

# Update on Performance Evaluations for Direct Reports

Organization, Personnel & Technology Committee  
Item 7a  
June 11, 2012

# Agenda

- Quick refresh on Direct Report Evaluation structure and process
- Key events during the evaluation process

# Importance of this Process

- Communicate and align Board expectations
- Tool to assess performance of Direct Reports
- Simple process to encourage high Board participation
- Opportunity for Direct Reports to highlight accomplishments in a Narrative Summary
- Process to gather and discuss whole Board perspective on Direct Report performance

# Evaluation Structure

- Online Evaluation Survey
  - 29 rating areas
    - Strategic Leadership, Operational Leadership, Personal and Team Leadership and Board Relations
    - Specific improvement suggestions
  - Insufficient knowledge one of the choices
- Outside vendor prepares report on results
  - Report summaries to Board prior to Board/Executive Committee July 24 session
  - Detailed reports provided to Direct Reports

# Sample Online Evaluation Form

Please leave blank any items for which you have insufficient knowledge.

## *Strategic Leadership:*

*To What Extent Does Jeffrey Kightlinger, General Manager:*

### **1. Set priorities aligned with Metropolitan mission and board directives**

Very Little Extent    Little Extent    Some Extent    Great Extent    Very Great Extent

### **2. Provide the board with proactive insights into issues that impact the organization**

Very Little Extent    Little Extent    Some Extent    Great Extent    Very Great Extent

### **3. Develop effective long-range strategies for board approval**

Very Little Extent    Little Extent    Some Extent    Great Extent    Very Great Extent

### **4. Act as an effective advocate in promoting the needs of Metropolitan**

Very Little Extent    Little Extent    Some Extent    Great Extent    Very Great Extent

# Key Events

- Chairman Foley Email to Directors June 27
  - Link to Narrative Summaries
  - Link to online Evaluation for each Direct Report
- Completed Evaluations due July 11
- Outside vendor prepares summaries July 18
- Report summary distributed July 19
  - Whole Board view
  - Direct Report Home Committee ratings view
- Board/Executive Committee Review July 24
- Feedback to Direct Reports complete July 31

# DR Performance Evaluations Completed by July 31

## PHASE 1 – Direct Report Goal Setting and Narrative Summary

Assessment Process Shared with Board and Direct Reports

Department Goal Setting for FY 2012/13

Direct Report Prepares Narrative Summary for Board Review

Narrative Summary:  
4 Topics

PERFORMANCE RATING FACTORS:

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

May/June

June 1 – June 26

## PHASE 2 – Board Member Evaluations

DR Narratives and Web Link Provided to Board Members

Completed Evaluations By Board Due

Data Summarized by Outside Firm

DR Evaluation Results Distributed to Board

Executive Committee/Board DR Evaluations Finalized

June 27 – July 11

July 16 – 19

July 19

July 24

## PHASE 3 – Final Performance Rating and Feedback

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

Salary Review (Effective 7-1-12)

Direct Report Evaluation Follow-Up Plan

Direct Report Mid-Year Progress Check

July 25 – 31

August 20 – 21

Sept 11

Jan 2013

# Questions



