

VILLAGE OF LAKE ORION
Village Manager – Performance Evaluation
Evaluation Date: _____
Evaluator's Name: _____

I. INTRODUCTORY STATEMENT

The Village Manager and the Village Council recognize the need to review the Manager's performance annually. This review will consist of the completion of a written performance evaluation instrument and the discussion of this instrument at a meeting.

Each Council member will complete an individual written performance evaluation and deliver it to the Village President. The Village President will compile these and complete a composite instrument to be signed by the President and the Manager and placed on file. The completed composite performance evaluation instrument will be discussed with the Manager at a meeting.

II. CONSIDERATIONS

The evaluation of the performance of the Village Manager will become part of the Manager's personnel records and may affect his future salary or employment possibilities, so please consider the following points.

1. Be sure you are familiar with the Village Manager's duties, responsibilities and the way they are carried out.
2. Communicate honestly with the Manager concerning his performance during employment.
3. In rating the Village Manager, be honest and unbiased. Base the rating on recurring successes or deficiencies and not necessarily on any single, exceptional occurrence.
4. Feel free to make constructive suggestions for improvement as well as praise.

III. EVALUATION GUIDELINES

- A. At least a quorum of Council members must complete individual evaluation instruments for the composite instrument to be valid.
- B. At least a quorum of the Council members must be present at the meeting to review the Manager's performance.
- C. The Manager and Council members will be given a copy of the composite evaluation instrument no less than three (3) days prior to the meeting to review the Manager's performance.
- D. The Manager will be given the opportunity to attach written comments to the composite appraisal instrument up to ten (10) days following the meeting. These must be provided to all Council members if they are to be attached.

IV. EVALUATING CRITERIA

You will be evaluating the Manager in three (3) areas:

- A. Individual Qualities
- B. Managerial Performance

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C. Job Responsibilities

There are three (3) objectives that you should keep in mind when completing a performance evaluation.

1. Normal Performance Objectives-the broad objectives or basic requirements expected of every manager.
2. Personal Development Objectives-Review the Manager's personal development and plans for the future.
3. Incentive Objectives-Performance beyond the normal requirements or excellence in areas of management that may be used as a basis for extra compensation.

V. INSTRUCTIONS:

Each Council member is to evaluate the Village Manager on each of the items listed using a scale of 0 to 5 – Unacceptable to Outstanding or UE – Unable to Evaluate if you feel you do not have sufficient knowledge or information to be able to rate the Village Manager on that item. A RATING OF 0, 1, or 2 MUST BE ACCOMPANIED BY AN EXPLANATION OF THE REASON FOR THE RATING AND SUGGESTIONS ON HOW TO IMPROVE PERFORMANCE IN THAT AREA. Council shall have the discretion to omit a rating or comment that, in council's opinion, is not fair or unbiased. A space is provided under each item for Council members to write in comments. After all the forms are completed, the Council President will compile a total picture of the Village Managers' performance.

RATING SCALE

Points Category Description

- 0 Unacceptable** – Never exhibits this quality. Disciplinary action is warranted.
- 1 Unsatisfactory** - Very seldom exhibits this quality. Needs improvement immediately.
- 2 Needs Strengthening** – Makes effort, but does not exhibit this quality or performance up to minimum expectations. Needs to be improved.
- 3 Satisfactory Performance** – Exhibits this quality or meets minimum expectations. Acceptable.
- 4 Good Performance** – Meets and exceeds minimum expectations and requirements most of the time. Good effort.
- 5 Outstanding Performance** – Consistently performs in an exceptional manner and exceeds minimum expectations.
- UE Unable to Evaluate** – Sufficient information or knowledge is not available to be able to provide a rating on this quality.

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INDIVIDUAL QUALITIES

Imagination: Does he show originality in approaching problems? Does he create effective solution? Is he able to visualize the implications of various approaches?
0 1 2 3 4 5 UE

COMMENT: _____

Objectivity: Is he unemotional and unbiased? Does he take a rational, impersonal viewpoint based on facts and qualified opinions?
0 1 2 3 4 5 UE

COMMENT: _____

Drive: Is he energetic, willing to spend whatever time is necessary to do a good job? Does he have good mental and physical stamina?
0 1 2 3 4 5 UE

COMMENT: _____

Decisiveness: Is he able to reach timely decisions and initiate action, but not be compulsive?
0 1 2 3 4 5 UE

COMMENT: _____

Attitude: Is he enthusiastic? Cooperative? Willing to adapt?
0 1 2 3 4 5 UE

COMMENT: _____

Working Style: Is he assertive, flexible and able to handle crises?
0 1 2 3 4 5 UE

COMMENT: _____

Firmness: Does he have the courage of his convictions? Is he firm when convinced, but not stubborn?
0 1 2 3 4 5 UE

COMMENT: _____

MANAGERIAL PERFORMANCE

1. How well did the manager independently recognize problems, develop relevant facts, formulate alternative solutions and decide on the appropriate conclusion?
0 1 2 3 4 5 UE

COMMENT: _____

2. How effective were the manager's letters, memoranda and other forms of written communication?
0 1 2 3 4 5 UE

COMMENT: _____

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3. Does the manager make the most effective use of available talent to get the work done? Does he develop staff members? Is he readily accepted as a leader? Does he foster a feeling of unity and enthusiasm among the staff?

0 1 2 3 4 5 UE

COMMENT: _____

4. Does the manager respond in a positive way to suggestions and guidance from the council? Is each assignment undertaken with enthusiasm and zest?

0 1 2 3 4 5 UE

COMMENT: _____

5. Can the manager be depended upon for sustained and productive work? Does he readily assume responsibility? Does he meet time estimates and document work papers properly?

0 1 2 3 4 5 UE

COMMENT: _____

6. Does the manager professionally advocate his recommendations in the face of opposing positions until an official position is reached?

0 1 2 3 4 5 UE

COMMENT: _____

JOB RESPONSIBILITIES

Planning: To anticipate future needs and make plans for meeting them. To recognize potential problems and develop strategies for averting them.

0 1 2 3 4 5 UE

COMMENT: _____

Organizing: To efficiently and economically organize and carry out the operation for which you are accountable.

0 1 2 3 4 5 UE

COMMENT: _____

Coordinating: To coordinate all activities related to work goals. To maintain cooperation and coordination with other departments and divisions.

0 1 2 3 4 5 UE

COMMENT: _____

Leadership: To create a leadership climate providing challenge and motivating employees to high performance.

0 1 2 3 4 5 UE

COMMENT: _____

Budgeting/Fiscal Management: To prepare operational and capital budgets, to expend within adopted budgeted limits, managing resources, revenue handling and investing.

0 1 2 3 4 5 UE

COMMENT: _____

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Business Retention and Recruitment: To work cooperatively with the Downtown Development Authority, Chamber of Commerce, and business community to promote the successful retention of existing businesses and the recruitment of new businesses that enhance the economic stability and viability of the village..

0 1 2 3 4 5 UE

COMMENT: _____

Public Relations: To maintain a high level of contact with the public, property owners, and business owners and meet the needs of the public within available resources. Ability to form partnerships with civic and economic organizations.

0 1 2 3 4 5 UE

COMMENT: _____

Employee Relations: To equitably adjust grievances among subordinate employees.

0 1 2 3 4 5 UE

COMMENT: _____

Personnel Development: To train and develop subordinate employees.

0 1 2 3 4 5 UE

COMMENT: _____

Management: To provide quality achievement in your job. To make sound judgments and decisions. To be creative and decisive. To set and achieve goals and objectives. To adjust plans to accommodate unforeseen and uncontrollable factors.

0 1 2 3 4 5 UE

COMMENT: _____

Personal Development: To remain aware of current developments and writings in the field of public administration and his career field. Does he continue to develop personal traits?

0 1 2 3 4 5 UE

COMMENT: _____

Job Organization: Does he delegate responsibility but handle job details efficiently? Does he use time productively? Does he program activities in an orderly and systematic way?

0 1 2 3 4 5 UE

COMMENT: _____

Program Development: Skilled in designing, organizing and carrying out programs to meet policy directives.

0 1 2 3 4 5 UE

COMMENT: _____

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Relationship with the Governing Body: Able to develop rapport between the Village President and the Council. Keeps Council members well informed on issues that should be addressed or monitored for possible action, develops short-term and long-range program goals with the Council.

0 1 2 3 4 5 UE

COMMENT: _____

Executive Role: Facilitates Council action, including adoption of ordinances, coordinates agenda preparation, provides information and/or appropriate staff and background required by Council.

0 1 2 3 4 5 UE

COMMENT: _____

Communication: Does he keep appropriate people informed? Does he present his thoughts in an orderly understandable manner? Is he able to convince people to adopt his viewpoint? Is his written correspondence clear and concise and an accurate representation of village policy?

0 1 2 3 4 5 UE

COMMENT: _____

Other: Please list other areas that you feel the Village Manager should be evaluated on or areas of concern that you have that are pertinent to his job and performance.

1. _____

2. _____

3. _____

4. _____

COMPENSATION

The Manager's current salary is \$_____ per year. The pay range is \$_____ to

\$_____. Union employees received a _____% increase over the last two years. Non-

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union employees received _____%. Employees not at the top of their pay scale are eligible to receive up to an additional _____% based upon a satisfactory performance review and typically reach the top of the scale within five years. Based upon this evaluation, it is recommended that the Manager receive a salary increase to \$_____ or _____%.