

County Manager

Performance Review Process

Clark County, Washington

Purpose

The purpose of this document is to outline the process for conducting performance evaluations of the County Manager. This process is designed to ensure alignment with the County's strategic goals, support the County Manager's personal growth, and provide a basis for decisions regarding compensation and continued employment.

Scope

This process applies exclusively to the County Manager.

Objectives

The objectives of the evaluation process are to:

- Assess performance in relation to County-wide goals and individual objectives.
- Identify leadership strengths and areas for professional development.
- Promote accountability, transparency, and a high-performance culture.
- Provide input for compensation decisions and contract renewals.

Evaluation Timeline

Phase	Timing	Responsible Party
Self-Evaluation	90 days before year-end	County Manager
Peer/Director Evaluation	90 days before year-end	Human Resources
Formal Evaluation	45 days before year-end	County Council
Finalization & Documentation	1-week post-review	Human Resources
Goal Setting	Beginning of next year	County Council & County Manager

Evaluation Components

The evaluation components are directly tied to the County Manager's annual goals, which are aligned with Clark County's Vision, Mission, and Strategic Actions. These components provide the framework for assessing performance and guiding future development.

Community Relationships

Maintain and expand intentional internal and external partnerships and leverage relationships to receive feedback, ensure inclusiveness and involvement with appropriate steps of processes to accomplish County goals.

Customer Service

Support and develop business processes respecting and operating with consistency, innovation, tracking questions/concerns brought forward and identifying notable trends, and utilize evidence-based practices and data driven recommendations in a timely manner.

Decision Making Process

Align department and Council strategic operational and policy goals with the Clark County Vision, Mission and Strategic Actions. Create dashboards with specific operational and policy goals, key milestones, data, etc., identifying the applicable Strategic Action and post online for transparency and accountability.

Employee Relationships

Support and develop a workplace where all employees know they are valued, are supported for success, understand what is expected, have the tools and training to do their work, and receive continuous feedback. Additionally, create a workplace where Clark County is an employer of choice; an employer that is inclusive of all people, promotes integrity, and creates a fair and safe workplace practices.

Finance

Continue to review and adhere to finance policies that support a sustainable budget for current operations and current and future capital programs.

Technology

Continue to be a learner, expanding knowledge, both personally and professionally, including, but not limited to, public policy, grown management act, comprehensive planning, etc.

Performance Review Process

- **Step 1 – Self-Evaluation**
 - The County Manager completes a structured self-evaluation form, reflecting on progress toward goals, challenges encountered, and development needs.
- **Step 2 – Peer/Director Evaluation**
 - Human Resources distributes anonymous evaluation survey to directors and relevant stakeholders, including elected officials.
- **Step 3 – Evaluation Review**

- Human Resources provides each Council member with all required materials, including the evaluation review form, the County Manager's self-evaluation, and the consolidated peer/director evaluations.
- The Clark County Council Chair convenes an executive session with Council members to review and discuss the self-evaluation, consolidated peer/director feedback, and overall performance of the County Manager.
- The Evaluation Review Form is finalized and consolidated into a single document.
- **Step 4 – Evaluation Meeting**
 - The Clark County Council meets with the County Manager in executive session to present and discuss the evaluation results.
 - The meeting includes:
 - Review of ratings and comments from the Evaluation Review Form
 - Discussion of strengths, performance gaps, and development needs
 - Review and update of future goals
- **Step 5 – Documentation & Goal Setting**
 - Human Resources finalizes and archives the evaluation records.
 - The County Council and County Manager collaborate to set goals for the upcoming year, ensuring alignment with the County's Vision, Mission, and Strategic Actions.

County Manager Self-Evaluation Form

General Information

- **Name:** _____
- **Evaluation Period: From** _____ **to** _____
- **Date Completed:** _____

Performance Summary

1. Progress Toward Goals:

For each goal, indicate the status (achieve, in progress, not achieved) and provide a brief summary of results.

- a. **Community Relationships:** _____
- b. **Customer Service:** _____
- c. **Decision Making Progress:** _____
- d. **Employee Relationships:** _____
- e. **Finance:** _____
- f. **Technology:** _____

2. Alignment with County Goals:

Describe how your work has supported Clark County's Vision, Mission, and Strategic Actions during this evaluation period.

3. Leadership Strengths:

Identify your key leadership strengths and provide examples of how they contributed to the County's success.

4. Development Areas:

Identify areas where you could improve performance and effectiveness, including any training or support you believe would be beneficial.

Future Goals

List 2-4 proposed goals for the next evaluation period, ensuring they align with County strategic priorities.

1. _____
2. _____
3. _____
4. _____

Additional Comments

Use this space for any other information you would like the Council to consider in your evaluation.

Name: _____

Signature: _____

Date: _____

County Manager Peer/Director Evaluation Survey

(Confidential – Response will be compiled anonymously by Human Resources)

General Information (this section will be completed by prior to being sent out)

- **Evaluation Period:** From _____ to _____
- **Date Sent:** _____
- **Submission Deadline:** _____

Instructions

Please evaluate the County Manager's performance during the review period based on your professional interactions and observations.

Evaluation

Feel free to provide specific examples or comments for each section below.

1. Leadership & Management

- Provides clear direction and expectations: ☐ Yes ☐ Sometimes ☐ No

- Supports team members and fosters collaboration: ☐ Yes ☐ Sometimes ☐ No

2. Communication

- Communicates effectively and transparently: ☐ Yes ☐ Sometimes ☐ No

- Listens to input and feedback: ☐ Yes ☐ Sometimes ☐ No

3. Decision-Making

- Makes fair and informed decisions: ☐ Yes ☐ Sometimes ☐ No

- Demonstrates accountability and integrity: ☐ Yes ☐ Sometimes ☐ No

4. Overall Effectiveness

- Strengths:

- Areas for growth:

- Additional comments (optional):

Confidentiality Statement

All responses will remain confidential and will be compiled by Human Resources into an anonymous summary for the County Council's review.

County Manager Evaluation Form

General Information

- **Name:** _____
- **Evaluation Period: From** _____ **to** _____

Instructions

Please evaluate the County Manager's performance during the review period using the rating scale below:

- **Exceeds Expectations** – Consistently delivers results beyond the established standards; frequently goes above and beyond in quality, efficiency, or initiative.
- **Meets Expectations** – Reliably fulfills job responsibilities and performance standards; work is accurate, timely, and effective.
- **Needs Improvement** – Performance occasionally falls short of expectations; inconsistencies or gaps require additional development and support.
- **Not Meeting Expectations** – Performance does not meet minimum standards; significant improvement is required to fulfill role requirements.

Evaluation Criteria

1. Community Relationships

Builds and strengthens intentional internal and external partnerships. Seeks feedback, ensures inclusiveness, and involves stakeholders appropriately to accomplish County goals.

- ☐ Exceeds Expectations
- ☐ Meets Expectations
- ☐ Needs Improvement
- ☐ Not Meeting Expectations

Comments:

2. Customer Service

Supports and develops business processes with consistency and innovation. Tracks and responds to questions/concerns, identifies trends, and applies evidence-based practices and data-driven recommendations in a timely manner.

- ☐ Exceeds Expectations
- ☐ Meets Expectations
- ☐ Needs Improvement
- ☐ Not Meeting Expectations

Comments:

3. Decision Making Process

Aligns department and Council operations and policy goals with the County's Vision, Mission, and Strategic Actions. Develops dashboards with key milestones and data, links to Strategic Actions, and ensures transparency and accountability through public access.

- ☐ Exceeds Expectations
- ☐ Meets Expectations
- ☐ Needs Improvement
- ☐ Not Meeting Expectations

Comments:

4. Employee Relationships

Fosters a workplace where employees feel valued, supported, and equipped to succeed. Ensures expectations are clear, training and tools are available, and feedback is continuous. Promotes inclusion, integrity, fairness, and safety to make Clark County an employer of choice.

- ☐ Exceeds Expectations
- ☐ Meets Expectations
- ☐ Needs Improvement
- ☐ Not Meeting Expectations

Comments:

5. Finance

Adheres to financial policies and practices that support a sustainable budget for current operations and future capital programs.

- ☐ Exceeds Expectations
- ☐ Meets Expectations
- ☐ Needs Improvement
- ☐ Not Meeting Expectations

Comments:

6. Technology

Pursues ongoing professional and personal development, including knowledge of public policy, growth management, comprehensive planning, and emerging technologies.

- ☐ Exceeds Expectations
- ☐ Meets Expectations
- ☐ Needs Improvement
- ☐ Not Meeting Expectations

Comments:

Overall Performance

Evaluate overall effectiveness in the County Manager role, considering achievement of annual goals, key performance indicators, self-evaluation, peer/director survey results, and ratings above.

- ☐ Exceeds Expectations
- ☐ Meets Expectations
- ☐ Needs Improvement
- ☐ Not Meeting Expectations

Comments:

Rater Name: _____ **Date:** _____