MANAGER EVALUATION – For the Mayor, the Assembly, and Department Directors

Welcome to the Borough Manager's Evaluation Survey!

We would like to invite you participate in a survey of the performance of the Borough Manager. The purpose of this survey is to provide feedback to the Borough Assembly which will enable them to provide a meaningful evaluation to the Borough Manager. We are asking that you take a few minutes to share your thoughts.

Please rate the Borough Manager on each statement by selecting the rating you deem most appropriate.

Please be sure to answer all questions as honestly and as accurately as you can - all information received is kept strictly confidential. Thank you for taking the time to participate in this survey.

Part A: Values

1. Accountability: Accepts responsibility for own work and is liable for own actions or lack thereof. Sees it, owns it, and solves it. Takes ownership of issues.

2. Customer Focus: Builds customer confidence, is committed to increasing customer satisfaction, sets achievable customer expectations, assumes responsibility for solving customer problems, ensures commitments to customers are met, solicits opinions and ideas from customers, responds to internal customers.

3. Dedication: Synonymous with allegiance, loyalty, devotion, and commitment. Binds self (intellectually and emotionally) to an agreed upon course of action and sees it through to fruition. Faithful to commitments and obligations.

4. Integrity: Does what is right even when no one is looking. It is the "moral compass" - the inner voice of self-control and ethical standards; truth, honesty, and trustworthiness. Deals with others in a straightforward and honest manner, is accountable for actions, maintains confidentiality, supports Borough values, and conveys good news and bad.

5. Responsiveness: Readily responds empathetically with a can-do attitude. Responds to suggestions, appeals or requests, and responds appropriately to the legitimate expectations of individuals.

6. Teamwork: Fosters effective communication and collaboration to maximize results and produce win/win solutions, inspires trust, facilitates and encourages cooperation among team members, and recognizes and shares credit for successes. Meets all team deadlines and responsibilities, listens to others and values opinions, welcomes newcomers and promotes a team atmosphere.

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Part B:

7. Are you an Assembly Member or a Department Director.

Part C: Job Specific Competencies

Rate the Borough Manager on overall job performance and accomplishment of job tasks using the following ratings:

5 = Outstanding Performance (Outstanding)
The Borough Manager's performance and conduct are outstanding, consistently exceeds expectations, and demonstrates a very high level of performance in all areas of responsibility. This rating is reserved for the who truly stands out and clearly and consistently demonstrates exceptional accomplishments in terms of quality and quantity of work that is easily recognized as truly exceptional by others.

4 = Excellent Performance (Excellent)
The Borough Manager's performance and conduct is excellent and demonstrates a high level of performance in all areas of responsibility. The next step for this person would be to exceed targets, and/or influence others to improve their performance. The Borough Manager requires little guidance to perform at a high level.

3 = Good Performance (Good)
Borough Manager's performance and conduct is completely satisfactory, but still has room for growth. The Borough Manager requires occasional guidance for performance to be completely satisfactory.

2 = Below Average Performance (Below Average)
The Borough Manager shows potential, but performance is low or there are identified conduct concerns. He/She may have identifiable areas for improvement such as poor conduct, challenging interpersonal communications, confusion over policies and procedures, etc.

1 = Unacceptable Performance (Unacceptable)
Borough Manager's performance and/or conduct is poor and requires significant improvement in the short-term. The may actually be doing things that negatively affect others' performance, or puts the organization at risk, such as violation of policy and other inappropriate conduct.

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ELECTED BODY RELATIONS:

8. Available for Assembly member consultation and responsiveness to Assembly member input and needs.
9. Carries out directives of the Borough Assembly as a whole rather than those of any one Assembly member.
10. Keeps the Borough Assembly informed of important developments and current issues affecting the community.
11. Maintains open lines of communication with the Borough Assembly and its individual members.
12. Assists in facilitating Assembly consensus and in identifying and setting goals and policies.
13. Overall rating for Elected Body Relations.

LEADERSHIP & POLICY EXECUTION:

14. Implements Borough Assembly actions in accordance with the intent of the Assembly.
15. Supports the actions of the Assembly after a decision has been reached.
16. Enforces and carries out organizational policies.
17. Presents comprehensive, factual information and analysis of issues for Assembly decisions, and ensures that the Assembly receives timely and sound advice and information in evaluating policy initiatives.
18. Has the respect and confidence of the Assembly, the community, and other government officials.
19. Articulates a vision that motivates the organization to perform consistently with the Assembly's policy direction.
20. Overall rating for Leadership and Policy Execution.

COMMUNICATION:

21. Provides the Assembly with reports (written and/or verbal) concerning matters of importance to the organization in a timely fashion and provides equal information to all Assembly members.
22. Continuously evaluates and enhances methods to provide information to the widest audience possible through the efficient use of resources and technology.
23. Prepares sound, well-organized Assembly meeting agendas with clear staff reports fairly describing the issues and outlines more than one alternative action.
24. Provides adequate, timely information and provides follow-up to individual Assembly member requests for information.
25. Serves as an effective advocate in communicating support for organizational policies, programs, and plans.
26. Provides clear and concise oral explanations to the Assembly during Assembly meetings.
27. Overall rating for Communication.

COMMUNITY & INTERGOVERNMENTAL RELATIONS:

28. Is approachable, accessible, available, and responsive to the community, and displays diplomacy and tact when responding to others.
29. Achieves successful working relationships with the news media.
30. Cooperates and works well with other governmental units and represents the community's interest through regular participation in local and state groups.
31. Projects a positive public image based on courtesy, professionalism, and integrity.
32. Overall rating for Community and Intergovernmental Relations.

MANAGEMENT & ADMINISTRATION:

33. Successfully recruits and retains competent personnel for the organization and ensures fair and equitable treatment.
34. Willing to try new ideas to supplement or stretch resources and improve management of services and programs.
35. Anticipates problems and develops effective solutions for solving them.
36. Ensures the organization's resources - human, material, and fiscal - are used wisely.
37. Structures administrative work plans designed to accomplish Assembly goals.
38. Overall rating for Management and Administration

FINANCIAL MANAGEMENT:

39. Directs the preparation of a balanced budget that provides services at levels consistent with Assembly policy and direction.
40. Makes the best possible use of available funds, conscious of the need to operate the organization in an efficient and effective manner.
41. Prepares the budget in a readable and easy-to-understand format.
42. Keeps the Assembly apprised of major financial issues affecting the organization.
43. Monitors the budget to ensure that funds are spent correctly.
44. Evaluates programs and services (e.g., opportunities for cost reduction, revenue enhancement, and incorporation of supplemental resources) and makes adjustments as needed.
45. Overall rating for Financial Management

PERSONAL CHARACTERISTICS:

46. Imagination: Shows originality in approaching problems, creates effective solutions, and is able to visualize the implications of various alternatives.
47. Objectivity: Takes a rational, impersonal, and unbiased viewpoint based on facts and qualified options, and is able to put aside his/her personal feelings when considering the community's best interest.
48. Energy: Energetic and willing to spend the time necessary to do a good job and has good initiative.
49. Judgment and Decisiveness: Able to reach quality decisions in a timely fashion, decisions are generally good, and exercises good judgment in making decisions.

50. Integrity: Honest and forthright in his/her professional capacity and has a reputation in the community for honesty and integrity.
51. Self-assurance: Self-assured of his/her abilities, can take constructive criticism as well as responsibility for his/her own mistakes, is confident enough to make decisions and take actions required without undue supervision from the Assembly.
52. Overall rating on Personal Characteristics.

CITIZEN RELATIONS:

53. Responds to requests from citizens.
54. Demonstrates dedication to service the community and its citizens.
55. Maintains a nonpartisan approach in dealing with the news media.
56. Meets and listens to members of the community to discuss their concerns and strive to understand their interests.
57. Gives appropriate effort to maintain citizen satisfaction with citizen services.
58. Overall rating on Citizen Relations.

STAFFING:

59. Recruits and retains competent personnel for staff positions.
60. Applies an appropriate level of supervision to improve any areas of substandard performance.
61. Stays accurately informed and appropriately concerned about Borough relations.
62. Manages the compensation and benefits plan professionally.
63. Promotes training and development opportunities for staff at all levels of the organization.
64. Overall rating of Staffing.

PERFORMANCE MANAGEMENT

65. Understands project objectives and is able to define goals for staff.
66. Displays effective planning, tracking, and control of projects.
67. Manages RAID (Risks, Assumptions, Issues, and Decisions).
68. Ensures deadlines and deliverables are met.
69. Overall rating of Performance Management.

OVERALL RATING

70. Overall job performance.