

# Program Manager Evaluation

<Name>

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It is important to evaluate our staff from time to time, to provide direction from both supervisors and the volunteer base as to what is desired or expected of the position in question.

The purpose of this evaluation is to provide feedback to assist in development within the position of Program Manager. The time period involved is < **Contract Year**>. While recommendations may be issued, there are no penalties or rewards directly tied to the results.

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## Process

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### The Tool

The evaluation tool was created directly out of the Program Manager's job description. It is a breakdown of the duties and responsibilities as outlined in that document. <name> was informed of its existence and the process by which it was to be applied at the time the contract was signed. The employee consented to the process at that time.

The Evaluation is divided into two sections. The first covers the duties and responsibilities of the position. The second covers his interactions with other staff, committees, and volunteers and how the employee functions within the structure of the organization.

### The Committee

The Evaluation Committee is chosen from as wide a variety of station sources as possible. Typical evaluations in this organization make use of seated committees who then poll the membership. With the permission of the employee, evaluation forms may be distributed to a list of representatives and returned to the supervisor for compiling.

All evaluations at CHSR use known lists of respondents, who can be named upon request, but their responses are averaged and the individual scores are kept confidential.

Respondents are chosen for their perspectives. The categories are: new programmer, seasoned programmer (preferably having been a programmer under another Program Manager), member of the Executive, member of the Programming Committee, paid staff, the supervisor, and the employee.

### The Comments

All respondents are encouraged to write comments where they feel clarification is needed. Comments are included in this report verbatim.

**The Scoring**

The evaluation questions allow for a choice of answers within the following range: excellent, good, satisfactory, needs improvement, and unsatisfactory. These are then given numeric values under the following system:

- Excellent = 4
- Good = 3
- Satisfactory = 2
- Needs improvement = 1
- Unsatisfactory = 0

Few of the respondents answer all the questions. They are instructed to leave blank any questions to which they do not know the answer. During the averaging process, scoring is adjusted to take this into account.

**Legend for ranges (based on 6 respondents):**

Respondents	Excellent	Good	Satisfactory	Needs Improvement	Unsatisfactory
6	24	18 - 23	12 - 17	6 - 11	0 - 5
5	20	15 - 19	10 - 14	5 - 9	0 - 4
4	16	12 - 15	8 - 11	4 - 7	0 - 3
3	12	9 - 15	6 - 8	3 - 5	0 - 4

The final averages were then compared to a scale for each section based on the number of questions in that section. More weight is placed on the performance of duties than on the relationship section, however, both sections are considered in the conclusion.

**Average Totals:**

Section	Excellent	Good	Satisfactory	Needs Improvement	Unsatisfactory
1	44	33 - 43	22 - 32	11 - 21	0 - 10
2	80	60 - 79	40 - 59	20 - 39	0 - 19

The averaged evaluation form that follows contains numeric averages and comments. The numbers should help in understanding where the employee falls within the category ranges. It can be confusing; please keep in mind that where there were fewer responses, the ranges were scaled.

# Program Manager Job Performance Evaluation

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## Section 1 - Fulfilment of duties and responsibilities:

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The Program Manager's primary responsibility is to maintain broadcast activities during the hours indicated in section II of the license the *Promise of Performance (PoP)* to standards set out by the CRTC and the station's own policies.

1. The Program Manager is familiar with the requirements of license and regulations of the CRTC, and is capable of maintaining the FM broadcasts in accordance with these regulations.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

Respondents: <#> Score: <#>

2. The Program manager is familiar with the policies of CHSR governing programming and is capable of maintaining the FM broadcasts in accordance with these policies.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

Respondents: <#> Score: <#>

3. The Program Manager is familiar with the CHSR FM constitution and by-laws and is capable of working within the structure and guidelines presented there.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

Respondents: <#> Score: <#>

The Program Manager is responsible for maintaining the quality of CHSR FM's broadcast. S/he heads a team of senior volunteers (the Programming Committee) whose role is to assign, evaluate, and discipline programmers; maintain the weekly schedule; and respond to complaints about programming. The Program Manager will work closely with the Programming Committee members in the development of programming on CHSR FM that reflects the mosaic of the university and local communities...and [assist] the Executive in the development of the on-air departments.

4. The Program Manager has begun initiatives which will result in the continued development of the program schedule.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

Respondents: <#> Score: <#>

5. The Program Manager has successfully trained broadcast personnel to meet or exceed the standards expected in CHSR's policy on Broadcast Standards.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

6. The Program Manager has actively participated in the maintenance of the broadcast as needed.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

7. The Program Manager has assisted the Executive Committee members in the development of their skills as they relate to on-air skills.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

**The Program Manager is responsible for the proper recording of Music Logs, Program Logs and Audio Logs.**

8. The Program Manager has maintained the minimum requirements for written records of CHSR's broadcast.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

9. The Program manager has maintained the minimum requirements for audio records of CHSR's broadcast.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

**The Program Manager must act as part of a team that assembles the best possible equipment under the circumstances and maintains these for the best possible on-air sound.**

**Resource material such as tapes, cassettes, and CDs as well as portable recording equipment, are to be administered by the Program Manager.**

10. The Program Manager has actively participated on committees concerned with the creation of the annual budget.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

11. The Program manager has maintained supplies and equipment in a responsible manner.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

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**Section 2 - Relationship within the station:**

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**Though the Program Manager is responsible to the Board of Directors through the Station Manager s/he must work closely with the Executive Committee as representatives of the membership. As a member of, and the representative for, the Programming Committee, the Program Manager is responsible for carrying out that body's policies and decisions in the assignment, review and discipline of on-air programmers.**

**Relationship with staff:**

12. The Program Manager is approachable and participates in staff projects.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

13. The Program Manager performs shared duties with staff.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

14. The Program Manager observes safe work environment policies.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

15. The Program Manager works within the station's reporting and supervisory structure.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

16. The Program Manager attends and participates in staff meetings regularly and promptly.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

**Relationship with the Board of Directors:**

17. The Program Manager attends and participates in Board of Directors meetings regularly and promptly.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

18. The Program Manager reports regularly and in a timely manner to the Board of Directors.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

**Relationship with the Executive:**

19. The Program Manager attends and participates in Executive Committee meetings regularly and promptly.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

20. The Program Manager assists and advises the Executive Committee in station management matters.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

21. The Program Manager works with the Executive Committee on matters related to weekly management of the station.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

22. The Program Manager is approachable and participates in staff projects.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

**Relationship with the Programming Committee:**

23. The Program Manager attends and participates Programming Committee meetings regularly and promptly.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

24. The Program Manager works with the Programming Committee on matters related to programming.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

25. The Program Manager is approachable and participates in Programming Committee projects.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

**Relationship with programmers:**

26. The Program Manager is approachable and interacts with programmers as needed.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

27. The Program Manager is available for consultations with programmers.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

28. The Program Manager initiates contact regarding training and feedback with programmers to assist in the development of their skills.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

**Relationship with the General Membership:**

29. The Program Manager attends and participates in general Membership meetings regularly and promptly.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

30. The Program Manager is approachable and helpful with members in areas not directly related to the broadcast schedule.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

31. The Program Manager advises, assists and participates in projects of the general membership not directly related to broadcast.

- Excellent
- Good
- Satisfactory
- Needs Improvement
- Unsatisfactory

**Respondents: <#> Score: <#>**

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**Averaged totals:**

**Section 1: <#> - <Rating>**

**Section 2: <#> - <Rating>**

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## **The Evaluation**

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### **Section 1 - Duties and Responsibilities:**

In the duties and responsibilities section, the eleven questions focussed on the Program Manager's knowledge and activities in the performance of duties.

**<Section Evaluation>**

### **Section 2 - Relationship Within The Station:**

In the section dealing with relationships within the station, there are twenty questions dealing with the employee's relationship with specific groups within the station, and a section on how he/she functions within the station's current structure.

**<Section Evaluation>**

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## **Conclusion**

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**<Overall Results & Recommendations>**

**<Date>**

Tristis Ward  
Station Manager