

Manager Evaluation & Review

for Farmers' Market Managers and their Boards

FARMERS' MARKET MANAGER EVALUATION AND REVIEW

2012

Created by: Michelle Wolf

Manager Evaluation & Review

for Farmers' Market Managers and their Boards

Name:

Date:

Market:

Position Title:

Rating Scale

Answer each question using the following scale for job performance:

1. POOR (rarely meets performance expectations; performs at a very low standard)
2. BELOW AVERAGE (usually does not meet performance expectations)
3. SATISFACTORY (meets performance expectations; performs at an average standard)
4. ABOVE AVERAGE (generally exceeds performance expectations)
5. EXCELLENT (almost always exceeds performance expectations; performs at a very high standard)

1. Vision

Has a compelling vision for their market and where it should be in one year; in five years. Has a “big picture” perspective that identifies opportunities and threats. Understands how their market fits into its larger community and the farmers’ market movement as a whole.

Score (1-5): _____

Comments:

2. Communication

Ability to communicate the vision and inspire others to “shared vision”. Communicates well with all stakeholders (eg. Town, Board, vendors, customers, partners, funders, market staff, volunteers). People feel comfortable discussing concerns and needs with Manager.

Score (1-5): _____

Comments:

3. Conflict Resolution

Resolves conflict appropriately and fairly (starting with the market conflict resolution policy, if applicable).

Score (1-5): _____

Comments:

4. Goals

Ability to clearly articulate goals and responsibilities that will move their market towards its vision. Is goal-oriented. Understands how to set appropriate short-term and long-term planning. Able to prioritize goals in consideration of budget, staffing, etc.

Score (1-5): _____

Comments:

5. Focus/Delegation/Management Skills

Ability to focus attention on the “critical few” areas/projects that require their leadership. Ability to delegate effectively and accomplish goals through others (staff, volunteers, vendors, Board, etc)

Score (1-5): _____

Comments:

6. Passion/Commitment

Enthusiasm and dedication to their market and their position.

Score (1-5): _____

Comments:

7. People

Ability to attract, train, and retain great people into the market community (as staff, vendors, or volunteers). Willing to try new ideas proposed by others. Ability to get people working together as a team. Commitment to helping people grow. A people-person, a “star builder”. (If applicable, has a career development plan for each person in their staffing team; conducts employee evaluations.)

Score (1-5): _____

Comments:

8. Connected

Is connected to their people and their community. Knows people’s goals, strengths and weaknesses. Has meaningful interaction with each person in their market vendorship at least monthly. Conducts vendor satisfaction surveys. Their people think of them first when they have a question or idea.

Score (1-5): _____

Comments:

9. Availability

Is punctual. Is readily available to people at their market. Maintains other “office hours”. If out of the office, systems are in place so people know how/when to find them. Manages by “walking around”.

Score (1-5): _____

Comments:

10. Facilities

Maintains their office and market in a neat, orderly fashion that inspires confidence that they are organized and “in control”. Office facilities are neat, clean, freshly painted and updated to inspire an “environment of success”. Paper and supplies are organized and easily accessible (a place for everything and everything in its place) so it’s easy to do business. Info-Booth and/or other market-day facilities are clean, organized, and well-maintained.

Score (1-5): _____

Comments:

11. Responsibility

Takes control and responsibility for their market. Knows when to ask others for advice or help but never expects others to do their job. Knows how to make decisions apart from the vendors or Board yet knows how to stay connected and be a part of the market community (interdependence versus independence or dependence). Supports the concept of the “market family”.

Score (1-5): _____

Comments:

12. Systems

Ability to create, operate, and maintain systems that add value and make it easier for partners, vendors and customers to do business with the market. Uses spreadsheets, workbooks, receipt system, files, software, technology, planning strategies and administrative tools effectively and efficiently, recording the data and intellectual property of the market correctly and fully.

Score (1-5): _____

Comments:

13. Job Performance

Can be relied upon for task completion and follow-up. Has the practical, technical, and informational skills required to do the job. Shows stability, courtesy, professionalism, and judgment in their job. Possesses the necessary mental and physical stamina to do their job well. Composure, appearance and attitude are fitting for a leadership position.

Score (1-5): _____

Comments:

14. Knowledge/Competence/Learning

Has the knowledge base to be effective in the position. Knows how to do every job they are responsible for or oversee. Is continuously seeking new knowledge and ways to improve and make the market better. Creates a “learning environment” at their market for vendors, staff, and volunteers. Shows a commitment to their own professional development.

Score (1-5): _____

Comments:

15. Business and Funding Generator

Continuously looking for ways to increase business for market vendors and the market itself. Raises funds for the market effectively. Ensures that the market delivers high customer service to its partners and market shoppers, and helps vendors do the same. Conducts customer satisfaction evaluations.

Score (1-5): _____

Comments:

16. Fiscal Management

Prepares a balanced annual budget to provide services at the level deemed appropriate by the Board, vendors and/or partners. Makes the best use of available funds, conscious of the need to operate efficiently and effectively. Shows financial planning skills.

Score (1-5): _____

Comments:

17. Change

Ability to anticipate and lead change.

Score (1-5): _____

Comments:

18. Trust

Is trusted to treat people fairly and keep confidence. Has credibility. Is reliable and can be counted on to do what is promised.

Score (1-5): _____

Comments:

19. Decision Making

Makes good, timely decisions. Has a system for gathering input and making decisions that are consistent and well understood by vendors, staff, the Board, partners, and/or the community. Corrects decisions when need be.

Score (1-5): _____

Comments:

20. Positive Attitude / Encourager

Creates a healthy, positive environment that encourages others to be their best selves, to resolve differences appropriately, to create a good market atmosphere, and to succeed at their job and/or market business. Encourages people.

Score (1-5): _____

Comments:

21. Policy Execution

Understands and fairly executes the policies and/or ordinances of the market . Shows fairness in policy dealings with all vendors. Suggests improvements to policies when necessary, including workable alternatives. (Understands the role of the Board or governing agency to make final policy decisions, where applicable.)

Score (1-5): _____

Comments:

22. Strengths

What specific strengths does the Manager have and how could these strengths be leveraged for greater positive impact within the market organization?

23. Weaknesses

What are specific areas of improvement that would help the Manager be even more effective? Are there any areas of particular concern?

24. Opportunities

What opportunities do you see that the Manager should address?

25. Threats

What threats do you see that the Manager should address?

26. Additional

Additional comments or suggestions. Use additional paper if needed.

Date: _____ *Name:* _____ *Signature:* _____