

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: _____