



Eugene City Council

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EUGENE CITY COUNCIL AGENDA

July 24, 2023

5:30 p.m. CITY COUNCIL WORK SESSION

City Council meetings will continue to be held in hybrid format using in person and virtual meeting technology. Information about online or other options for access and participation will be available at <https://www.eugene-or.gov/3360/Webcasts-and-Meeting-Materials>

Meeting of July 24, 2023; Her Honor Mayor Lucy Vinis Presiding

Councilors

Randy Groves, President

Alan Zelenka

Greg Evans

Emily Semple

Matt Keating, Vice President

Jennifer Yeh

Mike Clark

Lyndsie Leech

5:30 p.m. CITY COUNCIL WORK SESSION

1. EXECUTIVE SESSION: Pursuant to ORS 192.660(2)(i)
2. WORK SESSION: City Manager Performance Evaluation

The Eugene City Council welcomes your interest in these agenda items. This meeting location is wheelchair-accessible. For the hearing impaired, an interpreter can be provided with 48 hours' notice prior to the meeting. Spanish-language interpretation will also be provided with 48 hours' notice. To arrange for these services, contact the receptionist at 541-682-5010. City Council meetings are telecast live on Metro Television, Comcast channel 21, and rebroadcast later in the week.

El consejo de la Ciudad de Eugene agradece su interés en estos asuntos de la agenda. El lugar de la reunión tiene acceso para sillas de ruedas. Se puede proveer a un intérprete para las personas con discapacidad auditiva si avisa con 48 horas de anticipación. También se puede proveer interpretación para español si avisa con 48 horas de anticipación. Para reservar estos servicios llame al 541-682-5010. Las reuniones del consejo de la ciudad se transmiten en vivo por Metro Television, Canal 21 de Comcast y son retransmitidas durante la semana.

For more information, contact the Council Coordinator at 541-682-5010,
or visit us online at www.eugene-or.gov.

EUGENE CITY COUNCIL AGENDA ITEM SUMMARY



Work Session: City Manager Performance Evaluation

Meeting Date: July 24, 2023
Department: Central Services/City Attorney's Office
www.eugene-or.gov

Agenda Item Number: 2
Staff Contact: Kathryn Brotherton
Contact Telephone Number: 541-682-8447

ISSUE STATEMENT

This work session is Council's opportunity to discuss the job performance of City Manager Sarah Medary following an executive session held pursuant to ORS 192.660(2)(i) (Performance Evaluations of Public Officers and Employees). Additionally, this is the time for Council to discuss any changes to Medary's compensation and benefits.

BACKGROUND

On June 15, 2020, Council voted unanimously to appoint Sarah Medary as the City Manager. The City's employment contract with Medary states:

The City Council shall annually review and evaluate Medary's performance in the manner outlined in Exhibit A attached hereto. The City Council's discussion of Medary's performance shall be scheduled to occur every year at a meeting held sometime between June 1 and July 30. The eight City Councilors shall consider increasing Medary's compensation at the same time of Medary's annual performance evaluation, or, at the latest, before July 30. The City Council may conduct additional reviews of Medary's performance at any other time it deems appropriate.

On July 18, 2022, Council established a salary range for the City Manager position, set Medary's compensation within the established salary range, and provided that both the salary range and Medary's compensation shall be adjusted each year consistent with the non-represented employee COLA increase. The salary range for the City Manager position is currently \$226,387 to \$303,555, and Medary's annual salary is currently \$263,432.

As a data point, during Council's last discussion regarding the City Manager's compensation, Council was provided the salary information of the highest paid executive position within the City. At that time, Councilors requested that they be provided this salary information for all future City Manager compensation discussions. The annual salary range of the highest paid City executive (the City Attorney) is \$194,833.60 to \$235,747. As an additional data point, Councilors requested the provision of pay-placement information (consistent with the process established for the City's non-represented employees) for each of the Council's employees. Based on the ERC's pay-

placement analysis of Medary's education and work experience, Medary places at approximately \$286,375 within the \$226,387 to \$303,555 salary range (Medary's current salary is approximately 8.7% lower than the pay-placement salary).

Lastly, Medary requests an amendment to her employment contract that clarifies the amount of time she is eligible to purchase City insurance at the time of separation, whether voluntary or through termination. Because a separating employee pays 100% of the COBRA coverage, there is no direct cost to the City for Council to grant Medary's request.

COUNCIL OPTIONS

Council may choose to award Medary a salary increase at a percentage deemed appropriate by Council. Based on Medary's current salary of \$263,432, potential percentage increases and the corresponding salary include:

Percentage Increase	Resulting Salary
2%	\$268,701
3%	\$271,335
4%	\$273,969
5%	\$276,604
6%	\$279,238
7%	\$281,872
8%	\$284,506
8.7%	\$286,350*
9%	\$287,141
10%	\$289,775

*Approximate placement within \$226,387 to \$303,555 salary range based on pay-placement analysis.

POTENTIAL MOTION

Move to authorize the Council President to execute an amendment to City Manager Sarah Medary's employment contract that: 1) awards Medary a ____% pay increase; and, 2) clarifies the amount of time she is eligible to purchase City insurance at the time of separation, whether voluntary or through termination.

ATTACHMENT

A. City Manager Performance Report

FOR MORE INFORMATION

Staff Contact: Kathryn Brotherton, City Attorney
Telephone: 541-682-8447
Staff E-Mail: kbrotherton@eugene-or.gov



Memorandum

Date: July 17, 2023
To: Mayor and City Council
From: Sarah Medary, City Manager
Subject: 2023 Performance Report

My last evaluation memo to you was December 2021 and I started it with an apology for not delivering an interpretive dance. I did make a music reference and I'll do the same for this 2023 report. In fact, I've made a playlist which you can find here: [EUG Reflections](#). And with all playlists, sometimes the titles make sense, sometimes the lyrics and sometimes just the vibe.

My playlist and reflections are grounded in deep gratitude. Eugene is filled with incredible people and places, and I'm consistently inspired by the leadership we are surrounded with in the organization and community. That really starts with each of you and I feel lucky to be in this role while you are serving in yours. We have worked together to address some of the most challenging problems during some of the most challenging times. I genuinely feel like I'm on a team.

One of the gifts of this work are the many teams I am a part of. Many are in our organization, but I also serve in the community as a member of the United Way board and nationally as part of the International City/County Management Association (ICMA). That said, there are a few teams I'd like to share some specific gratitude for as I reflect on the last 18 months. The first is the City's Executive Team. This team has been evolving over the last four years and has continued to stay united in their work to serve across department lines for the best of the community. The team always carries a lot, but the last year was especially difficult for them as they have continued to lead their departments and move critical work forward while also solving for a \$15-20 million funding gap while we shift to a new budget process and cycle. They are an incredibly dedicated, resourceful, creative, caring and fun group. They are making smart decisions for the community and continuing to build an organizational culture centered around our leadership competencies of trust and confidence, wellbeing, self-awareness and emotional intelligence, a now and later approach, and a creative, respectful and inclusive work environment. They each model these competencies while also investing time to continually improve. I care deeply about each of them and their wellbeing and will continue to find ways to keep them inspired and having fun along the way.

The second team I'd like to share specific gratitude with is Team CMO (City Manager's Office). This team has also been growing and evolving over the last few years and they just keep making things more awesome each day. Their ability to adapt/respond/create/serve/communicate/feed/document/laugh is just a joy to witness every day. I feel incredibly lucky to be on their team and am inspired by their ability to gracefully navigate the trickiest of situations.

360 Tool and Feedback

This year's performance evaluation was a combination of a survey questionnaire tool as well as feedback and comments from each of you and many others that had the opportunity to either participate formally or informally in my overall professional development. That feedback is mixed in different areas and most illuminated in my goals for the next year.

The value of the survey tool is in identifying strengths and areas to grow, but also in finding blind spots. Those would be areas where I'm rating myself at a significantly different level than the rest. Or, certain groups rate in ways that show significantly different experiences. I was not familiar with the tool we utilized, but it is an approved tool for the credential I hold with ICMA. I am required to utilize this method in my fifth year as a credentialed manager and appreciate City Council agreeing to the efficiency of combining the process. What I learned about the tool itself was it was too long and confusing on several questions about what was being asked, or what was considered a preferred or not preferred style. Several have communicated that they didn't like it. We'll return to our regular process next year. In the meantime, the results (Item 1) are helpful to me and round out the overall feedback I've received.

A few observations about the report with associated page numbers that are in the top center of the attachment, not the council packet page number:

- The results were fairly consistent throughout all of the questions. In most cases, I rated myself a little lower than others and there were very few areas that showed up as blind spots. A few notable exceptions were questions 36(p.31), 48(p.38), 51(p.40), 73(p.53), 74(p.53), 75(p.54), 80(p.56), 86(p.59). Some of these are based on the confusion of the question so it will be important to follow up on these in conversation. For example, question 80 asked if I tended to talk more about myself and what I'm doing rather than others and what they are doing. I said, "yeah, I might do that" and gave myself a 4 in frequency. The average of everyone else was 1.15 meaning you don't experience me that way. Still, in this tool it is identified as a developmental need which doesn't make a lot of sense without more understanding.
- While there was a lot of consistency across raters, there were a few questions where one or two of you have experienced me differently in a few key areas I'll want to learn more about in our 1:1's. In particular, questions 27(p.25), 63(p.47), 81(p.57), 83(p.58).

- The staff A group consisted of higher-level leaders in the organization who work more directly with me than many in the staff B group. The results from staff B show an opportunity to do more in the organization with those less connected to me to communicate what I am working on, where we are heading and the why behind some of my and the Exec Team's decision making.
- The areas that each group prioritized as being most important for the role and the work are the areas I scored the highest.
- The areas noted for developmental needs were personal style preferences (pp. 53-61) and also the questions where it was unclear, to me at least, what was being asked. These are areas I'll want to explore more with you and others to learn more about how you interpreted these and if there's an area I need to focus on over the next year.

Additional Feedback and Areas of Personal Focus for Next Year

In addition to the questions in the 360, I've been gathering more open-ended feedback to help me understand areas of strength and growth. I'm a strong advocate of ongoing personal and professional development and consistently look for ways I can improve how people experience my leadership.

The areas recognized as strengths are consistent with the areas of strength identified in the 360. They are also consistent with the previously identified areas of focus for my ongoing performance evaluations (Item 2). I will highlight a few key strengths that have been communicated to me and I do that knowing that there are related areas of growth/focus that sometimes couple with the strengths. In general, I am experienced as:

- An open, approachable, collaborative, and positive leader.
- A leader with high emotional intelligence and ability to adapt to different situations and individuals quickly.
- A leader that brings creativity, vulnerability, and a mindset of gratitude – especially as that shows up in all city meetings and sets a tone for the entire City.
- Receptive and responsive to feedback.
- An honest, open, supportive and community focused leader.
- A leader that values and prioritizes a culture of belonging.
- A leader willing to take risks and make changes to continually improve the organization.

I've received a lot of positive feedback and I appreciate the gratitude and do my best to take it in and hear the ways I am valued.

The positive feedback is a result of asking for feedback my entire career and responding to the areas I needed to grow. With that, there are a few areas that pair with my strengths that are initial areas of focus for the next year. Here's what I've heard:

- While my collaborative leadership style is appreciated, I need to balance that with being more assertive when policy direction is clear. An example is the decision to fund and place a loo in the downtown and then pausing placement based on property owner concerns.
- As decision making speeds up, it is important for me to communicate "the why" with a broader cross section of the organization. Over the next year, I need to spend more time with division level teams. Not everyone has as much access and I can be more intentional about my time in the organization.
- I've had more opportunities post pandemic to meet in person with community members and staff which has been well received and there is a desire for more of that going forward. With the restructuring of our Executive Team, my capacity to make those connections should increase.
- Continue to find ways to serve each of the Councilor's needs in order for you to be more effective in your roles. Examples include how to improve or expand Council support and ensure you are each getting adequate 1:1 time with me.
- Continue to find ways to broaden Council's awareness of organizational issues. A few examples include the presentation of the workforce update, the PDD work plan and the work-load issues being managed by different teams.
- Continue to grow my self-awareness around the role I'm in, how people relate to that and ways to be even more thoughtful about how that could impact different groups. As the organization changes and people relate more to me as City Manager and not just Sarah, it's important I remember the power of my words. An example includes the use of humor and sarcasm and how that can be received differently depending on who I am with.
- Be a stronger model of wellbeing by making sure I'm taking good care of myself and helping others do the same.

Organizational Accomplishments and Focus for Next Year

As I reflect on the last year, there have been a lot of significant accomplishments. These are the result of our collective work, joint decision making and implementation. The following represents a good sampling of progress:

- Continued progress on roads, parks and recreation facilities and successful new bond/levy measures for continuing to advance this work.

- Policy decisions to advance housing goals with the adoption of the Housing Implementation Pipeline, Middle Housing Code, Phase One of Renter Protections and Urban Reserves.
- Planning to advance climate action through Decarbonization Roadmap and community engagement goals related to electrification. I'll also acknowledge the work to adopt an electrification ordinance that you recently repealed with a renewed focus on incentives.
- Advances in financial stewardship with shift to biennial budget, first phase of Priority Based Budgeting and maintaining our Moody's bond rating.
- Completing first community survey in over a decade and developing first organizational strategic plan.
- Solving a \$15 million funding gap and re-aligning our services to invest \$5 million towards urgent community needs to include downtown, housing/unhoused, climate and alternative response.
- Planning for emerging and expanding community safety needs through the alternative response study, additional Safe Sleep Sites, expanded public spaces team and updates to the prohibited camping code.
- Celebrated re-establishment of fourth park block and pavilion for year-round activities to include farmer's market.
- Provided free community access to the World Championships through a ten-day festival at the newly opened Downtown Riverfront Park.
- Broke ground on two new housing developments in the newly established downtown riverfront neighborhood.
- Purchased EWEB Headquarters building to establish a new City Hall.
- Successful recruitment of two department heads: Fire Chief and Library, Recreation and Cultural Services.

There are a few things that stand out as needing more attention and focus:

- Fire governance discussion – this project has taken longer than anticipated and is an important topic to complete in the next year.
- Backlog of work sessions, particularly related to planning – earlier this year we presented the Planning and Development work plan to help bring understanding to the amount of projects being managed by that department and the Planning Division. As the State generates new requirements like the work of Climate Friendly and Equitable Communities, local priorities and projects get delayed. We'll need to continue to work together to determine best strategies for topics such as public health overlay zones and neighborhood planning.
- Continue to clarify City's role in regional issues impacting our community such as mental and behavioral health and housing and homelessness.

- Financial stabilization and service alignment.

It's challenging to summarize 18 months in a few pages or songs and I look forward to hearing your thoughts and hopes for the future. I sincerely appreciate the opportunity you have given me to serve this organization and community. I've really appreciated your ongoing commitment to our communication and relationship and have felt well supported through all of the ups and downs. Thank you.



**CCi Career-Professional Leadership Assessment
International City/County Management Association
05/15/2023
Single Participant: Sarah Medary**



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Overall Results

There are a total of 20 respondents in groups including: Elected Officials A(7), Staff A(5), Staff B(8)

Strengths

These are the top 6 behaviors or practices identified by at least 50% of the respondent groups.

- | | |
|---|-----------------------------|
| 23. Act in an honest, upfront manner | 4. Personal Integrity |
| 57. Complete tasks in a reliable, dependable manner with minimal direction, supervision | 10. Quality of Performance |
| 25. Gain your trust by talking straight to you | 4. Personal Integrity |
| 33. Treat you with respect, regardless of your beliefs, ideas, point of view | 5. Working with Differences |
| 22. Accept responsibility for her/his mistakes, behavior, errors of omission | 4. Personal Integrity |
| 26. Serve as a positive role-model for you | 4. Personal Integrity |

Developmental Needs

These are the top 5 behaviors or practices identified by at least 50% of the respondent groups.

- | | |
|--|--------------------------------|
| 80. Tend to talk more about themselves, what they are doing/interested in, rather than what you are doing, what your interests are | 13. Personal Style-Preferences |
| 75. Directly challenge many of your facts, opinions, positions | 13. Personal Style-Preferences |
| 85. Pause (perhaps longer than you prefer) before responding to your question | 13. Personal Style-Preferences |
| 86. Prefer that you send them information first, then discuss it with you later | 13. Personal Style-Preferences |
| 73. Appear to be assertive, dominant when working with you | 13. Personal Style-Preferences |

This report tells you (1) how many people in each rater group provided feedback; (2) your top strengths identified by 50% or more of your rater groups; and (3) your member developmental needs identified by 50% or more of your rater groups. For a full explanation of the report, refer to the Participant's Guide.

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Overall Importance Ratings

By Rater Group

Self (N=1)

1. Communication
4. Personal Integrity
2. Influencing Others
3. Emotional Intelligence

Elected Officials A (N=7)

4. Personal Integrity
1. Communication
5. Working with Differences
7. Problem Solving and Creativity

Staff A (N=5)

1. Communication
4. Personal Integrity
8. Decision Making and Decisiveness
3. Emotional Intelligence

Staff B (N=8)

1. Communication
2. Influencing Others
4. Personal Integrity
8. Decision Making and Decisiveness

By Frequency of Occurrence

- Communication (3)
Decision Making and Decisiveness (2)
Emotional Intelligence (1)
Working with Differences (1)

- Personal Integrity (3)
Influencing Others (1)
Problem Solving and Creativity (1)

This two-part report identifies **areas of importance not effectiveness**. It lists those competencies or themes identified as most important to each rater group and which competencies or themes were the most frequently identified by all rater groups.
A total of 4 or 40% of all themes on the survey are listed for each rater group. *Self-data are not included under "By Frequency of Occurrence"* and the number in parenthesis (X) represents the number of rater groups who identified a specific theme as being more important.
This report answers the questions: "Which competencies or themes are most important to each rater group when I interact with them?" and "Which themes are the most important for me to focus on overall?"

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Strengths by Frequency of Occurrence

Communication

Communication (3 of 3)

6. Remain focused and actively engaged during meetings, one-one discussions
8. Write in a clear, concise style
4. Listen to you without interrupting
2. Answer questions specifically, to the point
3. Ask questions to learn more about, or to clarify, what you are saying
5. Present information in an organized, systematic manner
7. Summarize key points from meetings, conversations with you to clarify next steps
1. Adjust her/his presentation style to the situation, person, or group

Influencing Others

Influencing Others (3 of 3)

15. Willingly make the effort to work with you/others in a cooperative manner
11. Focus on the issue or situation, rather than on you (the person)
10. Emphasize points of agreement, rather than areas of disagreement
9. Collaborate across functional lines to achieve departmental, project goals
14. Support your efforts to implement new ideas, procedures beneficial to the group
12. Present persuasive reasons for accepting his/her idea, proposal
13. Resolve issues, conflict in a manner that is a win-win for you/others

Emotional Intelligence

Emotional Intelligence (3 of 3)

21. Remain calm when confronted with different points of view
16. Appear to be approachable, easy to work with
18. Demonstrate patience when explaining an idea, procedure, task to you
19. Express his/her point of view in a tactful way, even when under stress
20. Recognize the consequences for his/her actions, comments
17. Challenge your facts, data collection methods, decisions without being adversarial

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Strengths by Frequency of Occurrence

Personal Integrity

Personal Integrity (3 of 3)

- 23. Act in an honest, upfront manner
- 22. Accept responsibility for her/his mistakes, behavior, errors of omission
- 26. Serve as a positive role-model for you
- 25. Gain your trust by talking straight to you
- 27. Voice concern, take action regarding unethical practices, actions
- 24. Follow through on what (s)he agreed to do

Working with Differences

Working with Differences (3 of 3)

- 33. Treat you with respect, regardless of your beliefs, ideas, point of view
- 28. Demonstrate sensitivity to racial, gender, ethnic, cultural, age, or other differences
- 29. Encourage an open discussion of different opinions, points of view
- 30. Interact effectively with people who have different ways of doing their work
- 32. Recognize, show appreciation for what you do, your accomplishments
- 31. Involve you in those issues, decisions that directly affect you

Personal Initiative and Drive

Personal Initiative and Drive (3 of 3)

- 37. Willingly take a leadership role when situations arise
- 35. Display tenacity, perseverance in spite of organizational barriers, personal opposition
- 34. Display passion, energy, drive to get things done
- 38. Willingly take on additional responsibilities, though they may not be his/her job

Problem Solving and Creativity

Problem Solving and Creativity (3 of 3)

- 44. Quickly gain insights to complex issues, problems
- 40. Engage in idea generating or what if discussions with you to resolve issues, problems
- 41. Generate alternative solutions when resolving problems
- 39. Challenge current thinking for how we have always done things
- 42. Focus on the underlying causes for a problem before agreeing to or recommending a solution
- 43. Propose non-traditional solutions to resolve on-going problems

This report shows the practice areas and the specific behaviors that were most frequently identified as strengths by at least two rater groups. For a full explanation of the report, refer to the Participant's Guide.

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Strengths by Frequency of Occurrence

Decision Making and Decisiveness

Decision Making and Decisiveness (3 of 3)

- 49. Respond decisively when unexpected problems, crises, opportunities arise
- 50. Understand when decisions need to involve you (others)
- 47. Identify the resources needed, e.g., financial, personnel, to implement his/her decisions, actions
- 48. Make decisions based upon supportable facts, rather than on intuition, opinions
- 45. Balance the need to analyze information with the urgency to make a decision
- 46. Identify the consequences (positive and negative) of her/his recommendations to you

Planning and Execution

Planning and Execution (3 of 3)

- 52. Focus on higher priority tasks to complete work on time, within budget
- 54. Identify what needs to get done, who will do it, by when
- 56. Provide the appropriate level of information, detail you need to do your job effectively
- 53. Identify a back up plan for unexpected events, situations
- 55. Pay attention to critical details to ensure success of a project, task
- 51. Evaluate tasks, projects during and after completion to identify what worked, what did not

Quality of Performance

Quality of Performance (3 of 3)

- 57. Complete tasks in a reliable, dependable manner with minimal direction, supervision
- 58. Demonstrate a high level of job knowledge, skills appropriate to his/her position, function
- 62. Tend to be well organized, thoroughly prepared when meeting with you (others)
- 60. Keep current with trends, technologies which apply to his/her work
- 59. Discuss technical matters so you understand them
- 61. Perform work that exceeds your expectations

Continuous Development

Continuous Development (3 of 3)

- 67. Take responsibility for his/her personal, professional development
- 66. Set challenging goals, higher expectations for her/himself
- 65. Request assignments, projects that challenge, stretch his/her abilities
- 64. Develop realistic plans for reaching personal, professional developmental goals
- 63. Ask for your feedback in order to improve his/her performance

This report shows the practice areas and the specific behaviors that were most frequently identified as strengths by at least two rater groups. For a full explanation of the report, refer to the Participant's Guide.

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Strengths by Frequency of Occurrence

Coping with Change

Coping with Change (3 of 3)

- 68. Accept change as the norm rather than the exception.
- 69. Adjust to multiple demands, tasks, ambiguity, changes in priorities
- 71. Cope effectively with project delays, career setbacks, disappointments
- 72. Willingly apply new skills to his/her current job duties, function
- 70. Change his/her position when presented with new information, ideas, solutions

Personal Style-Preferences

Personal Style-Preferences (3 of 3)

- 79. Appear to be outgoing, enthusiastic about his/her ideas, suggestions
- 82. Engage in small talk or personal talk before the start of a business meeting
- 78. Have the ability to speak spontaneously, more quickly
- 81. Identify the impact his/her decisions will have on you personally, the team, others
- 83. Ask for your opinion, ideas before sharing her/his ideas, opinions with you
- 77. Tend to be more verbal, expressive in discussions, meetings

This report shows the practice areas and the specific behaviors that were most frequently identified as strengths by at least two rater groups. For a full explanation of the report, refer to the Participant's Guide.

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Strengths by Rater Group

Self (N = 1)

2) Influencing Others 10,9,11,13,14,15
4) Personal Integrity 23,22,27
6) Personal Initiative and Drive 37,34,35,38
10) Quality of Performance 59,57,58,60
11) Continuous Development 67,65,66
12) Coping with Change 68,69,72
13) Personal Style-Preferences 79,73,76,77,78,80,82
1) Communication 1,8
3) Emotional Intelligence 16,20,21
5) Working with Differences 28,32,33
7) Problem Solving and Creativity 39,40,41,42,43,44
8) Decision Making and Decisiveness 49
9) Planning and Execution 53

Elected Officials A (N = 7)

1) Communication 6,8,5,2,4,3,7,1
3) Emotional Intelligence 21,16,19,18,20,17
4) Personal Integrity 22,23,26,25,24,27
10) Quality of Performance 57,58,62,60,59,61
11) Continuous Development 64,65,66,67,63
5) Working with Differences 33,29,30,28,31,32
6) Personal Initiative and Drive 35,37,34,38
8) Decision Making and Decisiveness 49,47,50,48,45,46
9) Planning and Execution 52,54,55,56,53,51
2) Influencing Others 11,15,9,10,14,12,13
12) Coping with Change 68,69,71,72,70
13) Personal Style-Preferences 79,78,81,82,76,83,77
7) Problem Solving and Creativity 39,41,44,40,42,43

Staff A (N = 5)

1) Communication 4,6,2,8,3,7,1,5
2) Influencing Others 14,15,9,10,11,12,13
3) Emotional Intelligence 18,16,17,21,19,20
4) Personal Integrity 22,23,25,26,24,27
5) Working with Differences 28,29,33,32,30,31
6) Personal Initiative and Drive 37,34,35,36,38
8) Decision Making and Decisiveness 49,45,46,50,48,47
10) Quality of Performance 57,58,61,62,60,59
11) Continuous Development 67,66,65,63,64
12) Coping with Change 68,69,70,71,72
7) Problem Solving and Creativity 40,41,39,44,43,42
13) Personal Style-Preferences 78,82,79,81,77,83,87
9) Planning and Execution 54,52,56,53,55,51

Staff B (N = 8)

4) Personal Integrity 23,25,22,26,27,24
5) Working with Differences 33,28,30,29,32
10) Quality of Performance 57,58,60,62,61,59
11) Continuous Development 67,66,65,64,63
2) Influencing Others 11,15,10,9,14,12,13
3) Emotional Intelligence 21,18,16,19,20,17
12) Coping with Change 68,69,71,72,70
1) Communication 6,8,3,2,4,5,7
6) Personal Initiative and Drive 37,34,35,38
9) Planning and Execution 52,53,55,56,51,54
7) Problem Solving and Creativity 44,40,41,42,39,43
8) Decision Making and Decisiveness 49,48,47,50,45
13) Personal Style-Preferences 79,82,83,78,84

CCi Career-Professional
Leadership Assessment -
05/15/2023
Single Participant: Sarah Medary

International City/County Management Association

Developmental Needs by Frequency of Occurrence

Personal Style-Preferences

Personal Style-Preferences (3 of 3)

- 80. Tend to talk more about themselves, what they are doing/interested in, rather than what you are doing, what your interests are
- 85. Pause (perhaps longer than you prefer) before responding to your question
- 75. Directly challenge many of your facts, opinions, positions
- 86. Prefer that you send them information first, then discuss it with you later
- 73. Appear to be assertive, dominant when working with you

This report shows the practice areas and the specific behaviors that were most frequently identified as areas for development by at least two rater groups. For a full explanation of the report, refer to the Participant's Guide.

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Attachment A

CCi Career-Professional
Leadership Assessment -
05/15/2023
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Developmental Needs by Rater Group

Self (N = 1)

6) Personal Initiative and Drive 36
8) Decision Making and Decisiveness 48
9) Planning and Execution 51
10) Quality of Performance 61
13) Personal Style-Preferences 75,85

Elected Officials A (N = 7)

13) Personal Style-Preferences 80,75,86,85,73

Staff A (N = 5)

13) Personal Style-Preferences 80,75,86,85,73

Staff B (N = 8)

13) Personal Style-Preferences 85,80,75,86

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CCi Career-Professional Leadership
Assessment - 05/15/2023
Single Participant: Sarah Medary

Analysis by Behavior - Question

International City/County Management Association

Communication

1) To what extent does this person ... Adjust her/his presentation style to the situation, person, or group

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.00							2	2	2		6
Staff A	4.40							1	1	3		5
Staff B	3.63							4	3	1		8
Overall Average	3.95							7	6	6		19

Communication

2) To what extent does this person ... Answer questions specifically, to the point

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.71								2		5	7
Staff A	4.80								1		4	5
Staff B	4.38							1	3		4	8
Overall Average	4.60							1	6		13	20



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

CCi Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Communication

3) To what extent does this person ... Ask questions to learn more about, or to clarify, what you are saying

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.57								3	4		7
Staff A	4.60								2	3		5
Staff B	4.50								4	4		8
Overall Average	4.55								9	11		20

Communication

4) To what extent does this person ... Listen to you without interrupting

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.71								2	5		7
Staff A	5.00									5		5
Staff B	4.38								1	3	4	8
Overall Average	4.65								1	5	14	20



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

CCi Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Communication

5) To what extent does this person ... Present information in an organized, systematic manner

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.86								1	6		7
Staff A	4.00						1	3	1			5
Staff B	4.38						1	3	4			8
Overall Average	4.45						2	7	11			20

Communication

6) To what extent does this person ... Remain focused and actively engaged during meetings, one-one discussions

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	5.00									7		7
Staff A	5.00									5		5
Staff B	4.71								2	5		7
Overall Average	4.89								2	17		19



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

CCi Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Communication

7) To what extent does this person ... Summarize key points from meetings, conversations with you to clarify next steps

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.43									4	3	7
Staff A	4.60									2	3	5
Staff B	4.29									5	2	7
Overall Average	4.42									11	8	19

Communication

8) To what extent does this person ... Write in a clear, concise style

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	5.00										7	7
Staff A	4.80									1	4	5
Staff B	4.71									2	5	7
Overall Average	4.84									3	16	19



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

CCi Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Communication Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	4.67						2	14	39			55
Staff A	4.65						2	10	28			40
Staff B	4.36						7	25	29			61

Influencing Others

9) To what extent does this person ... Collaborate across functional lines to achieve departmental, project goals

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.43						1	2	4			7
Staff A	4.60							2	3			5
Staff B	4.38						1	3	4			8
Overall Average	4.45						2	7	11			20



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

CCi Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Influencing Others

10) To what extent does this person ... Emphasize points of agreement, rather than areas of disagreement

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	4.43								4	3		7
Staff A	4.60								2	3		5
Staff B	4.50								4	4		8
Overall Average	4.50								10	10		20

Influencing Others

11) To what extent does this person ... Focus on the issue or situation, rather than on you (the person)

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.71								2	5		7
Staff A	4.60								2	3		5
Staff B	4.88								1	7		8
Overall Average	4.75								5	15		20



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CCi Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Influencing Others

12) To what extent does this person ... Present persuasive reasons for accepting his/her idea, proposal

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.14								1	4	2	7
Staff A	4.40									3	2	5
Staff B	4.00						1	1	3	3		8
Overall Average	4.15						1	2	10	7		20

Influencing Others

13) To what extent does this person ... Resolve issues, conflict in a manner that is a win-win for you/others

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.14								1	4	2	7
Staff A	4.20								1	2	2	5
Staff B	4.00						1	1	3	3		8
Overall Average	4.10						1	3	9	7		20



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CCi Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Influencing Others

14) To what extent does this person ... Support your efforts to implement new ideas, procedures beneficial to the group

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.29								1	3	3	7
Staff A	5.00										4	4
Staff B	4.25						1	1	1		5	8
Overall Average	4.42						1	2	4	12		19

Influencing Others

15) To what extent does this person ... Willingly make the effort to work with you/others in a cooperative manner

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.71								2	5		7
Staff A	5.00										5	5
Staff B	4.86								1	6		7
Overall Average	4.84								3	16		19



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

CCi Career-Professional Leadership
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Single Participant: Sarah Medary

Analysis by Behavior - Question

International City/County Management Association

Influencing Others Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	4.41						4	21	24			49
Staff A	4.62						1	11	22			34
Staff B	4.40						3	4	16	32		55

Emotional Intelligence

16) To what extent does this person ... Appear to be approachable, easy to work with

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.86						1		6			7
Staff A	4.80						1		4			5
Staff B	4.75						2		6			8
Overall Average	4.80						4		16			20



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CCi Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Emotional Intelligence

17) To what extent does this person ... Challenge your facts, data collection methods, decisions without being adversarial

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.33						1	2	3			6
Staff A	4.80								1	4		5
Staff B	4.17						1	3	2			6
Overall Average	4.41						2	6	9			17

Emotional Intelligence

18) To what extent does this person ... Demonstrate patience when explaining an idea, procedure, task to you

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.71								2	5		7
Staff A	5.00									5		5
Staff B	4.83								1	5		6
Overall Average	4.83								3	15		18



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

CCi Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Emotional Intelligence

19) To what extent does this person ... Express his/her point of view in a tactful way, even when under stress

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.86								1	6		7
Staff A	4.60								2	3		5
Staff B	4.63								3	5		8
Overall Average	4.70								6	14		20

Emotional Intelligence

20) To what extent does this person ... Recognize the consequences for his/her actions, comments

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00								1			1
Elected Officials A	4.71								2	5		7
Staff A	4.60								2	3		5
Staff B	4.38								1	3	4	8
Overall Average	4.55								1	7	12	20



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CCI Career-Professional Leadership
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Single Participant: Sarah Medary

Analysis by Behavior - Question

International City/County Management Association

Emotional Intelligence

21) To what extent does this person ... Remain calm when confronted with different points of view

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	5.00										7	7
Staff A	4.80								1	4		5
Staff B	4.88								1	7		8
Overall Average	4.90								2	18		20

Emotional Intelligence Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	4.76								1	8	32	41
Staff A	4.77								7	23		30
Staff B	4.61								2	13	29	44



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

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CCi Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Personal Integrity

22) To what extent does this person ... Accept responsibility for her/his mistakes, behavior, errors of omission

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	5.00										7	7
Staff A	5.00										5	5
Staff B	4.83								1		5	6
Overall Average	4.94								1		17	18

Personal Integrity

23) To what extent does this person ... Act in an honest, upfront manner

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	5.00										7	7
Staff A	5.00										5	5
Staff B	5.00										8	8
Overall Average	5.00										20	20



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CCi Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Personal Integrity

24) To what extent does this person ... Follow through on what (s)he agreed to do

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.57								3	4		7
Staff A	4.60								2	3		5
Staff B	4.25						1	4	3			8
Overall Average	4.45						1	9	10			20

Personal Integrity

25) To what extent does this person ... Gain your trust by talking straight to you

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.86								1	6		7
Staff A	5.00									5		5
Staff B	5.00									8		8
Overall Average	4.95								1	19		20



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

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Analysis by Behavior - Question

International City/County Management Association

Personal Integrity

26) To what extent does this person ... Serve as a positive role-model for you

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	0.00											
Elected Officials A	5.00										5	5
Staff A	5.00										5	5
Staff B	4.75								1		7	8
Overall Average	4.89								1		17	18

Personal Integrity

27) To what extent does this person ... Voice concern, take action regarding unethical practices, actions

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.14						1		2		4	7
Staff A	4.60								2		3	5
Staff B	4.60								2		3	5
Overall Average	4.41						1		6		10	17



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

CCi Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Personal Integrity Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	4.75						1		6	33		40
Staff A	4.87								4	26		30
Staff B	4.74							2	7	34		43

Working with Differences

28) To what extent does this person ... Demonstrate sensitivity to racial, gender, ethnic, cultural, age, or other differences

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.43								4	3		7
Staff A	5.00									5		5
Staff B	4.88								1	7		8
Overall Average	4.75								5	15		20



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

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Analysis by Behavior - Question

International City/County Management Association

Working with Differences

29) To what extent does this person ... Encourage an open discussion of different opinions, points of view

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.57						1	1		5		7
Staff A	5.00									5		5
Staff B	4.50								4	4		8
Overall Average	4.65						1	5	14			20

Working with Differences

30) To what extent does this person ... Interact effectively with people who have different ways of doing their work

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.57								3	4		7
Staff A	4.60						1			4		5
Staff B	4.71								2	5		7
Overall Average	4.63						1	5	13			19



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

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Analysis by Behavior - Question

International City/County Management Association

Working with Differences

31) To what extent does this person ... Involve you in those issues, decisions that directly affect you

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	0.00											
Elected Officials A	4.43							1	2	4		7
Staff A	4.40							1	1	3		5
Staff B	3.25						2	3	2	1		8
Overall Average	3.95						2	5	5	8		20

Working with Differences

32) To what extent does this person ... Recognize, show appreciation for what you do, your accomplishments

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.14							2	2	3		7
Staff A	4.80								1	4		5
Staff B	4.38								5	3		8
Overall Average	4.40							2	8	10		20



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Analysis by Behavior - Question

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Working with Differences

33) To what extent does this person ... Treat you with respect, regardless of your beliefs, ideas, point of view

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.86								1	6		7
Staff A	5.00									5		5
Staff B	5.00									8		8
Overall Average	4.95								1	19		20

Working with Differences Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	4.50								4	13	25	42
Staff A	4.80								2	2	26	30
Staff B	4.45								2	3	14	28



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

CCi Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Personal Initiative and Drive

34) To what extent does this person ... Display passion, energy, drive to get things done

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.71								2	5		7
Staff A	4.80								1	4		5
Staff B	4.50								4	4		8
Overall Average	4.65								7	13		20

Personal Initiative and Drive

35) To what extent does this person ... Display tenacity, perseverance in spite of organizational barriers, personal opposition

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.86								1	6		7
Staff A	4.80								1	4		5
Staff B	4.50								1	2	5	8
Overall Average	4.70								1	4	15	20



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E)..

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Analysis by Behavior - Question

International City/County Management Association

Personal Initiative and Drive

36) To what extent does this person ... Express his/her views, even if unpopular, in an assertive manner

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	2.00							1				1
Elected Officials A	3.57								4	2	1	7
Staff A	4.40									3	2	5
Staff B	3.50						2	2	2	2		8
Overall Average	3.75						2	6	7	5		20

Personal Initiative and Drive

37) To what extent does this person ... Willingly take a leadership role when situations arise

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	4.86								1		6	7
Staff A	5.00										5	5
Staff B	4.63						1	1			6	8
Overall Average	4.80						1	2			17	20



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CCI Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Personal Initiative and Drive

38) To what extent does this person ... Willingly take on additional responsibilities, though they may not be his/her job

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.40							1	1	3		5
Staff A	4.40								3	2		5
Staff B	4.17						1	3	2			6
Overall Average	4.31						2	7	7			16

Personal Initiative and Drive Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	4.48							5	7	21		33
Staff A	4.68								8	17		25
Staff B	4.26						2	5	12	19		38



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Analysis by Behavior - Question

International City/County Management Association

Problem Solving and Creativity

39) To what extent does this person ... Challenge current thinking for how we have always done things

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.29							1	3	3		7
Staff A	4.60								2	3		5
Staff B	3.75						2	1	2	3		8
Overall Average	4.15						2	2	7	9		20

Problem Solving and Creativity

40) To what extent does this person ... Engage in idea generating or what if discussions with you to resolve issues, problems

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.14							2	2	3		7
Staff A	4.80								1	4		5
Staff B	4.14						1	4	2			7
Overall Average	4.32						3	7	9			19



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Analysis by Behavior - Question

International City/County Management Association

Problem Solving and Creativity

41) To what extent does this person ... Generate alternative solutions when resolving problems

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.29							2	1	4		7
Staff A	4.80								1	4		5
Staff B	4.00						1	5	1			7
Overall Average	4.32						3	7	9			19

Problem Solving and Creativity

42) To what extent does this person ... Focus on the underlying causes for a problem before agreeing to or recommending a solution

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.14							2	2	3		7
Staff A	4.20							1	2	2		5
Staff B	3.86						2		2	3		7
Overall Average	4.05						2	3	6	8		19



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Analysis by Behavior - Question

International City/County Management Association

Problem Solving and Creativity

43) To what extent does this person ... Propose non-traditional solutions to resolve on-going problems

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.71						1	1	4	1		7
Staff A	4.40								3	2		5
Staff B	3.71						1	1	4	1		7
Overall Average	3.89						2	2	11	4		19

Problem Solving and Creativity

44) To what extent does this person ... Quickly gain insights to complex issues, problems

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.29								5	2		7
Staff A	4.60								2	3		5
Staff B	4.43						1	2	4			7
Overall Average	4.42						1	9	9			19



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Analysis by Behavior - Question

International City/County Management Association

Problem Solving and Creativity Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	4.14						1	8	17	16		42
Staff A	4.57							1	11	18		30
Staff B	3.98						5	5	19	14		43

Decision Making and Decisiveness

45) To what extent does this person ... Balance the need to analyze information with the urgency to make a decision

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.43								4	3		7
Staff A	4.60								2	3		5
Staff B	4.00						2	4	2			8
Overall Average	4.30						2	10	8			20



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Analysis by Behavior - Question

International City/County Management Association

Decision Making and Decisiveness

46) To what extent does this person ... Identify the consequences (positive and negative) of her/his recommendations to you

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.43							1	2	4		7
Staff A	4.60								2	3		5
Staff B	3.57						2	1	2	2		7
Overall Average	4.16						2	2	6	9		19

Decision Making and Decisiveness

47) To what extent does this person ... Identify the resources needed, e.g., financial, personnel, to implement his/her decisions, actions

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.71								2	5		7
Staff A	4.20								4	1		5
Staff B	4.29						1		2	4		7
Overall Average	4.42						1		8	10		19



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

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Analysis by Behavior - Question

International City/County Management Association

Decision Making and Decisiveness

48) To what extent does this person ... Make decisions based upon supportable facts, rather than on intuition, opinions

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	2.00							1				1
Elected Officials A	4.57								3	4		7
Staff A	4.40							1	1	3		5
Staff B	4.33							1	2	3		6
Overall Average	4.44							2	6	10		18

Decision Making and Decisiveness

49) To what extent does this person ... Respond decisively when unexpected problems, crises, opportunities arise

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00								1			1
Elected Officials A	4.86								1	6		7
Staff A	5.00									5		5
Staff B	4.38							1	3	4		8
Overall Average	4.70							1	4	15		20



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Analysis by Behavior - Question

International City/County Management Association

Decision Making and Decisiveness

50) To what extent does this person ... Understand when decisions need to involve you (others)

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.71								2	5		7
Staff A	4.60								2	3		5
Staff B	4.13						2	3	3			8
Overall Average	4.45						2	7	11			20

Decision Making and Decisiveness Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	4.62								1	14	27	42
Staff A	4.57								1	11	18	30
Staff B	4.11						3	7	16	18		44



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Analysis by Behavior - Question

International City/County Management Association

Planning and Execution

51) To what extent does this person ... Evaluate tasks, projects during and after completion to identify what worked, what did not

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	2.00							1				1
Elected Officials A	4.00						1		1	1	4	7
Staff A	4.00									5		5
Staff B	4.00							1		3	2	6
Overall Average	4.00						1	1	1	9	6	18

Planning and Execution

52) To what extent does this person ... Focus on higher priority tasks to complete work on time, within budget

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.83									1	5	6
Staff A	4.40								3		2	5
Staff B	4.57								3	4		7
Overall Average	4.61								7	11		18



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

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Analysis by Behavior - Question

International City/County Management Association

Planning and Execution

53) To what extent does this person ... Identify a back up plan for unexpected events, situations

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.14							2	2	3		7
Staff A	4.20								4	1		5
Staff B	4.20						1	2	2			5
Overall Average	4.18						3	8	6			17

Planning and Execution

54) To what extent does this person ... Identify what needs to get done, who will do it, by when

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.43						1	2	4			7
Staff A	4.60							2	3			5
Staff B	4.00						1	6	1			8
Overall Average	4.30						2	10	8			20



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Analysis by Behavior - Question

International City/County Management Association

Planning and Execution

55) To what extent does this person ... Pay attention to critical details to ensure success of a project, task

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.29						1	3	3			7
Staff A	4.20						1	2	2			5
Staff B	4.17						1	3	2			6
Overall Average	4.22						3	8	7			18

Planning and Execution

56) To what extent does this person ... Provide the appropriate level of information, detail you need to do your job effectively

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.29						2	1	4			7
Staff A	4.40							3	2			5
Staff B	4.14							6	1			7
Overall Average	4.26						2	10	7			19



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Analysis by Behavior - Question

International City/County Management Association

Planning and Execution Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	4.32						1	7	10	23		41
Staff A	4.30							1	19	10		30
Staff B	4.18						1	3	23	12		39

Quality of Performance

57) To what extent does this person ... Complete tasks in a reliable, dependable manner with minimal direction, supervision

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	5.00									6		6
Staff A	5.00									3		3
Staff B	5.00									7		7
Overall Average	5.00									16		16



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Analysis by Behavior - Question

International City/County Management Association

Quality of Performance

58) To what extent does this person ... Demonstrate a high level of job knowledge, skills appropriate to his/her position, function

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	5.00										7	7
Staff A	5.00										5	5
Staff B	4.75								2	6		8
Overall Average	4.90								2	18		20

Quality of Performance

59) To what extent does this person ... Discuss technical matters so you understand them

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	4.29						1	1			5	7
Staff A	4.60								2	3		5
Staff B	4.33							1	2	3		6
Overall Average	4.39						1	2	4	11		18



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Analysis by Behavior - Question

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Quality of Performance

60) To what extent does this person ... Keep current with trends, technologies which apply to his/her work

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.43							1	2	4		7
Staff A	4.80								1	4		5
Staff B	4.60								2	3		5
Overall Average	4.59							1	5	11		17

Quality of Performance

61) To what extent does this person ... Perform work that exceeds your expectations

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	2.00							1				1
Elected Officials A	4.14							2			5	7
Staff A	5.00										5	5
Staff B	4.38							2	1		5	8
Overall Average	4.45							2	2	1	15	20



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Analysis by Behavior - Question

International City/County Management Association

Quality of Performance

62) To what extent does this person ... Tend to be well organized, thoroughly prepared when meeting with you (others)

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.86								1	6		7
Staff A	5.00									5		5
Staff B	4.50								4	4		8
Overall Average	4.75								5	15		20

Quality of Performance Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	4.61						3	2	3	33		41
Staff A	4.89								3	25		28
Staff B	4.60						3	11	28			42



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Analysis by Behavior - Question

International City/County Management Association

Continuous Development

63) To what extent does this person ... Ask for your feedback in order to improve his/her performance

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.00						2			1	4	7
Staff A	4.00								1	3	1	5
Staff B	4.00								2	4	2	8
Overall Average	4.00						2	3	8	7		20

Continuous Development

64) To what extent does this person ... Develop realistic plans for reaching personal, professional developmental goals

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	5.00										4	4
Staff A	4.00						1		1	1		3
Staff B	4.50								2	2		4
Overall Average	4.55						1		3	7		11



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Analysis by Behavior - Question

International City/County Management Association

Continuous Development

65) To what extent does this person ... Request assignments, projects that challenge, stretch his/her abilities

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	5.00										2	2
Staff A	4.33								1		2	3
Staff B	4.67									1	2	3
Overall Average	4.63								1	1	6	8

Continuous Development

66) To what extent does this person ... Set challenging goals, higher expectations for her/himself

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.60								2	3		5
Staff A	4.50								2	2		4
Staff B	4.80									1	4	5
Overall Average	4.64									5	9	14



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Analysis by Behavior - Question

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Continuous Development

67) To what extent does this person ... Take responsibility for his/her personal, professional development

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	4.50							1	1	4		6
Staff A	5.00									5		5
Staff B	5.00									8		8
Overall Average	4.84						1	1	17			19

Continuous Development Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	4.50						2	1	4	17		24
Staff A	4.40						3	6	11			20
Staff B	4.57						2	8	18			28



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Analysis by Behavior - Question

International City/County Management Association

Coping with Change

68) To what extent does this person ... Accept change as the norm rather than the exception.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	4.57							1	1		5	7
Staff A	5.00										5	5
Staff B	4.75							1			7	8
Overall Average	4.75							2	1		17	20

Coping with Change

69) To what extent does this person ... Adjust to multiple demands, tasks, ambiguity, changes in priorities

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00										1	1
Elected Officials A	4.57							1	1		5	7
Staff A	5.00										5	5
Staff B	4.63								3		5	8
Overall Average	4.70							1	4		15	20



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Analysis by Behavior - Question

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Coping with Change

70) To what extent does this person ... Change his/her position when presented with new information, ideas, solutions

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.86						1	2	1	3		7
Staff A	4.60								2	3		5
Staff B	4.00							2	3	2		7
Overall Average	4.11						1	4	6	8		19

Coping with Change

71) To what extent does this person ... Cope effectively with project delays, career setbacks, disappointments

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.57								3	4		7
Staff A	4.60								2	3		5
Staff B	4.60							1		4		5
Overall Average	4.59							1	5	11		17



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

CCI Career-Professional Leadership
Assessment - 05/15/2023
Single Participant: Sarah Medary

Analysis by Behavior - Question

International City/County Management Association

Coping with Change

72) To what extent does this person ... Willingly apply new skills to his/her current job duties, function

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.50								1	1	4	6
Staff A	4.60									2	3	5
Staff B	4.50								1	1	4	6
Overall Average	4.53								2	4	11	17

Coping with Change Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	4.41						1	5	7	21	34	
Staff A	4.76								6	19	25	
Staff B	4.50								5	7	22	34



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CCi Career-Professional Leadership
Assessment - 05/15/2023
Single Participant: Sarah Medary

Analysis by Behavior - Question

International City/County Management Association

Personal Style-Preferences

73) To what extent does this person ... Appear to be assertive, dominant when working with you

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	2.14						2	2	3			7
Staff A	2.00						2	2		1		5
Staff B	2.86						2	1	1	2	1	7
Overall Average	2.37						6	5	4	3	1	19

Personal Style-Preferences

74) To what extent does this person ... Tend to control meetings, lead group discussions

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	2.71						1	2	3		1	7
Staff A	2.60						1	2		2		5
Staff B	3.57							1	2	3	1	7
Overall Average	3.00						2	5	5	5	2	19



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

CCi Career-Professional Leadership
Assessment - 05/15/2023
Single Participant: Sarah Medary

Analysis by Behavior - Question

International City/County Management Association

Personal Style-Preferences

75) To what extent does this person ... Directly challenge many of your facts, opinions, positions

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	2.00								1			1
Elected Officials A	1.43						4	3				7
Staff A	1.40						3	2				5
Staff B	1.75						3	4	1			8
Overall Average	1.55						10	9	1			20

Personal Style-Preferences

76) To what extent does this person ... Tend to judge people by what they do, their performance

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.80							1		3	1	5
Staff A	3.00								4			4
Staff B	2.43						3	1	1	1	1	7
Overall Average	3.00						3	2	5	4	2	16



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

CCi Career-Professional Leadership
Assessment - 05/15/2023
Single Participant: Sarah Medary

Analysis by Behavior - Question

International City/County Management Association

Personal Style-Preferences

77) To what extent does this person ... Tend to be more verbal, expressive in discussions, meetings

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.67							2		2	2	6
Staff A	4.00								1	3	1	5
Staff B	3.13						1	1	3	2	1	8
Overall Average	3.53						1	3	4	7	4	19

Personal Style-Preferences

78) To what extent does this person ... Have the ability to speak spontaneously, more quickly

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.00								2	3	2	7
Staff A	4.80									1	4	5
Staff B	3.86						1		5	1		7
Overall Average	4.16						1	2	9	7		19



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E).

CCi Career-Professional Leadership
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Single Participant: Sarah Medary

Analysis by Behavior - Question

International City/County Management Association

Personal Style-Preferences

79) To what extent does this person ... Appear to be outgoing, enthusiastic about his/her ideas, suggestions

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	4.43								4	3		7
Staff A	4.40								3	2		5
Staff B	4.25						1	4	3			8
Overall Average	4.35						1	11	8			20

Personal Style-Preferences

80) To what extent does this person ... Tend to talk more about themselves, what they are doing/interested in, rather than what you are doing, what your interests are

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	1.00						7					7
Staff A	1.00						5					5
Staff B	1.38						7		1			8
Overall Average	1.15						19		1			20



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CCi Career-Professional Leadership
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Single Participant: Sarah Medary

Analysis by Behavior - Question

International City/County Management Association

Personal Style-Preferences

81) To what extent does this person ... Identify the impact his/her decisions will have on you personally, the team, others

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.00						1	1	2	3		7
Staff A	4.40								3	2		5
Staff B	3.63						2	1	3	2		8
Overall Average	3.95						3	2	8	7		20

Personal Style-Preferences

82) To what extent does this person ... Engage in small talk or personal talk before the start of a business meeting

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.00						1		3	3		7
Staff A	4.80								1	4		5
Staff B	4.14							1	4	2		7
Overall Average	4.26						1	1	8	9		19



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Analysis by Behavior - Question

International City/County Management Association

Personal Style-Preferences

83) To what extent does this person ... Ask for your opinion, ideas before sharing her/his ideas, opinions with you

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.71						2		3	2		7
Staff A	4.00							1	3	1		5
Staff B	4.00						1		4	2		7
Overall Average	3.89						3	1	10	5		19

Personal Style-Preferences

84) To what extent does this person ... Typically appear to agree with you and your ideas, suggestions

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.33						1	2	3			6
Staff A	3.60						1		4			5
Staff B	3.71							2	5			7
Overall Average	3.56						2	4	12			18



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CCi Career-Professional Leadership
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Single Participant: Sarah Medary

Analysis by Behavior - Question

International City/County Management Association

Personal Style-Preferences

85) To what extent does this person ... Pause (perhaps longer than you prefer) before responding to your question

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	2.00						1					1
Elected Officials A	1.57						4	2	1			7
Staff A	1.80						2	2	1			5
Staff B	1.29						5	2				7
Overall Average	1.53						11	6	2			19

Personal Style-Preferences

86) To what extent does this person ... Prefer that you send them information first, then discuss it with you later

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	1.50						3	3				6
Staff A	1.75						1	3				4
Staff B	2.20						2	2			1	5
Overall Average	1.80						6	8			1	15



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CCi Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Personal Style-Preferences

87) To what extent does this person ... Focus on the details and accuracy of an idea, the why of the idea itself

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.57						2	1	2	2		7
Staff A	3.75								2	1	1	4
Staff B	3.25						1	1	3	1	2	8
Overall Average	3.47						1	3	6	4	5	19

Personal Style-Preferences

88) To what extent does this person ... Tend to emphasize policies, procedures, forms, protocol

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.14							1	4	2		7
Staff A	3.00						1		2	2		5
Staff B	3.00						1	3	1	1	2	8
Overall Average	3.05						2	4	7	5	2	20



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CCi Career-Professional Leadership
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Analysis by Behavior - Question

International City/County Management Association

Personal Style-Preferences Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	2.99						22	22	17	27	19	107
Staff A	3.16						15	12	11	24	15	77
Staff B	3.03						25	20	17	36	19	117

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City Manager Evaluation Categories:

1 - Individual Leadership Characteristics – this includes ethics, integrity, courage, clarity, demeanor, problem solving, professional knowledge, communication and just generally how I show up as a leader. Sample prompts/Indicators:

Exhibits self-awareness and emotional intelligence appropriate for executive position - for example, composure, attitude, empathy and confidence.

Exercises good judgment and decision making – establishes trust and confidence.

Displays creativity and enthusiasm for the work, the organization and the community.

Is open, resourceful and persistent.

Is resilient, maintains energy and motivation appropriate for the position.

Communicates well and at right level. Provides clarity.

Is respectful and inclusive and someone who leads in areas of equity and belonging.

2 - City Council Relationships - this includes my relationships with you individually and collectively, my communications, responsiveness, implementation of your direction and follow through. Sample prompts/Indicators:

- Keeps Council informed of issues and avoids surprises.
- Is responsive and follows up on issues and requests.
- Is equally available and engaged with each Council member.
- Is receptive to Council ideas and suggestions.
- Makes reasonable and responsible recommendations.
- Is clear and consistent in communications.
- Facilitates Council decision making and policy discussions and implements Council decisions.

3 - Community Leadership – this includes my relationship with other community leaders and intergovernmental partners, regional collaboration and cooperation and availability and responsiveness to community members. Sample prompts/Indicators:

- Is engaged, visible and active within the community.
- Builds relationships with all of Eugene and is regularly learning about community hopes and concerns.
- Understands and is knowledgeable about the needs of the community.
- Encourages and embraces community input and feedback.
- Is approachable, accessible, available and responsive to Eugene.

4 - Organizational Leadership – this includes my relationships with the executive team and their departments, union relationships, accessibility, motivation and generally how I lead a healthy and innovative organizational culture that works for the best of the community. Sample prompts/Indicators:

Models leadership competencies of the organization: trust and confidence, creative work place, respectful and inclusive, self aware and emotionally intelligent, now and later and well-being.

Leads a creative and innovative, solution oriented organization.

Is approachable and accessible and demonstrates care for employees and organization.

Recruits and retains a high functioning leadership team.

Plans in advance and leads proactively.

Effectively plans and organizes to implement Council vision and goals.

5 - Fiscal Management - how I plan, strategize and deliver budget. Does it help move priorities forward, balance different needs and maintain City's fiscal stability and ratings. Sample prompts/Indicators:

Prepares and presents a balanced budget that that provides services at levels consistent with elected body policy and direction.

Monitors financial condition and keeps City Council informed of potential issues and necessary adjustments.

Maintains fiscal health and stability of organization.

Plans for the future and maintains long range financial outlook and plan.

Presents budget that is clear and understandable.

Informs and engages budget committee and responds to feedback and direction.