



Performance Review and Feedback
for
Steve Powers, City Manager

This performance review is a summary of ratings, observations, comments, feedback and suggestions that were gathered from 18 written evaluations and 19 individual interviews with your direct reports, the Mayor, members of the City Council, and a small group of leaders from partner organizations.

The number ratings shown with each competency are averages of everyone who responded, based on a 1 – 6 scale.

CITY MANAGEMENT – 5.1

You are widely recognized by others as an astute, experienced, well-informed, professional that has been a good fit Salem’s city government. Several respondents expressed satisfaction and appreciation for how you’re performing as city manager and describe you as an excellent leader.

One area for development that you might consider is taking a more assertive stance in moving initiatives forward with a greater sense of urgency and attention to detail. You may have a tendency to under-communicate or at least communicate with less urgency or intensity that some around you might expect. Some noted that it is important to “close the loop” in communications and keep people updated on the status and progress of various issues and projects.

FINANCIAL MANAGEMENT – 5.1

During your first year you took a “relatively hands off” approach to the city’s financial issues as your arrival coincided with the end of the budget planning cycle. However, you demonstrate a clear understanding of the budgeting process and long range financial planning.

STRATEGIC LEADERSHIP – 5.2

Nearly all respondents view you as an excellent long-range planner and applauded your current efforts to invest in a citywide strategic planning initiative. Several respondents noted that the strategic planning effort is welcomed and appreciated and that it will provide invaluable tools to guide future decisions and resource planning for the city.

CITY COUNCIL RELATIONS – 5.4

Feedback in this area clearly indicates that during your first year as city manager, you have developed a good relationship with the city council and have demonstrated a strong knowledge of the council’s issues and priorities. You have done a good job keeping the council informed and updated. Several indicated appreciation for your responsiveness to questions and other requests.

A few respondents said they would appreciate a somewhat more assertive, higher profile posture with the council on your part, specifically, speaking up sooner, keeping the council informed on issues, and offering possible decision choices and their consequences, positive and negative.

SENIOR TEAM LEADERSHIP – 5.2

A clear theme from nearly all respondents is that you are an empowering manager who is comfortable delegating responsibility and authority to your direct reports. Several said you demonstrate respect for senior staff, encourage open discussion and collaboration, take time to listen to various viewpoints, and offer thoughtful advice and feedback.

INTERGOVERNMENTAL/AGENCY RELATIONSHIPS – 5.2

While some respondents were unaware of your interactions and relationships with other government agencies, several said they have heard either directly or indirectly that leaders from other agencies enjoy working with you and speak favorably of you and your interactions.

However, a few people indicated that it would be a good investment of additional time and effort to strengthen your relationships with neighboring executives and key state agency directors.

COMMUNITY RELATIONS – 4.9

While you have visited several neighborhood associations during your first year in Salem, it would be beneficial for you to be even more visible and engaged in the community.

COMMUNICATIONS – 5.1

Others describe your communication style as abbreviated, direct and succinct, a “no-nonsense approach to not wasting time during meetings or with emails.” Several people said you are an excellent listener, you’re available when needed, and that you are responsive, and timely with your phone and email messages.

While many around you recognize your quiet approach, the tendency to listen first, and think before speaking, several said they would like to see you be a little more expansive in your communications, particularly in terms of offering more of your views on things sooner, sharing your vision, and articulating where you stand.

SELF-MANAGEMENT – 5.4

One descriptor that came up repeatedly from respondents was “professional.” You provide an excellent role model for other city employees as a consummate professional who is self-aware and reflective, ethical, reliable, fair and reasonable, diplomatic, and open-minded. Moreover, you demonstrate to others the importance of seeking out feedback, engendering trust with others, and accepting responsibility for your decisions and actions.

In addition, people appreciate your belief in work/life balance and the importance of following that practice to help employees maintain their health and well-being. You are viewed as “a good leader who is genuine and honest in your efforts to make the city run better for the interests of the community.”



MANAGEMENT AND LEADERSHIP FEEDBACK

(Rating scale)					
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

Examples

- 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
- 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

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

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

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

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

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

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

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

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