



City Manager Performance Evaluation

City of Tacoma | City Manager's Office and
Human Resources

February 11, 2020



Background



The City Manager Performance Review is required by City Charter (Section 3.1):

“The Council shall review the City Manager’s performance annually and every two years shall vote on whether to reconfirm the appointment of the City Manager, with the affirmative vote of at least five members of the Council in a public meeting necessary to effect such reconfirmation.”

●●● Performance Management Timeline



Performance Management Process
Performance Year: June through May

June	November	February/March	March/April	May
Start of performance year/City Council confirms expectations	City Council conducts performance check-in	City Council establishes priorities/forms basis for future expectations	City Council begins performance evaluation discussions	City Council conducts and finalizes performance evaluation

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●●● Evaluation Process: June 2019 – May 2020



City Council established strategic priorities (2019)

→ Mayor/Council review performance process and documents

→ City Manager presents self-assessment

→ City Council meets to prepare feedback (2 meetings)

→ City Council prepares and completes evaluation document

→ City Council conducts performance review

→ City Council vote

February/March	March/April	May
City Council establishes priorities/forms basis for future expectations	City Council begins performance review discussions	City Council conducts and finalizes performance review

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Components of Proposed Form



- Introduction
 - Mission and Vision
 - Principles that Guide Us
 - Tacoma 2025 Goals
 - City Council Priorities
- Process Overview
- Reference: 2018-2019 Past Performance
- **June 2019 – May 2020 Evaluation Sections**

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June 2019 – May 2020 Evaluation Sections



- Section 1: Assisting Council with Policy Making Role
- Section 2: Organization Performance and Internal Administration
- Section 3: External Relations
- Section 4: Leadership Competencies
- Section 5: Council Priorities: Strategies and Status
- Section 6: Overall Comments and Rating

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June 2019 – May 2020 Evaluation Sections

- **Sections 1 – 3:** similar formats
- Dialogue basis of evaluation (similar to performance check-in process)
- Fewer boxes to rate than in the past

Section 1: Assisting Council with Policy Making Role

Description/behaviors: Accurate and timely information, alternatives, and recommendations; support of strategic goals; concise written and verbal communications; timely follow-up; future focused; advance planning.

Council Comments

- Well-dones
- Opportunities

Council Rating
(Check one)

Exceptional performance
 Exceeds expectations
 Achieves expectations
 Requires development
 Unsatisfactory

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June 2019 – May 2020 Evaluation Sections

- **Section 4**

Leadership Competencies

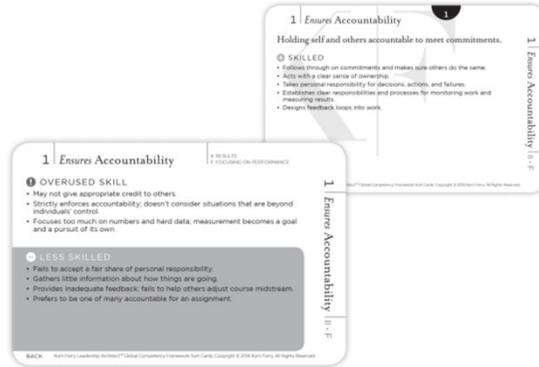
Competency	Description	Rating
Manages conflict	Handling conflict situations effectively, with a minimum of noise.	
Strategic mindset	Seeing ahead to future possibilities and translating them into breakthrough strategies.	
Values differences	Recognizing the value that different perspectives and cultures bring to an organization.	
Manages complexity	Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.	
Being resilient	Rebounding from setbacks and adversity when facing difficult situations.	
Communicates effectively	Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences	
Collaborates	Building partnerships and working collaboratively with others to meet shared objectives.	
Action oriented	Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.	
Drives results	Consistently achieving results, even under tough circumstances.	
Instills trust	Gaining the confidence and trust of others through honesty, integrity, and authenticity.	

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Competencies Process



- City Manager Korn Ferry competencies developed through card sort process
- City Council conducted card sort in October, 2019



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June 2019 – May 2020 Evaluation Sections



Section 5: Council Priorities

Section 5. Council Priorities: Strategies and Status

Description/behaviors: Implements and actively monitors Council priorities and progress; engaged; provides sound recommendations.

Tacoma 2025	Council Priority	Strategy	Status
	Homelessness	1.	
		2.	
		3.	
	Affordable Housing	1.	
		2.	
		3.	
	Public Safety	1.	
		2.	
		3.	
	Economic Development	1.	
		2.	
		3.	

June 2019 – May 2020 Evaluation Sections



Section 6: Overall Comments and Rating

Council Comments

- Well-dones

- Opportunities

Council Rating

(Check one)

- Exceptional performance
 Exceeds expectations
 Achieves expectations
 Requires development
 Unsatisfactory

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Next Steps



- **March/April**
 - City Manager self-assessment
 - City Manager performance evaluation preparation by City Council
- **May**
 - City Manager performance evaluation

Note: Evaluation process must be completed by May 15

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