

**Management Evaluation Report**

Name of the person being evaluated \_\_\_\_\_

Answer each of the following questions by ranking them according to the scale provided at the top of each section. There is also an opportunity at the end of each section to provide additional input by answering the questions provided.

**Manager/ Board Relations**

*General Performance Standards*

How well does the manager	Seldom				Always
1. Provide information to the board on a timely basis that allows the board to make informed decisions.	1	2	3	4	5
2. Develop realistic budgets and operating plans and provide timely reports identifying progress and reasons for variations.	1	2	3	4	5
3. Make good timely decisions, identify and follow up on problems, and provide general leadership?	1	2	3	4	5
4. Advise the board on needed resources, facilities, capital, and operating needs.	1	2	3	4	5
5. Assist the board in establishing strategic plans, implementing actions to achieve strategic goals, and measure progress toward goals.	1	2	3	4	5
6. Seek new business opportunities or ideas for increasing productivity.	1	2	3	4	5

**Rate the Overall Performance of the Manager in Manager/ Board Relations.**

Poor				Excellent
1	2	3	4	5

**Marketing/Market Share**

*General Performance Standards*

How well does the manager?	Not Achieved		Met	Exceeded	
1. Aggressively pursue grain market share.	1	2	3	4	5
2. Contract grain purchases.	1	2	3	4	5
3. Seek out new business opportunities.	1	2	3	4	5
4. Market share in fertilizer greater than 25% of potential in trade territory.	1	2	3	4	5
5. Market share in grain greater than 40% of the potential in the trade territory.	1	2	3	4	5

*Specific Performance Standards (examples)*

1. Annual grain turnover should be greater than 1.2 turns.
2. Analyzed member satisfaction or sales patterns during previous year.

**Rate the overall performance of the Manager in Marketing.**

Poor				Excellent
1	2	3	4	5

**Financial**

*General Performance Standards (each board should develop their own standards)*

How well does the manager	Standard	Actual	Achieved		Met	Exceeded	
1. Local income/Sales.	1.5%		1	2	3	4	5
2. Return on Local Assets.	7%		1	2	3	4	5
3. Working Capital.	\$		1	2	3	4	5
4. Days' Sales in Accounts Receivable.	45		1	2	3	4	5
5. Total Expenses/Gross Margin.	90%		1	2	3	4	5
6. Personnel Expenses/Gross Margin.	45%		1	2	3	4	5
7. Debt/Total Assets.	35%		1	2	3	4	5
8. Farm Supply Sales/Average Inventory.	2.5		1	2	3	4	5

*Specific Performance Standards (examples)*

1. Not more than 15% of accounts receivable should be more than 60 days old.
2. Met or exceeded all of lender's financial covenants.

**Rate the overall performance of the Manager in Financial Management.**

Poor				Excellent
1	2	3	4	5

**Coordination/Operations**

*General Performance Standards*

	Seldom				Always
1. Uses an effective chain of command, delegate effectively maintain current job descriptions, and conducts regular performance evaluations.	1	2	3	4	5
2. Maintains grain shrinkage at below 2%.	1	2	3	4	5
3. Manages controllable costs.	1	2	3	4	5