

Evaluating Manager and Board Performance

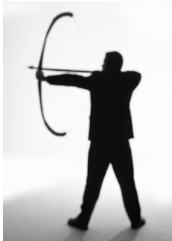
Peg Carlson
February 26, 2021



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Objectives

- Describe manager evaluations and board assessments
- Design a successful evaluation process
- Identify strengths and weaknesses of evaluations and assessments




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Guidelines for Working Together

- Share your experiences
- Raise questions (unmute or in Chat)
- Observe time frames
- Be present/limit distractions
- Cameras on if possible!



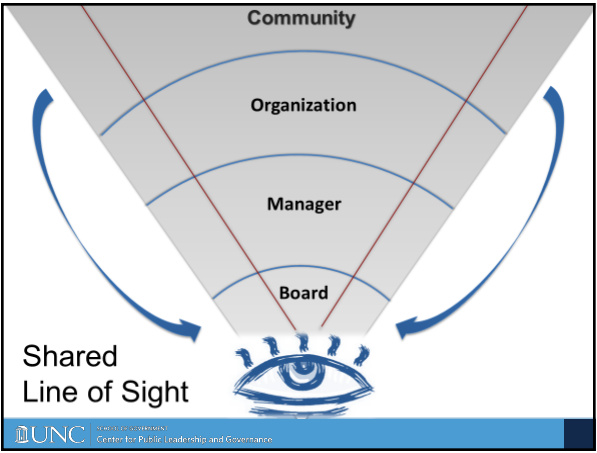

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Strategic Public Leadership:
Evaluating Manager and Board Performance

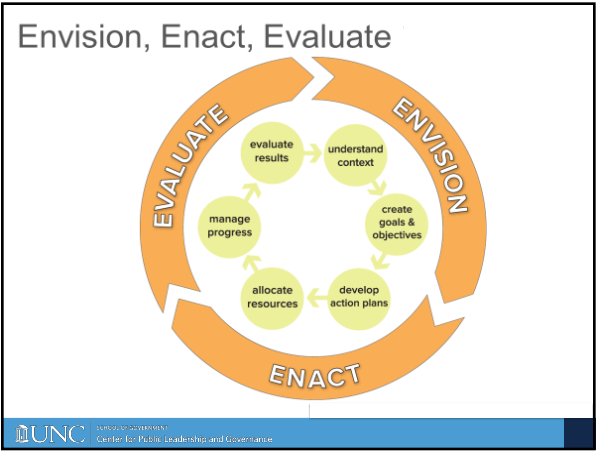
Shared Accountability

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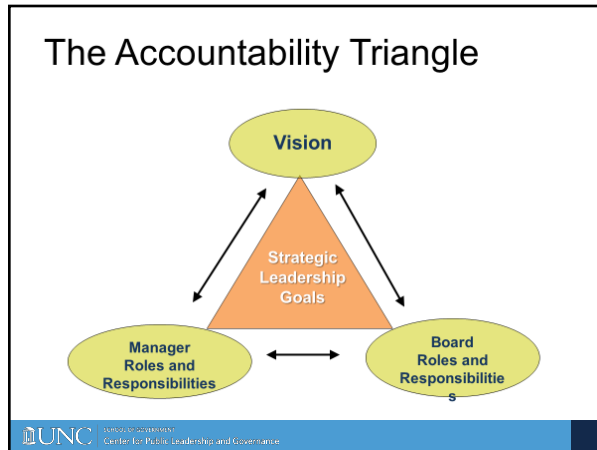
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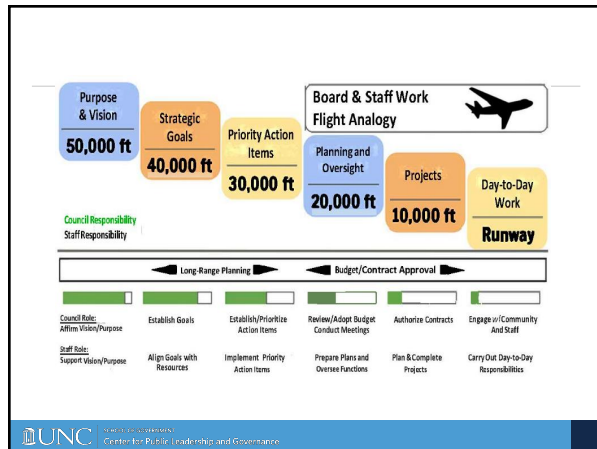
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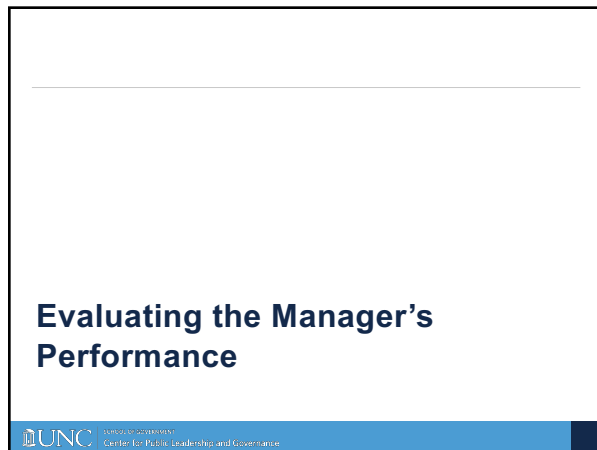
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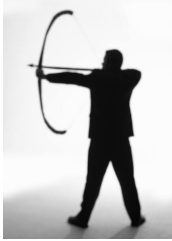
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Objectives

- Describe the purpose of performance evaluations
- Identify common pitfalls
- Review steps to plan for evaluation
- Evaluate sample tools
- Identify components of effective feedback during an evaluation



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Zoom poll



- Why have performance evaluations?

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Why have performance evaluations?

Opportunity for learning

Board Expectations

Manager Expectations

Strengthen relations

Trust

Communication

Improve performance

Short-term

Long-term

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Question



- What are the biggest issues for your board when evaluating the manager?


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Steps in Manager Evaluation

1. Planning

2. Designing

3. Implementing

4. Following-through


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1. Planning the Evaluation

Purpose

Expectations

Timing

Roles and Responsibilities

INSTRUMENT


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2. Designing the Evaluation

```

graph LR
    A[Select  
• Priorities  
• Items] --> B[Create  
• Form  
• Standards]
    B --> C[Distribute  
• Board and manager  
• Submit]
  
```

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Closed Sessions (§ 143-318.11)

Permitted	Not Permitted
- Consider the qualifications, competence, performance of an individual public officer or employee - Hear or investigate a complaint, charge, or grievance by or against an individual public officer or employee	- General personnel policy issues - Qualifications, performance, character, fitness, appointment, or removal of a member of the public body - Fill a vacancy among its own membership or any other public body

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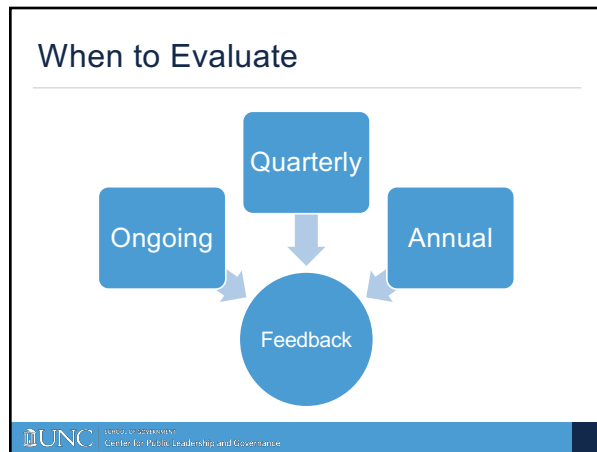
3. Implementing the Evaluation

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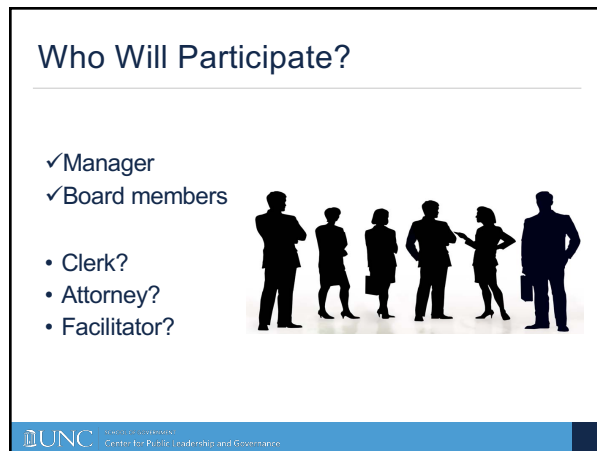
graph LR
    subgraph Structure
        S1[Place]
        S2[Time]
        S3[Report]
    end
    subgraph Participants
        P1[Board]
        P2[Manager]
        P3[Facilitator ?]
    end
    subgraph Process
        PR1[Purpose]
        PR2[Ground rules]
        PR3[Outcomes]
    end
  
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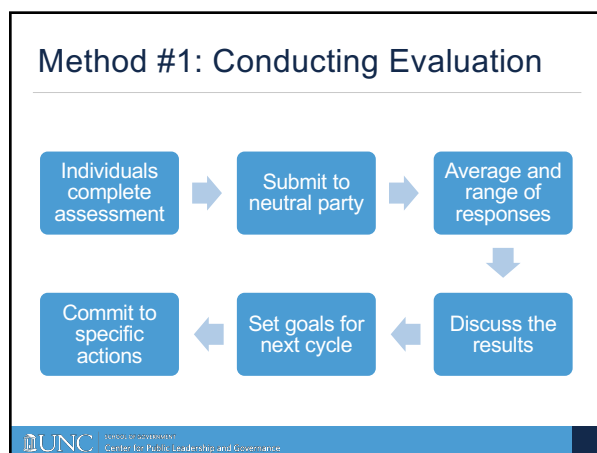
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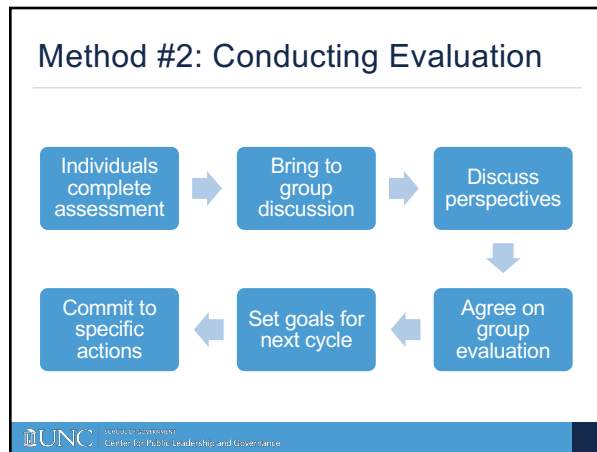
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Small Group Exercise



- Look at the sample manager evaluation forms sent to you in yesterday's email.
- One person in group can show the document on their screen so all can view together.
- Discuss the questions on the next slide:

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Small Group Exercise



1. What features do you like/dislike about the various forms?
2. How might you modify them to meet the needs of your governing team?

Be prepared to report your discussion to the full group.

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During the Evaluation Itself

1. Focus on success and how to improve
2. Seek to understand all perspectives
3. Establish clear ground rules



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4. Follow-through

Gaps

- Differences between actual performance and expectations

Goals

- Specific and measurable performance targets

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On your own, over the lunch break:



1. Take a few minutes to complete Governing Board Quick Scan assessment.
2. Select two items that you see as priority areas for board improvement.

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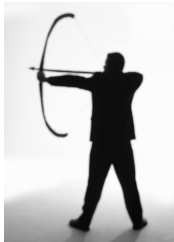
Evaluating The Board's Performance

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Objectives

- Define governing board accountability
- Identify benefits and challenges of board assessment



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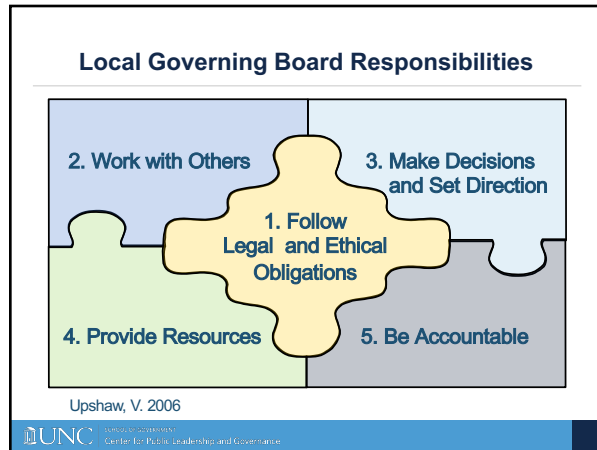
Questions



- Do members of your board understand and agree on what it means to be accountable?
- What does it look like when it's a problem?
- What does it look like when it works successfully?

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Legal and Ethical Accountability

- Public meetings
- Open records
- Duty to vote
- Conflicts of interest
- Local ethics policy
- Local policies

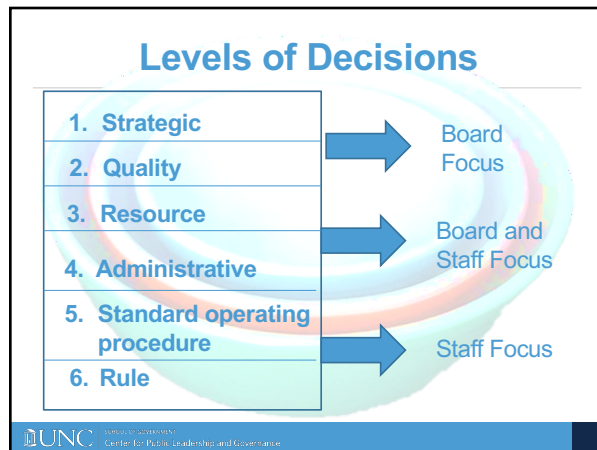


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Financial Accountability

- Budget
- Oversight
- Audit
- GAAP Standards

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Governing Accountability

- Meeting procedures
- Board policies
- Board expectations
- Board conduct

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Questions



- Does your board talk about how it works as a group?
- If so, what approach did your board use to have this conversation?
- If not, what would be the benefits or challenges to having this kind of conversation?

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Keep in Mind...Board Assessment

is a “We” score, not a “Me” score.




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Designing a Process that Works for Your Governing Team

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Small Group Exercise



1. What steps can we take to strengthen our manager evaluation process?
2. What steps can we take to strengthen our effectiveness as a board?
3. How will we share these ideas with those not here today?

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Summary

- Described manager evaluations and board assessments
- Worked on designs for a successful evaluation process
- Identified pros and cons of different evaluations and assessments



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LOCAL ELECTED Leaders ACADEMY



Timeline of events:

- 19 Mar. Top 10 Primer: Role of Local Elected Officials in Transportation
- 24 Mar. When Differences of Opinion Escalate – Managing Conflict
- 26 Mar. Top 10 Primer: A Roundtable Discussion on Managing Conflict
- 21 Apr. Legal Competency for Local Elected Officials

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Contact

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