



Department Head Performance Evaluations

Organization, Personnel and Technology
Committee

Item 6a

May 8, 2018

Agenda

- I. Background and Overview of Department Head Performance Evaluation Process
- II. Process Administration, and Enhancements for 2017-18
- III. Timeline for 2017-18 Evaluations

I. Department Head Evaluation Process

- Purpose is to Provide Board Performance Feedback, in Four Key Areas:
 - *Strategic Leadership*
 - *Operational Leadership*
 - *Board Relationships*
 - *Results*
- Full Board Participation is Encouraged for Optimal Performance Feedback

Background - How We Got Here

- Process redesigned for 2010-2011 evaluations
- Goals:
 - *Encourage full Board participation*
 - *Ensure confidentiality by using outside vendor*
- Originally, **29** performance factors + written comments
- Subsequent modifications reduced these to **20**
 - *Added N/A rating as requested by Board*

Four Key Areas, 20 Core Ratings

STANDARD RATING SCALE 1-5

1 = To a Very Little Extent, to 5 = To A Very Great Extent (or N/A)

Strategic Leadership

1. Align Priorities with Mission and Board

2. Provide Proactive Insights

3. Prepare Organization for Future Challenges

4. Project Positive Image of Metropolitan

Operational Leadership

5. Ensure Department Adds Value

6. Provide Innovative Solutions

7. Meet Assigned Timeframes

8. Improve MWD Operations

Board Relationships

9. Excellent Board Working Relationships

10. Keep the Board Informed

11. Develop Strategic Plans with Board

12. Open to Constructive Suggestions

13. Communicate Well at Board Meetings

14. Available to Board Members

Results

15. Make Progress on Board Expectations

16. Achieve Expected Results

17. Ensure Compliance

18. Effectively Manage Budgets

19. Evidence a Strong Commitment to Diversity

20. Work Effectively w/ Other Departments

+ Opportunities for Specific Written Comments

Overall Rating Descriptions

- ***Exemplary Performance;***

- Consistently achieves exemplary performance that SIGNIFICANTLY CONTRIBUTES to organizational results.

- ***Highly Competent Performance;***

- Strong performer. Achieves excellent results on vast majority of assignments and all priority items.

- ***Competent Performance; or***

- Solid performer. Achieves good results on most assignments and deadlines.

- ***Unsatisfactory Performance***

- Performance does not meet the minimum expectations of this position.

II. Who Administers the Process?

- Outside Vendor, ***Inquisium by Cvent***, collects performance feedback, summarizes results, maintains confidentiality
- ***Inquisium by Cvent*** an Industry Leader, with over 1,000 clients, over 247,000 surveys conducted

Process Enhancements for 2018

- Board Members will receive email confirmation once responses have been submitted
 - *Board members can ensure their responses were captured accurately*
- ***Inquisition by Cvent*** will finalize results for Board review in August

III. Evaluation Timeline





Questions?

Detailed Evaluation Topics

Detailed Rated Items

Strategic Leadership: (To What Extent Does _____ name _____:)

1. Set priorities aligned with Metropolitan mission and board directives.
2. Provide the board with proactive insights into issues that impact the organization.
3. Prepare the organization for the future challenges and issues.
4. Project a positive image of Metropolitan in the public and stakeholder communities

Operational Leadership: (To What Extent Does _____ name _____:)

5. Ensure the Department adds value to Metropolitan
6. Challenge the status quo with innovative solutions
7. Act swiftly and effectively to accomplish assignments within target timeframes
8. Recommend / take actions to improve Metropolitan operations

Detailed Rated Items (continued)

Board Relationships: (To What Extent Does _____ name _____:)

9. Foster an excellent working relationship with the board
10. Keep the board informed on conditions affecting the organization
11. Work effectively with board in developing long- and short-term strategic plans
12. Remain open to constructive suggestions and feedback
13. Communicate well at board meetings
14. Make themselves readily available to individual board members

Results: (To What Extent Does _____ name _____ :)

15. Make progress on Board follow-up expectations on the previous Evaluation
16. Achieve the results expected of them
17. Ensure Metropolitan is in compliance with applicable laws, regulations, codes and standards
18. Effectively manage Department budgets
19. Demonstrate a strong commitment to diversity (GM)
20. Work effectively with other Department Heads

Overall Performance Ratings

● Exemplary Performance

- Consistently achieves exemplary performance that **SIGNIFICANTLY CONTRIBUTES** to organizational results through critical achievements or the development of new or improved products or processes with significant benefits to Metropolitan.

● Highly Competent Performance

- Strong performer. Achieves excellent results on vast majority of assignments and all priority items. Excellent team player who effectively focuses on excellent results and effective customer service. Strong commitment to high quality and meeting deadlines. Occasionally achieves exceptional results.

● Competent Performance

- Solid performer. Achieves good results on most assignments and deadlines. Good team player who focuses on good customer service. Occasional improvement or additional development may be required.

● Unsatisfactory Performance

- Performance does not meet the minimum expectations of this position.

Results Methodology

- Ratings are averaged for each question by number of responses for that question
- Averaged rating for all questions in a section (e.g., Strategic Leadership all questions)
- Overall Performance Ratings are displayed as Percentage of Board ratings for each of the four Overall Rating categories
 - No final Board Overall Evaluation Rating is calculated or averaged