



City of Alexandria

Personnel Subcommittee

February 19, 2025



Agenda



1. Introductions
2. Procedural considerations for appointee performance evaluations
3. Jurisdictional comparisons
4. Key considerations and next steps



Background

Sub-committee on Personnel

Background: The City Manager, The City Attorney, The Clerk, and the Independent Police Review Auditor each report directly to the Council. Establishing clear metrics for success in these pivotal positions will allow more effective performance management and benchmarking.

Purpose of this sub-committee: This sub-committee would ensure a transparent and effective process for performance evaluation and management by assessing and improving the procedures for managing and evaluating the Council staff referenced above. Questions this sub-committee might explore, include:

- What's working/not working about the current review process?
- If staff could change the current review process, what would they change?
- Do the existing evaluation rubrics need to be updated? If so, how?

Timebound: This sub-committee would have five months to review existing processes, meet with Council staff, look at other jurisdictions and organizations, and prepare recommendations that could be shared with the Council in preparation for the staff's performance review in June.

Action Required: The Council must hold a vote on the record, either by motion or resolution, to establish this sub-committee's authority so that new members can be appointed in January.



Positions Covered

- City Manager
- City Attorney
- City Clerk
- Independent Policing Auditor

Procedural Considerations



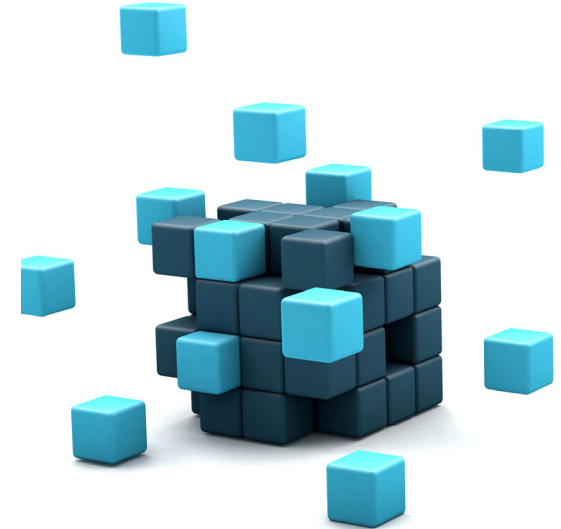
Discussion

What does a successful process mean to you?

- ▶ Enhancing accountability
- ▶ Professional development and growth
- ▶ Clear and consistent communication of Council expectations

Review of current process

- ▶ What's working?
- ▶ Where is there room for improvement?



Procedural Considerations



Identifying Stakeholders

- **Evaluators**
 - Collecting feedback from all members of a governing body allows for the most comprehensive evaluation. Council may opt to have the HR Director compile all feedback for ease of document review. Some sources recommend against having an internal support.
 - Consensus document vs. distinct individual feedback,
- **Use of a consultant**
 - ICMA recommends use of a consultant to assist the governing body in preparation for and completion of the City Appointee's evaluation.

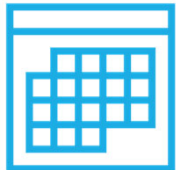


Procedural Considerations



Planning and Scheduling

- **Timing**
 - Best practice is to hold annual reviews with informal performance check-ins on a quarterly basis.
 - Consider period sought for review
 - Fiscal vs. calendar year
 - Conducting appraisal outside of busier seasons
- **Relationship to compensation**
 - While compensation is an important consideration, it's advisable to separate performance evaluations from compensation decisions to promote more honest feedback and reduce potential distortions.



Procedural Considerations



Additional Considerations

- Balancing transparency and confidentiality
 - While the evaluation process should be conducted in a manner that respects the appointee's privacy, the governing body must also be mindful of transparency requirements and public expectations. The use of closed sessions is recommended to allow for candid discussions. Public action may be appropriate for compensation decisions.



Procedural Considerations



Jurisdictional Comparisons

Organization	Approach
Arlington County	The County Board holds quarterly closed session discussions on performance. There is no written documentation or public action. The County Manager negotiates his salary on an annual basis.
Fairfax County	The Board completes evaluations based on a series of seven yes/no questions with room for a narrative response, the results of which are shared in closed session and linked to compensation decisions. Evaluations are annual and appointee's evaluation dates are staggered. The appointee receives the individual forms and Vice Chair Smith provides a synthesized feedback form. Informal performance conversations take place on a continuous basis.
Prince William County	Board of County Supervisors holds a closed session discussion on the performance evaluation, which may result in changes to compensation. Changes to compensation are announced during board meetings.
Washington, DC	City Administrator issues a public response to questions from the Committee on Executive Administration and Labor annually
Prince George's County	Board provides feedback on evaluation form to HR Director, who compiles the feedback in a single form. The Chair and Vice-Chair meet privately with the appointees to discuss the feedback.

Jurisdictional Comparisons



Next Steps

February

- Comparative Analysis
- Structure
- Cadence

March

- Forms
- Tools

April

- Review
- Communication

