

## Sample Manager Performance Evaluation<sup>1</sup>

Organization: \_\_\_\_\_

Evaluation period: \_\_\_\_\_ to \_\_\_\_\_

\_\_\_\_\_  
Elected Body Member's Name

Each member of the elected body should complete this evaluation form, sign it in the space below, and return it to \_\_\_\_\_. The deadline for submitting this performance evaluation is \_\_\_\_\_. Evaluations will be summarized and included on the agenda for discussion at the work session on \_\_\_\_\_.

Mayor's Signature \_\_\_\_\_

Date \_\_\_\_\_

Elected Body Member's Signature \_\_\_\_\_

Date Submitted \_\_\_\_\_

### INSTRUCTIONS

This evaluation form presents ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the manager's performance.

**5 = Excellent** (almost always exceeds the performance standard)

**4 = Above average** (generally exceeds the performance standard)

**3 = Average** (generally meets the performance standard)

**2 = Below average** (usually does not meet the performance standard)

**1 = Poor** (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including responses to specific questions and any observations you believe appropriate and pertinent to the rating period.

Please write legibly. Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the elected body to the manager as part of the agenda for the meeting indicated on the cover page.

\_\_\_\_\_  
<sup>1</sup> Adapted from City Manager Performance Evaluation, University of Tennessee Institute for Public Service

## PERFORMANCE CATEGORY SCORING

### 1. INDIVIDUAL CHARACTERISTICS

\_\_\_\_\_ Diligent and thorough in the discharge of duties, "self-starter"

\_\_\_\_\_ Exercises good judgment

\_\_\_\_\_ Displays enthusiasm, cooperation, and willingness to adapt

\_\_\_\_\_ Exhibits mental and physical stamina appropriate for the position

\_\_\_\_\_ Exhibits composure, appearance, and attitude appropriate for executive position

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category

**Initials** \_\_\_\_\_

### 2. PROFESSIONAL SKILLS AND STATUS

\_\_\_\_\_ Maintains knowledge of current developments affecting the practice of local government management

\_\_\_\_\_ Demonstrates a capacity for innovation and creativity

\_\_\_\_\_ Anticipates and analyzes problems to develop effective approaches for solving them

\_\_\_\_\_ Willing to try new ideas proposed by elected body members and/or staff

\_\_\_\_\_ Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category

### 3. RELATIONS WITH MEMBERS OF THE ELECTED BODY

\_\_\_\_\_ Carries out directives of the body as a whole as opposed to those of any one member or minority group

\_\_\_\_\_ Sets meeting agendas that reflect the guidance of the elected body and avoids unnecessary involvement in administrative actions

\_\_\_\_\_ Disseminates complete and accurate information equally to all members in a timely manner

\_\_\_\_\_ Assists by facilitating decision making without usurping authority

\_\_\_\_\_ Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category

### 4. POLICY EXECUTION

\_\_\_\_\_ Implements elected body actions in accordance with the intent of council

\_\_\_\_\_ Supports the actions of the elected body, both inside and outside the organization, after a decision has been reached

- \_\_\_\_\_ Understands, supports, and enforces local government's laws, policies, and ordinances
- \_\_\_\_\_ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- \_\_\_\_\_ Offers workable alternatives to the elected body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category  
**Initials** \_\_\_\_\_

## 5. REPORTING

- \_\_\_\_\_ Provides regular information and reports to the elected body concerning matters of importance to the local government, using the charter as guide
- \_\_\_\_\_ Responds in a timely manner to requests from the elected body for special reports
- \_\_\_\_\_ Takes the initiative to provide information, advice, and recommendations to the elected body on matters that are nonroutine and not administrative in nature
- \_\_\_\_\_ Produces reports that are accurate, comprehensive, concise, and written to their intended audience
- \_\_\_\_\_ Produces and handles reports so as to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category

## 6. CITIZEN RELATIONS

- \_\_\_\_\_ Is responsive to requests from citizens
- \_\_\_\_\_ Demonstrates a dedication to service to the community and its citizens
- \_\_\_\_\_ Maintains a nonpartisan approach in dealing with the news media
- \_\_\_\_\_ Meets with and listens to members of the community to discuss their concerns, and strives to understand their interests
- \_\_\_\_\_ Makes an appropriate effort to maintain citizen satisfaction with services

Add the values from above and enter the subtotal \_\_\_\_\_  $\div 5 =$  \_\_\_\_\_ score for this category

## 7. STAFFING

- \_\_\_\_\_ Recruits and retains competent personnel for staff positions
- \_\_\_\_\_ Applies an appropriate level of supervision to improve any areas of substandard performance
- \_\_\_\_\_ Stays accurately informed and appropriately concerned about employee relations
- \_\_\_\_\_ Manages the compensation and benefits plan professionally
- \_\_\_\_\_ Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category **Initials**  
\_\_\_\_\_

### 8. SUPERVISION

\_\_\_\_\_ Encourages heads of departments to make decisions within their jurisdictions with minimal manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff

\_\_\_\_\_ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level

\_\_\_\_\_ Develops and maintains a friendly and informal relationship with the staff and workforce in general, yet maintains the professional dignity of the manager's office

\_\_\_\_\_ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback

\_\_\_\_\_ Encourages teamwork, innovation, and effective problem solving among the staff members

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

### 9. FISCAL MANAGEMENT

\_\_\_\_\_ Prepares a balanced budget to provide services at a level directed by council

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

\_\_\_\_\_ Prepares a budget and budgetary recommendations in an intelligent and accessible format

\_\_\_\_\_ Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability

\_\_\_\_\_ Monitors and manages fiscal activities of the organization appropriately

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category **Initials**  
\_\_\_\_\_

### 10. COMMUNITY

\_\_\_\_\_ Shares responsibility for addressing the difficult issues facing the community

\_\_\_\_\_ Avoids unnecessary controversy

\_\_\_\_\_ Cooperates with neighboring communities and the county

\_\_\_\_\_ Helps the council address future needs and develop adequate plans to address long-term trends

\_\_\_\_\_ Cooperates with other regional, state, and federal government agencies

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

## **NARRATIVE EVALUATION**

What would you identify as the manager's strength(s), expressed in terms of the principal results achieved during the rating period?

What performance area(s) would you identify as most critical for improvement?

What constructive suggestions or assistance can you offer the manager to enhance performance?

**Initials** \_\_\_\_\_

What other comments do you have for the manager (e.g., priorities, expectations, goals, or objectives for the new rating period)?

**Initials** \_\_\_\_\_