

SAMPLE MANAGER EVALUATION FORM¹

Person Completing the Form

SECTION ONE: BEHAVIORS

1. ELECTED BODY RELATIONS

A. _____ Does the manager carry out directives of the elected body as a whole rather than those of any one elected body member?

Comments: _____

B. _____ Is the manager available for elected body consultation and responsive to elected body input and needs?

Comments: _____

C. _____ Does the manager keep the elected body informed of important developments and current issues affecting the community?

Comments: _____

D. _____ Does the manager maintain open lines of communication with the elected body as a body and with individual members?

Comments: _____

E. _____ Does the manager assist in facilitating elected body consensus and in identifying and setting goals and policies?

Comments: _____

_____ **Total Score** (50 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

2. LEADERSHIP AND POLICY EXECUTION

A. _____ Does the manager implement elected body action in accordance with the intent of the elected body?

Comments: _____

B. _____ Does the manager support the actions of the elected body after a decision has been reached?

Comments: _____

¹ Adapted from City Manager Evaluation Form, City of Mountlake Terrace, WA

C._____ Does the manager enforce and carry out organizational policies?

Comments: _____

D._____ Does the manager present comprehensive factual information and analysis of issues for elected body decisions, and ensure that the elected body receives timely and sound advice and information in evaluating policy initiatives?

Comments: _____

E._____ Does the manager have the respect and confidence of the elected body, employees, the community, and government officials?

Comments: _____

F._____ Does the manager articulate a vision that motivates the organization to perform consistent with the elected body's policy direction?

Comments: _____

_____ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 –Outstanding

3. **COMMUNICATION**

A._____ Does the manager provide the elected body with reports (written and/or verbal) concerning matters of importance to the organization in a timely fashion, and does the manager provide equal information to all members of the elected body?

Comments: _____

B._____ Does the manager continuously evaluate and enhance methods to provide information to the widest audience possible through the efficient use of resources and technology?

Comments: _____

C._____ Does the manager prepare a sound, well-organized elected body meeting agenda with clear staff reports fairly describing the issues and outlining more than one alternative action?

Comments: _____

D._____ Does the manager provide adequate, timely information and provide follow-up to individual elected body requests for information?

Comments: _____

E._____ Does the manager serve as an effective advocate in communicating support for organizational policies, programs, and plans?

Comments: _____

- F._____ Does the manager provide clear and concise oral explanations to the elected body at elected body meetings?
Comments: _____

_____ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

4. **COMMUNITY AND INTERGOVERNMENTAL RELATIONS**

- A._____ Is the manager approachable, accessible, available, and responsive to the community, and does the manager displays diplomacy and tact when responding to others?
Comments: _____

- B._____ Does the manager have a successful, working relationship with the news media?
Comments: _____

- C._____ Does the manager cooperate and work well with neighboring communities and other government units, such as the neighboring cities, the county, special-purpose districts, and the state and federal governments, and does the manager represent the community's interests through regular participation in local, regional, and state groups?
Comments: _____

- D._____ Does the manager project a positive public image, based on courtesy, professionalism, and integrity?
Comments: _____

_____ **Total Score** (40 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

5. **MANAGEMENT AND ADMINISTRATION**

- A._____ Is the manager successful at recruiting and retaining competent personnel for city and does the manager ensure the fair and equitable treatment of employees?
Comments: _____

- B._____ Is the manager willing to try new ideas to supplement or stretch resources and improve the management of services and programs?
Comments: _____

- C._____ Does the manager anticipate problems and develop effective solutions for solving them?
Comments: _____

D._____ Does the manager ensure that the organization's resources—human, material, and fiscal—are used wisely?

Comments: _____

E._____ Does the manager structure administrative work plans designed to accomplish elected body's goals?

Comments: _____

_____ **Total Score** (50 points possible)

1 –Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 –Exceeded expectations; 10 – Outstanding

6. FINANCIAL MANAGEMENT

A._____ Does the manager direct the preparation of a balanced budget that provides services at levels consistent with elected body policy and direction?

Comments: _____

B._____ Does the manager makes the best possible use of available funds, conscious of the need to operate the organization in an efficient and effective manner?

Comments: _____

C._____ Is the budget prepared in a readable and easy-to-understand format?

Comments: _____

D._____ Does the manager keep the elected body apprised of major financial issues affecting the organization?

Comments: _____

E._____ Does the manager monitor the budget to ensure that funds are spent correctly?

Comments: _____

F._____ Does the manager evaluate programs and services (e.g., opportunities for cost reduction, revenue enhancement, incorporation of supplemental resources) and make adjustments as needed?

Comments: _____

_____ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

7. PERSONAL CHARACTERISTICS

- A. _____ IMAGINATION: Does the manager show originality in approaching problems? Does she create effective solutions? Is she able to visualize the implications of various alternatives?

Comments: _____

- B. _____ OBJECTIVITY: Does the manager take a rational, impersonal, and unbiased viewpoint based on facts and qualified opinions? Is he able to put aside his personal feelings when considering the community's best interest?

Comments: _____

- C. _____ ENERGY: Is the manager energetic and willing to spend the time necessary to do a good job? Does she have good initiative, and is she a self-starter?

Comments: _____

- D. _____ JUDGMENT AND DECISIVENESS: Is the manager able to reach quality decisions in a timely fashion? Are his decisions generally good? Does he exercise good judgment in making decisions and in his general conduct?

Comments: _____

- E. _____ INTEGRITY: Is the manager honest and forthright in her professional capacities? Does she have a reputation in the community for honesty and integrity?

Comments: _____

- F. _____ SELF-ASSURANCE: Is the manager self-assured of his abilities? Is he able to be honest with himself and take constructive criticism? Does he take responsibility his own mistakes? Is he confident enough to make decisions and take actions as may be required without undue supervision from the elected body?

Comments: _____

_____ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;
7 – Exceeded expectations; 10 – Outstanding

SECTION TWO: GOAL PERFORMANCE

GOAL 1				
OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION:</u> (DESCRIBE THE RESULTS ACHIEVED)				
<u>Performance-Level Term:</u> (CIRCLE)				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 2				
OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION:</u> (DESCRIBE THE RESULTS ACHIEVED)				
<u>Performance-Level Term:</u> (CIRCLE)				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 3				
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OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION:</u> (DESCRIBE THE RESULTS ACHIEVED)				
<u>Performance-Level Term:</u> (CIRCLE)				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 4				
OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION:</u> (DESCRIBE THE RESULTS ACHIEVED)				
<u>Performance-Level Term:</u> (CIRCLE)				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 5					
OBJECTIVE					
<i>Performance achieved</i>					
DESCRIPTION: (DESCRIBE THE RESULTS ACHIEVED)					
Performance-Level Term: (CIRCLE)					
1	3	5	7	10	
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding	

GOAL 6					
OBJECTIVE					
<i>Performance achieved</i>					
DESCRIPTION: (DESCRIBE THE RESULTS ACHIEVED)					
Performance-Level Term: (CIRCLE)					
1	3	5	7	10	
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding	

Conclusions

In what areas has the manager excelled over the past year?

What areas need improvement? What constructive, positive ideas can you offer the manager to improve these areas?

Do you have other comments or observations you want to share with the manager?

Manager Comments:

COMPOSITE PERFORMANCE RATING

SECTION ONE: BEHAVIORS (with points possible)	TOTAL SCORE	AVERAGE SCORE
1. RELATIONS WITH ELECTED BODY (50)	_____	_____
2. LEADERSHIP AND POLICY EXECUTION (60)	_____	_____
3. COMMUNICATION (30)	_____	_____
4. COMMUNITY AND INTERGOVERNMENTAL RELATIONS (40)	_____	_____
5. MANAGEMENT AND ADMINISTRATION (50)	_____	_____
6. FINANCIAL MANAGEMENT (60)	_____	_____
7. PERSONAL CHARACTERISTICS (60)	_____	_____

SECTION ONE AVERAGE SCORE

SECTION TWO: GOAL PERFORMANCE

1. PROTECT AND ENHANCE COMMUNITY'S FINANCIAL HEALTH AND STABILITY	_____
2. GENERATE ECONOMIC DEVELOPMENT THROUGHOUT THE COMMUNITY	_____
3. REVIEW AND PRIORITIZE CAPITAL INFRASTRUCTURE NEEDS AND IMPLEMENT PROJECTS	_____
4. DEVELOP AND IMPLEMENT A STRATEGY TO ADDRESS THE COMMUNITY'S AGING PUBLIC FACILITIES	_____
5. DEVELOP AND IMPLEMENT MORE EFFECTIVE COMMUNICATION AND OUTREACH WITH THE COMMUNITY	_____
6. MAINTAIN APPROPRIATE AND ESSENTIAL PUBLIC SERVICES IN A COST-EFFECTIVE MANNER	_____

SECTION TWO- AVERAGE SCORE

SECTION ONE + SECTION TWO = TOTAL /2 = COMPOSITE SCORE

COMPENSATION ADJUSTMENT MECHANISM

Performance-based Adjustment Based on Comparable Cities' Manager/Administrator Compensation using Composite Performance Score:

0 to 2.49	No increase in base pay
> 2.50 to 3.49	No increase or base pay equals 90 percent of comparables average (whichever is greater)
> 3.50 to 5.49	Base pay equals average of comparables, no performance pay
> 5.50 to 7.49	Base pay equals average of comparables plus 3% one-time performance pay
> 7.50 to 10.00	Base pay equals average of comparables plus 5% one-time performance pay