

October 11, 2023

To: Ann Arbor City Council
From: Amy Cell, Amy Cell Talent
RE: 360 Degree Feedback Report

Summary

The role of City Administrator is extremely challenging, especially in a community like Ann Arbor that strives to make progress on a variety of progressive initiatives while also balancing the needs for basic city services. The lack of consistency and effective processes in the HR organization over the past decade has also added to the challenges of this role.

For this evaluation period, Mr. Dohoney received strong ratings from both Council and staff alike. Appreciation for the work he does for the city is present throughout the survey results. One respondent said, "We're lucky to have Mr. Dohoney at the helm!" and another expressed that they, "Hope he stays at the City of Ann Arbor for several more years."

Participation

The 2023 360 degree performance review for the City Administrator generated an overall response rate of 84% with 25 invited participants. Participation and overall ratings on a five point scale include:

- Council 82% (9/11): 4.8/5
- Staff 91% (12/13): 4.3/5

Council Themes

Key themes from Council indicate that Mr. Dohoney is highly competent, dependable and thoughtful, one saying "I believe that Administrator Dohoney has the knowledge, experience and vision to help the City of Ann Arbor realize its maximum potential."

Council has a particular appreciation for Mr. Dohoney's professionalism, noting that he handles the affairs of the office in a fair and impartial manner specifically citing his diligence in making sure that city staff understand they are to follow the direction of Council as a body rather than the direction of any individual councilmember.

Additional praise was given to Mr. Dohoney's handling of the city budget. His candor around funding deficits and leadership on the budget were specifically called out, particularly when it

comes to getting out ahead of fiscal challenges before they arise.

Council has a positive overall view of the leadership he is providing to SAAs, but would like him to provide more feedback to SAAs where things are going well and where improvement is needed, as well as to assist them in goal setting.

Council has a generally favorable view of how well Mr. Dohoney cooperates with other governmental bodies and agencies outside of the city. Comments praise his collaboration with the state and county governments, but suggest there could be opportunity to better collaborate with neighboring communities.

Council is generally pleased with Mr. Dohoney's recruitment and retention of competent personnel for senior staff positions, but some members expressed concern for the lack of stability in the roles of Police Chief and HR Director.

Repeated suggestions for the coming year include a better system implemented for staff accountability and improvements to response time for resident requests which were described by one respondent as "uneven".

Direct Report & City Attorney Themes

This group provided Mr. Dohoney with generally high scores and comments that reflect his professional qualities including willingness to listen to new information, and responsiveness to requests from staff, council and the community alike. "I appreciate the calming nature and culture that Milton brings to the City. He's a consummate professional and it shows."

Particular praise was given to Mr. Dohoney's fostering of a professional work environment and treatment of staff with dignity and respect. One respondent said, "Mr. Dohoney excels at this. Incredibly calm, level-headed. Always professional."

There was a theme on providing feedback, and many staff would like more feedback on performance both positive and constructive. Some respondents report that performance feedback is not given unless they request it.

For the coming year the most prominent theme was in the area of enhanced performance management and goal setting. One respondent specifically suggested that he "...[incorporate] a formal performance management system for City employees where higher performers are appropriately rewarded and lower performers are provided clear paths for improvement."

Reflections from Mr. Dohoney

It is clear that while I have some areas that need further individual and organizational attention as it relates to Council it has been a gratifying year. I am very appreciative of the confidence



Council has placed in me. I feel that I understand what Council expects of me, and I pledge to do my best to continue to provide it.

While in overall terms I have received very positive feedback from staff executives it is clear that I have work to do with my staff. They need more from me in terms of feedback, and giving them an opportunity to get to know me better. I am gratified that most people find me approachable, but there is more work to do on my part to ensure that is felt across the board.

We still need some systems improvements as it relates to performance feedback. Based upon some of my feedback I will move forward with some internal attention in this area.

I am still very excited about being here, and I have no intention of leaving. I look forward to making solid progress over the next year.