

City of Ann Arbor

Performance Evaluation for Steve Powers

Compiled by Council Administration Committee

9/23/14

Summary: Steve Powers is performing well above expectations according to feedback from Council Members and his direct reports. He is consistently recognized for being a strong leader with an open communication policy, treating everyone with dignity and respect, and holding himself and others accountable to Council priorities, including sound fiscal management. The Council Administration Committee encourages Steve to continue to excel in areas of leadership, communication, and accountability.

Review from Direct Reports: Steve's staff has given him an above average review. General comments praise him for his open communication philosophy, excellent listening skills, accessibility, and the ability to hold employees accountable without micro-managing. He is considered an effective and communicative leader. He received the highest scores on the following categories of the Leadership Effectiveness assessment (scoring 4.0) or higher:

1. Q.8: Consistently demonstrates behavior that creates a supportive environments (4.2)
2. Q.9: Provides support, including training to ensure safety standards are enforces (4.2)
3. Q.6: Listens and responds to employee issues and problems in a considerate and timely manner. (4.0)

All other categories rate Steve above average. He rated average on only four categories (scoring 3.2-3.4):

1. Q7: Demonstrates support of the City's affirmative action programs (3.4)
2. Q2: Manages daily performance based on goals and objectives (3.4)
3. Q3: Addresses ongoing non-performance issues through progressive disciplinary process (3.3)
4. Q.4: Conducts employee performance appraisals in accordance with established City of Ann Arbor guidelines and timetables. (3.2)

Review from City Council Members: Council has given Steve an above average to excellent review in every category. Qualitative comments praise him for his ability to focus on Council priorities, overall professional conduct, strong fiscal management, and for receiving positive, unsolicited feedback from the Community.

Steve scores the highest on the following measures (scoring 4.5 or higher):

1. Professional Sills and Status Q.5: Sets a professional example by handling affairs of the public office in a fair and impartial manner. (4.5)
2. Policy Execution Q.11: Implements City Council actions in accordance with the intent of Council (4.7)
3. Policy Execution Q.12: Supports the action of City Council after a decision has been reached, both inside and outside the organization (4.8)
4. Policy Execution Q.13: Understands, supports, and enforces Ann arbor's laws, policies, and ordinances (4.5)
5. Reporting Q.17: Responds in a timely manner to requests from City Council from special reports (4.7)

6. Citizen Relations Q.27: Demonstrates a dedication to service to the community and its citizens (4.5)
7. Citizen Relations Q.28: Treats all leaders, peers, and staff with dignity and respect. (4.8)
8. Citizen Relations Q.29: Meets and listens to members of the community to discuss their concerns and strives to understand their interests (4.5)
9. Fiscal Management Q.31: Prepares a balanced budget to provide services at a level directed by Council. (4.7)
10. Fiscal Management Q.34: Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability. (4.5)
11. Accountability, Judgment and Responsibility Q.41: Demonstrates dependability as defined by making clear and complete commitment to internal and external customers. (4.5)
12. Accountability, Judgment and Responsibility Q. 42: Exercises sound judgment. (4.7)
13. Accountability, Judgment and Responsibility Q.43: Demonstrates appropriate behaviors to safeguard the City assets and protects customer information. (4.5)
14. Accountability, Judgment and Responsibility Q.44: Takes ownership for decisions and avoids blaming others. (4.5)
15. Dignity and Respect Q. 45: Treats all leaders, peers, and staff with dignity and respect (4.8)
16. Dignity and Respect Q.46: Uses language appropriate to a place of governance at all times. (4.8)
17. Dignity and Respect Q.47: Actions and language create a comfortable working environment. (4.8)

Recommended Areas for Improvement (including input from Steve's self-assessment):

1. Steve should take proactive steps to improve employee morale and development to ensure all staff members are supported. Ensuring timely performance appraisal procedures should be a priority. Off-site meetings for SAA's to promote team building should be considered.
2. Seek out feedback from Council Members regarding expectations, performance, and success on a regular basis.
3. Provide proactive policy recommendations to improve services maintain infrastructure and enhance community.
4. Identify specific opportunities for professional development for Steve Powers and for his direct reports.