

AUGUSTA, GEORGIA DEPARTMENT DIRECTOR EVALUATION FORM

NAME OF EVALUEE: _____

TITLE & DEPARTMENT: _____

EVALUATION PERIOD: _____ to _____

This form should be completed by the Administrator to evaluate the Department Director's performance in each area below. Please use the following scale for each item:

- 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)

1 | Personal Attributes & Professionalism

- Is a "self-starter" and takes a proactive approach, anticipating problems and developing effective approaches for solving them
- Exercises good judgment and displays appropriate discretion
- Is enthusiastic, cooperative and willing to adapt
- Is receptive to constructive criticism and advice
- Maintains composure, appearance, and attitude that are highly professional and fitting for an individual in an executive position
- Demonstrates a capacity for innovation and creativity; is willing to try new ideas proposed by governing body members, Administration, and/or staff
- Possesses strong ethics; is able to separate personal feelings and connections from advancement of the organization's interests

SCORE (1-5)	COMMENTS:
--------------------	------------------

2 | Governing Body & Administration Support

- Promptly responds to requests for information or assistance from the governing body and Administrator
- Provides proactive, timely reports concerning department performance and specific emerging issues
- Disseminates information equally and completely to all members of the governing body and the Administrator
- At Commission meetings and work sessions, is well-prepared to respond to questions and follows up appropriately

• Promptly implements governing body actions in accordance with the intent of the Commission • Brings forward workable, well-researched policy options for consideration • Helps the governing body and Administrator develop adequate plans to address future needs and anticipate long-term trends	
SCORE (1-5)	COMMENTS:

3 Customer Service & Community Relations	
• Is responsive to complaints from citizens/internal customers and is willing to meet with members of the community to discuss their real concerns • Places a high value on customer service and works to create a culture of customer service within the department • When difficult issues arise, takes proactive steps to address the issue and avoid unnecessary controversy • Documentation produced by the Director's department conveys the impression that the department is professional, transparent, and open • Reports and public presentations by the Director are clear, concise, inclusive of relevant information, and appropriate for the intended audience • Is skillful and tactful in dealing with the news media (if applicable) • Works well with neighboring communities and state/federal agencies (if applicable) • Works well with community organizations, neighborhood associations, and other groups (if applicable)	
SCORE (1-5)	COMMENTS:

4 Personnel & Supervision	
• Recruits and retains competent personnel for staff positions • Is aware of weak or indifferent personnel and works to improve their performance • Proactively plans for succession in key positions, including their own • Conducts discipline, promotions, and other personnel matters fairly and in compliance with Augusta's policies and procedures • Has developed a friendly and informal relationship with department staff, yet maintains the professionalism and dignity of an executive-level position • Department's staff seems to work as a team and seek ways to be innovative • Delegates responsibility effectively and provides clear expectations and communication for staff • Supports relevant training opportunities and professional development for staff	
SCORE (1-5)	COMMENTS:

5 | Fiscal Management & Compliance

- Understands and consistently complies with applicable Augusta/State/Federal laws, policies, and ordinances
- Prepares cost-effective department budget requests to provide services at the 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
- Cooperates with the Administrator's Office and Finance Department to vet financial requests and identify funding plans
- Institutes proper financial/accounting controls and standard operating procedures in the department
- Manages contracts responsibly and ethically
- Reviews ordinances, policies, and procedures regularly to improve their effectiveness and alignment with industry standards
- Proactively identifies opportunities to pursue grant funding, update fees, and develop new sources of revenue (if applicable)

SCORE (1-5)	COMMENTS:
--------------------	------------------

6 | Department Performance *(During Previous 12 Months)*

- **Will be based on specific Key Responsibilities and Performance Standards from each director's job description** (not already included in other categories)
- Director's department achieved its key objectives
- Director's department made adequate progress towards long-term departmental and organizational goals
- Director's department responded appropriately to unexpected challenges

For 2026 and beyond: Will include key performance indicators (KPIs)

SCORE (1-5)	COMMENTS:
--------------------	------------------

SCORING

AREA	SCORE (1-5)	WEIGHT	TOTAL
Personal Attributes & Professionalism		2	___ / 10
Governing Body & Administration Support		2	___ / 10
Customer Service & Community Relations		2	___ / 10
Personnel & Supervision		5	___ / 25
Fiscal Management & Compliance		5	___ / 25
Department Performance		5	___ / 25
TOTAL SCORE			___ / 105

EVALUATOR: _____

SIGNATURE: _____

DATE: _____

NARRATIVE EVALUATION

1. What would you identify as the Director's strengths, expressed in terms of the principal results achieved during the evaluation period?

2. What performance areas would you identify as needing improvement? Why? What constructive, positive suggestions can you offer to the Director to enhance performance?

3. Suggested goals and objectives for new evaluation period:

4. Other Comments:
