

MEMORANDUM

To: Raun Rasmussen
From: LSNYC Labor Management Committee
Date: April 19, 2016
Re: Recommendations Regarding Senior Leadership Evaluations

Over the past few months, the LSNYC Labor Management Committee has examined and discussed the evaluation process of LSNYC's Senior Management (including the Executive Director, Deputy Director, Chief Operating Officer and Borough Project Directors). Committee members have also discussed, generally, the desire to make the overall LSNYC evaluations process a more 360-degree oriented tool for professional development. Because of the timing of our discussion, however, we make the following limited recommendations for this year's evaluation cycle, as we understand the organization is already amidst staff and manager evaluations.

Recommendation 1. The evaluations of LSNYC's Senior Management should be based on a uniform and consistent process, with the structure, form, and timing of the process made known to all staff. This can be achieved through a simple email notification to all staff when the evaluations period begins, and can include the form and/or memo utilized for these evaluations. We also recommend that the Senior Management evaluations period closes after the completion of staff and middle management evaluations, so that there is an opportunity for all to participate without fear of retaliation.

Recommendation 2. LSNYC's Senior Management evaluations should include a feedback mechanism from program staff across the city. The Committee recommends a process that preserves anonymity and confidentiality, and provides opportunities for staff to self-identify and provide feedback. The Committee heard from the Management team members that the Senior Management team already supports a 360-degree evaluations process. We recommend the following approaches for collecting program staff feedback for this year's cycle (we will revisit a broader recommendation after this year's process closes):

- Provide the evaluating Board members a complete staff list which identifies staff by practice area, job category, location, and whether they are a union delegate. Use this list to ensure that feedback from a representative cross-section of staff is obtained.
- Request the evaluating Board select multiple channels for soliciting feedback, including: (1) circulating an email to all staff announcing evaluation period and inviting staff to provide feedback by reaching out to evaluator directly (phone or email); (2) the evaluator being present at office for drop-ins; (3) reaching out to staff individually, including union delegates, with a message requesting feedback. The Committee strongly encourages the use of at least one method that allows staff to volunteer themselves to provide feedback.

- The Committee recommends that the evaluating Board make their best reasonable efforts to preserve the confidentiality and anonymity of staff who provide feedback.

Recommendation 3. We recommend the Board be provided a list of potential contacts for the following categories:

- Peers (Both Within LSNYC and External, Central/Field, HR, Fiscal, DAs)
- Direct and Indirect Reports
- Delegates and Executive Committee of Union
- LSNYC Supervisors
- Judges
- Lobbyists
- Community Groups and Leaders

To support Board members, the Committee discussed how to make the evaluation process less intimidating and intensive. One suggestion we have is to create a brief webinar introducing the evaluations process.

Recommendation 4. The Committee has developed a list of recommended Performance and Skills categories for LSNYC Senior Management evaluations, listed below. Many contacts may have feedback relating to just a few areas; speaking with a broad group of contacts should allow the evaluator to obtain feedback covering all categories.

- CITYWIDE LEADERSHIP
 - Vision and mission advancement
 - Public face of the program
 - Diversity and inclusion
 - Support and development of program morale
 - Recognizes employee contributions and ideas/receptivity
 - Teambuilding, encouraging/facilitating collaborative partnerships
 - Transparency and communication skills
- PROGRAM MANAGEMENT
 - Planning and accountability: ability to develop and execute priorities
 - Collaboration with peer programs, other stakeholders
 - Helps program set clear objectives
 - Development of pro bono opportunities
- QUALITY OF PROGRAM
 - Legislative and policy advocacy
 - Compliance
 - Litigation and client services

- INTERPERSONAL SKILLS AND RELATIONSHIPS
 - Listens effectively
 - Manages conflict effectively
 - Involves colleagues in decision-making process
 - Provides feedback appropriately

- FISCAL AND ADMINISTRATIVE MANAGEMENT
 - Budget development, management and planning
 - System controls
 - Contract and grants management
 - Knowledge and enforcement of LSNYC policies
 - Specific to Upper Management: Additional fiscal and operations oversight (budget, 403b, health insurance)

- PERSONNEL MANAGEMENT
 - Creates supportive atmosphere for staff and colleagues
 - Keeps talented people challenged and motivated
 - Supervision and supporting training opportunities for staff
 - Addressing performance challenges

- RESOURCE DEVELOPMENT
 - Board development
 - Fundraising
 - Collaboration and community partnerships

Recommendation 5. The Committee recommends the Board conduct the evaluations of the LSNYC Deputy Director and Chief Operations Officer. We make this recommendation because of the positions' high visibility and management of citywide programs.

We welcome the opportunity to discuss our thoughts in person.

The LSNYC Labor Management Committee

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