

City of San Marcos, Texas
City Manager Annual Performance Evaluation Summary
June 1, 2010

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Overview

The 360-degree evaluation is an approach for assessing position performance utilizing robust and diverse input. It provides the city manager with feedback about his performance so that goals can be set for position operation improvement. This process allows for long-term career development. The feedback provides input for discussion with one's supervisor, board of directors, elected officials, etc. It illustrates the city manager's strengths and weaknesses.

The 360-evaluation feedback is a report of performance ratings from multiple sources such as subordinates, peers, supervisors, customers, and the incumbent. Enough raters from each source areas should be available to guarantee confidentiality with respect to the evaluation process. Since the raters come from diverse areas, they will be asked different types of questions related to the leader's position dimensions.

Purpose

This effort assessed the annual job performance of the City of San Marcos City Manager, Mr. Rick Menchaca. His performance covered the time period from April 1, 2009 to March 31, 2010. Areas of evaluation included manager performance factors, personal performance factors, and overall job performance.

Methodology

Evaluation information regarding the City Manager was collected through survey questionnaires from three groups; City Council members, City Management staff members, and external evaluators identified by City Council members. External evaluators were generally not affiliated with the City of San Marcos. In addition, the City Manager completed a self-evaluation questionnaire and information was used for comparative purposes in analyzing the assessment information.

Information was collected in April 2010. Survey questionnaires were completed and mailed to the consultants for analysis.

Discussion of Evaluation Information

A total of 33 individuals participated in the performance evaluation of Mr. Menchaca. City Council members and representatives from the City Management staff completed questionnaires. Additionally, ten external evaluators participated in the information gathering process.

Management Performance Factors. The evaluators from all three component areas rated the City Manager at or above average in all six (6) management performance factors. Table 1 provides a detailed summary of these factors. The City Manager received the highest scores for successfully addressing city goals and developing a more professional organization. His lowest rating was the management factor of fostering effective working relationships with the citizens of San Marcos.

Table 1: Overall Evaluation of City Manager Management Performance Factors, April 2010.

Performance Item	Exceeds All Expectations %	Exceeds Reasonable Expectations %	Meets Expectations %	Fails to Meet Reasonable Expectations %	Fails to Meet All Expectations %	Rating Average
Fosters effective working relationships with the City Council as a whole.	6.3 (2)	31.3 (10)	34.4 (11)	25.0 (8)	3.1 (1)	3.13
Fosters effective working relationships with all San Marcos.	3.0 (1)	24.2 (8)	51.5 (17)	21.2 (7)	0.0	3.09
Budgets and manages the City of San Marcos municipal government.	12.9 (4)	29.0 (9)	32.3 (10)	22.6 (7)	3.2 (1)	3.26
Effectively manages the City of San Marcos municipal government operations.	6.1 (2)	36.4 (12)	27.3 (9)	24.2 (8)	6.1 (2)	3.12
Develops City Management personnel resulting in a more professional organization.	17.4 (4)	30.4 (7)	30.4 (7)	21.7 (5)	0.0	3.43
Successfully addresses the five city goals.	11.8 (4)	36.4 (12)	48.5 (16)	0.0	3.0 (1)	3.55

Comparisons of evaluator ratings and the self-evaluation of the individual undergoing a job performance assessment are helpful in contextualizing the process. Table 2 displays comparative evaluation information. It shows that the City Manager rated his management performance statistically higher than the evaluators for all six (6) factors. The largest differences in ratings were found for effectively managing municipal government operations and developing a more professional organization. For both, the City Manager rated his performance as exceeding all expectations (numerical value of 5).

Table 2: Comparison of Evaluator City Manager Management Performance Factor Average Ratings with City Manager Self-Evaluation Rating, April 2010.

Performance Item	All Evaluators	City Manager	T-test	Difference In Scores
Fosters effective working relationships with the City Council as a whole.	3.13	4.00	-5.07*	-0.88
Fosters effective working relationships with all San Marcos.	3.09	4.00	-6.83*	-0.91
Budgets and manages the City of San Marcos municipal government.	3.26	4.00	-3.88*	-0.74
Effectively manages the City of San Marcos municipal government operations.	3.12	5.00	-10.25*	-1.88
Develops City Management personnel resulting in a more professional organization.	3.43	5.00	-7.24*	-1.57
Successfully addresses the five city goals.	3.55	4.00	-3.14*	-0.46

*Statistically significant difference at .005.

Personal Performance Factors. Evaluators provided interesting ratings for the City Manager with respect to his personal performance factors. Table 3 shows they scored four of his personal performance factors at or above average. Performance related to actively mentoring direct report staff members was rated less than average.

Table 3: Overall Evaluation of City Manager Personal Performance Factors, April 2010.

Performance Item	Exceeds All Expectations %	Exceeds Reasonable Expectations %	Meets Expectations %	Fails to Meet Reasonable Expectations %	Fails to Meet All Expectations %	Rating Average
Successfully managed change within the organization.	13.0 (3)	13.0 (3)	39.1 (9)	34.8 (8)	0.0	3.04
Improved his own personal presentation skills to City Council members and the citizens of San Marcos.	4.5 (1)	31.8 (7)	31.8 (7)	31.8 (7)	0.0	3.09
Enhanced communication skills with City Council members.	0.0	45.0 (9)	50.0 (10)	5.0 (1)	0.0	3.40
Actively mentored direct report staff members (especially assistant city managers).	5.3 (1)	15.8 (3)	36.8 (7)	31.6 (6)	10.5 (2)	2.74
Completed a teambuilding process for improving City Manager and City Management staff operations and professional relationships.	13.6 (3)	36.4 (8)	40.9 (9)	9.1 (2)	0.0	3.55

Comparisons of the self-evaluation and evaluator ratings related to personal performance factors are annotated in Table 4. It points out that the City Manager rated his personal performance statistically higher for all five (5) factors. The largest differences in ratings were found for actively mentoring direct report staff members and completing a teambuilding process for improving City Manager and City Management staff operations.

Table 4: Comparison of Evaluator City Manager Personal Performance Factor Average Ratings with City Manager Self-Evaluation Rating, April 2010.

Performance Item	All Evaluators	City Manager	T-test	Difference In Scores
Successfully managed change within the organization.	3.04	4.00	-4.49*	-0.96
Improved his own personal presentation skills to City Council members and the citizens of San Marcos.	3.09	4.00	-4.63*	-0.91
Enhanced communication skills with City Council members.	3.40	4.00	-4.49*	-0.60
Actively mentored direct report staff members (especially assistant city managers).	2.74	4.00	-5.27*	-1.23
Completed a teambuilding process for improving City Manager and City Management staff operations and professional relationships.	3.55	5.00	-7.95*	-1.46

*Statistically significant difference at .005 or less.

Additional Evaluator Comments

Evaluators provided some very positive comments relative to the City Manager's position performance. Generally, they felt Mr. Menchaca addressed many of the areas of improvement identified in previous evaluations. He provided timely follow-up to City Council queries and concerns. He displayed creativity and high energy relative to issues and goals associated with the City of San Marcos. Mr. Menchaca showed competence and adept management skills with respect to long-range planning. He demonstrated broad knowledge of city management and improved his skills in dealing with citizens. Over the past year, his efforts have resulted in the organization exhibiting a more professional demeanor.

Evaluators identified several negative aspects regarding the City Manager's performance. It appears Mr. Menchaca has created a professional veneer which shields some problems regarding municipal government operations. It appears he does not support city staff members enough and needs to empower his senior staff relative to decision-making. Due to this lack of support, employee morale seems to be low. Some evaluators, outside the municipal government structure, indicated there are negative relationships between City staff members and a general lack of trust. Additionally, a few outside evaluators felt the City staff changes its mind too often on issues making it difficult to determine where the City of San Marcos stands on key issues. Although the City Manager has generally improved his relationships with citizens, there continues to be a feeling of uneasiness with him and his communication style.

Suggestions for Improving Performance

Evaluators were queried about how the City Manager could improve his job performance in the future. A variety of suggestions were obtained from participants and these are assembled below.

- Interpersonal skills training. This is needed for improving the City Manager's communication with City Council members, citizens, and staff members.
- Build trust and morale among City staff. This will require a change in management style and minimizing micro-management.
- Get out in the community more and connect with citizens.
- Encourage input from all levels of City government.
- Improve the City planning process.
- Become a better leader for the organization.
- Visit city departments more and hold one-on-one meetings with employees.
- Be more personally involved in professional mentoring.
- Create a vision for the organization.

Self Assessment

The City Manager provided the following qualitative information regarding his self-assessment. He identified the following as his most important accomplishments during the evaluation period.

- Budget and fiscal soundness.
- Improved overall operations.
- Developed a variety of strategic plans.
- Improved my communication and presentation skills along with my directors.
- Successful Federal agenda.
- Continued development by department directors and assistant directors.
- Improved city-wide communication process.
- Developed student intern brochure.
- Increased regional presence by Council and City staff members.

Mr. Menchaca was queried about his major strengths. These are annotated below.

- Strategic planning and implementation.
- Organizational development of people.
- Operational knowledge.
- Understanding of City's role and responsibility with other government and private sector partners.
- Providing clarity to City Council's goals, initiative, and direction.
- Involvement of City employees in developing policies.
- Developing a more professional organization with personal accountability.

Another area of interest is improvement. The City Manager identified the following as areas in which he need to improve.

- Continue to have discussions with Council to communicate the status of City issues and make sure to plug in the City Council where appropriate for direction and updates.
- Ensure to be accessible to the public.
- Better manage the multitude of Council initiatives to ensure timely delivery.
- Continue improving oral presentation skills to exceed City Council expectations.

Overall Performance Evaluation

All evaluators were asked to assess the City Manager's overall job performance with "1" being poor and "10" being outstanding. The overall City Manager performance rating was 5.84. The high score was 9 and the low score was 2. This score represents an average rating.

City Manager Performance Plan and Areas of Required Improvement
Mr. Rick Menchaca
City of San Marcos, Texas

I. Management Goals. Direction provided by City Council regarding the overall performance of the City Manager. The portion of the plan is composed of goals and action steps associated with the effective and efficient operation of the San Marcos City Government.

1. Successfully address the five city goals.
2. Budget and manage the City of San Marcos municipal government.
3. Effectively manage the City of San Marcos municipal government operations.
4. Develop City Management personnel resulting in more professional organization.
5. Foster effective working relationships with the City Council as a whole.
6. Foster effective working relationships with all citizens of San Marcos.
7. At the direction of the City Council, facilitate access to Dr. Richard Lewis, Jr. so that he may perform a systematic evaluation of the impact of the organizational re-alignment on:
 - The City's mission.
 - The City's goals.
 - The City Management staff expected to carry out the work.

II. Personal Goals. These are goals and action steps related to the City Manager's personal and professional performance. Items included here are performance goals that Mr. Menchaca must address personally in his capacity as City Manager.

1. Successfully manage change within the organization.
 - Work closely with subordinates in determining personal and professional goals.
 - Assist in improving presentation skills of staff members.
 - Assist in opportunities for professional development of assistant city managers.
 - Identify other key staff members he wishes to mentor along with an explanation on how they were chosen for mentorship.
2. Improve his own personal presentation skills to City Council members and the citizens of San Marcos.
 - City Council and City manager must agree on the level of formality regarding presentation of issues and recommendations.
 - Set degrees of formality required.
 - Establish presentation expectation levels (structure, outcomes, recommendations, etc.).

3. Enhance communication skills with City Council members.
 - Continue to meet with City Council members, as necessary or requested, in accordance with the Texas Open Meeting Act.
 - Share a code of the ethics that city managers adhere to as part of their professional credentials with City Council. This will assist in enhancing City Manager and City Council member communications.

4. Become an active mentor for direct report City Management staff members (especially assistant city managers).

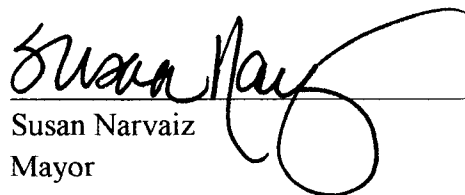
5. Complete a team-building process, facilitated by Dr. Richard Lewis, Jr., for improving City Manager and City Management staff operations and professional relationships.
 - Will be completed by November 1, 2009.
 - Will include all City Management staff (assistant city managers, directors, direct report managers, and others defined as "key" staff).

The undersigned agree that these are the performance standards established by the City Council and City Manager for Annual Appraisal Period beginning July 1, 2009.



Rick Menchaca
City Manager

Date: August 7, 2009



Susan Narvaiz
Mayor

Date: Sept 3, 2009

City Council Recommendations

Based on the analysis of the 360-evaluation process following recommendations are provided will be included in an updated City Manager action plan. The action plan will be added as a management performance factor in his 2010-2011 job performance evaluation.

- The City Manager's inter-personal communication and leadership skills are a concern. The perception among all groups surveyed suggested that he does not communicate well with others and sometimes this situation creates perceived inter-personal barriers. Additionally, leadership becomes problematic when coupled with communication issues. The City Manager will attend several professional development training courses focusing on interpersonal communication and leadership skills. These will be either continuing education unit (CEU) or university-based courses. This will be included as a personal performance factor in the City Manager's 2010-2011 performance evaluation.
- Treatment of staff members seems to be uneven and has resulted in an increased level of tension (both perceived and real) over the past year. This tension was a general theme acknowledged by each of the groups participating in this evaluation process. His updated action plan must outline steps for reducing this situation. Failing to do this will result in low morale, lower productivity, and increase turnover rates among personnel. This will be included in the City Manager's action plan. The action plan will be included as a management performance factor in the City Managers 2010-2011 performance appraisal.
- The 360 evaluation survey results and consultant observations suggest the organization may be exhibiting some early indicators of a hostile work environment. The EEOC's definition of a hostile work environment is as follows: *Individual or group conduct (behavior) that has purpose or effect of unreasonably interfering with work performance or creating an intimidating, hostile, or offensive environment.* The standard on what a reasonable person would expect in the workplace. The characteristics of a hostile work environment includes one or more of the following elements:
 - Frequency of the discriminatory or differential conduct.
 - Severity of the conduct in question.
 - Level of physical threat related to the conduct.
 - Degree of personal humiliation related to the conduct.
 - Offensive utterances related to the conduct.
 - Level of interference with an employee's work performance.Reduction of early hostile work environment elements will be included in the City Managers action plan.

Conditions for Continued Employment

All personnel actions at City Management level will be discussed and approved with City Council.

Monthly financial report from Financial Director will be given directly to City Council.

An ombudsman program will be established for employee concerns within 90 days.

90-day informal evaluation.

360-evaluation in mid-December 2010.

Specific Performance Factors.

Enroll in conflict resolution and sensitivity training courses within 30 days to improve treatment of employees.

Improve treatment of staff resulting in reduction of perceived hostile work environment elements and increased workplace satisfaction.

EFOC training for all employees (entire organization) within 30 days. This will be an annual program.

Successfully manage change within the organization with an emphasis on the treatment of employees.

One-on-one development of direct reports resulting in peak performance.