



# OKLAWAHA COUNTY, FLORIDA

## City/County Manager Performance Evaluation

City/County Manager's Name: \_\_\_\_\_

Council Member/Commissioner's Name: \_\_\_\_\_

Evaluation Period: \_\_\_\_\_ to \_\_\_\_\_

Evaluation Date: \_\_\_\_\_

### Evaluation Instructions:

This form shall be completed by each member of the Council/Commission to evaluate the City/County Manager's performance in each of the areas noted below. Each member of the Board shall sign at the end of the form and forward it to the Human Resources Director. Performance levels can be noted based on the following scale:

- 5 – EXCELLENT:** The incumbent consistently demonstrates performance at a very high standard that significantly surpasses reasonable expectations.
- 4 – SUPERIOR:** The incumbent consistently demonstrates performance that generally exceeds reasonable expectations. The individual demonstrates no appreciable performance deficiencies.
- 3 – SATISFACTORY:** The incumbent consistently meets reasonable performance expectations. The individual demonstrates an acceptable degree of competence and performance.
- 2 – FAIR:** The incumbent achieves the minimum of performance expectations. The individual requires development in specific areas in order to meet reasonable expectations of performance.
- 1 – UNSATISFACTORY:** The incumbent frequently fails to meet minimum performance expectations.

### Timeline:

- First regularly scheduled meeting in October:
  - Manager presents the Annual Report to the Council/Commission
  - Chairman distributes the City/County Manager's performance evaluation form
- Second regularly scheduled meeting in October:
  - Deadline for completion of the performance evaluation form
  - Commissioners are encouraged to meet with the manager to individually discuss their evaluation
- First regularly scheduled meeting in November:
  - The compilation of the manager's evaluation and any merit percentage increase recommended by the Chairman are



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presented for ratification by the Council/Commission

### Performance Dimensions:

1. Professional Skills and Expertise	Rating:
a. Is knowledgeable of current developments affecting the management field and affecting local governments.	_____ of 5
b. Regularly provides accurate, comprehensive reports concerning matters of importance to the organization.	_____ of 5
c. Anticipates problems and develops effective approaches for solving them.	_____ of 5
d. Offers workable alternatives when changes in the law render the administration of an ordinance or policy impractical.	_____ of 5
e. Sets a professional example by handling the affairs of the organization in a fair and impartial manner.	_____ of 5
<b>Total Rating for this Performance Dimension:</b> _____ of 25	
<b>Comments:</b>	

2. Council/Commission Relations	Rating:
a. Carries out directives of the Board as a whole rather than those of any one Board member.	_____ of 5
b. In responding the requests for information, provides complete, accurate, and timely information equally to all Board members.	_____ of 5
c. Assists the Board by resolving problems at the administrative level to avoid unnecessary Board action.	_____ of 5
d. Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.	_____ of 5
e. Is willing to try new ideas proposed by Board members.	_____ of 5
<b>Total Rating for this Performance Dimension:</b> _____ of 25	
<b>Comments:</b>	



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3. Citizen and Public Relations	Rating:
a. Effectively conveys to the public that the organization delivers services in a cost-effective manner without sacrificing quality and customer focus.	_____ of 5
b. Is willing to meet with members of the community and is responsive to their concerns.	_____ of 5
c. Demonstrates a dedication to service to the community and its citizens.	_____ of 5
d. Expresses information orally in a clear and concise manner when making public presentations.	_____ of 5
e. Is skillful with the news media, proactively providing information that is important to the public.	_____ of 5
<b>Total Rating for this Performance Dimension:</b> _____ of 25	
<b>Comments:</b>	

4. Policy Execution	Rating:
a. Understands, supports, and enforces the organization's ordinances, policies, and procedures.	_____ of 5
b. Clearly identifies and communicates expectations to the organization regarding the implementation of policies enacted by the Board.	_____ of 5
c. Implements Board actions in accordance with the intent of the Board.	_____ of 5
d. Supports the actions of the Board after a decision has been reached, both inside and outside the organization.	_____ of 5
e. Helps internal and external stakeholders to achieve common objectives within the parameters of established Board policies.	_____ of 5
<b>Total Rating for this Performance Dimension:</b> _____ of 25	
<b>Comments:</b>	



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5. Intergovernmental Relations	Rating:
a. Promotes a positive working relationship with other governmental entities.	_____ of 5
b. Engages with other local, regional, state, and federal agencies to accomplish local initiatives.	_____ of 5
c. Positively and effectively represents the organization and its interests when working with other governmental agencies.	_____ of 5
d. Maintains awareness of laws and other issues affecting other governmental agencies which may affect the organization.	_____ of 5
e. Is willing to share resources or information with other governmental agencies as appropriate.	_____ of 5
<b>Total Rating for this Performance Dimension:</b> _____ of 25	
<b>Comments:</b>	

6. Staffing and Management	Rating:
a. Recruits and retains competent personnel for County positions.	_____ of 5
b. Is aware of staff weaknesses and works to improve their performance.	_____ of 5
c. Promotes training and development opportunities for employees at all levels of the organization.	_____ of 5
d. Stays accurately informed and concerned about employee relations.	_____ of 5
e. Is able to discern when it is necessary to assume charge of situations that would normally be handled by a subordinate and when it is necessary to only provide guidance and support.	_____ of 5
<b>Total Rating for this Performance Dimension:</b> _____ of 25	
<b>Comments:</b>	



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7. Fiscal Management	Rating:
a. Prepares a balanced budget to provide services at a level directed by the Board.	_____ of 5
b. Ensures that the budget meets the operational needs of the organization and makes the best possible use of available funds.	_____ of 5
c. Prepares the budget in an intelligent but readable format.	_____ of 5
d. Submits the proposed budget in a timely manner that allows for an appropriate review period.	_____ of 5
e. Appropriately monitors and manages the fiscal activities of the organization throughout the fiscal year.	_____ of 5
<b>Total Rating for this Performance Dimension:</b> _____ of 25	
<b>Comments:</b>	

8. Planning and Organizational Development	Rating:
a. Works with the Board, community leaders, and other stakeholders to develop a clear vision, mission, values, and objectives for the organization.	_____ of 5
b. Effectively prioritizes goals and objectives in order to ensure that the organization is doing "first things first" in support of its strategic plan.	_____ of 5
c. Maintains a healthy and productive organizational culture focused on customer service and responsible stewardship of the organization's resources.	_____ of 5
d. Has a capacity for and encourages innovation.	_____ of 5
e. Reviews ordinances, policies, and procedures periodically to suggest improvements.	_____ of 5
<b>Total Rating for this Performance Dimension:</b> _____ of 25	
<b>Comments:</b>	



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9. Leadership and Decision-Making	Rating:
a. Leads the organization by example in adhering to its established policies, rules, and procedures, and ensures that subordinates do the same.	_____ of 5
b. Acknowledges the efforts of others and gives appropriate credit for their accomplishments.	_____ of 5
c. Is effective at building consensus among stakeholders on new or unpopular policies or initiatives.	_____ of 5
d. Makes logical decisions based on a thorough review of available information and soliciting input from appropriate sources.	_____ of 5
e. Is able to effectively make decisions rapidly in situations where information is limited and the outcome might be uncertain.	_____ of 5
<b>Total Rating for this Performance Dimension:</b> _____ of 25	
<b>Comments:</b>	

10. Individual Characteristics	Rating:
a. Consistently acts with professionalism and courtesy, including prompt attendance at meetings, returning phone calls/messages, and adhering to scheduled appointments.	_____ of 5
b. Ensures that all business conducted by the organization is free of conflicts of interest or practices that might be construed as illegal, unethical, or unprofessional.	_____ of 5
c. Is energetic, cooperative, and willing to spend whatever time is necessary to do a good job.	_____ of 5
d. Has the capacity to listen to others and to recognize their interests.	_____ of 5
e. Avoids political positions, partisanship, and unnecessary controversy.	_____ of 5
<b>Total Rating for this Performance Dimension:</b> _____ of 25	
<b>Comments:</b>	



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### Summary:

Performance Dimension:	Overall Rating:	
1. Professional Skills and Expertise	_____	<i>of 25</i>
2. Council/Commission Relations	_____	<i>of 25</i>
3. Citizen and Public Relations	_____	<i>of 25</i>
4. Policy Execution	_____	<i>of 25</i>
5. Intergovernmental Relations	_____	<i>of 25</i>
6. Staffing and Management	_____	<i>of 25</i>
7. Fiscal Management	_____	<i>of 25</i>
8. Planning and Organizational Development	_____	<i>of 25</i>
9. Leadership and Decision-Making	_____	<i>of 25</i>
10. Individual Characteristics	_____	<i>of 25</i>

Total Score: \_\_\_\_\_ of 250

*Divide by 50 (total number of metrics)*

**Total Average Rating: \_\_\_\_\_ of 5**

Evaluator's Signature: \_\_\_\_\_

Date: \_\_\_\_\_