

CONFIDENTIAL

City of Billings
Performance Appraisal Instrument

2019 (6 month)
*City Council Review of the
City Administrator - Chris Kukulski*

April 24, 2019

**CITY OF BILLINGS
CITY ADMINISTRATOR
PERFORMANCE EVALUATION**

This form is for each City Council member to evaluate the City Administrator's performance in each of the areas noted below. Please record a performance rating for each criterion. The five-scale rating provided should be consistent with the following descriptions:

- 1 – Poor (rarely meets expectations).
- 2 – Below Average (usually does not meet expectations).
- 3 – Satisfactory (meets performance expectations).
- 4 – Above Average (generally exceed performance expectations).
- 5 – Excellent (almost always exceeds expectations and performs at very high standard).

Each member of the Council should sign the form and forward it to Wynnette, who will be responsible for compiling the comments.

EVALUATION PERIOD: November 2018 TO May 2019

1. PERSONAL

- _____ Invests sufficient effort toward being diligent and thorough in discharging duties.
- _____ Composure, appearance, and attitude fitting for an individual in his executive position.

2. INTERPERSONAL SKILLS

- _____ Has a genuine interest and a desire to assist and supervise others.
- _____ Treats people as he would like to be treated and handles their problems in a manner that shows sensitivity to their needs and circumstances.
- _____ Is effective in dealing with people without arousing antagonism and demonstrates understanding of situations.
- _____ Is cooperative in dealing with others and functions as part of the "team".
- _____ Is capable of treating others in a fair, consistent and impartial manner.
- _____ Remains calm in difficult and/or pressure situation.
- _____ Maintains an open and approachable manner.
- _____ Controls feelings and emotions so that they do not influence his judgment and performance; maintains composure and self-control.

3. PROFESSIONAL SKILLS AND STATUS

- _____ Knowledgeable of current developments affecting the management field and affecting city governments.
- _____ Respected in management profession.
- _____ Has a capacity for and encourages innovation.
- _____ Anticipates problems and develops effective approaches for solving them.
- _____ Willing to try new ideas proposed by Councilmembers or staff.

4. LEADERSHIP

- _____ Demonstrates assertive initiative in perceiving and dealing with problems.
- _____ Is able to elicit respect from those he comes in contact with and in particular those whom he supervises.
- _____ Is effective in motivating others and firm in handling problems.
- _____ Is sensitive to opportunities to improve the quality, customer service, efficiency and effectiveness of City services.
- _____ Accepts responsibility for the behavior of those he supervises.
- _____ Is assertive and self-confident.
- _____ Maintains an effective manner and demeanor and sets an example for subordinates.
- _____ Presents a positive outlook and is willing to devote the time and effort necessary to get the job done.
- _____ Demonstrates the initiative to learn new procedures and to accept new challenges.
- _____ Elicits and encourages new ideas, processes and procedures.
- _____ Instills and maintains a spirit of teamwork.

5. RELATIONS WITH MAYOR/CITY COUNCIL

- _____ Carries out directives of the Council as a whole rather than those of any one Councilmember.
- _____ Assists the Council in resolving problems at the administrative level to avoid unnecessary board action.
- _____ Assists the Council in establishing policy, while acknowledging the ultimate authority of the Council.
- _____ Responds to requests for information or assistance by the Council.
- _____ Informs the Council of administrative developments.
- _____ Receptive to constructive criticism and advice.

6. POLICY EXECUTION

- _____ Implements Council action in accordance with the intent of the Board.
- _____ Supports the actions of the Council after a decision has been reached.
- _____ Enforces city policies.

_____ Understands city's laws and ordinances.
Reviews enforcement procedures periodically to improve effectiveness.
Offers workable alternatives to the Council for changes in the law when an ordinance or policy proves impractical in actual administrations.

7. REPORTING

_____ Provides the Council with reports concerning matters of importance to the City.
Reports are accurate and comprehensive.
Reports are generally produced through own initiative rather than when requested by the Council.
Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Council.

8. CITIZEN RELATIONS

_____ Dedicated to the community and its citizens.
Skillful with the news media, avoiding political positions and partisanship.
Has the capacity to listen to others and to recognize their interests – works well with others.
Responsive to complaints from citizens.
Willing to meet with members of the community to discuss their concerns.
Cooperates with neighboring communities.
Cooperates with the County, State and Federal governments.
Cooperates with other organizations within the City, such as BSED, Chamber of Commerce, MSUB, SD2 and Rocky Mountain College.

9. STAFFING

_____ Recruits and retains competent personnel for City positions.
Aware of staff weaknesses and works to improve their performance.
Accurately informed and concerned about employee relations.
Professionally administers the merit system.

10. PERSONNEL MANAGEMENT

_____ Encourages Department Heads to make decisions within their own jurisdictions without City Administrator approval, yet maintains general control of administrative operations.
Instills confidence and initiative in subordinates and emphasizes support rather than restrictive controls for their programs.
Has a friendly professional relationship with the work force as a whole.
Evaluates personnel periodically and points out management weaknesses and strengths.

11. MANAGEMENT CONTROL

- _____ Delegates authority and responsibility appropriately.
- _____ Establishes or uses existing procedures to monitor or to regulate processes, tasks or activities of consultants and job responsibilities.
- _____ Takes action to monitor and follow-up the results of delegated assignments or projects.
- _____ Evaluates performance on an effective and timely basis.
- _____ Allows for follow-up by employees on delegated projects.

12. FISCAL MANAGEMENT

- _____ Prepares a balanced budget to provide services at a level directed by the Council.
- _____ Makes the best possible use of available funds, conscious of the need to operate the City efficiently and effectively.
- _____ Prepared budget is in an intelligent but readable format.
- _____ Possesses awareness of the importance of financial planning and control.

13. GOALS AND OBJECTIVES

- _____ Develops challenging goals and objectives which correspond with overall City of Billings goals and objectives.
- _____ Is able to develop qualitative measurement criteria and standards in order to achieve goals and objectives.
- _____ Effectively implements ongoing revisions in order to meet changing needs and directions.

14. What would you identify as the finest accomplishments of the City Administrator in his first six months?

15. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas can you offer the City Administrator to improve these areas?

16. Other comments?

Signature: _____

Date: _____