

EXHIBIT A: CITY ATTORNEY PERFORMANCE STANDARDS

LEADERSHIP & VISION – OUTCOME 1

Description:

- Leads by example and models behavior rooted in ethics and integrity.
- Establishes a results-oriented vision and strategy for the City Attorney’s Office that:
 - supports the overall goals of the organization;
 - increases productiveness in areas needing the most improvement; and
 - identifies, evaluates and implements measurement systems for current and future projects.
- Develops high-performance team by establishing a spirit of cooperation and cohesion for achieving goals.
- Actively fosters a culture of inclusion by rewarding employees’ inclusive and actioning behaviors that are exclusive and hurt individual and organizational performance.
- Demonstrates agility and adaptability by quickly identifying solutions to potential political issues or internal/external forces that may influence or alter the organization’s goals.
- Collaborates with the City Council and City Manager to achieve City Council priorities by:
 - promoting and modeling team collaboration and removing barriers to productivity that may impede effective teaming with other City departments in achieving such priorities;
 - empowering City Attorney’s Office staff to make and own strategic decisions that align with achieving City Council priorities; and
 - knowing when to intervene and when to hold someone accountable who fails to effectively team with other City departments in achieving City Council goals and priorities.
- Promotes and models excellent client service (internally and externally) by:
 - expressing disagreement constructively (e.g. by emphasizing points of agreement, suggesting alternatives that may be acceptable to the team);
 - interacting professionally with clients and colleagues at all times; and
 - promptly responding to requests with accuracy and a courteous demeanor.
- Demonstrates openness to new organizational structures, procedures and technology.
- Seeks formal and informal professional development opportunities for self.

Measurement: Council Feedback, Team Feedback, Department Feedback, Reports.

Rating:

Weight: 25%

Examples and Comments:

TALENT MANAGEMENT – OUTCOME 2

Description:

- Engages employees in achieving the City Attorney Office’s Mission Statement.
- Establishes high-quality relationships with employees and invests in each of them.
- Provides regular and meaningful feedback to employees by:
 - instituting regular check-ins with direct reports;
 - creating a process for regular feedback, coaching and career development for CAO staff members to maximize their probability of success and retention; and
 - creating greater transparency around selections for assignments and awards.
- Understands individual strengths and abilities and effectively places the right people in the right roles while maximizing each employee’s utilization and performance by distributing work assignments equitably.
- Effectively identifies and resolves team and/or individual performance-related issues or conflicts, including removing barriers that disproportionately impact any employee’s potential performance.
- Actively listens to employees, effectively understands, identifies and analyzes what one is hearing in order to decide how to best respond.
- Clearly communicates with employees by:
 - overcoming physical, psychological, and semantic barriers in interactions with others;
 - keeping on target and avoiding digressions;
 - using persuasion effectively; and
 - maintaining a climate of mutual benefit and trust.

Measurement: City Council Feedback, Team Feedback, Department Feedback, Reports.

Rating:

Weight: 20%

Examples and Comments:

LEGAL COMPETENCE – OUTCOME 3

Description:

- Demonstrates general knowledge of a wide variety of municipal law areas.
- Produces concise, cogent and coherent written work product in final form to City Council, City Manager and City departments.
- Handles special projects as assigned by the City Council.
- Transactional Assignments:
 - High level understanding of the City Charter, Commerce City Revised Municipal Code, City Policies, City contract provisions and the City's procurement process; and
 - Effectively negotiates contracts, considers risks, and creatively drafts provisions to meet the needs of the City.
- Litigation Assignments:
 - Able to strategize and direct the course of litigation in a cost effective manner;
 - Advises the City regarding settlement options;
 - Timely analyzes case strengths and weaknesses;
 - Meets all internal and external deadlines;
 - Produces well-reasoned, well-written, comprehensive and persuasive pleadings;
 - Continually updates client on case, including the impact of new information and case tactics;
 - Thoroughly prepares witnesses for depositions, hearing and trial; and
 - Oversees and advises outside counsel that may be hired for litigation.

Measurement: City Council Feedback, Team Feedback, Department Feedback, Reports.

Rating:

Weight: 25%

Examples and Comments:

OPERATIONAL & ADMINISTRATIVE COMPETENCE – OUTCOME 4

Description:

- Oversees and timely communicates/responds to the City Attorney’s Office’s business operations matters with the City, including:
 - reviewing and timely submitting the CAO’s operational invoices;
 - reviewing and timely submitting the CAO’s legal bills, including:
 - Requiring working attorneys to actively manage bills with outside legal counsel
 - Requiring outside legal counsel to submit legal invoices on a regular basis and in accordance with the periods specified in their legal contract
- Manages training opportunities across the CAO in accordance with the CAO’s training budget:
 - Identifies, approves and manages CLE’s (internal and external), training and professional development opportunities; and
 - Approves and manages travel.
- Works with the City leadership to identify solutions when processes break down between the CAO and client departments.

Measurement: City Council Feedback, Team Feedback, Department Feedback, Reports.

Rating:

Weight: 20%

Examples and Comments:

INVESTMENT IN ORGANIZATION – OUTCOME 5

Description:

- Actively participates in and promotes City Council priorities;
- Brings forth solutions to problems that impact the entire organization; and
- Helps lead the effort to implement such solutions.

Measurement: City Council Feedback, Team Feedback, Department Feedback, Reports.

Rating:

Weight: 10%

Examples and Comments: