
MEMORANDUM

TO: JOINT PERSONNEL COMMITTEE
FROM: TOM IANNUCCI, CORTEX APPLIED RESEARCH
SUBJECT: PERFORMANCE METRICS PROJECT
DATE: OCTOBER 20, 2020

Below is a summary of the progress made since the September JPC meeting in connection with the CEO/CIO Performance Evaluation Procedures:

- 1) Cortex has made the following key revisions to the Procedures (see attached red-lined draft of the Procedures):
 - a) Page 1, paragraph 3: We have attempted to clarify that the new evaluation process will apply to the Evaluation Period of July 1, 2021 – June 30, 2022; and that the period before that will serve as an opportunity to refine the data collection processes and to perform a mock evaluation.
 - b) Page 1, paragraph 4: We have proposed that a weight now be assigned to the Management Methods in aggregate (but not to the individual Metrics that comprise the Management Methods. For discussion purposes we have proposed an aggregate weight of 30% (with 70% for Organizational Outcomes.) This change eliminates the need to use the Management Multiplier, which we had proposed in earlier drafts of the Procedures, and results in more equitable evaluation results.
 - c) Page 3: We have proposed a new framework for calculating annual adjustments to CEO and CIO compensation, which aligns more closely with the City framework. We have also incorporated *Additional Executive Leave* into the Framework.
 - d) Page 30, Appendix F: We have expanded the Evaluation Template to include space for a) *Key Gaps Identified in the Evaluation* and b) *Personal Improvement Goals*.
 - e) Page 31, Appendix G: We have added an appendix containing background about the City Management Performance Program (MPP) Award Guidelines. Attached, also please find a memorandum issued by David Sykes, City Manager, which describes the City's Management Performance Program (MPP) Award Guidelines.
- 2) Since the September JPC meeting, the investment staff and Cortex have continued to discuss and analyze the methodology for evaluating the investment metrics. While considerable progress has been made, we are still not able to recommend a proposed approach. We do, however, expect to have recommendations prepared for the next JPC meeting, likely to be held in November.

We trust the above is helpful. We look forward to reviewing this memorandum and the revised draft Procedures with the JPC. If any committee member has questions before the meeting, please feel free to contact Tom Iannucci at (416) 967-0252 ext. 223 or at tiannucci@cortexconsulting.com.