



AGENDA PACKET

WORKING SESSION OF THE CITY COUNCIL'S COMMITTEE ON LEGISLATIVE AFFAIRS
& ELECTIONS

THURSDAY, APRIL 27, 2023 11:00 AM


THE JOHN CIOL CONFERENCE ROOM, EVERETT CITY HALL, THIRD FLOOR
EVERETT, MA 02149

2023 APR 24 P 2:48

CITY CLERK'S OFFICE
EVERETT, MA

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Attest:


Assistant City Clerk



AGENDA

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THURSDAY, APRIL 27, 2023 11:00 AM

THE JOHN CIOL CONFERENCE ROOM, EVERETT CITY HALL, THIRD FLOOR
EVERETT, MA 02149

ROLL CALL

PLEDGE OF ALLEGIANCE

UNFINISHED BUSINESS

1. **C0106-23** Order/s/ Councilors Stephanie V. Smith, Stephanie Martins & Darren M. Costa

Be it ordered by the City Council of the City of Everett, Massachusetts that the Legislative Code of the Everett City Council be amended to include a section on yearly performance reviews for City Council employees

ADJOURNMENT

www.cityofeverett.com

(All agendas and reports can be obtained on City of Everett Website)

Respectfully submitted:

Michael J. Mangan

Legislative Aide
Everett City Council Office



C0106-23

To: Mayor and City Council
From: Councilor Stephanie V. Smith
Date: March 27, 2023

Agenda Item:

Be it Ordered by the City Council of the City of Everett, Massachusetts that the Legislative Code of the Everett City Council be amended to include a section on yearly performance reviews

Background and Explanation:

Attachments:

Why are performance reviews important?

Each one of us has the choice to make an impact, deliver outcomes, and leave our mark by helping move our office forward in a meaningful way.

Making an impact means understanding the work that moves the needle and taking the initiative to make sure it's done in the best possible way. Above all, to drive impact, we each have to do our jobs with excellence.

Performance ratings promote accountability and are used to assess individual achievement of goals/objectives and to provide an overall performance rating of the employee. You should consider all factors of the rating description when choosing it.

The City Council office employs different types of employment contracts and classifications.

- Employees at Will
- Employees appointed for a specified time period
- Full-time employees
- Part-time employees

All employees will be rated by the same performance standards listed in this document regardless of employment contract or classification. Performance standards should be referenced when determining if an employee should continue in the current role (whether an employee is at will or contracted over a period of time) but should not be the only indicator in determining continuing employment.

A yearly performance review shall occur no later than July 31st of the current year and will consist of the following inputs.

- 360-degree review
- Self-reflection
- Goals & objective achievements
- Manager assessment

360-degree review

The 360-review process is a type of performance evaluation in which an individual receives feedback from multiple sources, including peers, supervisors, subordinates, and other stakeholders. The process is designed to provide a comprehensive and well-rounded assessment of an individual's performance and to identify areas for improvement.

Inputs to the 360-review process must include the following at a minimum.

- All City Council members
- 2 City Department Heads outside of the direction of the City Council
- 1 full-time peer from a department under the direction of the City Council
- 1 part-time peer from a department under the direction of the City Council

The 360 review is anonymous.

Self-reflection template

Self-reflection is an essential aspect of personal and professional development. It enables individuals to assess their current situation, identify their strengths and weaknesses, and make the necessary adjustments to achieve their goals.

Goals and objectives

Goals and objectives should be a collaboration between the City Council and the employee and should be set yearly. The basis for the goals and objectives is from the duties required of the employee, prior performance reviews and objectives of the City Council. The goals should be specific, measurable, achievable, relevant, and time-bound (SMART).

Manager assessment

The City Council President and the entire body of the City Council shall provide an overall assessment of the employee taking into consideration all inputs of the performance review. The manager assessment will provide feedback on the employee's goal attainment and contributions to the City Council/City Clerk office. All employees will be calibrated on their overall assessment rating and not on the individual scores of their goals.

Overall performance standards

Transformative Impact: Employee displays the dedication and focus that delivers transformational impact to the City Council/City Clerk office. This employee consistently exceeds expectations on goals, contributes extraordinary results well beyond the requirements of the position and creates an exceptional customer experience. In addition, they influence others to perform better.

Outstanding Impact: Employee consistently exceeds goals, performs above the requirements of the position, and makes important contributions to the City Council/City Clerk office by advancing priorities and/or driving continuous improvements to the customer experience. They have strong partnerships across the City Council/City Clerk office and the other departments.

Significant Impact: The employee meets key outcomes in terms of quality, quantity, and overall impact. They meet, and may at times exceed, overall requirements for the role. This employee is a solid, reliable, team player who adds significant value and strives to deliver excellent results aligned with business priorities.

Not Enough Impact: This employee is inconsistent in meeting goals, in achieving the requirements for the role, and in delivering the required impact. Sometimes this employee has to sacrifice the quality of work in one area in order to meet expectations in another and/or requires more supervision and guidance than necessary. This team member cannot be counted on to consistently deliver high-impact work.

360-review questionnaire

1. How well does the employee communicate with other departments and stakeholders in the city?
2. Does the employee demonstrate a strong understanding of the city's regulations and legal requirements?
3. How effective is the employee in managing and organizing records, documents, and meetings?
4. Does the employee show a commitment to promoting transparency and accountability in city operations?
5. How well does the employee manage his/her time and prioritize tasks to meet deadlines?
6. Is the employee able to adapt to changes in the workplace and handle stress effectively?
7. Does the employee show initiative in identifying and addressing problems or opportunities for improvement?
8. Does the employee take responsibility for his/her professional development and seek opportunities to learn and grow?
9. How well does the employee balance competing demands and priorities in his/her work?
10. Does the employee demonstrate a commitment to providing high-quality customer service to residents and visitors?

Self-reflection template

Question	Description
What skills, knowledge, or behaviors have I developed over the last year that enabled me to be successful?	Consider <i>how</i> it has made you successful and give specific examples.
What skills, knowledge, or behaviors would have helped me better achieve my goals over the last year?	Consider goals that you have not achieved yet and goals you could have achieved easier or faster.
What skills, knowledge, or behaviors do I wish I had developed over the last year but were not able to yet?	Have you set yourself a development goal that you haven't achieved yet but still would like to?
How have my goals and priorities (performance or development) changed over the last year?	Organizational, department, and team priorities can change and your life circumstances can change as well. Reflect on how change has impacted your goals.
What skills, knowledge, or behaviors do I need to reach my goals for the next year?	Where could you develop to achieve your goals even faster or more easily. Think about further building on your strengths or working on your opportunity areas.
How might I leverage my strengths to achieve my goals?	What are your strengths (whether currently being utilized or not)? And how can you utilize them to both achieve, and energize you towards, your goals?
Of the opportunities identified, what are the 1-2 I want to set as goals to reach over this year?	If one of your goals feels like it's too big for this time frame to complete, consider how you can break it up into multiple goals and decide which to tackle first.
What are the potential obstacles I have to overcome to reach my goals?	Are these obstacles a skill or knowledge deficit or are they something that is outside of your control?
Remembering my strengths, what are the 1-2 next steps I will take to achieve my development goals?	What are the actionable steps you can take? What resources, courses, seminars will help you to accomplish this?

Manager assessment

Accomplishments & Contributions

What accomplishments or contributions had the biggest impact on the City Council/City Clerk office this year?

Reporting

- Have any patterns of repeated tardiness/absence/improper time reporting been present?
- Do you have any concerns related to inappropriate conduct or undisclosed conflicts of interest involving this person?

Challenges

- What do you wish this person had achieved that they weren't able to? What were the blockers or challenges they faced?
- Identify skill gaps while also making note of any obstacles that might have been outside of their control.

Skill Development

- What are 2-3 skills or competencies you'd like them to focus on for further development?

Performance Development

- Please comment on the goals they listed in their self-reflection. Are there any additional projects, goals, or areas for development they should consider?

Rate Performance

- How would you rate this person's overall performance?
 - **Falling Behind.** Performance is below expectations. The employee is not completing all assignments in a timely manner and/or the work delivered lacks the quality that is expected. The employee is falling behind in the role and needs to improve job performance.
 - **Strong.** Performance at this level is in line with the very high standards we set as employees in the City of Everett. Employee is producing high quality and timely work. Given our talented workforce and high expectations, this is an excellent rating to achieve.
 - **Among the Best.** Performance is significantly above our already high expectations. Work is consistently produced much better and quicker than expected. Employee regularly goes above & beyond.
- How would you rate this person on a scale from one (1) to four (4) in the following areas
 - Scope
 - Complexity
 - Knowledge
 - Supervision
 - Working relationships

Scope

1	Tactical. Supports some departmental goals and objectives
2	Contributes to some departmental goals and objectives
3	Contributes to many departmental goals and objectives
4	Contributes to and often champions the development of departmental goals and objectives

Complexity

1	Works on projects and develops resolutions to problems of limited complexity
2	Works on projects and provides resolutions to problems of limited to moderately complex scope; Exercises judgment within defined procedures and practices determine appropriate action
3	Leads many projects and provides resolutions to a diverse range of complex problems; Often assists others with aspects of their job; Demonstrates good judgment in determining appropriate action to get to a solution
4	Works on complex problems and provides solutions that are highly creative; Is recognized for strong skills and innovation and is often viewed as the in-house expert; Exercises independent judgment in methods, techniques for obtaining results

Knowledge

1	Follows standard practices and procedures from which answers can be readily obtained
2	Applies policies and procedures to resolve a variety of issues not readily obtained
3	Has full understanding of area of specialization; resolves a wide range of issues in creative and effective ways
4	Has abroad expertise or unique knowledge, uses skills to contribute to development of objectives and principles and to achieve goals in creative and effective ways

Supervision

1	Receives general instructions on routine work, detailed instructions on new projects or assignments
2	Receives little instruction on day-to-day work, general instructions on new assignments
3	Acts independently to determine methods and procedures for assignments
4	Exercises wide latitude in determining objectives and approaches to assignments

Working relationships

1	Builds stable working relationships internally
2	Builds productive internal/external working relationships
3	Networks with senior internal and external personnel in own area of expertise
4	Networks with internal and external key contacts outside own area of expertise

Overall Performance Summary Statement

- This should be a high-level summary of your assessment of this individual's performance (combining your feedback and their self-review).

20 Key Competencies for Strengths/Opportunities

Approachability: Being easy to approach and talk openly to
Collaboration: Working well with a range of people from across the business
Communication: Communicating information, ideas and concepts clearly
Focus: Focusing my efforts wisely. Strategically choosing where I spend my time
Getting Feedback: Actively seeking and responding positively to thoughtful feedback
Growing Others: Giving thoughtful feedback. Investing time and effort in developing capability in others
Inclusion: Involving others. Inviting people to contribute their opinions and ideas
Innovation: Experimenting with innovative ideas and approaches / being open to new ways of doing things
Learning: Eager to learn and committed to ongoing development
Listening: Listening and allowing others sufficient time and opportunity to speak
Organization: Prioritizing work and managing my time well. Balancing my schedule
Ownership: Taking the lead and showing ownership of issues. Demonstrating initiative
Problem Solving: Providing practical solutions to problems and finding ways to make improvements. Analytical
Productivity: Producing high quality work (in the context of time constraints)
Resilience: Remaining composed and productive under pressure/stress
Sharing Information: Keeping people informed about what is happening. Open and transparent
Strategy: Providing a broader perspective and looking beyond short-term goals
Team Building: Bringing people together to work effectively
Team Player: Willing to help with things that may be outside of my role
Technical Competence: Demonstrating a high level of domain, functional and/or technical

capability

Draft goals and objectives for Legislative Office

Legislative Aid

1. Increase efficiency in managing legislative processes by creating and maintaining an organized system for tracking legislation and communicating with elected officials
 - a. *Related to duties associated with: Minutes & agendas, drafting correspondences, maintaining filing system*
2. Improve communication with constituents and other stakeholders by determining a new system or process for tracking and responding to inquiries
 - a. *Related to duties associated with: Receive phone calls, in person visitations, department mail*
3. Enhance communication with other city departments and stakeholders by developing and implementing a communication plan that includes regular updates on city council proceedings and important city events
 - a. *Related to duties associated with: Timely notice for meetings & events, current knowledge of department issues & activities*
4. Develop expertise in legislative policy and procedures by attending at least 3 relevant conferences or training sessions within the next 12 months, resulting in an increased ability to provide high-quality support and guidance to elected officials
 - a. *Related to duties associated with: drafting legislation*
5. Increase knowledge of legislative research techniques by directly assisting a council councilor on a relevant policy topic
 - a. *Related to duties associated with: Provide research*
6. Demonstrate ability to effectively manage workload, prioritize tasks, improve efficiency of office, adapt to changing priorities and reduce errors or delays related to administrative tasks. This may involve a wide range of tasks, such as managing schedules and appointments, organizing meetings, preparing reports and presentations, screening phone calls and emails, and handling various administrative duties
 - a. *Related to duties associated with: scheduling appointments, meetings, screening phone calls, mailing, budget, payrolls, supplies, accounts payable*

Legislative Research & Systems Specialist

1. Increase efficiency in research support by implementing a new research/document management system within 12 months, resulting in a reduction in time spent on research tasks and reduction in errors/ inconsistencies in governing documents
 - a. *Related to duties associated with: administrative, research and systems support; initiating & drafting legislation*
2. Enhance the City Council's transparency by creating a comprehensive online, updated archive of all governing documents within 12 months, resulting in an increase in accessibility to public records.
 - a. *Related to duties associated with: tracking & codifying city's Governing Documents, online accessibility of updates*

3. Enhance knowledge of the City Charter, Revised Ordinances, City Council Rules, and Legislative Code; Increase knowledge and expertise in local government by attending a minimum of 3 training sessions or workshops related to these topics, including one specific to legislative research and systems management within the next 12 months
 - a. *Related to duties associated with: changes & improvements, semi-annual revisions, municipal finance/operations practices*
4. Proactively schedule semi-annual meetings (every 6 months) with the Chairperson of Legislative Affairs or his/her designee to discuss your proposed changes for improvements to the City Charter, the City Council Rules and the Legislative Code.
 - a. *Related to duties associated with: changes & improvements, semi-annual revisions*
5. Enhance collaboration with other City departments by establishing regular meetings with department heads to discuss and exchange information on relevant legislative matters, resulting in an increase in cross-departmental cooperation. This should include a process and enforcement guidelines for the departments to provide responses prior to the agenda packet deadline
 - a. *Related to duties associated with: Legislative aide assistance liaison to others*
6. Increase efficiency in elections support by ASK DANIELLE
 - a. *Election Department*

Clerk of Committees

Responsible for providing administrative support to various committees in the municipality, including preparing agendas, taking minutes, coordinating meetings, and maintaining records. This position plays a critical role in ensuring the transparency and effectiveness of the City Council's decision-making process.

1. Draft and distribute accurate meeting minutes for all committee meetings within 24 hours of the meeting's conclusion
2. Establish a system for tracking action items and following up on outstanding tasks
3. Develop a training program/session/handbook for new committee members within the next 12 months about roles, responsibilities, rules, procedures, etc.
4. Develop a system to improve coordination with all committee members and sponsors regarding future meeting dates

Draft goals and objectives for Office of the City Clerk

City Clerk

1. Improve accuracy and efficiency in the creation, recording, maintenance, and issuing of vital records. Develop a plan to track and report on the timeliness and accuracy of vital record processing. Achieve an XX% accuracy rating in creating, recording, maintaining, and issuing vital records. Maintain a response time of no more than XX business days for vital record requests. Submit all vital record reports to the MA Registry of Vital Records and Statistics by the required deadlines.
 - a. *Related to duties associated with: Vital records manager*
2. Develop and implement a process to ensure that City Council meetings are well-organized and efficient, with clear and accurate records kept of all proceedings. Work to establish protocols for managing the City Council's agenda and for tracking any follow-up actions required. Ensure that accurate and complete minutes are taken and published within XX days of the meeting. Work with the City Council Office to maintain a system for tracking City Council business and communications effectively with visibility to all City Councilors in addition to tracking, filing and retrieving past and present initiatives promptly.
 - a. *Related to duties associated with: Clerk of the City Council & legislative support*
3. Enhance licensing support by working with licensees and potential licensees to improve the application and reapplication process and ensure the proper issuance and exercising of their license. Develop a plan for tracking and reporting on the timeliness and accuracy of license processing. Achieve a XX% accuracy rate in processing license applications and renewals and maintain a response time of no more than XX business days for license-related inquiries. Identify areas for improvement in the licensing process and develop and implement solutions.
 - a. *Related to duties associated with: Licensing support*
4. Improve the ability to gather and disseminate information from varied sources. Develop a process for tracking and responding to public records requests and ensure that records are maintained and accessible in accordance with applicable laws and regulations. Ensure that all public records requests are responded to within the required time frame (XX days). Begin to maintain a digital archive of all City records and ensure that they are accessible to the public. Develop and implement policies and procedures for handling confidential information.
 - a. *Related to duties associated with: city archivist & records access officer*
5. Improve general office management by providing excellent customer service at the counter, through email and on the telephone, issuing various licenses, permits and certificates, maintaining and processing various billings and payments. Develop a plan to measure and report on customer satisfaction levels, and implement improvements based on feedback
 - a. *Related to duties associated with: general office management*
6. Foster a positive and productive work environment by promoting teamwork, effective communication, and a culture of respect and accountability. Identify and address any staffing issues or challenges, such as employee turnover, low morale, or productivity

concerns and develop strategy to address. Develop and implement policies and procedures for managing personnel, such as work schedules, time off requests, and performance management. Identify and provide training opportunities for employees to enhance their skills and knowledge

a. Related to duties associated with: manager of Clerk's office

7. Develop expertise in municipal regulations and legal requirements by attending at least 2 relevant training sessions or workshops within the next 6 months, resulting in an increased ability to provide accurate and effective support and guidance to city staff and stakeholders

Assistant City Clerk

1. Streamline the licensing and permitting process. Meet with relevant department and stakeholders to identify areas for improvement in the licensing and permitting process. Ensure all license/permit applications are on the city website and are the most recent applications/forms. A new application/form should be uploaded XX days after approved.
2. Perform an analysis across other comparable cities for fees collected for similar licenses. Research & conduct a comprehensive review of licensing and permit fees to ensure they align with standards and are reasonable; Provide a report to the City Council with recommendations for fee adjustments within 12 months
3. Develop and maintain positive relationships with business owners and residents by attending at least one community event a quarter to establish and maintain said relationships. Respond within XX days to inquiries and concerns.
4. City Messenger duties?