



# WASHOE COUNTY

*Integrity    Communication    Service*

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Attachment B

## Performance Feedback Survey Results for

John Slaughter  
Washoe County Manager

December 11, 2018

**2018 County Manager  
Performance Feedback Survey Results  
Executive Summary**

The goal of the 2018 County Manager annual performance feedback survey was to obtain insight and perspectives on the performance of County Manager John Slaughter over the past year. In total 44 individuals, including elected officials, regional leaders, and department and division heads from within the County organization were invited to participate in the survey; 32 responded (73%).

Respondents were asked to consider the following functional areas and answer five competency survey questions focused on each:

- Leadership
- Communication
- Community Relations
- Intergovernmental Relations
- Board of County Commissioners Relations

Respondents were allowed to choose one of the following responses for each competency:

- Exceeds expectations: Performance is consistently exceptional. This person is a role model of competency.
- Meets expectations: Performance meets and periodically exceeds expectations. This person is a strong contributor to the organization.
- Area for growth: Performance does not consistently meet reasonable expectations and standards. Immediate steps must be taken to improve.

Results of the survey show the overall evaluation of the County Manager was 97% meets or exceeds expectations.

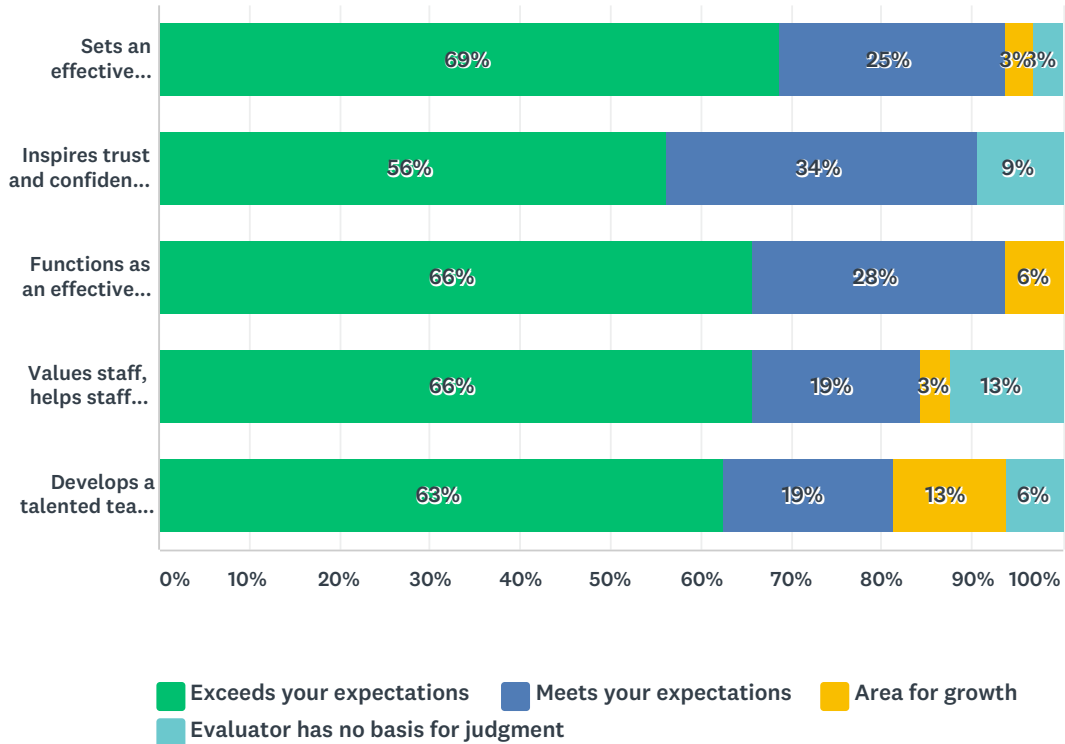
The summary table below shows the average percentage of responses\* in each functional area. The number of respondents who chose *Exceeds Expectations* and *Meets Expectations* are shown together for ease of presentation and because a response in either category is an indication of successful performance as defined in the survey.

County Manager Functional Area Evaluated	Meets or Exceeds Expectations Avg % of Responses	Area for Growth Avg % of Responses
Leadership	95%	5%
Communication	97%	3%
Community Relations	99%	1%
Intergovernmental Relations	97%	3%
Board of County Commissioners Relations	99%	1%

\*Excluding evaluators who indicated *No Basis for Judgment* on a competency

# Q1 LEADERSHIP- Select the appropriate rating for each competency.

Answered: 32 Skipped: 0



	EXCEEDS YOUR EXPECTATIONS	MEETS YOUR EXPECTATIONS	AREA FOR GROWTH	EVALUATOR HAS NO BASIS FOR JUDGMENT	TOTAL	WEIGHTED AVERAGE
Sets an effective example of high personal standards and integrity with the drive and energy to achieve goals	69% 22	25% 8	3% 1	3% 1	32	2.59
Inspires trust and confidence with staff, the County Commission and the public	56% 18	34% 11	0% 0	9% 3	32	2.38
Functions as an effective leader of the organization, gaining respect and cooperation from others	66% 21	28% 9	6% 2	0% 0	32	2.59
Values staff, helps staff develop a passion for their work and recognizes their contributions	66% 21	19% 6	3% 1	13% 4	32	2.38
Develops a talented team and challenges them to perform to their highest level	63% 20	19% 6	13% 4	6% 2	32	2.38

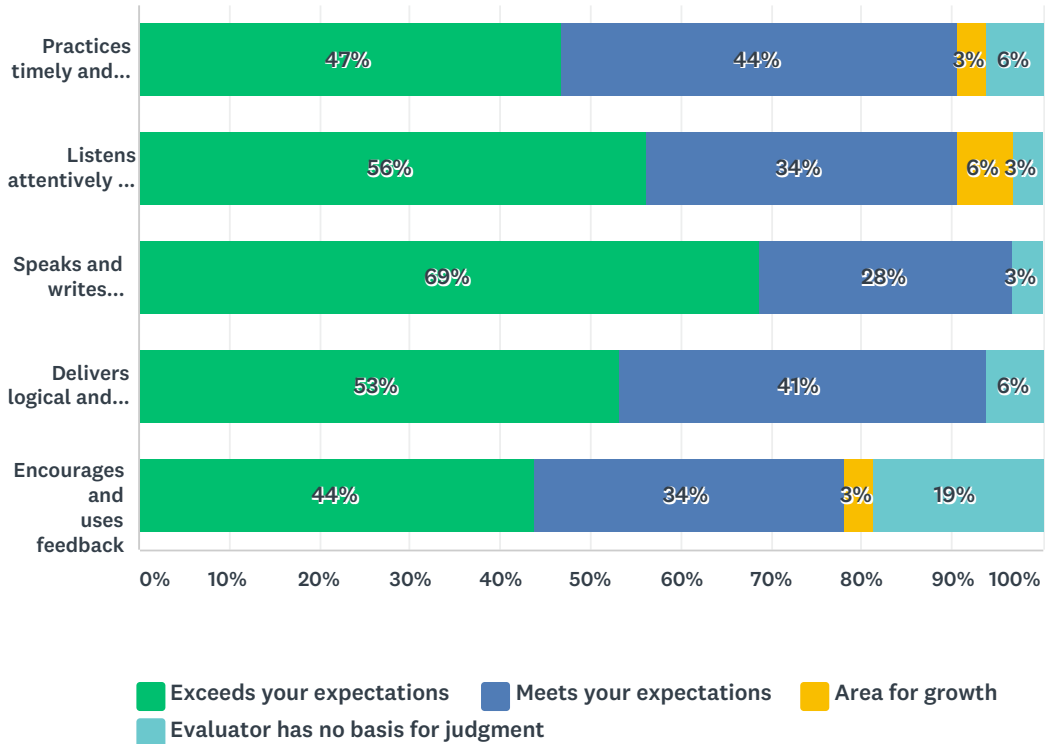
## Q2 Comments: Provide details of success and/or needed improvement in this category.

Answered: 21    Skipped: 11

#	RESPONSES	DATE
1	I believe John truly is an effective leader however I feel that he shy's away from conflict and disruption when dealing with employees and matters that may need a stronger stance. I believe that leaders need to set the tone and demand performance and respect for employees when it comes to managing staff	11/2/2018 10:39 AM
2	His passion and true commitment to all aspects of Washoe County business are impressive and admired.	11/2/2018 10:31 AM
3	I've worked with John for 3 years now. On a variety of community issues and have found him active, positive and always striving to make things better.	11/2/2018 9:25 AM
4	Mr. Slaughter leads by example and provides support.	11/1/2018 12:39 PM
5	Utilize "town hall" type meetings to address employee concerns	11/1/2018 6:20 AM
6	Great example of a leader that values the talented, professional staff that work at Washoe County.	10/31/2018 4:26 PM
7	The team John has put together is functioning at a high level and is receptive to concerns of staff and constituents.	10/29/2018 7:45 AM
8	There is a disproportionate work load placed on certain executive staff members.	10/27/2018 10:29 AM
9	The County Manager inspires others through his passion and commitment to excellence; thus making Washoe County a great place to work and grow.	10/26/2018 9:50 AM
10	John is highly respected and has developed a high functioning team within the manager's office.	10/25/2018 12:02 PM
11	N/A	10/25/2018 8:06 AM
12	Manager Slaughter continues to set a high bar and lead by example. I do believe that staff would benefit from continued training opportunities to shadow him and learn from his experiences.	10/24/2018 8:53 AM
13	John sets an example of a true leader, involving all levels of staff and taking time with public and partners for open dialogue.	10/23/2018 10:36 AM
14	Recognizes staff and promotes Washoe County programs effectively.	10/23/2018 10:20 AM
15	John is an excellent role model for leadership within Washoe County and the region.	10/22/2018 3:59 PM
16	John has been a true leader when it comes to county issues, including when there are budget limitations and issues regarding future needs.	10/22/2018 11:57 AM
17	John's investment in the employee led Washoe Leadership Program has helped engage employees throughout the organization.	10/22/2018 9:50 AM
18	John is very easy to work with. Follows up on required information in a timely manner.	10/19/2018 1:02 PM
19	John has been a great example of how a leader drives an organization to be at the forefront of success and innovation.	10/16/2018 12:38 PM
20	John allows his team the authority to go with the responsibility to accomplish their assigned tasks.	10/16/2018 12:02 PM
21	Staff is not always responsive	10/16/2018 7:53 AM

## Q3 COMMUNICATION - Select the appropriate rating for each category.

Answered: 32 Skipped: 0



	EXCEEDS YOUR EXPECTATIONS	MEETS YOUR EXPECTATIONS	AREA FOR GROWTH	EVALUATOR HAS NO BASIS FOR JUDGMENT	TOTAL	WEIGHTED AVERAGE
Practices timely and effective communication with County Commission, other elected officials, department heads, and staff regarding issues and concerns of the county	47% 15	44% 14	3% 1	6% 2	32	2.31
Listens attentively and effectively	56% 18	34% 11	6% 2	3% 1	32	2.44
Speaks and writes logically, clearly, and concisely	69% 22	28% 9	0% 0	3% 1	32	2.63
Delivers logical and well-organized presentations (formal and informal)	53% 17	41% 13	0% 0	6% 2	32	2.41
Encourages and uses feedback	44% 14	34% 11	3% 1	19% 6	32	2.03

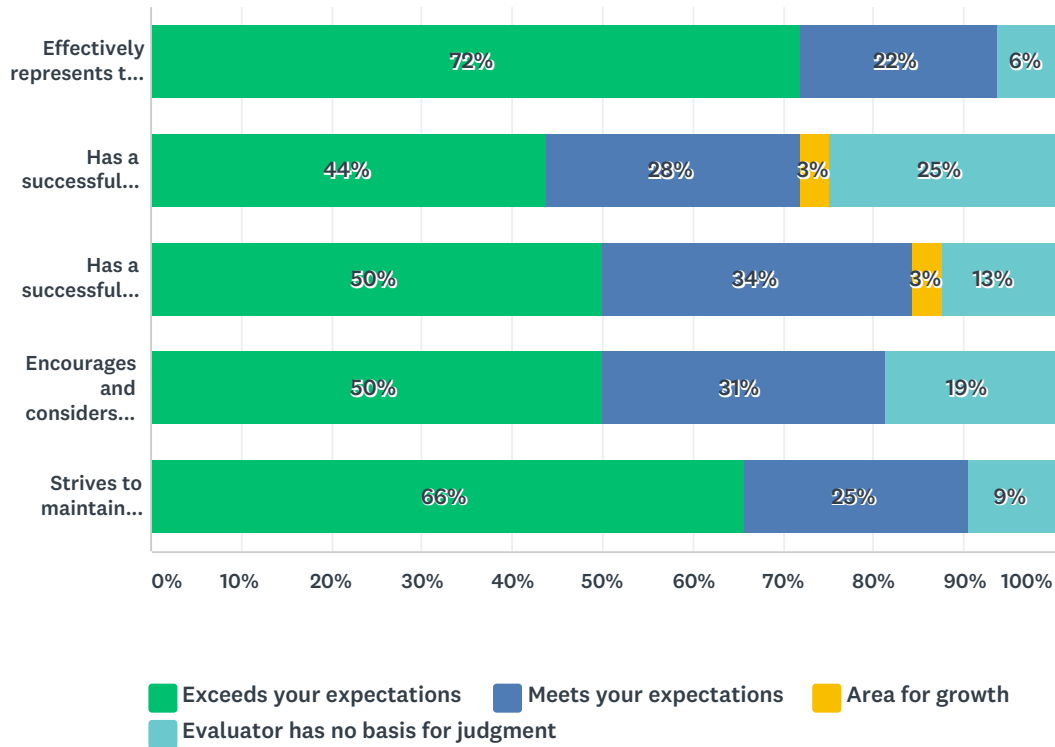
## Q4 Comments: Provide details of success and/or needed improvement in this category.

Answered: 10    Skipped: 22

#	RESPONSES	DATE
1	He handles criticism with grace and is always willing to listen.	11/2/2018 10:31 AM
2	Mr. Slaughter is very effective communicating a message/vision and is open to feedback. He is very responsive responding to questions or concerns.	11/1/2018 12:39 PM
3	As a Commissioner I appreciate John's efforts to prepare the elected officials for all issues prior to meetings and the fact that he is on top of all concerns brought to us by constituents.	10/29/2018 7:45 AM
4	Always open to feedback and listens effectively	10/25/2018 8:06 AM
5	For those issues he deems appropriate, Manager Slaughter effectively communicates with staff the issues, consequences, etc. I would suggest that he might consider broadening the core team to include those staff members that have direct knowledge, responsibility and accountability for certain issues.	10/24/2018 8:53 AM
6	Every meeting I have had with John has been productive and efficiently carried out.	10/22/2018 11:57 AM
7	Emails requesting direct input not infrequently go unanswered. The effect is that the sender does not feel heard, and the impression is that the CM is inattentive.	10/18/2018 10:55 AM
8	Manager has a tendency to be working on his cell phone during meetings and presentations. Even though he may be listening, the perception is not that of an attentive audience.	10/18/2018 9:50 AM
9	John has done a great job sharing the focus of the County with staff and to the public. There is never any confusion about what direction Washoe County plans to head.	10/16/2018 12:38 PM
10	John is a very good listener and strategic thinker. At times, being a bit more assertive would help better frame regional issues.	10/16/2018 12:02 PM

## Q5 COMMUNITY RELATIONS - Select the appropriate rating for each competency.

Answered: 32 Skipped: 0



	EXCEEDS YOUR EXPECTATIONS	MEETS YOUR EXPECTATIONS	AREA FOR GROWTH	EVALUATOR HAS NO BASIS FOR JUDGMENT	TOTAL	WEIGHTED AVERAGE
Effectively represents the county in public; projects a positive public image, based on courtesy, professionalism and integrity	72% 23	22% 7	0% 0	6% 2	32	2.59
Has a successful working relationship with the news media	44% 14	28% 9	3% 1	25% 8	32	1.91
Has a successful working relationship with community stakeholders and community organizations	50% 16	34% 11	3% 1	13% 4	32	2.22
Encourages and considers community input on issues the county can impact	50% 16	31% 10	0% 0	19% 6	32	2.13
Strives to maintain citizen satisfaction with county services	66% 21	25% 8	0% 0	9% 3	32	2.47

## Q6 Comments: Provide details of success and/or needed improvement in this category.

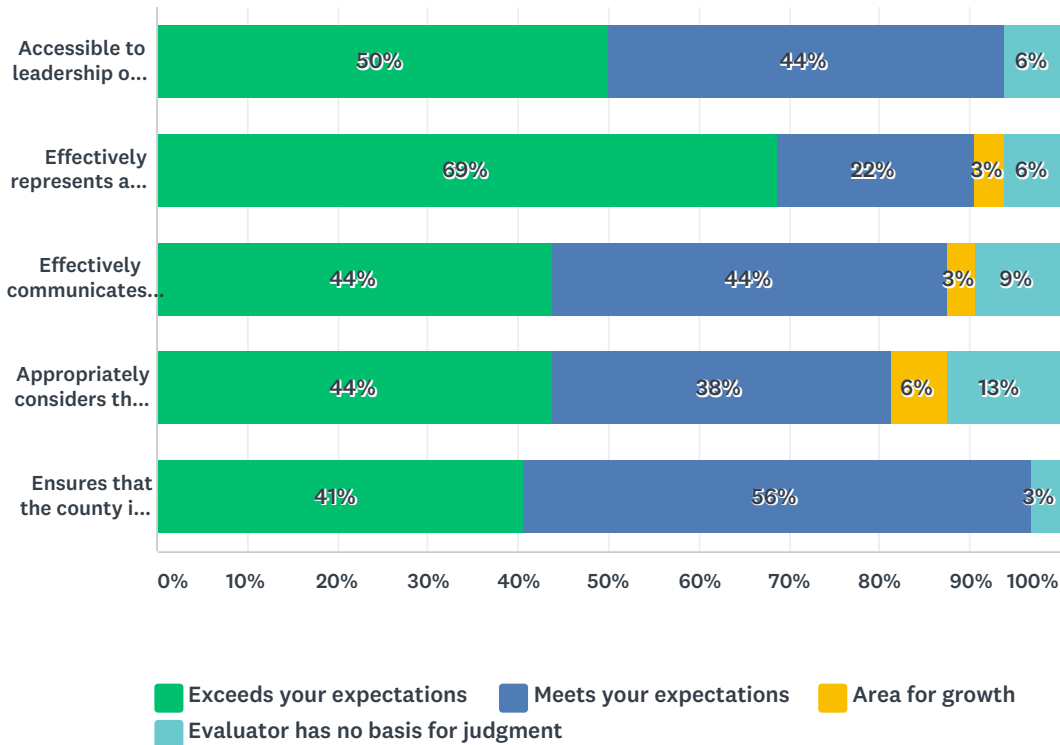
Answered: 7 Skipped: 25

#	RESPONSES	DATE
1	Always professional in interviews, and on the radio. Always amazing how John retains information to be used in these situations.	10/31/2018 4:26 PM
2	N/A	10/25/2018 8:06 AM
3	Manager Slaughter's approach incorporates professionalism and responsiveness to community issues and includes them in the process; a very effective process for community education and participation.	10/24/2018 8:53 AM
4	John exceeds all expectations with regard to community relations because of his hands-on activities within schools, on the trail with constituents, and volunteer work with the Education Alliance of Washoe County - top notch!	10/23/2018 10:36 AM
5	John's commitment to our community is strong with his participation through boards and committees, particularly with Education Alliance and the Children's Cabinet.	10/22/2018 9:50 AM
6	John with his communication team has been open and honest about the happenings with the County. The use of social media has only created another path for citizens to learn about the many great things Washoe County provides.	10/16/2018 12:38 PM
7	Hasn't always connected with small business	10/16/2018 7:53 AM



## Q7 INTERGOVERNMENTAL RELATIONS - Select the appropriate rating for each competency.

Answered: 32 Skipped: 0



	EXCEEDS YOUR EXPECTATIONS	MEETS YOUR EXPECTATIONS	AREA FOR GROWTH	EVALUATOR HAS NO BASIS FOR JUDGMENT	TOTAL	WEIGHTED AVERAGE
Accessible to leadership of other agencies and jurisdictions; displays appropriate diplomacy and tact in relationships with other agencies and jurisdictions	50% 16	44% 14	0% 0	6% 2	32	2.38
Effectively represents and promotes the county with other jurisdictions and agencies in the region and state	69% 22	22% 7	3% 1	6% 2	32	2.53
Effectively communicates and coordinates with other jurisdictions and agencies in the region and state	44% 14	44% 14	3% 1	9% 3	32	2.22
Appropriately considers the impact county projects and programs have on other jurisdictions and agencies in the region	44% 14	38% 12	6% 2	13% 4	32	2.13
Ensures that the county is represented and is appropriately involved in projects and programs sponsored by other jurisdictions and agencies that have impact on the county and/or that the county can impact	41% 13	56% 18	0% 0	3% 1	32	2.34

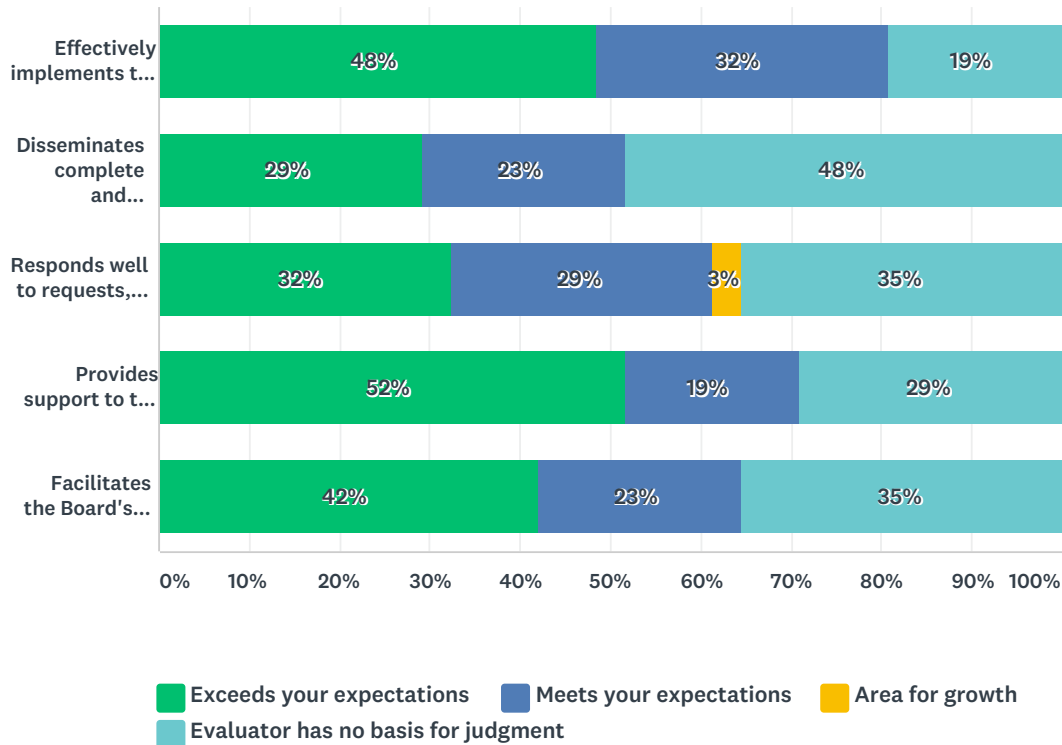
## Q8 Comments: Provide details of success and/or needed improvement in this category.

Answered: 3   Skipped: 29

#	RESPONSES	DATE
1	N/A	10/25/2018 8:06 AM
2	At times the County seems disengaged in regional issues--e.g., regional radio system upgrade, regional fire/medical services, homelessness. The County has stepped up in several of these examples but only after the debate went too long.	10/16/2018 12:02 PM
3	Not all projects are communicated with nor coordinated with businesses	10/16/2018 7:53 AM

## Q9 BOARD OF COUNTY COMMISSION RELATIONS- Select the appropriate rating for each competency.

Answered: 31 Skipped: 1



	EXCEEDS YOUR EXPECTATIONS	MEETS YOUR EXPECTATIONS	AREA FOR GROWTH	EVALUATOR HAS NO BASIS FOR JUDGMENT	TOTAL	WEIGHTED AVERAGE
Effectively implements the Board's policies, procedures, and philosophy	48% 15	32% 10	0% 0	19% 6	31	2.10
Disseminates complete and accurate information to all Board members in a timely manner	29% 9	23% 7	0% 0	48% 15	31	1.32
Responds well to requests, advice and constructive criticism	32% 10	29% 9	3% 1	35% 11	31	1.58
Provides support to the Board's meeting process that allows for open, transparent decision making	52% 16	19% 6	0% 0	29% 9	31	1.94
Facilitates the Board's decision making without usurping authority	42% 13	23% 7	0% 0	35% 11	31	1.71

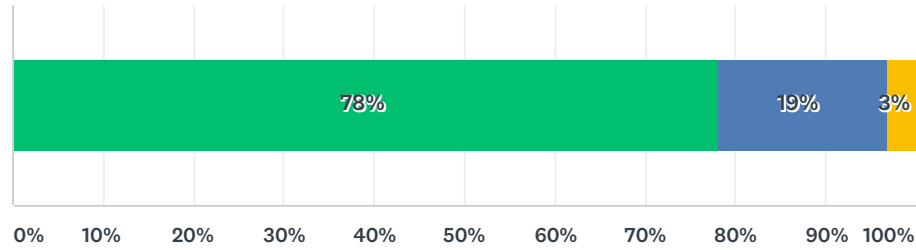
## Q10 Comments: Provide details of success and/or needed improvement in this category.

Answered: 5 Skipped: 27

#	RESPONSES	DATE
1	I feel that sometimes our agendas and requests are not met in timely manners. That issues the commission feel are important and should be prioritized are sometimes delayed due to the lack of willingness to put up a fight.	11/2/2018 10:39 AM
2	N/A	10/25/2018 8:06 AM
3	In my opinion, Manager Slaughter has allowed the Board to become more effective in implementing policy issues and responding to County needs by allowing for the Board flexibility that they previously were not provided.	10/24/2018 8:53 AM
4	The staff support for the Board of Commission meetings has increased significantly since John's tenure as the Washoe County Manager.	10/22/2018 9:50 AM
5	John effectively and efficiently helps the County operate in an open, informational and well-managed manner. Sharing with other jurisdictions during the idea development phase would be helpful.	10/16/2018 12:02 PM

## Q11 Select the best statement for the overall evaluation of this person.

Answered: 32 Skipped: 0



- Exceeds your expectations: Performance is consistently above requirements. Demonstrates all requisite skills and willingness to continuously improve self and work processes.
- Meets your expectations: Demonstrates requisite skills, knowledge, and abilities. Performance consistently aligned with requirements of the position.
- Below your expectations: Demonstrates some requisite skills, knowledge and abilities but lacks significant others. Performance below acceptable levels for the time in position.

ANSWER CHOICES	RESPONSES	
Exceeds your expectations: Performance is consistently above requirements. Demonstrates all requisite skills and willingness to continuously improve self and work processes.	78%	25
Meets your expectations: Demonstrates requisite skills, knowledge, and abilities. Performance consistently aligned with requirements of the position.	19%	6
Below your expectations: Demonstrates some requisite skills, knowledge and abilities but lacks significant others. Performance below acceptable levels for the time in position.	3%	1
TOTAL		32

## Q12 Comments: Provide details of overall success and/or needed improvement.

Answered: 9 Skipped: 23

#	RESPONSES	DATE
1	Mr. Slaughter is a great leader and it is my pleasure to serve with him.	11/1/2018 12:40 PM
2	Very competent leader working for the best interest of Washoe County and the broader region following the mission of this organization.	10/31/2018 4:27 PM
3	John does an excellent job as the Washoe County Manager. He is always helpful with issues involving other local entities. He is a pro-active communicator on issues of mutual interest and concern.	10/29/2018 1:59 PM
4	John has worked to build a great team and is an effective communicator.	10/29/2018 7:46 AM
5	N/A	10/25/2018 8:06 AM
6	Manager Slaughter has raised the bar for the County as a whole, from line staff to the Commission.	10/24/2018 8:54 AM
7	Washoe County is fortunate to have John Slaughter as its leader - he is humble, pleasant, keeps promises, and is a man of the people, intermingling with all ages and groups to facilitate communication and partnerships.	10/23/2018 10:37 AM
8	John's leadership of the County has been phenomenal. Every goal that John or BCC has wanted John to complete has been accomplished or in the process of being accomplished. The County is heading into a very positive direction with his leadership.	10/16/2018 12:41 PM
9	John is an active Manager, who is present, prepared, ethical and creditable.	10/16/2018 12:03 PM