



MANAGEMENT AND LEADERSHIP FEEDBACK

The City Council and Steve Powers, Salem City Manager, would like your candid feedback on Steve's job performance as a way to highlight successes and identify areas for growth and improvement, personally and professionally.

This review encompasses nine major areas of leadership and management competence for a city manager. To provide additional context, several bulleted items are listed under each competency to illustrate desirable characteristics and behaviors.

Please reflect on your interactions with Steve to date and identify which description on the rating scale below best matches your experience with him in each of the nine areas of management and leadership competence. Then, circle the corresponding number on *each* scale below.

Recognizing that Steve has been in this position for less than a year, you may not have had sufficient interaction with him to offer observations and feedback in a particular competency. If that's the case, simply mark that scale "n/a." Or, when appropriate, note that your rating and comments are based on "first impressions only," which still can be valuable feedback.

Please include specific comments, examples, suggestions, or any other information you feel would be helpful. If you need space for additional comments, please add them on the last page.

Please submit your comments anonymously, and **do not sign or write your name on this document.** Comments received will be melded into a single document to be provided to the City Council and City Manager.

You may find it useful to briefly review all the competency descriptions before you begin.

Thank you for your time and candid responses.

| (Rating scale) | | | | | | |
|----------------|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| n/a | 1 | 2 | 3 | 4 | 5 | 6 |
| | Rarely demonstrates these qualities. Does not serve as an effective role model for others. | Demonstrates competence in these qualities only infrequently. Several are areas that should receive attention for development. | Occasionally demonstrates these qualities but some of these behaviors are clearly areas for development. | Frequently exhibits these qualities but occasionally shows lapses that are noticed by others. | Almost always demonstrates these qualities. Performance in this area appears well developed. | Consistently demonstrates these qualities and sets a high standard for others to follow. |

Management and Leadership Competencies

| 1. CITY MANAGEMENT | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|-------------------|---|---|---|
| <p><i>Examples</i></p> <div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <ul style="list-style-type: none"> Effectively implements policy decisions of the City Council Ensures that projects and initiatives have the resources they need to succeed Appropriately balances and aligns city resources with input from staff, City Council and the community Initiates direction and action for the city in a manner that is aligned and at pace with the City Council and community Works well with employees at all levels Sustains a high level of staff morale, even during stressful times </div> <div style="width: 48%;"> <ul style="list-style-type: none"> Monitors and provides direction on labor relations, including contract negotiations and contract administration Prioritizes and assigns resources appropriately for the organization to achieve its short-term and long-term goals Exercises good judgment in city transactions Clarifies and effectively communicates organizational and department priorities Effectively aligns the city's organizational capacity (budget, staff, and priorities) with the Council's goals Demonstrates effective risk-taking behavior with appropriate consideration for potential outcomes and the impact on others </div> </div> | | | | | | |
| n/a | 1 | 2 | (Circle one) 3 | 4 | 5 | 6 |

Briefly describe any specific examples or situations that will illustrate your rating.

What specific feedback or suggestions for improvement can you offer in this area?

2. FINANCIAL MANAGEMENT

Examples

- Provides a long-range financial plan and updates it annually
- Presents balanced budgets with clearly identified service levels
- Manages the city budget within financial constraints
- Provides accurate and complete financial reports in a timely manner
- Actively seeks alternative funding sources when necessary

| (Circle one) | | | | | | |
|--------------|---|---|---|---|---|---|
| n/a | 1 | 2 | 3 | 4 | 5 | 6 |

Briefly describe any specific examples or situations that will illustrate your rating

What specific feedback or suggestions for improvement can you offer in this area?

3. STRATEGIC LEADERSHIP

Examples

- Makes recommendations for Council action that are backed up with appropriate data and sound reasoning
- Demonstrates the ability to manage short-term operational plans within the context of a dynamic long-term strategy
- Appropriately identifies the risks and rewards associated with various long-term strategies and initiatives
- Proposes organization goals and objectives that are relevant to the needs of the city government and the community
- Anticipates emerging trends, problems, and opportunities and develops plans early to address them
- Communicates a vision for the City of Salem that inspires and engages others to support it

| (Circle one) | | | | | | |
|--------------|---|---|---|---|---|---|
| n/a | 1 | 2 | 3 | 4 | 5 | 6 |

Briefly describe any specific examples or situations that will illustrate your rating.

What specific feedback or suggestions for improvement can you offer in this area?

4. CITY COUNCIL RELATIONS

Examples

- Informs councilors of organization activities, progress, and problems on a regular basis so there are no “surprises”
- Communicates information clearly and checks for Council’s understanding
- Demonstrates an openness and receptivity to councilors’ ideas and suggestions
- Engages the Council in building realistic long-term goals and objectives, and effective strategies to achieve them
- Provides information, alternatives, and suggestions that facilitate the Council’s policy-making process
- Follows up on problems and issues raised by councilors
- Is fair and even-handed; does not show favoritism
- Demonstrates an understanding, knowledge, and appreciation of the community’s needs
- Facilitates open and effective communications between the city’s executive staff and the Council

| (Circle one) | | | | | | |
|--------------|---|---|---|---|---|---|
| n/a | 1 | 2 | 3 | 4 | 5 | 6 |

Briefly describe any specific examples or situations that will illustrate your rating.

What specific feedback or suggestions for improvement can you offer in this area?

5. SENIOR TEAM LEADERSHIP

Examples

- Emphasizes the development and enhancement of employee skills
- Encourages high staff productivity and demands accountability for results
- Keeps the management team well-informed about key issues as they emerge and develop
- Leads the team in using decision-making and problem-solving methods that are appropriate to the situation
- Ensures an appropriate balance of work loads among the management team
- Effectively delegates responsibilities along with the commensurate authority to make decisions and act on them
- Builds meaningful and authentic relationships with members of the management team
- Fosters an environment of creativity and innovation
- Develops a team environment and fosters empowerment among the members of the management team
- Encourages open and robust discussions among team members to foster innovative problem-solving and sound decisions

(Circle one)

| | | | | | | |
|-----|---|---|---|---|---|---|
| n/a | 1 | 2 | 3 | 4 | 5 | 6 |
|-----|---|---|---|---|---|---|

Briefly describe any specific examples or situations that will illustrate your rating.

What specific feedback or suggestions for improvement can you offer in this area?

6. INTERGOVERNMENTAL/AGENCY RELATIONSHIPS

Examples

- Effectively collaborates and communicates with other communities and regional organizations
- Stays current on local government issues, trends, and best practices
- Participates in professional development, management, and leadership organizations

(Circle one)

| | | | | | | |
|-----|---|---|---|---|---|---|
| n/a | 1 | 2 | 3 | 4 | 5 | 6 |
|-----|---|---|---|---|---|---|

Briefly describe any specific examples or situations that will illustrate your rating.

What specific feedback or suggestions for improvement can you offer in this area?

7. COMMUNITY RELATIONS

Examples

- Is appropriately visible, active and involved in the Salem community
- Encourages and openly considers community input in planning and decision-making processes
- Understands and is knowledgeable about the needs of the community
- Ensures that city programs and services meet community needs and expectations
- Requests feedback from the community on the performance of the city government
- Is a positive ambassador for the City of Salem

| (Circle one) | | | | | | |
|--------------|---|---|---|---|---|---|
| n/a | 1 | 2 | 3 | 4 | 5 | 6 |

Briefly describe any specific examples or situations that will illustrate your rating.

What specific feedback or suggestions for improvement can you offer in this area?

8. COMMUNICATIONS

Examples

- Responds to information requests in a timely and thorough manner
- Speaks and writes clearly
- Actively listens to ensure clarification and accurate understanding
- Demonstrates an ability to adapt his communication style suitable to the situation
- Demonstrates an openness to considering other points of view
- Ensures that information of general interest is current and timely, and distributed through a variety of methods
- Provides details about specific projects to those affected in a timely manner

| (Circle one) | | | | | | |
|--------------|---|---|---|---|---|---|
| N/A | 1 | 2 | 3 | 4 | 5 | 6 |

Briefly describe any specific examples or situations that will illustrate your rating.

What specific feedback or suggestions for improvement can you offer in this area?

9. SELF-MANAGEMENT

Examples

- Accepts personal responsibility for decisions and actions
- Practices self-awareness of communications and personal behavior and the impact it has on others
- Follows through on commitments
- Actions demonstrate high standards of ethics, honesty, morality, and personal integrity
- Projects a professional demeanor and respect in interactions with others
- Addresses and resolves conflict situations openly, directly, and with appropriate tact
- Is cordial and approachable
- Maintains and promotes a work and life balance
- Actively asks for feedback and seeks opportunities for self-improvement
- Asks for help when needed

| (Circle one) | | | | | | |
|--------------|---|---|---|---|---|---|
| N/A | 1 | 2 | 3 | 4 | 5 | 6 |

Briefly describe any specific examples or situations that will illustrate your rating.

What specific feedback or suggestions for improvement can you offer in this area?

Additional comments:

Please do not sign or write your name on this document.