<div align="center">

SAMPLE APPRAISAL OF PERFORMANCE[1]
NAME: _____

EVALUATION PERIOD: _____

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Rate Category I: 1= Exceptional; 2= Exceeds Expectations; 3= Meets Expectations; 4=Below Expectations.

I. MANAGEMENT and LEADERSHIP PRACTICES (20–40%) _____

A. Elected Body Relationships

Does not surprise board; all board members are informed of organization activities, progress, and problems on a regular basis.

Is receptive to board member ideas and suggestions

Makes sound recommendations for board action

Effectively implements policy decisions of the board

Facilitates the decision-making process for the board

Follows up on all problems and issues brought to his or her attention

Is nonpartisan; does not show favoritism

Accepts responsibility

B. Organizational

Leads a smooth-running and continuously improving organization

Proposes organizational goals and objectives prior to each fiscal year

Anticipates and plans well in advance

Is progressive in attitude and action

Follows through on set plans and deadlines

Emphasizes development and enhancement of the skills of all employees

Hires and retains competent staff members who know what is expected of them

Delegates effectively

Encourages high staff productivity and demands accountability

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[1] Adapted and used with permission from Gregory J. Bielawski, ICMA Senior Advisor and Illinois Range Rider, g_bielawski@hotmail.com

C. Community Relations

Is appropriately visible and active within the community

Understands and is knowledgeable about the needs of the community

Encourages and honestly considers community input

Requests feedback from the community on the performance of the organization

Provides programs and services that are up to community standards and expectations

D. Fiscal Performance

Prepares and presents a long-range financial plan, which is updated as circumstances dictate

Presents balanced annual budgets with programs and service levels clearly identified

Recognizes and manages the budget within fiscal constraints

Displays common sense and good judgment in business transactions

Seeks all available funding sources

Provides accurate and complete financial reports in a timely manner

E. Intergovernmental/Agency/Association Relationships

Participates in professional management and leadership organizations

Effectively collaborates, coordinates, and communicates with other communities, regional associations, and similar organizations

F. Communication

Responds to all requests for information in a timely and thorough manner

Speaks and writes clearly

Responds to correspondence, phone calls, and requests for information in a timely and thorough manner

Provides all necessary and required reports and records

Ensures that information of general interest is current and timely, that website is up-to-date, and that available technology is used effectively

Provides details about specific projects to those affected in a timely manner

G. Personal

Is ethical, honest, and of high integrity

Projects professional demeanor and respect in all interactions

Is cordial and approachable

Explain and support your rating—whether 1, 2, 3, or 4—and support it with specific examples

II. GOAL/TARGET ACHIEVEMENT (60–80%) _____

Rate Category II: 1= Exceptional; 2= Exceeds Expectations; 3= Meets Expectations; 4=Below Expectations.

(Place the letter or number of each goal/target for the year on the appropriate line below).

___Achieved

___Partially achieved

___Not achieved

Comments:

III. SUGGESTED GOALS/TARGETS FOR UPCOMING YEAR

A.

B.

C.

IV. WHAT SHOULD THE MANAGER START DOING, STOP DOING, AND CONTINUE DOING?

OVERALL EVALUATION:_____

Board Member Name_____   **Date_____**

Questions to Answer When Doing Your Appraisal

1) What impressed you the most favorably about _____'s performance this past year?

2) In what areas has _____ shown exceptional performance?

3) What's your major area(s) of concern regarding _____'s performance this past year?

4) What specific recommendations/expectations do you have for _____ to improve performance?

5) What should be _____'s top three goals/targets for the next year?