

2009/10 Performance Evaluation Process for Department Heads

Organization and Personnel Committee
Item 7d
July 12, 2010

Department Head Performance Assessment Process

PHASE 1 – Department Head Narrative Summary

**Assessment
Criteria Shared
with Board and
Department
Heads**

**Department
Head
Completes
Narrative
Summary for
Board Review**

**Narrative
Summary**

**9 Questions on
Key
Accomplishments**

PERFORMANCE RATINGS:

- Strategic Leadership
- Operational Leadership
- Personal and Team Leadership
- Board Relationships

July 16

July 17 – July 30

PHASE 2 – Board Member Evaluations

**DH Narratives
and Web Link
Distributed to
Board
Members**

**Completed
Assessment
Ratings Due**

**Data
Summarized
by Outside
Firm**

**INPUTS TO CHAIRMAN AND
EXECUTIVE COMMITTEE**

August 3 - August 13

August 16 - 20

August 24

PHASE 3 – Final Performance Rating and Feedback

**Performance and Development
Feedback to Direct Reports by the
Chairman and Executive
Committee**

To be determined – No later than mid-September

Narrative Summary Topics

1. What specific objectives and activities did you complete or engage in that met Business Plan goals and added true value to the District?
2. What specific leadership goals, objective and/or practices did you establish or drive in order to help insure success in your area of responsibility?
3. What specific accomplishments did you personally lead or perform that made the key differences this year?

Narrative Summary (cont'd)

4. What collaborative efforts and practices did you establish or implement to help your organization develop and work as a better and stronger team?
5. What specifically have you done to create and promote an effective and vibrant executive team?
6. How are you developing your Direct Reports and ensuring for an effective succession process?

Narrative Supplement (cont'd)

7. What have you done to improve your communications and overall working relationship with the Board of Directors?
8. What are you involved in or sponsoring to help champion Metropolitan's overall commitment to diversity?
9. Please identify what you believe are specific areas of improvement that you need to address and your action plan for insuring your individual success and that of your organization?

Performance Factors Rated

Strategic Leadership

- **Align priorities with Board**
- **Provide Board with proactive insights**
- **Effective long-range strategies for Board**
- **Effective advocate for Metropolitan needs**
- **Prepare organization for future challenges and issues**
- **Influence legislative, regulatory and policy agendas**
- **Project a positive image of Metropolitan**
- **Anticipate trends, issues and opportunities and develop appropriate and timely responses**

Performance Factors Rated (cont'd)

Operational Leadership

- **Effective leadership to accomplish Department goals**
- **Ensure Department adds value to Metropolitan**
- **Challenge status quo with innovative solutions**
- **Effective steward of physical and financial resources**
- **Swiftly and effectively accomplish assignments**
- **Recommend/take actions to improve Metropolitan operations**
- **Ensure compliance with applicable laws, regulations, codes and standards**
- **Evaluate effectiveness of Department programs, practices and policies**

Performance Factors Rated (cont'd)

Personal and Team Leadership

- Exemplify organizational values
- Evidence integrity and fairness
- Take ownership of performance
- Demonstrate leadership, initiative and persistence to accomplish goals
- Work effectively with other executives
- Create enthusiasm, cooperation and support of others
- Open to constructive suggestions
- Value people and shows concern for their well-being
- Develop/train director reports and prepare for future succession
- Demonstrate a strong commitment to diversity

Performance Factors Rated (cont'd)

Board Relationships

- Foster excellent working relationship with the Board
- Trustworthiness in Board relations
- Keep Board informed
- Work effectively with Board on long- and short-term strategic plans
- Work effectively with Board on Board governance
- Communicate well at Board Meetings
- Readily available to individual Board Members
- Respond swiftly to Board requests

Department Head Performance Assessment
7 July 2010 - Draft

PERSON BEING EVALUATED: _____ BOARD MEMBER NAME: _____

TO WHAT EXTENT DOES THIS PERSON:	Very Little Extent	Little Extent	Some Extent	Great Extent	Very Great Extent	(Insufficient Knowledge)
Strategic Leadership						
1. Set priorities aligned with Metropolitan mission and board directives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
2. Provide the board with proactive insights into issues that impact the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
3. Develop effective long-range strategies for board approval	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
4. Act as an effective advocate in promoting the needs of Metropolitan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
5. Prepare the organization for the future challenges and issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
6. Effectively influence legislative, regulatory and policy agendas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
7. Project a positive image of Metropolitan in the public and stakeholder communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
8. Anticipate trends, issues and opportunities affecting Metropolitan and develop appropriate and timely responses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
Operational Leadership						
9. Provide effective leadership to effectively accomplish Department goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
10. Ensure the Department adds value to Metropolitan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
11. Challenge the status quo with innovative solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
12. Act as an effective steward of physical and financial resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
13. Act swiftly and effectively to accomplish assignments within target timeframes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
14. Recommend / take actions to improve Metropolitan operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
15. Ensure Metropolitan is in compliance with applicable laws, regulations, codes and standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
16. Effectively evaluate effectiveness of Department programs, practices, and policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
Personal and Team Leadership						
17. Exemplify organization values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
18. Evidence integrity and fairness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
19. Take ownership of performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
20. Demonstrate leadership, initiative and persistence to accomplish goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
21. Work effectively with other executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
22. Create a sense of enthusiasm, cooperation and support of others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
23. Remain open to constructive suggestions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
24. Value people and shows a genuine concern for their well-being	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
25. Develop / train direct reports and prepare for future succession	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
26. Demonstrate a strong commitment to diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
Board Relationships						
27. Foster an excellent working relationship with the board	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
28. Create a sense of trustworthiness in board relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
29. Keep the board informed on conditions affecting the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
30. Work effectively with board in developing long- and short-term strategic plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
31. Work effectively with board on matters of board governance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
32. Communicate well at board meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
33. Make themselves readily available to individual board members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK
34. Respond swiftly to board requests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	IK

- User-friendly design
- Web-based data gathering
- Board Members complete Assessment on each Department Head
- Data collection and analysis by outside vendor
- Capability to examine data subsets

Please summarize what you consider to be the most significant Department accomplishments during this year and why they were significant:

OVERALL ASSESSMENT (PLEASE CIRCLE APPROPRIATE PERFORMANCE RATING)

UNSATISFACTORY PERFORMANCE	COMPETENT PERFORMANCE	HIGHLY COMPETENT PERFORMANCE	BREAKTHROUGH PERFORMANCE
<p>UNSATISFACTORY PERFORMANCE Performance does not meet the minimum expectations of this position.</p>	<p>COMPETENT PERFORMANCE Achieves good results on most assignments and deadlines. Good team player who focuses on good customer service. Occasional improvement or additional development required.</p>	<p>HIGHLY COMPETENT PERFORMANCE Solid performer, achieves excellent results on vast majority of assignments and all priority items. Good team player who effectively focuses on excellent results and effective customer service. Strong commitment to high quality and meeting deadlines. Occasionally achieves exceptional results.</p>	<p>BREAKTHROUGH PERFORMANCE Performance significantly improves company or group results. Delivers work of the highest quality at all times and demonstrates initiative and innovation that provides an excellent example for others to follow.</p>

ADDITIONAL FEEDBACK

Please list area for improvement or development, if any

Additional Comments/Observations (Optional)

- Additional Board feedback:
 - Department accomplishments
 - Areas for improvement or development
 - Additional comments
- Overall Assessment Rating

Going Forward: 2010/2011 Assessments

- Addition of Front-End 2010/11 Performance Goals
- Finalized by August 31

End of Presentation