SAMPLE MANAGER/ADMINISTRATOR EVALUATION

This form should be completed by each member of the governing body to evaluate the manager/administrator’s performance in each of the areas noted below. Performance levels should be noted, based on the following scale:

1 = Poor (rarely meets expectations)
2 = Below average (usually does not meet expectations)
3 = Satisfactory (meets performance expectations)
4 = Above average (generally exceeds performance expectations)
5 = Excellent (almost always exceeds expectations & performs at a high standard)

Each member of the governing body should sign the form and forward completed evaluations to:

______________________________________________

Evaluation Period: ___________________ to ____________________

1. PERSONAL

_____ Invests sufficient effort toward being diligent and thorough in the discharge of duties
_____ Exercises good judgment
_____ Manager/administrator is enthusiastic, cooperative and willing to adapt
_____ Manager/administrator is a “self-starter,” and possesses the necessary mental and physical stamina
_____ Composure, appearance and attitude are fitting for an individual in this executive position. This person is able to separate personal feelings from the advancement of the organization’s interests

2. PROFESSIONAL SKILLS AND STATUS

_____ Knowledgeable of current developments affecting the local government management field
_____ Respected in the management profession
_____ Demonstrates a capacity for innovation and creativity
_____ Anticipates problems and develops effective approaches for solving them
_____ Willing to try new ideas proposed by governing body members and/or staff
3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

_____ Carries out the directives of the governing body as a whole, rather than those of any one member of the council/commission
_____ Assists governing body members to resolve problems at the administrative level in a manner that avoids unnecessary council/commission action
_____ Assists the governing body in establishing policy, while acknowledging the ultimate authority of the council/commission
_____ Responds to requests for information or assistance by the governing body
_____ Informs the governing body of current issues and administrative developments in a timely manner
_____ Receptive to constructive criticism and advice

_____ Information is disseminated equally and completely to members of the governing body

4. POLICY EXECUTION

_____ Implements governing body actions in accordance with the intent of the council/commission
_____ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
_____ Understands the local government’s laws, policies and ordinances

_____ Enforces the local government’s policies and ordinances

_____ Reviews ordinance and policy procedures periodically to improve their effectiveness
_____ Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is impractical

5. REPORTING

_____ Provides the governing body with reports concerning matters of importance to the local government
_____ Reports produced by the manager/administrator are accurate, comprehensive, concise and written to their intended audience
_____ Reports are generally produced through the chief administrator’s own initiative rather than when requested by the governing body
_____ Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the governing body
_____ Documentation produced by the chief administrative officer’s office conveys the impression that most of the affairs of the organization are fully open to public scrutiny
6. CITIZEN RELATIONS

_____ Responsive to complaints from citizens

_____ Displays and is dedicated to the community and its citizens

_____ Skillful in dealing with the news media, avoiding partisan political positions

_____ Has the capacity to listen to others and to recognize their interests, and works well with others

_____ Willing to meet with members of the community to discuss their real concerns

_____ Generally, citizens satisfied with city services

7. STAFFING

_____ Recruits and retains competent personnel for staff positions

_____ Aware of weak or indifferent administrative personnel, and works to improve their performance

_____ Accurately informed and concerned about employee relations

_____ Professionally administers the government’s merit system

8. SUPERVISION

_____ Encourages department managers to make decisions within their own jurisdictions and divisions without the chief administrator’s approval, yet maintains general control of operations

_____ Instills confidence and initiative in subordinates and emphasizes supportive rather than restrictive controls for their programs

_____ Has developed a friendly and informal relationship with the staff and work force as a whole, yet maintains the prestige and dignity of the chief administrator’s office

_____ Evaluates personnel periodically, and points out management weaknesses and strengths. Manages and evaluates key personnel primarily by setting performance goals and objectives, and then assesses progress toward goals and objectives at least annually

_____ The organization’s staff works as a team and seeks ways to be innovative and oriented toward effective problem-solving

_____ Delegates responsibility effectively and provides the right amount of communication to staff during the course of the year

_____ The manager/administrator properly controls the organization’s operational and functional activities and motivates others to maximum performance.
9. **FISCAL MANAGEMENT**

______ Prepares a balanced budget to provide services at a level directed by the governing body

______ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively

______ The prepared/recommended budget is in an intelligent and accessible format

______ Possesses awareness of the importance of financial planning and accounting controls

10. **COMMUNITY**

______ The difficult issues facing the city been addressed, and steps have been taken to avoid unnecessary controversy

______ Cooperates with neighboring communities

______ The manager/administrator helps the council address future needs and develops adequate plans anticipating long term trends

______ Cooperates with other local governments, state and federal government

______ Cooperates with other governmental units in the region such as the school district, regional and special purposes governments

**NARRATIVE EVALUATION**

11. What would you identify as the manager/administrator’s strengths, expressed in terms of the principal results achieved during the evaluation period?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
12. What performance areas would you identify as needing improvement? Why? What constructive, positive suggestions can you offer the manager/administrator to enhance performance?

_____________________________________________________

_____________________________________________________

_____________________________________________________

_____________________________________________________

13. Other Comments?

_____________________________________________________

_____________________________________________________

_____________________________________________________

_____________________________________________________

________________________________________________________________

SCORING

Total score from the values assigned to statements in categories 1 – 10:

Total # =___________ divided by 54 (or the actual # of questions used) = _________ avg.

Strongest category of ten groups above (by average score): ______________

Weakest category of ten groups above (by average score) ______________

Agreed-upon goals and objectives for new evaluation period:

________________________________________________________________

________________________________________________________________

Signature:__________________________

Date:____________________________