# evaluation of city manager

Management and Executive Skills

| **Name:** | | | | | |
| --- | --- | --- | --- | --- | --- |
| **Department:** Administration | | | | | |
| **Date:** | | | | | |
|  | | | | | |
| Instructions: Please assess the Manager’s performance by rating on a scale of 1 to 5 each of the items listed under each of the ten major sections. A score of 1 is the lowest and a score of 5 is the highest. If there is a rating of 1 or 5 use the comment pages to substantiate it. **A collective Management rating shall be determined for each major category after individual ratings are determined**. | | | | | |
|  | 1  Does Not Meet Expectations | 2  Improvement  Needed | 3  Meets  Expectations | 4  Exceeds  Expectations | 5  Outstanding  Performance |
| 1. ABILITY TO MANAGE |  |  |  |  |  |
| 1.1 Exhibits competence in planning, organizing and follow-through. |  |  |  |  |  |
| 1.2 Maintains control of organization. |  |  |  |  |  |
| 1.3 Shows good understanding of employee relations. |  |  |  |  |  |
| 1.4 Prepares well before giving instructions. |  |  |  |  |  |
| 1.5 Delegates as appropriate to allow time for Strategic leadership. |  |  |  |  |  |
| 2. ABILITY TO LEAD |  |  |  |  |  |
| 2.1 Establishes clear expectations and goals to staff and commissioners. |  |  |  |  |  |
| 2.2 Involves others in decision making process while maintaining responsibility for final decision. |  |  |  |  |  |
| 2.3 Gains the confidence of City employees. |  |  |  |  |  |
| 2.4 Exhibits integrity in all dealings. |  |  |  |  |  |
| 2.5 Exhibits genuine concern for the employees. |  |  |  |  |  |
| 2.6 Gains the confidence and respect of the community. |  |  |  |  |  |
| 2.7 Conducts self with an high degree of professionalism. |  |  |  |  |  |
| 2.8 Resists pressure from all sources to take actions he/she considers not in the best interest of employees or taxpayers. |  |  |  |  |  |
| 2.9 Is appropriately political or non-political. |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 1  Does Not Meet Expectations | 2  Improvement  Needed | 3  Meets  Expectations | 4  Exceeds  Expectations | 5  Outstanding  Performance |
| **3. ABILITY TO COMMUNICATE** |  |  |  |  |  |
| 3.1 Communicates clearly and thoroughly. |  |  |  |  |  |
| 3.2 Exhibits adequate verbal ability. |  |  |  |  |  |
| 3.3 Uses appropriate illustrations and examples. |  |  |  |  |  |
| 3.4 Shows communicative adaptability to diverse populations. |  |  |  |  |  |
| 3.5 Recognizes non-verbal communications. |  |  |  |  |  |
| 3.6 Develops good relations with the media. |  |  |  |  |  |
| 3.7 Permits a free flow of information to Commission members from City Manager’s office when commission members need to make decisions.Yankee |  |  |  |  |  |
| **4. ABILITY TO MAKE DECISIONS** |  |  |  |  |  |
| 4.1 Collects adequate information before making decisions. |  |  |  |  |  |
| 4.2 Uses reliable sources of information. |  |  |  |  |  |
| 4.3 Does not delay important decisions nor allow pressure to cause hasty decisions. |  |  |  |  |  |
| 4.4 Explains reasons for decisions to persons affected. |  |  |  |  |  |
| 4.5 Delegates decision making wherever appropriate. |  |  |  |  |  |
| 4.6 Understands the importance of timing to decision making. |  |  |  |  |  |
| 4.7 Selects the best candidates for positions. |  |  |  |  |  |
| 4.8 Uses authority wisely and equitably. |  |  |  |  |  |
| 4.9 Attempts to maintain an objective view when solving problems. |  |  |  |  |  |
| 4.10 Has a working knowledge of Tennessee Municipal laws and applies it in decision making. |  |  |  |  |  |
| 4.11 Seeks and follows the advice of the City Attorney and Commission when differences of opinion exist regarding important decisions. |  |  |  |  |  |
| 4.12 Gives employees an opportunity to differ with his/her proposals and to submit alternatives. |  |  |  |  |  |
| 4.13 Decision making is transparent with staff accountability clearly defined. |  |  |  |  |  |
| **5. RESPONSIVENESS TO OTHERS** |  |  |  |  |  |
| 5.1 Exhibits empathy when dealing with others. |  |  |  |  |  |
| 5.2 Inclined toward praising others. |  |  |  |  |  |
| 5.3 Reacts to mistakes with patience. |  |  |  |  |  |
| 5.4 Corrects individuals in private. |  |  |  |  |  |
|  | 1  Does Not Meet Expectations | 2  Improvement  Needed | 3  Meets  Expectations | 4  Exceeds  Expectations | 5  Outstanding  Performance |
| 5.5 Friendly and open-minded in meeting situations. |  |  |  |  |  |
| 5.6 Steady and even-tempered but not self-effacing under severe criticism. |  |  |  |  |  |
| 5.7 Cooperated well with staff. |  |  |  |  |  |
| 5.8 Is courteous, honorable and fair in dealings with subordinates. |  |  |  |  |  |
| 5.9 Is fair in his/her dealings with employees and their representatives. |  |  |  |  |  |
| 5.10 Does not give special treatment to some managers while ignoring others. |  |  |  |  |  |
| **6. ABILITY TO MAINTAIN AN EFFECTIVE WORK CLIMATE** | | | | | |
| 6.1 Promotes good motivational techniques. |  |  |  |  |  |
| 6.2 Allocates resources fairly and effectively. |  |  |  |  |  |
| 6.3 Recognizes the achievements of employees. |  |  |  |  |  |
| 6.4 Recognizes the importance of learning opportunities. |  |  |  |  |  |
| 6.5 Promotes an ethical working environment free from conflicts of interest. |  |  |  |  |  |
| 6.6 Encourages an atmosphere conductive to productivity. |  |  |  |  |  |
| **7. CREATIVITY** |  |  |  |  |  |
| 7.1 Demonstrates imagination in solving problems. |  |  |  |  |  |
| 7.2 Exhibits resourcefulness and ingenuity. |  |  |  |  |  |
| 7.3 Shows flexibility without losing direction. |  |  |  |  |  |
| 7.4 Encourages creativity by staff. |  |  |  |  |  |
| **8. IMPLEMENTATION OF COMMISSION POLICIES AND PROCEDURES** | | | | | |
| 8.1 Knows City policies and implements them at the best level possible. |  |  |  |  |  |
| 8.2 Assumes responsibility for requesting changes as necessary in policies and procedures. |  |  |  |  |  |
| 8.3 Expresses opinions on policy-making appropriately. |  |  |  |  |  |
| 8.4 Supports policy decisions as finalized. |  |  |  |  |  |
| 8.5 Respects the policy-making authority and responsibility of the Commission. |  |  |  |  |  |
|  |  |  |  |  |  |
| **9. SUPERVISION AND STAFF DEVELOPMENT** | | | | | |
| 9.1 Encourages the professional growth of staff. |  |  |  |  |  |
| 9.2 Assists staff in setting objectives and in achieving those objectives. |  |  |  |  |  |
| 9.3 Understands the relationship of goal setting to improve performance. |  |  |  |  |  |
| 9.4 Uses performance evaluation tools appropriately. |  |  |  |  |  |
|  | 1  Does Not Meet Expectations | 2  Improvement  Needed | 3  Meets  Expectations | 4  Exceeds  Expectations | 5  Outstanding  Performance |
| 9.5 Shows honesty in evaluations by identifying areas of weakness as well as areas of strength. |  |  |  |  |  |
| 9.6 Exhibits interest in welfare of individuals. |  |  |  |  |  |
| 9.7 Supports competent staff for promotion whenever appropriate. |  |  |  |  |  |
| 9.8 Recognizes the importance of good employee morale. |  |  |  |  |  |
| 9.9 Gives all employees opportunity for recognition. |  |  |  |  |  |
| **10. PHYSICAL AND FINANCIAL RESOURCES** | | | | | |
| 10.1 Carefully prepares City budget. |  |  |  |  |  |
| 10.2 Controls budget to maximize the use of resources available. |  |  |  |  |  |
| 10.3 Coordinates objectives and priorities with resource allocation. |  |  |  |  |  |
| 10.4 Understands fiscal situations generally. |  |  |  |  |  |
| 10.5 Requests appropriate preventative maintenance and building renewal plans. |  |  |  |  |  |
| 10.6 Manages staff effectively in maintaining public buildings and grounds. |  |  |  |  |  |
| 10.7 Sets a good example of fiscal restraint. |  |  |  |  |  |
| 10.8 Shows a capacity for knowing where funds should be allocated. |  |  |  |  |  |
| 10.9 Prepares a realistic budget and keeps spending limits within the budget. |  |  |  |  |  |

# evaluation of city manager

Management and Executive Skills

**Comments**

Please provide specific examples which serve as the basis for any “Does Not Meet Expectations” (1) or “Outstanding Performance” (5) ratings on the preceding items.

1. Ability to Manage

2. Ability to Lead

3. Ability to Communicate

4. Ability to Make Decisions

5. Responsiveness to Others

6. Ability to Maintain an Effective Work Climate

7. Creativity

8. Implementation of Commission Policies and Procedures.

9. Supervision and Staff Development

10. Physical and Financial Resources