

Borough Attorney Evaluation - Mayor and Assembly

Welcome to the Borough Attorney's Evaluation Survey!

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

Please rate the Borough Attorney 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.

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

Job Specific Competencies

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

5 = Outstanding Performance (Outstanding)

The Borough Attorney'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 Borough Attorney 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 Attorney'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 Attorney requires little guidance to perform at a high level.

3 = Good Performance (Good)

Borough Attorney's performance and conduct is completely satisfactory, but still has room for growth. The Borough Attorney requires occasional guidance for performance to be completely satisfactory.

2 = Below Average Performance (Below Average)

The Borough Attorney 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 Attorney's performance and/or conduct is poor and requires significant improvement in the short-term. The Borough Attorney 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.

ELECTED BODY RELATIONS:

6. Available for Assembly member consultation and is responsive to Assembly member input and needs.

7. Carries out directives of the Borough Assembly as a whole rather than those of any one Assembly member.
 8. Keeps the Borough Assembly informed of the Borough's legal affairs, including present and potential litigation.
 9. Provides the Assembly with practical legal advice, keeping in mind alternatives and options for implementing Assembly policy objectives, rather than focusing on legal impediments to any single Assembly suggestion for implementing policy.
 10. Able to recognize and respect the Assembly's role in developing Borough policy; does not allow personal outlook or views interfere with or color Assembly policy.
 11. Maintains open lines of communication with the Borough Assembly and its individual members, personally and through designated subordinates.
 12. Overall performance for Elected Body Relations.
-

LEGAL CONSULTATION

13. Ensures legal advice and guidance given is of high caliber in both form and substance, providing opinions that meet the standards for municipal government and work to protect and defend the Borough against future legal action.
14. Reports clear and comprehensive information, presents both the pros and cons of each action, and makes the Assembly aware of consequences that might occur as a result of action it may take.
15. Provides legal advice that is accurate and technically correct.
16. Provides best and honest recommendations given all existing legal issues and ramifications.
17. Possesses and provides an efficient and effective knowledge of the Borough's Code and regulations.
18. Possesses and provides an efficient and effective knowledge of other government regulations and case law regarding municipal government and issues facing the Borough.
19. Provides advice that regularly takes into account and balances the overall goals and objectives of the Borough.
20. Able to regularly provide the scope of legal expertise necessary to meet the Borough's needs on issues that arise, either from internal or external resources.
21. Proactive in identifying potential issues when he/she is aware of them to avoid problems from occurring.
22. Ensures alternatives and innovative solutions are provided rather than just raising problems.
23. Able to maintain the Assembly's and staffs' confidence while informing them of the different legal risks that proposed actions might generate.
24. Maintains accessibility, and works effectively with directors, managers and staff in providing practical, timely legal advice.
25. Remains flexible and open-minded in assisting staff to find solutions to staff problems rather than focusing on legal impediments to any single proposal.

26. Provides legal advice in decisive, understandable written opinions, where possible.
 27. Provides legal advice to all departments equally and does not favor or provide undue attention to any single department.
 28. Actively works with departments, with real or potential competing interests, in order to assist in resolving conflicts and establishing a uniform Borough interest or position.
 29. Overall performance for Legal Consultation.
-

LEGAL REPRESENTATION

30. Aggressively represents the interests of the Borough as directed by the Assembly.
 31. Ensures approach is effective in achieving the best possible legal outcomes for the Borough's interests given the issues that arise.
 32. Represents the Borough in a professional and ethical manner.
 33. Remains impartial and objective in carrying out duties and responsibilities.
 34. Estimates legal impacts reasonably and accurately on a regular basis.
 35. Overall performance for Legal Representation
-

LEADERSHIP & POLICY EXECUTION:

36. Implements Borough Assembly actions in accordance with the intent of the Assembly.
 37. Supports the actions of the Assembly after a decision has been reached.
 38. Enforces and carries out organizational policies.
 39. 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.
 40. Attains the respect and confidence of the Assembly, the community, and other government officials.
 41. Overall performance for Leadership and Policy Execution.
-

COMMUNICATION:

42. 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.
43. Continuously evaluates and enhances methods to provide information through the efficient use of resources and technology.
44. Provides adequate, timely, understandable information and provides follow-up to individual Assembly member requests for information.
45. Provides clear and concise oral explanations to the Assembly during Assembly meetings.
46. Ensures Assembly goals as well as direction of various items are considered when priorities are set by the Attorney, and timelines for follow-up to requests are clearly communicated.
47. Maintains confidentiality with regard to all matters discussed with the Mayor, Assembly Members and/or Borough Manager and staff.

48. Effective in reporting, to the Assembly and/or Borough Manager, communications from outside counsel of a substantive nature regarding significant or sensitive matters.
 49. Overall performance for Communication.
-

MANAGEMENT & ADMINISTRATION:

50. Prepares ordinances, resolutions, contracts and other legal work accurately and consistent with the direction and objectives communicated by the Assembly, Borough Manager and/or department directors.
 51. Maintains good working relationships and serves as an effective member of the management team.
 52. Keeps the Assembly, Borough Manager and staff advised of key changes in municipal law as it pertains to the Borough's activities.
 53. Accomplishes objectives previously established.
 54. Provides appropriate level of legal assistance and staffing to the Assembly, Staff, Boards and Commissions as necessary for formulation and implementation of legislative policies and projects.
 55. Represents the Borough's interest, as determined by the Assembly, in litigation, administrative hearings, negotiations and similar proceedings.
 56. Identifies legal issues and develops effective solutions for addressing them.
 57. Structures and designs administrative work plans to accomplish Assembly goals.
 58. Overall performance for Management and Administration.
-

RESPONSIVENESS/TIMELINESS OF ACTIONS

59. Completes requested legal work and assignments in a timely manner within established timeframes.
 60. Ensures accessibility when needed to respond to requests for legal information and assistance.
 61. Ensures legal review and requests for information are completed in time to avoid delays to Borough projects, programs and other tasks.
 62. Provides effective follow-up to requests that are made.
 63. Accurately interprets and clarifies Borough Assembly and Borough Manager direction.
 64. Overall performance for Responsiveness/Timeliness of Actions.
-

FINANCIAL MANAGEMENT:

65. Ensures regular legal activities are achieved within budgetary goals and limits.
66. Effective in minimizing legal costs by limiting tasks to those regarding legal issues and utilizing Borough in-house staff when possible to perform administrative and other functions.
67. Performs legal tasks with appropriate authorization according to established procedures and contract requirements.
68. Effectively manages and controls legal costs given the issues, assignments and requests made to the Borough Attorney.

69. Effectively evaluates programs and services (e.g., opportunities for cost reduction, revenue enhancement, and incorporation of supplemental resources) and makes adjustments as needed.

70. Overall performance for Financial Management

PROFESSIONAL COMPETENCE:

71. Displays the ability and knowledge to research issues in a minimum amount of time.

72. Demonstrates a sound understanding of substantive areas of law and legal procedures, especially in areas of municipal and governmental affairs.

73. Keeps abreast of changes in law through continuing education programs and professional organizations.

74. Uses the law creatively and effectively to advance Assembly-established policy and avoiding liability to the Borough.

75. Seeks to minimize and avoid legal costs and judgments through representation of the Borough.

76. Provides frank, practical, timely, substantively correct advice to Borough Assembly and departments concerning Borough policies, programs, lawsuits, and liability.

77. Provides prophylactic and strategic advice in advance to allow Borough to shape and plan conduct to comply with applicable laws and to avoid liability.

78. Provides advice to the Assembly and others in a public setting in a manner which is sensitive to the competing needs of providing meaningful, useful advice without embarrassing the Borough or Assembly, or otherwise exposing them to liability.

79. Overall performance on Professional Competence.

STAFFING:

80. Recruits and retains competent personnel for staff positions.

81. Effectively supervises the Assistant Borough Attorneys, as well as retained outside counsel, to minimize Borough costs and exposure to liability.

82. Applies an appropriate level of supervision to improve any areas of substandard performance.

83. Overall performance for Staffing.

OVERALL JOB PERFORMANCE RATING

84. Overall job performance.