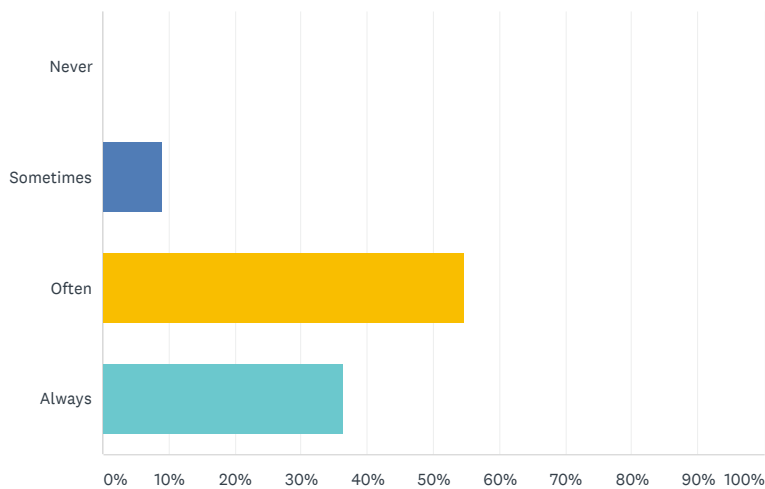
RESPONSES

Never	0
Sometimes	3
Often	8
Always	11
TOTAL	22

Q30

Identifies problems, secures relevant information, and assimilates data.

Answered: 22 Skipped: 1



ANSWER CHOICES

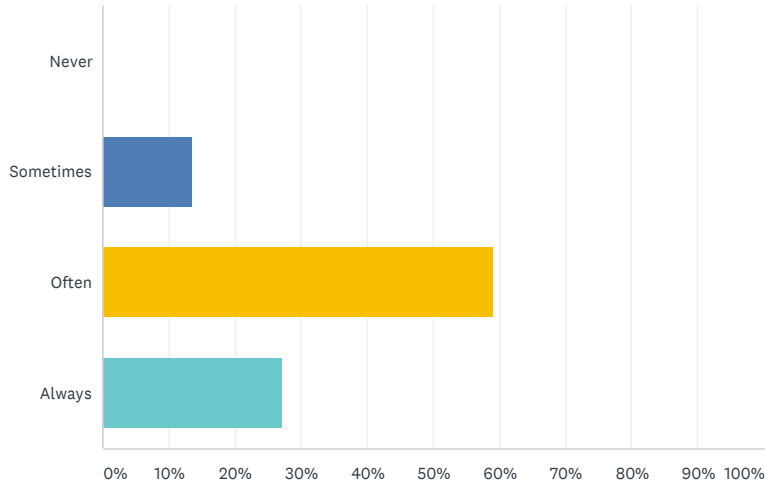
RESPONSES

Never	0
Sometimes	2
Often	12
Always	8
TOTAL	22

Q31

Anticipates problems and opportunities.

Answered: 22 Skipped: 1



ANSWER CHOICES

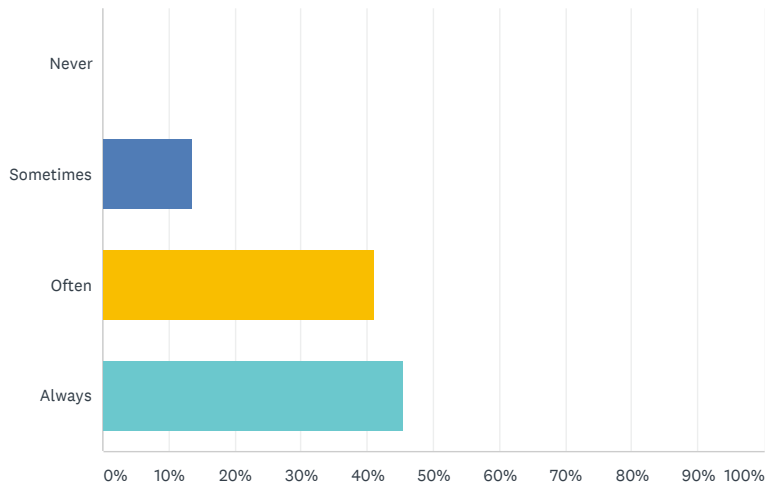
RESPONSES

Never	0
Sometimes	3
Often	13
Always	6
TOTAL	22

Q32

Seeks advice from others when appropriate.

Answered: 22 Skipped: 1



ANSWER CHOICES

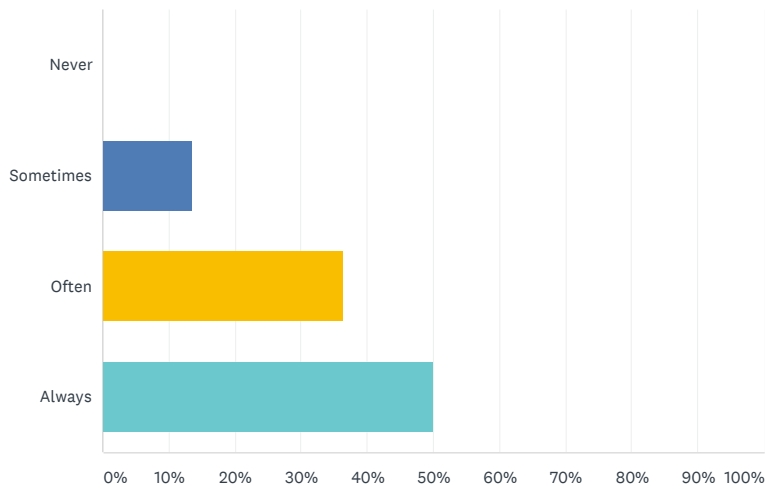
RESPONSES

Never	0
Sometimes	3
Often	9
Always	10
TOTAL	22

Q33

Make decisions and renders judgments in a timely manner based on the best information and advice available at the time.

Answered: 22 Skipped: 1



ANSWER CHOICES

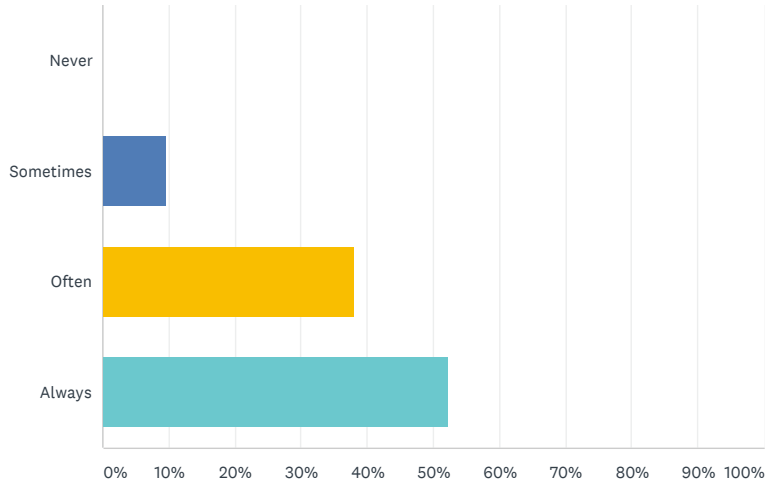
RESPONSES

Never	0
Sometimes	3
Often	8
Always	11
TOTAL	22

Q34

Decisions reflects the greater good of the community, organization and individual needs.

Answered: 21 Skipped: 2



ANSWER CHOICES

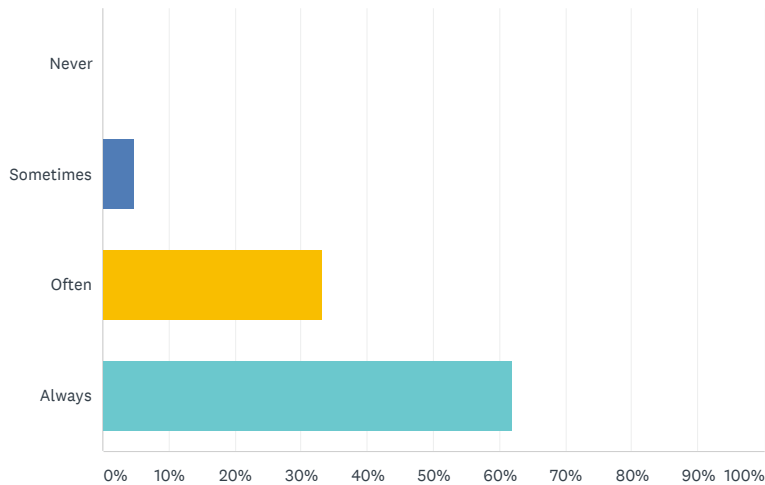
RESPONSES

Never	0
Sometimes	2
Often	8
Always	11
TOTAL	21

Q35

Applies intuitive thinking when necessary.

Answered: 21 Skipped: 2



ANSWER CHOICES

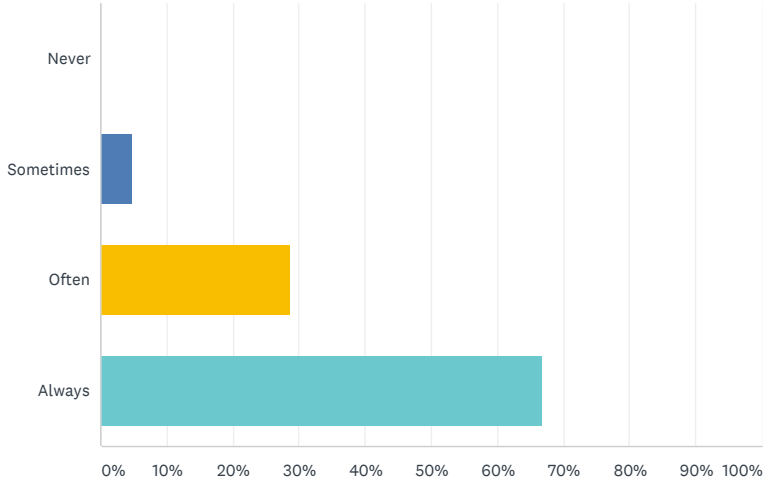
RESPONSES

Never	0
Sometimes	1

Often	7
Always	13
TOTAL	21

Q36
Applies strategic thinking for leadership role.

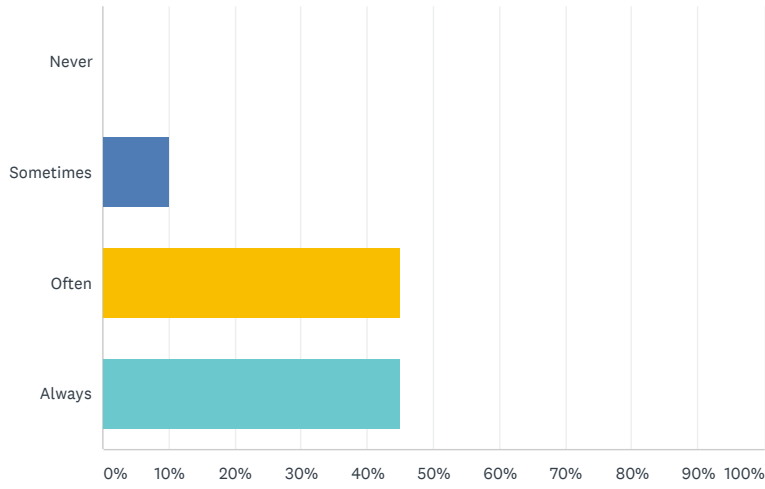
Answered: 21 Skipped: 2



ANSWER CHOICES	RESPONSES
Never	0
Sometimes	1
Often	6
Always	14
TOTAL	21

Q37
Embraces disappointments, learns from mistakes, and takes measured risks.

Answered: 20 Skipped: 3

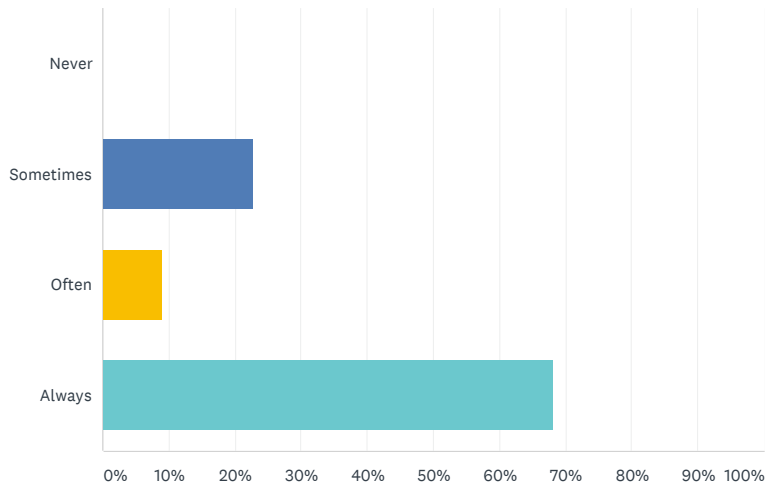


ANSWER CHOICES	RESPONSES
Never	0
Sometimes	2
Often	9
Always	9
TOTAL	20

Q38

Accepts diversity of opinions, is unafraid to let people speak their minds, and solicits different views.

Answered: 22 Skipped: 1

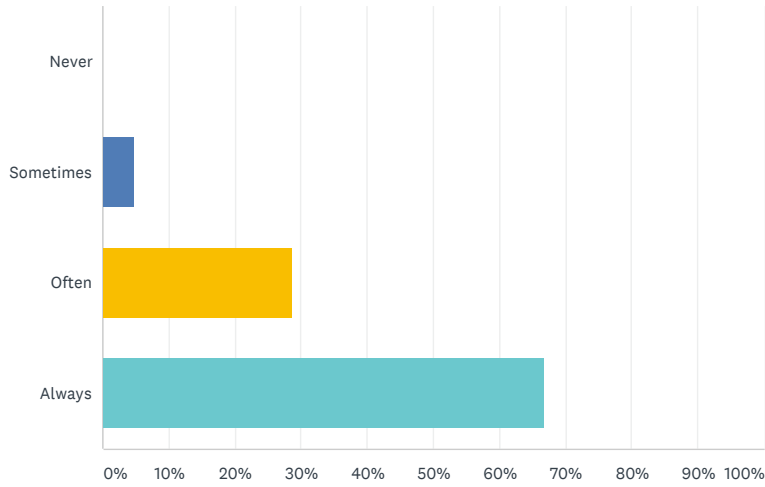


ANSWER CHOICES	RESPONSES
Never	0
Sometimes	5
Often	2
Always	15
TOTAL	22

Q39

Handles pressure and multiple demands.

Answered: 21 Skipped: 2

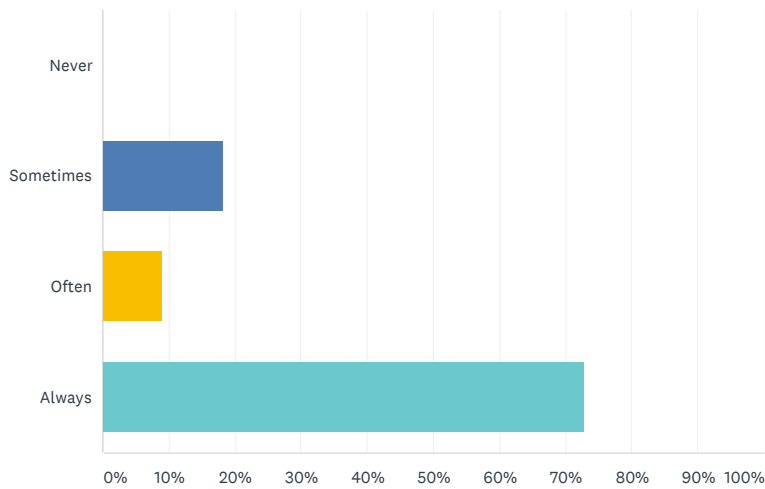


ANSWER CHOICES	RESPONSES
Never	0
Sometimes	1
Often	6
Always	14
TOTAL	21

Q40

Accepts responsibility for actions and will not blame others.

Answered: 22 Skipped: 1



ANSWER CHOICES	RESPONSES
Never	0
Sometimes	4
Often	2

Always

16

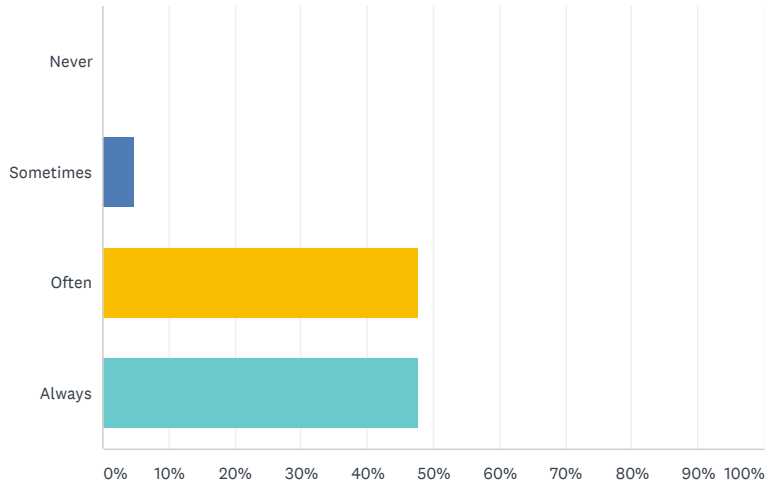
TOTAL

22

Q41

Stays with position or plan until the desired objective is achieved, persistent.

Answered: 21 Skipped: 2



ANSWER CHOICES

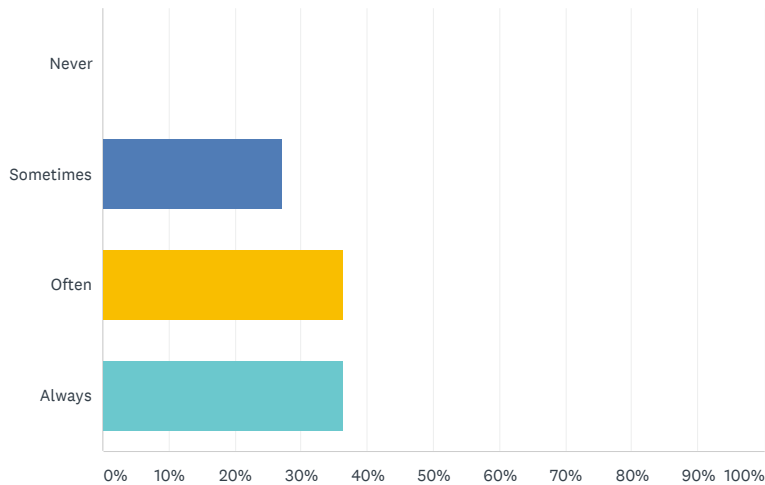
RESPONSES

Never	0
Sometimes	1
Often	10
Always	10
TOTAL	21

Q42

Understands the City's culture.

Answered: 22 Skipped: 1



ANSWER CHOICES

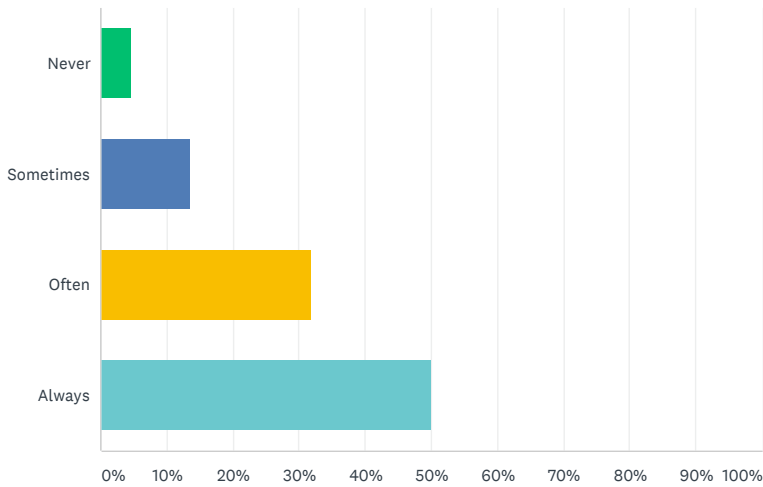
RESPONSES

Never	0
Sometimes	6
Often	8
Always	8
TOTAL	22

Q43

Understands the City's budget and financial management practices.

Answered: 22 Skipped: 1



ANSWER CHOICES

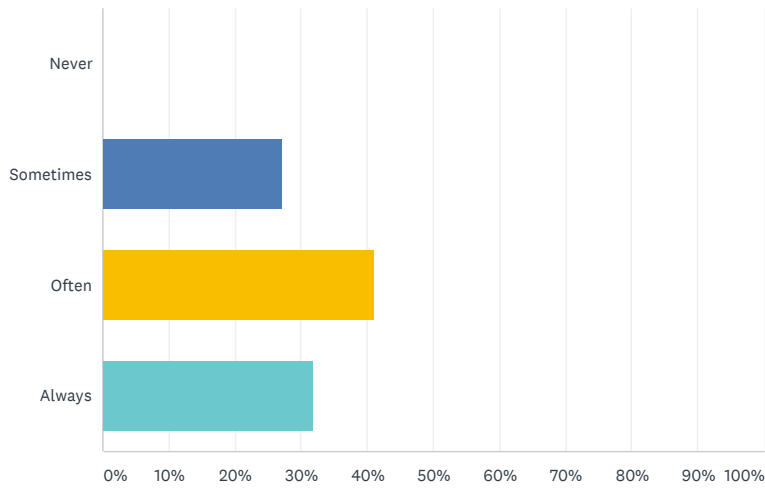
RESPONSES

Never	1
Sometimes	3
Often	7
Always	11
TOTAL	22

Q44

Understands and meets employee and community expectations.

Answered: 22 Skipped: 1



ANSWER CHOICES

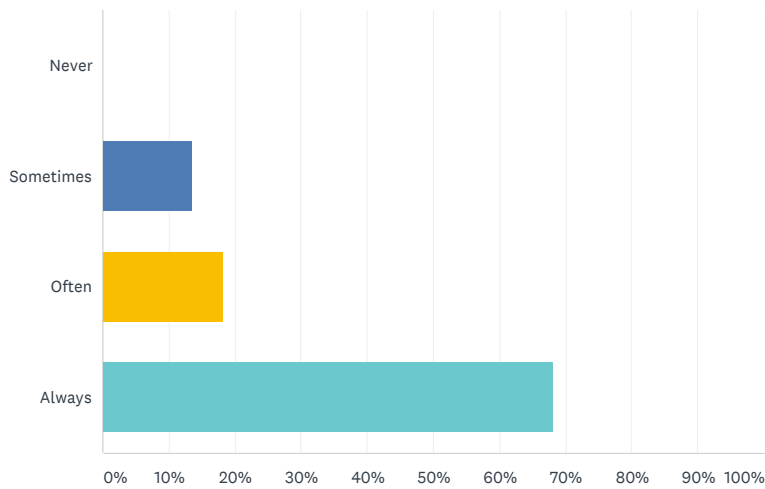
RESPONSES

Never	0
Sometimes	6
Often	9
Always	7
TOTAL	22

Q45

Demonstrates willingness to act in the best interests of the City.

Answered: 22 Skipped: 1



ANSWER CHOICES

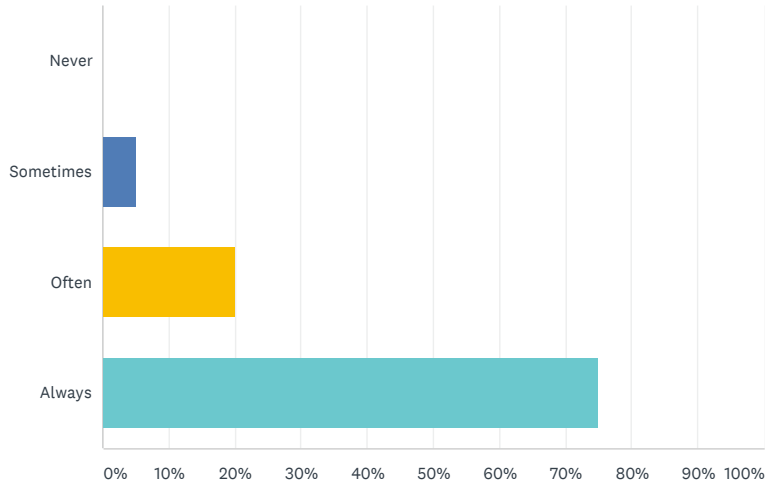
RESPONSES

Never	0
Sometimes	3
Often	4
Always	15
TOTAL	22

Q46

Strives to set team and group objectives consistent with Council goals.

Answered: 20 Skipped: 3

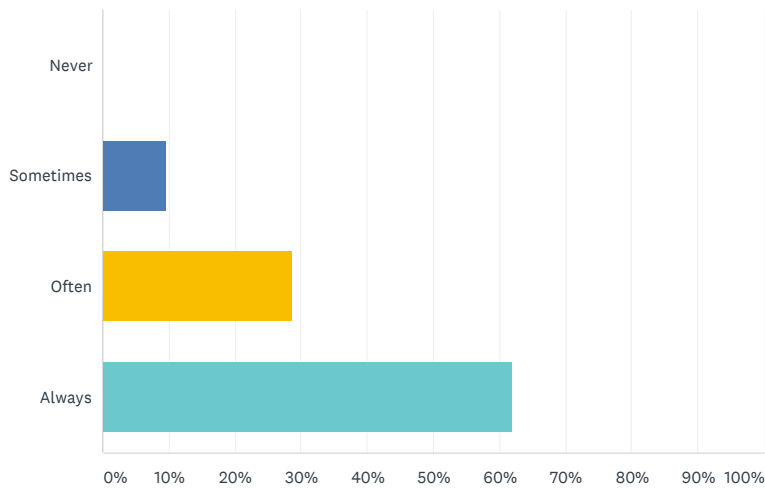


ANSWER CHOICES	RESPONSES
Never	0
Sometimes	1
Often	4
Always	15
TOTAL	20

Q47

Fosters trust and mutual respect in team meetings.

Answered: 21 Skipped: 2



ANSWER CHOICES	RESPONSES
Never	0
Sometimes	2
Often	6

Always

13

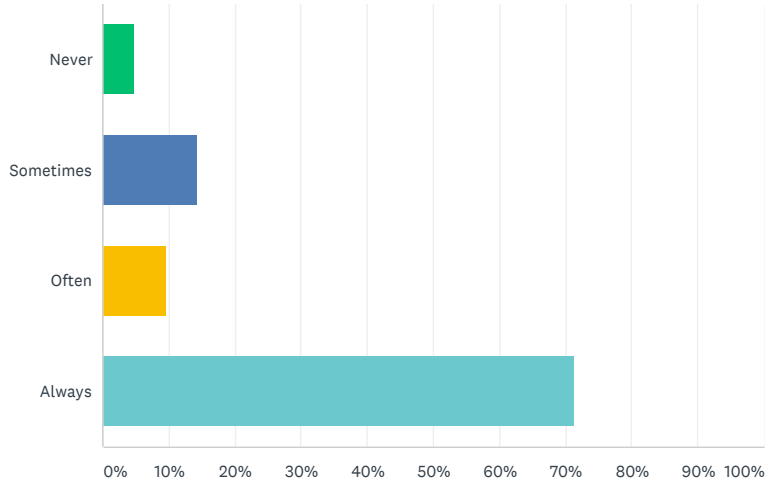
TOTAL

21

Q48

Is helpful and supportive in daily contacts with subordinates and peers.

Answered: 21 Skipped: 2



ANSWER CHOICES

RESPONSES

Never

1

Sometimes

3

Often

2

Always

15

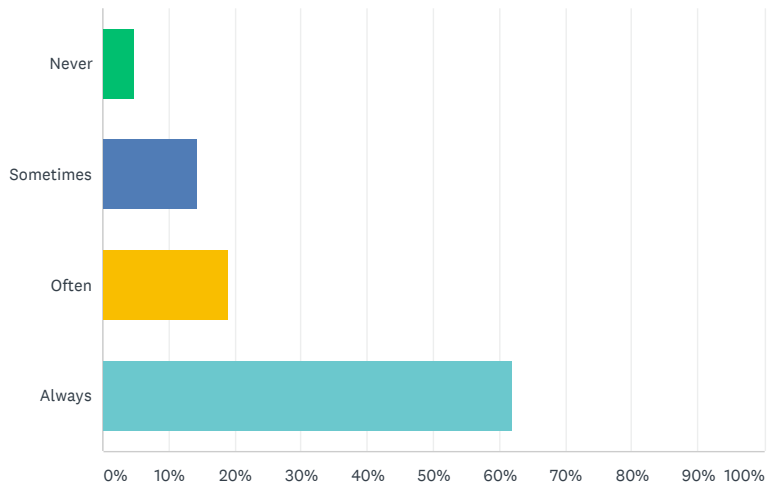
TOTAL

21

Q49

Supports other departmental needs and initiatives and is willing to lend assistance.

Answered: 21 Skipped: 2



ANSWER CHOICES

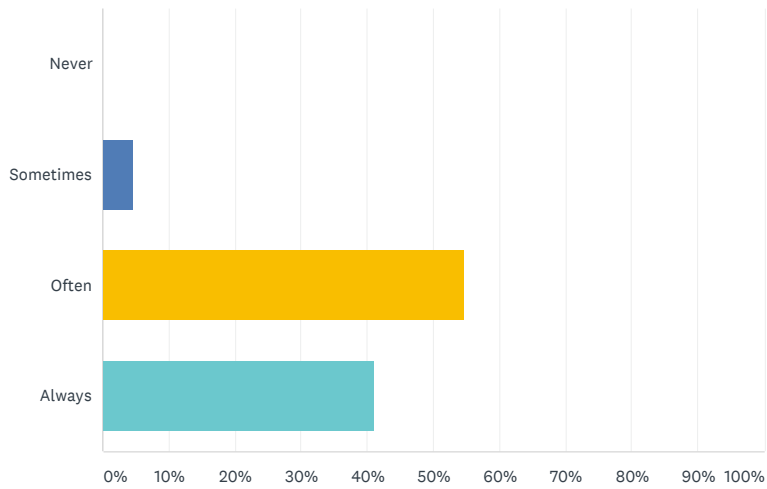
RESPONSES

Never	1
Sometimes	3
Often	4
Always	13
TOTAL	21

Q50

Asks for help when needed.

Answered: 22 Skipped: 1



ANSWER CHOICES

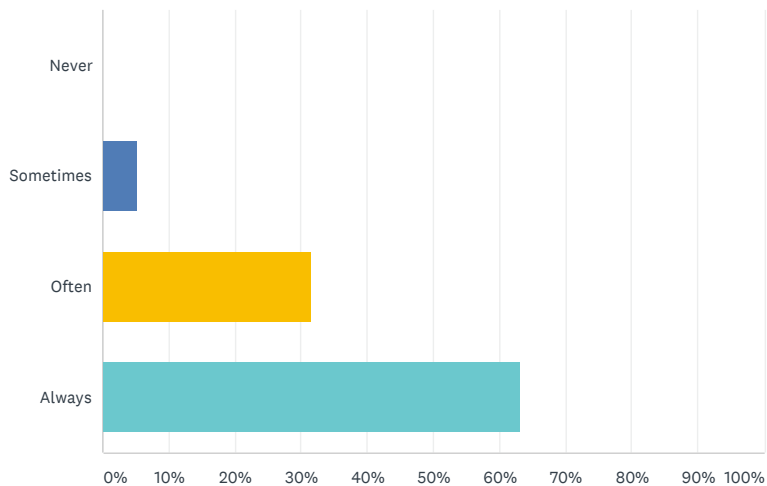
RESPONSES

Never	0
Sometimes	1
Often	12
Always	9
TOTAL	22

Q51

Admits mistakes, minimizes blame to others.

Answered: 19 Skipped: 4

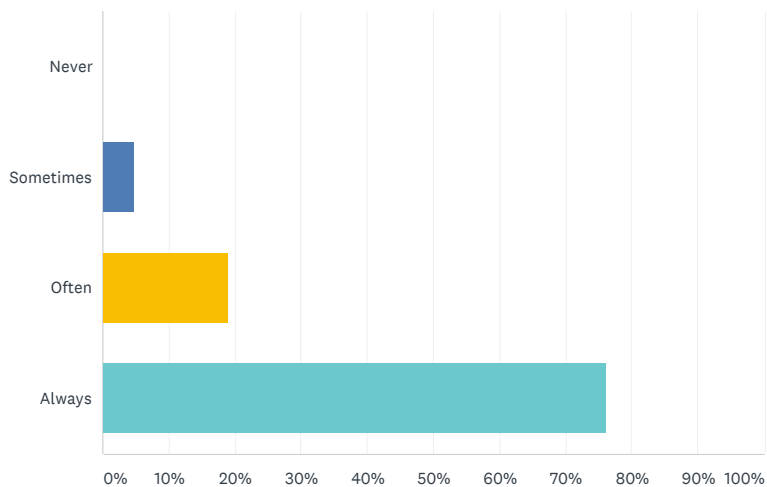


ANSWER CHOICES	RESPONSES
Never	0
Sometimes	1
Often	6
Always	12
TOTAL	19

Q52

Selects good people.

Answered: 21 Skipped: 2

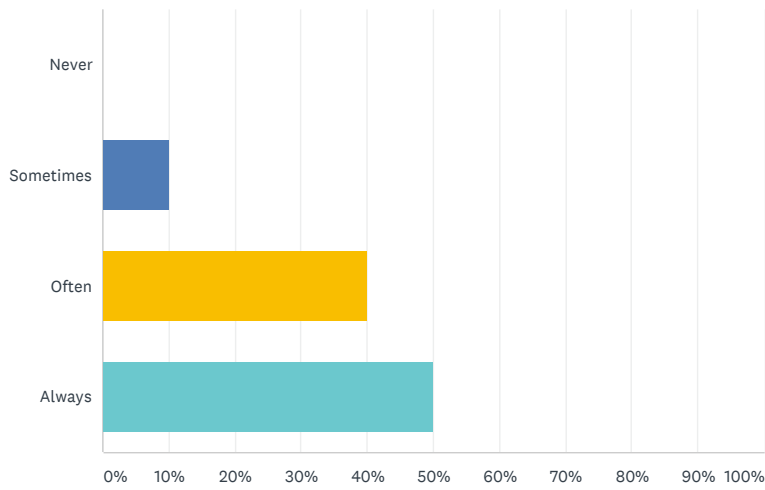


ANSWER CHOICES	RESPONSES
Never	0
Sometimes	1
Often	4
Always	16
TOTAL	21

Q53

Trains and develops employees.

Answered: 20 Skipped: 3



ANSWER CHOICES

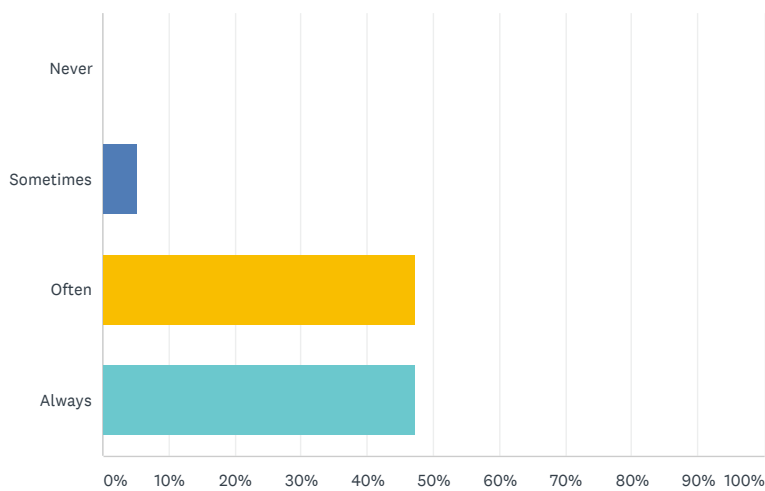
RESPONSES

Never	0
Sometimes	2
Often	8
Always	10
TOTAL	20

Q54

Conducts regular coaching discussions and staff meetings.

Answered: 19 Skipped: 4



ANSWER CHOICES

RESPONSES

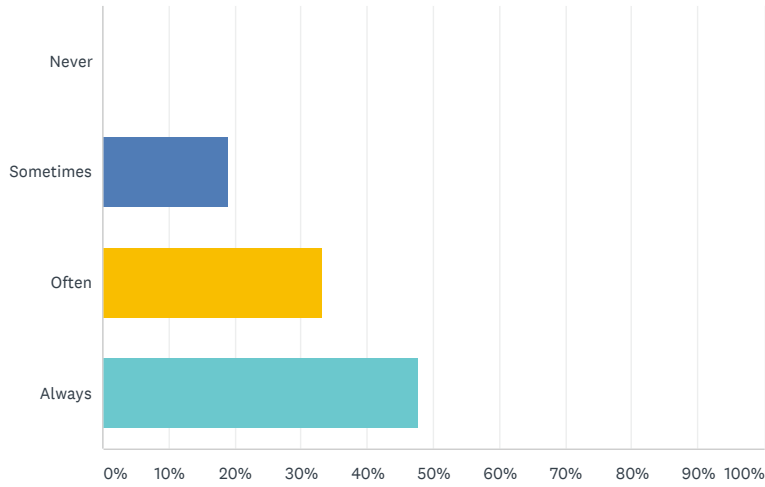
Never	0
-------	---

Sometimes	1
Often	9
Always	9
TOTAL	19

Q55

Builds strength and continuity in the team.

Answered: 21 Skipped: 2

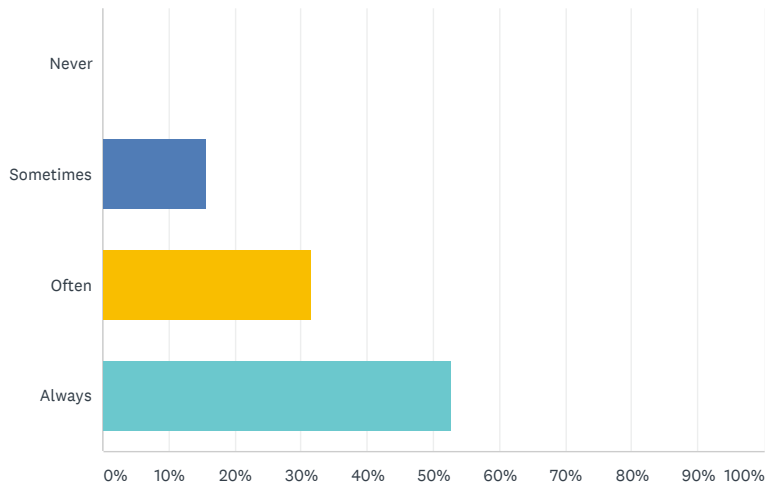


ANSWER CHOICES	RESPONSES
Never	0
Sometimes	4
Often	7
Always	10
TOTAL	21

Q56

Handles conflict, resolves performance problems.

Answered: 19 Skipped: 4



ANSWER CHOICES

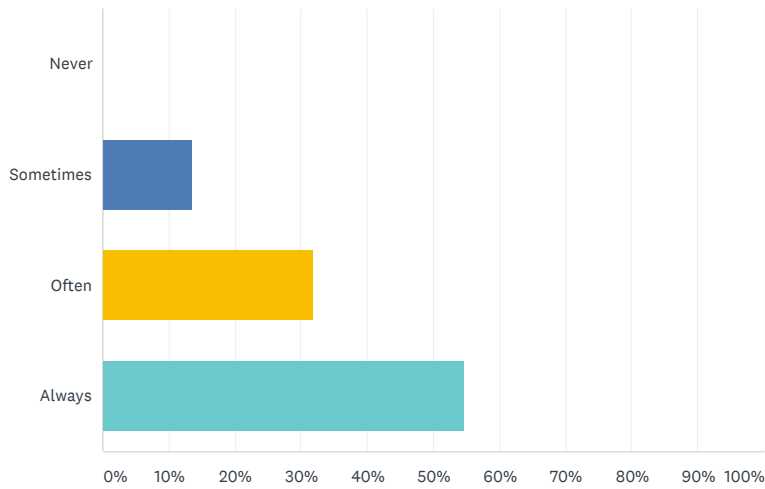
RESPONSES

Never	0
Sometimes	3
Often	6
Always	10
TOTAL	19

Q57

Is consistent and timely in giving feed-back.

Answered: 22 Skipped: 1



ANSWER CHOICES

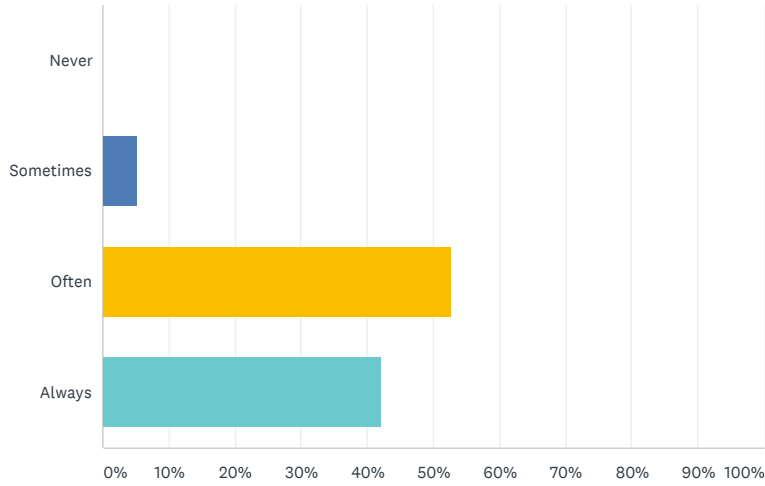
RESPONSES

Never	0
Sometimes	3
Often	7
Always	12
TOTAL	22

Q58

Sets challenging goals for self and others.

Answered: 19 Skipped: 4

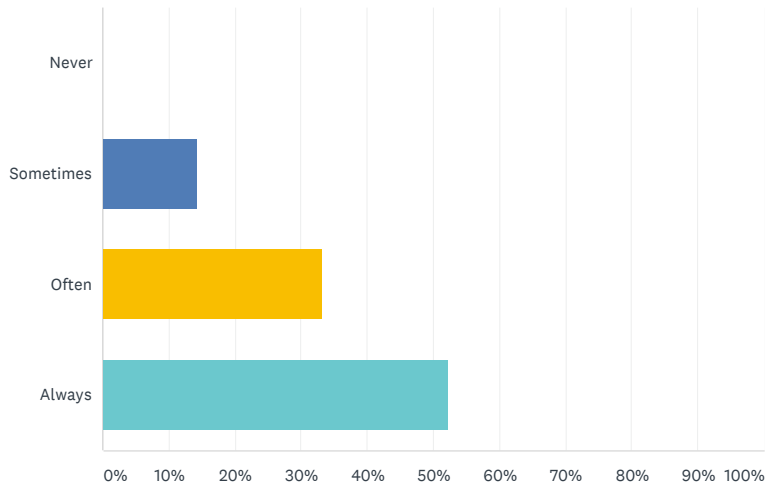


ANSWER CHOICES	RESPONSES
Never	0
Sometimes	1
Often	10
Always	8
TOTAL	19

Q59

Clearly describes and appropriately delegates decision-making responsibilities to appropriate staff.

Answered: 21 Skipped: 2

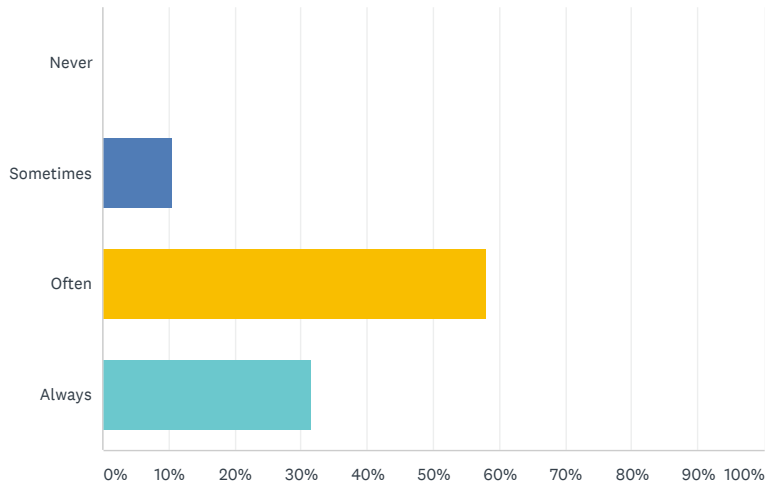


ANSWER CHOICES	RESPONSES
Never	0
Sometimes	3
Often	7
Always	11

Q60

Establishes standards to clarify performance expectations.

Answered: 19 Skipped: 4



ANSWER CHOICES

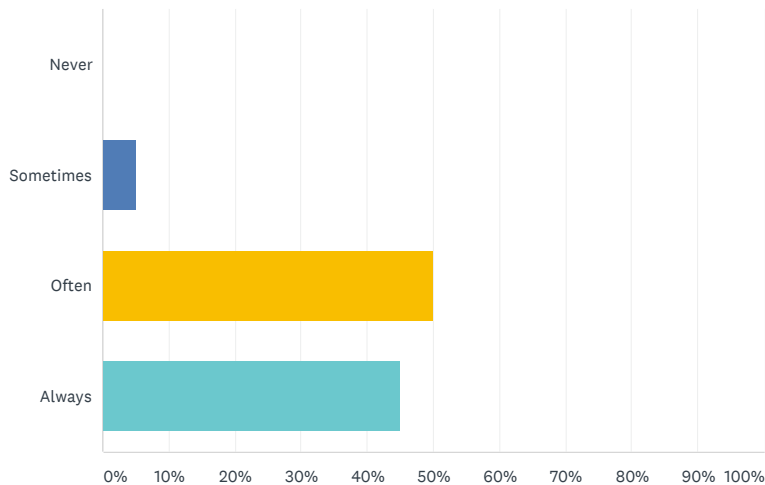
RESPONSES

Never	0
Sometimes	2
Often	11
Always	6
TOTAL	19

Q61

Sets clear expectations and establishes direction for others.

Answered: 20 Skipped: 3



ANSWER CHOICES

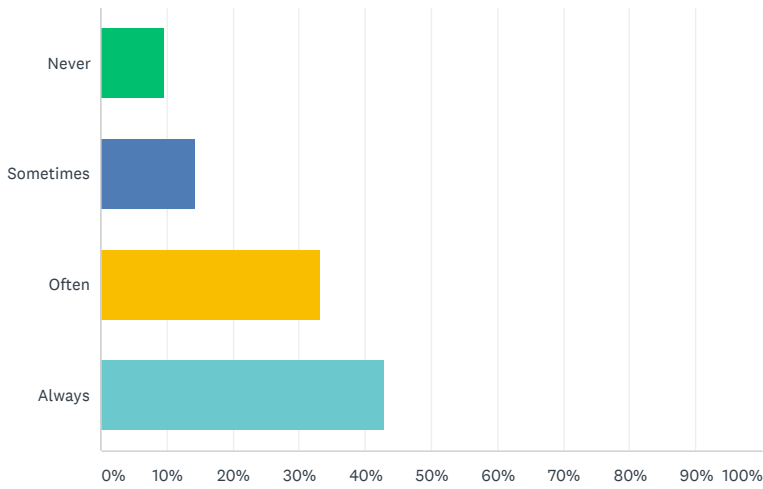
RESPONSES

Never	0
Sometimes	1
Often	10
Always	9
TOTAL	20

Q62

Shares information about the organizational direction.

Answered: 21 Skipped: 2



ANSWER CHOICES

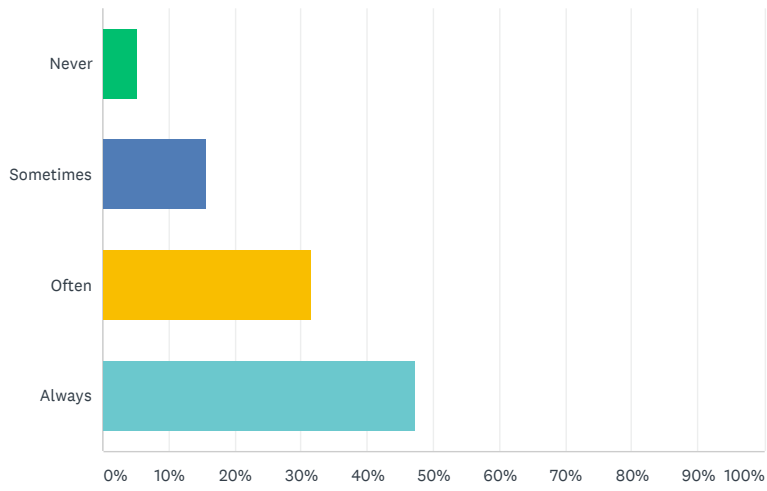
RESPONSES

Never	2
Sometimes	3
Often	7
Always	9
TOTAL	21

Q63

Maximizes the individual talents on the team.

Answered: 19 Skipped: 4



ANSWER CHOICES

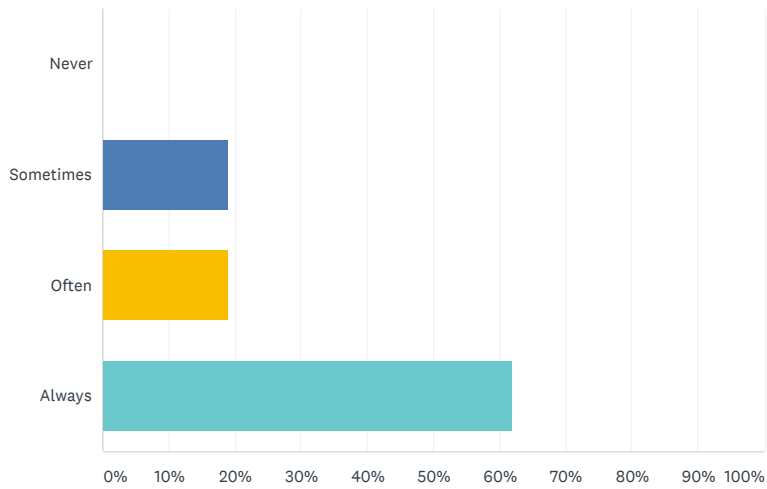
RESPONSES

Never	1
Sometimes	3
Often	6
Always	9
TOTAL	19

Q64

Treats people equitably.

Answered: 21 Skipped: 2



ANSWER CHOICES

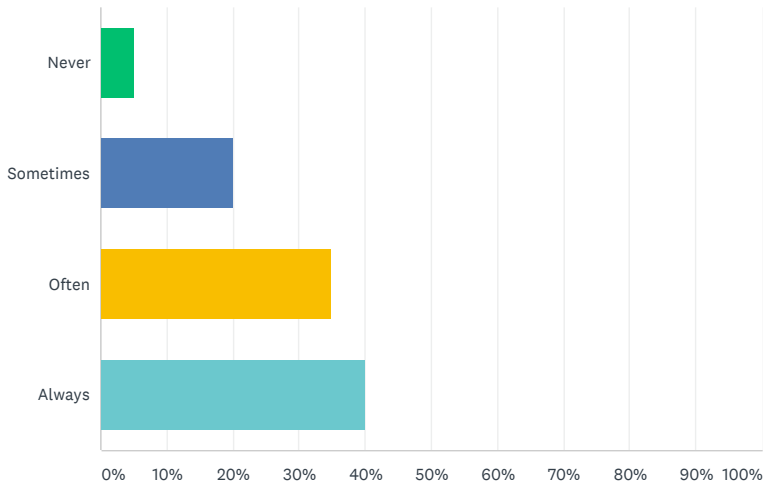
RESPONSES

Never	0
Sometimes	4
Often	4
Always	13
TOTAL	21

Q65

Brings out the best in people, understands and properly provides motivation when needed.

Answered: 20 Skipped: 3



ANSWER CHOICES

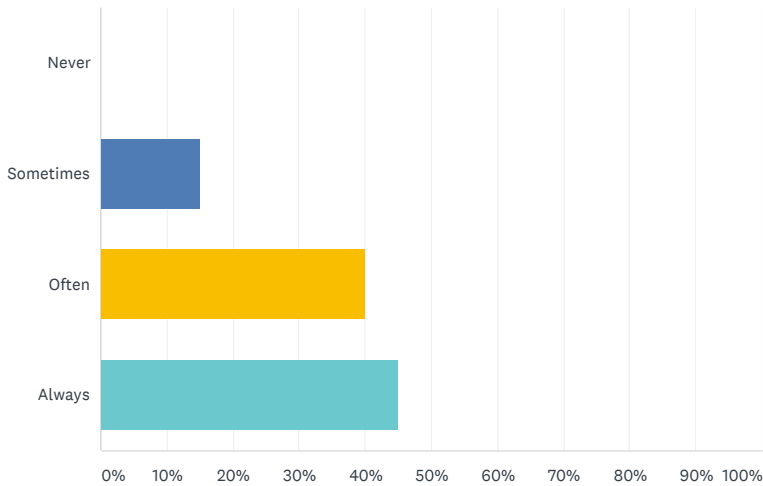
RESPONSES

Never	1
Sometimes	4
Often	7
Always	8
TOTAL	20

Q66

Energizes people towards a common objective.

Answered: 20 Skipped: 3



ANSWER CHOICES

RESPONSES

Never	0
Sometimes	3
Often	8
Always	9

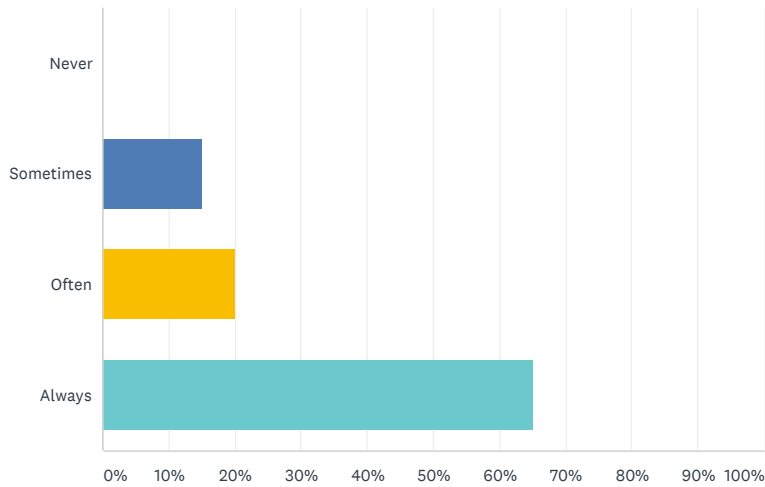
TOTAL

20

Q67

Displays and supports flexibility in decision-making.

Answered: 20 Skipped: 3



ANSWER CHOICES

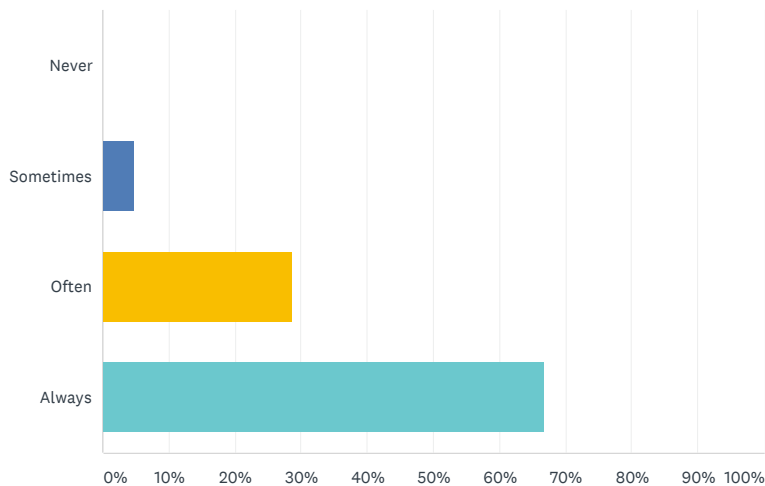
RESPONSES

Never	0
Sometimes	3
Often	4
Always	13
TOTAL	20

Q68

Reinforces positive performance.

Answered: 21 Skipped: 2



ANSWER CHOICES

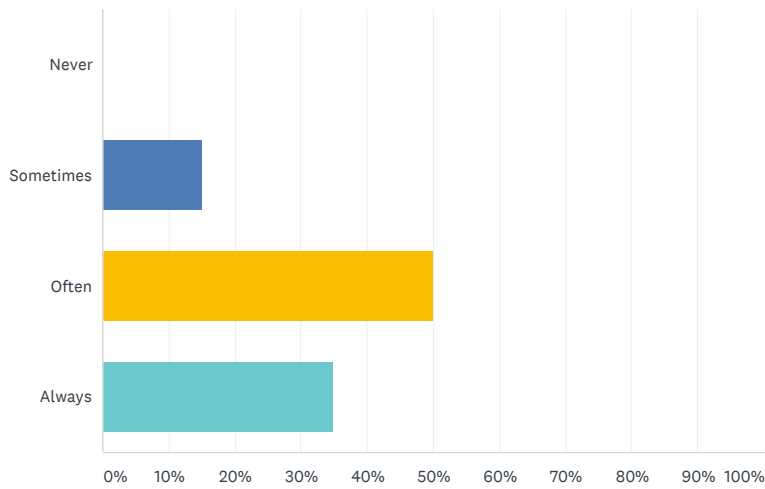
RESPONSES

Never	0
Sometimes	1
Often	6
Always	14
TOTAL	21

Q69

Appropriately involves/ includes the right people.

Answered: 20 Skipped: 3



ANSWER CHOICES

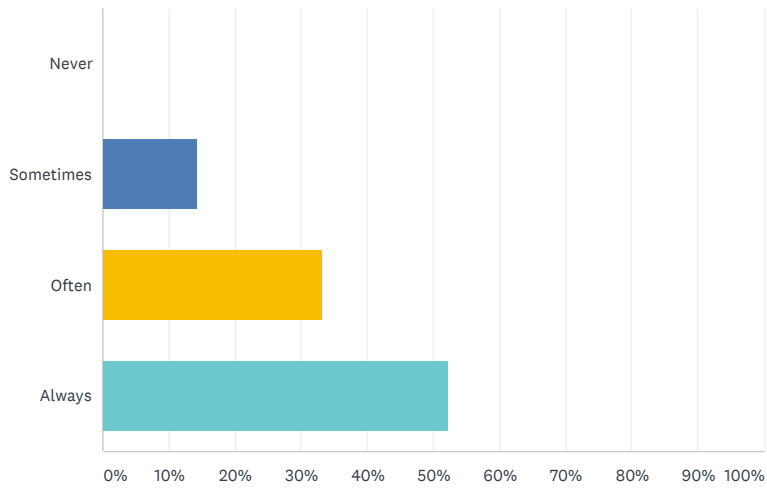
RESPONSES

Never	0
Sometimes	3
Often	10
Always	7
TOTAL	20

Q70

Leads by influence and example.

Answered: 21 Skipped: 2



ANSWER CHOICES

RESPONSES

Never	0
Sometimes	3
Often	7
Always	11
TOTAL	21