

City of Gatlinburg
City Manager Evaluation/Leadership Skills Inventory

This exercise is meant to provide insight into the way the City Manager's skills are perceived by you, the Mayor and Board. At your convenience, please complete the attached **Worksheet** and return to me through the mail (do not feel the need to sign the form).

Please take your time with the assessment and be honest and objective. I need to know your feelings concerning the City Manager's performance and leadership abilities.

On the attached **Worksheet**, please rate according to the following scale:

1. Well Below Standard (Unsatisfactory)
2. Below Standard (Marginal)
3. On Standard (Satisfactory)
4. Above Standard (Commendable)
5. Well Above Standard (Outstanding)

Thanks for your time. I appreciate your insight. We will discuss the results of the evaluation at our work session on Monday, July 17th. At that time we can look at the cumulative results of the evaluation and talk about any specific areas of improvement you think are needed.

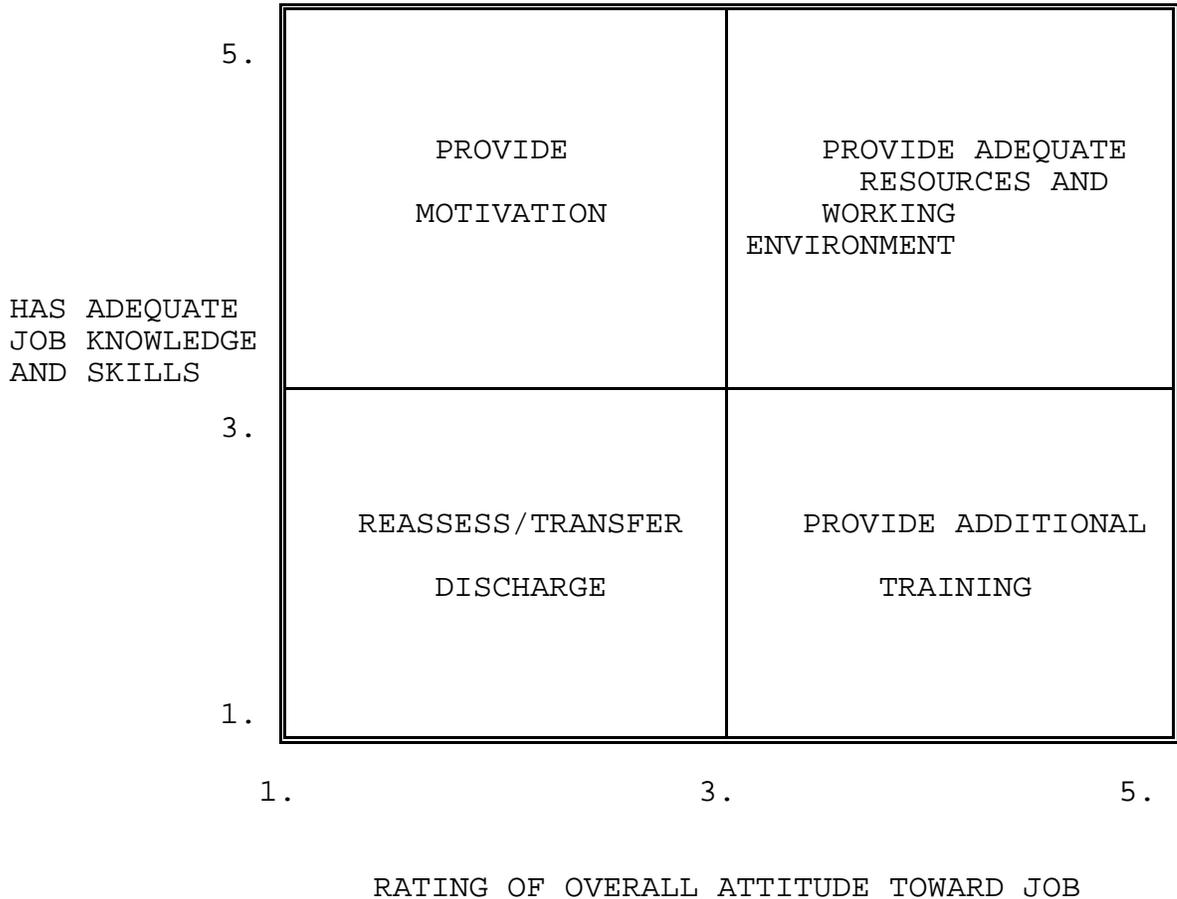
GATLINBURG CITY MANAGER EVALUATION 2000
Worksheet

Rating

	1. Understands and identifies with the basic goals, philosophy, and values of the City of Gatlinburg.
	2. Anticipates problems before they occur.
	3. Collaborates with other organizations, both public and private, to achieve common goals and objectives.
	4. Rating of overall attitude toward job.
	5. Makes good use of resources including employees, outside experts, supplies, equipment, budget, etc.
	6. Obtains feedback for self improvement.
	7. Is responsive to requests and suggestions made by the Mayor and/or Board.
	8. Considers several alternatives before making a decision.
	9. Deals effectively with the media.
	10. Has a genuine concern for people within the organization.
	11. Uses time effectively and efficiently: meets deadlines.
	12. Handles emergencies and crisis effectively.
	13. Has a strong concern for production.
	14. Writes effective memos, letters, reports and makes clear presentations.
	15. Has adequate job knowledge and skills.
	16. Has a positive attitude toward the public.
	17. Produces high quality work.
	18. Takes initiative, can act without instructions and has the ability to make constructive suggestions.
	19. Produces a reasonable quantity of work.
	20. Actively develops teamwork and cooperation with others.

CITY OF GATLINBURG
CITY MANAGER EVALUATION/LEADERSHIP SKILLS INVENTORY

Diagnosing Performance Grid



How To Use the Diagnosing Performance Grid:

Determine the average rating on question 15 ("Has adequate job knowledge and skills"). Find the point between 1 and 5 on the side of the grid which corresponds to the average rating. Then determine the average rating on question 4 ("Rating of overall attitude toward job"). Find the point between 1 and 5 on the bottom of the grid which corresponds to the average rating. Mark the point on the grid at which these two lines meet.

The grid can tell us something about what should be done with the manager in order to maximize their benefit to the Gatlinburg city organization. Depending on the section of the grid in which the

lines meet, the following will apply:

If the lines met in the section marked:

"Provide Motivation" - This indicates that the Manager was rated high in job knowledge and skills, and low in overall attitude toward the job. In order to increase the Manager's benefit to the city organization, a motivating environment should be provided for.

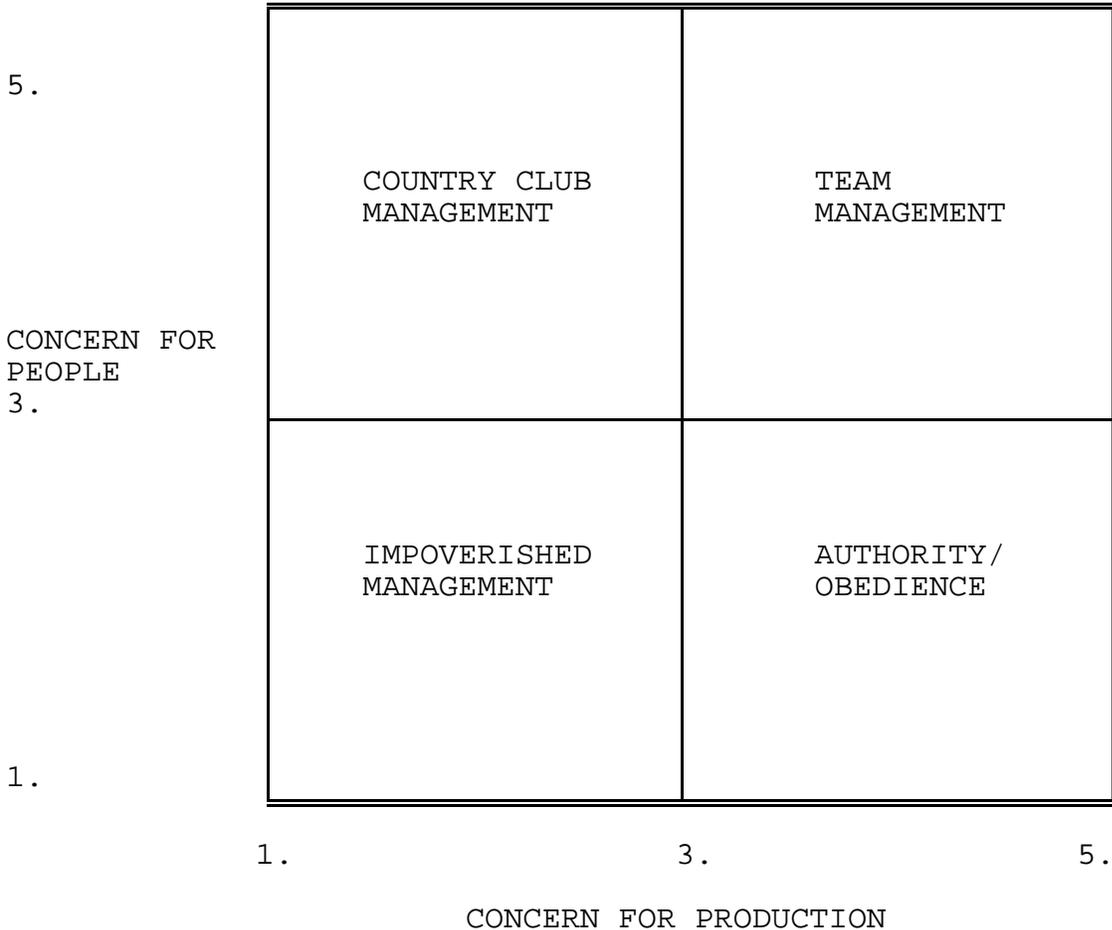
"Provide Additional Training" - This indicates that the Manager was rated high in overall attitude toward the job, and low in job knowledge and skills. In order to correct this situation, the Manager should be provided additional training in order to improve their job knowledge and skills.

"Provide Adequate Resources and Working Environment" - This indicates that the Manager was rated high in overall attitude toward job and adequacy of job knowledge and skills. In order to utilize their talents to the fullest, the City should simply provide the resources necessary to undertake the job, and create an environment where the Manager can continue their contribution.

"Reassess/Transfer/Discharge" - This indicates that the Manager was rated low in both job knowledge and skills, and overall attitude toward the job. In this case, the Manager is obviously not working in the right place, and the City would be served best if they were transferred, discharged, or at least reassessed in terms of where they are in the city organization.

CITY OF GATLINBURG
CITY MANAGER EVALUATION/LEADERSHIP SKILLS INVENTORY

THE MANAGERIAL GRID



How to Use the Managerial Grid:

Find the average rating on question 10 ("Has a genuine concern for people in the organization"). Find the point on the side of the grid which corresponds with the average rating. Do the same for the bottom of the grid using the average score on question 13 ("Has a strong concern for production"). The point at which the two lines meet will tell you something about the Manager's management style.

If the lines meet in the area of the grid marked:

"Country Club Management" - The average rating was high in concern for people, and low in concern for production. Perceptions are that the Manager tends to give thoughtful attention to the needs of people. They believe that satisfying

relationships leads to a comfortable friendly organizational atmosphere and work tempo.

"Authority/Obedience" - The average rating was high in concern for production, and low in concern for people. The Manager is perceived as being largely concerned with efficiency of operations which results in a tendency to arrange conditions of work in such a way that human elements interfere to a minimum degree.

"Team Management" - The average rating was high in both concern for people, and concern for production. Perceptions are that the Manager believes work accomplishment comes from committed people; interdependence through a "common stake" in organizational purpose leads to relationships of trust and respect.

"Impoverished Management" - The average rating was low in both concern for people and concern for production. The Manager is perceived as tending to exert the minimum required effort to get work done.

If the rating averaged "3" on both measures - This means the average rating was near a "3" on concern for people and on concern for production. Perceptions are that the Manager believes adequate organizational performance is possible through balancing the necessity to get out work (production) with maintaining morale of people at a satisfactory level.