

**Madison Common Council  
Chief of Staff Performance Evaluation  
Common Council Executive Committee**

This evaluation is designed to gather an overall impression of the performance of the Council Chief of Staff from the Common Council Executive Committee (CCEC). The purpose of this evaluation is to provide the Chief of Staff with actionable feedback and guidance on their performance that they can use for continuous improvement.

***Instructions***

In the following areas, please rank performance of the Chief of Staff on a scale of one through five with the following rating scale.

If you are unable to provide a ranking due to a lack of awareness or information related to the Chief of Staff's performance in any particular area, please do not provide a ranking or choose Don't Know.

If you would like to provide the Chief of Staff with additional feedback or details about your ranking, please fill out the Written Comment section. Rankings and written comments (anonymous) will be provided to the Chief of Staff as part of the results of this evaluation.

**Rating Scale**

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Don't Know</b>
<b>Exceeds Expectations</b>	<b>Consistently Meets Expectations</b>	<b>Meets Expectations</b>	<b>Inconsistently Meets Expectations</b>	<b>Does Not Meet Expectations</b>	<b>Unable to Assess</b>
Performance is consistently outstanding	Performance consistently fulfills expectations and at times exceeds them	Meets requirements for the position	Performance meets some benchmarks related to the expectation area or meets all benchmarks but only some of the time	Performance is consistently below requirements for the position	Rater does not have enough awareness and/or information to decide on a rating

### Common Council Office Operations

The Common Council Chief of Staff manages all aspects of the Common Council Office, including planning and organizing work and resources to ensure the highest level of service possible.

#### Key Expectations

- Analyzes and modifies organizational structures and workflow to improve efficiency, creativity, and accountability
- Establishes and implements operational policies, goals and objectives for the office and ensures departmental operations are carried out
- Develops and maintains an agency work plan encompassing an annual cadence of major activities
- Follows all City policies and follows direction provided by the Common Council Executive Committee
- Maintains transparency through regular updates to the Common Council Executive Committee regarding Council Office activities, organizational structure or service changes
- Provides alders with resources and materials about Council Office services
- Undertakes updates and revisions to Council operating procedures as needed

#### Overall Rating:

5

4

3

2

1

Don't Know

#### Written Comments: Council Office Operations

<b>Council Assistance and Policy Support</b>
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The Council Chief of Staff assists alders as they navigate City legislative processes, administrative policies, and interface with City departments.

**Key Expectations**

- Provides expert advice and consultation to alders on a wide range of complex, sensitive, and confidential topics in a politically neutral manner
- Assists alders in a responsive and timely manner
- Provides advice and assistance to alders to strategically navigate City legislative processes within legal and procedural constraints
- Engages alders regularly to discuss their needs and gather feedback
- Balances the needs and aspirations of each of the twenty alders with the needs of the Council and the Council Office as institutions
- Ensures the development and provision of materials and resources, including new alder onboarding and alder retreats, to support alders as they carry out their duties

<b>Overall Rating:</b>
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5

4

3

2

1

Don't Know

<b>Written Comments: Council Assistance and Policy Support</b>
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<b>Budget and Fiscal Stewardship</b>
<p>The Council Chief of Staff ensures that the Council office stays within budget and maintains services in compliance with all budgetary requirements and regulations.</p> <p><b>Key Expectations</b></p> <ul style="list-style-type: none"><li>• Establishes and effectively implements a plan to maintain services within budget limitations</li><li>• Presents annual budget proposal to the Common Council Executive Committee for their feedback and approval</li><li>• Provides alders with information about allowable uses of alder expense funds and support alder use of funds in a legally compliant manner</li><li>• Is a responsible steward of taxpayer money</li></ul>

Overall Rating:					
5	4	3	2	1	Don't Know

Written Comments: Budget and Fiscal Stewardship	

### Leadership

The Chief of Staff endeavors to build and maintain trust and confidence in working relationships through honesty, commitment, and fairness, and by being transparent in decision-making.

#### Key Expectations

- Acknowledges, owns, and learns from their mistakes and recognizes the impact of one's behavior on others
- Encourages innovation and responsiveness to meet shifting demands and foster continuous improvement
- Demonstrates a commitment to the City's racial equity and social justice initiatives (RESJI)
- Effectively works with the Mayor's Office, alders, and City staff where tact, persuasiveness, and judgment must be exercised
- Displays leadership in line with the mission and core values of the [Common Council](#) and the [City of Madison](#)
- Accepts accountability for individual and staff actions and models by example a commitment to organizational excellence
- Balances workload and priorities effectively and consistently follows through on commitments

#### Overall Rating:

5

4

3

2

1

Don't Know

#### Written Comments: Leadership

## Communication

The Council Chief of Staff builds relationships and serves as a communication and policy liaison between the Common Council Office, the Mayor's Office, City agency heads and staff, and the general public.

### Key Expectations

- Creates and shares regular updates to the Common Council Executive Committee, including updates on staff efforts to achieve communication, legislative, administrative, and other relevant goals
- Represents the various perspectives of the Council in an exemplary manner when interacting with the Mayor's Office and City staff
- Attends Common Council, Executive Committee, Finance Committee, and other meetings at the direction of the President and/or the Executive Committee
- Promotes appropriate communication and builds working relationships with City agency heads
- Employs honesty, tact, and courtesy in communication with internal and external interested parties, and encourages open communication in all directions
- Provides feedback mechanisms to enhance agency strategies and priorities

### Overall Rating:

5

4

3

2

1

Don't Know

### Written Comments: Communication

<b>Council Office Staff Supervision</b>
The Council Chief of Staff supervises, plans, organizes, coordinates, assigns and evaluates the work of Council Office staff.
<b>Key Expectations</b>
<ul style="list-style-type: none"><li>• Facilitate and lead the hiring, coaching, training, engagement, and development of Council Office staff to allow staff to reach maximum potential and performance</li><li>• Provides and encourages professional development opportunities for all Council staff</li><li>• Conducts annual employee check-ins with all Council Office staff</li><li>• Seeks out and stays current on supervisory best practices through City-offered trainings and other professional development opportunities</li><li>• Develops staff relationships by maintaining a schedule of regular staff meetings</li><li>• Ensures staff receive adequate training, resources, and capacity-building related to racial equity and social justice and ensures that racial equity and social justice principles are continually reviewed and practiced</li><li>• Provides supervision of staff in a manner consistent with best practices outlined by the City's racial equity and social justice initiative and inclusive supervisory practices.</li><li>• Ensures staff have the resources needed to perform their duties to the best of their abilities</li></ul>

<b>Overall Rating:</b>
<div>54321Don't Know</div>

<b>Written Comments: Council Office Staff Supervision</b>

<b>BCC Administrative Support Team</b>
<b>Key Expectations</b> <ul style="list-style-type: none"><li>• Work to support and enhance City Board, Commission, and Committee (BCC) staffing, training, and structure evaluation by facilitating the BCC Administrative Support Team</li><li>• Work collaboratively with the Common Council and Mayor's Office to meet the goals of the BCC Administrative Support Team</li><li>• Work with other staff to develop training for BCC chairs, members, and assigned staff</li></ul>

<b>Overall Rating:</b>
<div>54321Don't Know</div>

<b>Written Comments: BCC Administrative Support Team</b>