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December 9, 2014

***Sent Via E-Mail***

George Green, Chairperson  
Isabella Board of Commissioners  
200 N. Main Street  
Mt. Pleasant, MI 48858

Margaret McAvoy, County Administrator  
Isabella County  
200 N. Main Street  
Mt. Pleasant, MI 48858

***Re: Summary of Margaret McAvoy's 2014 Performance Appraisal by  
Isabella County Board of Commissioners***

Dear Mr. Green and Ms. McAvoy:

Please find enclosed our summary of the Board's recent Appraisal of Ms. McAvoy. I would direct your attention to the three exhibits which summarize and analyze the scoring by the Board members. All seven Board members responded to the Appraisal. I would specifically direct the reader's attention to the following areas:

1. The extreme scores, that is, the highest scores and the lowest scores. I deliberately arranged the scores in descending order to allow easy review and contrast.
2. The contrast in the scores between the Administrator's self-scoring and Board scores.
3. The scores where the Commissioners among themselves vary significantly, i.e. "Information Exchange/Reporting" varied by 3 points and "Adaptability, Flexibility" varied by 4 points.
4. Finally, I set out all of the written comments.

I will forward copies of the Source Documents being copies of the individual Commissioners' Appraisals. I will reproduce the handwritten appraisals by typing and deleting any information which may identify an individual Commissioner. These documents are too valuable not to be included for review by the Administrator as well as by other Board members.

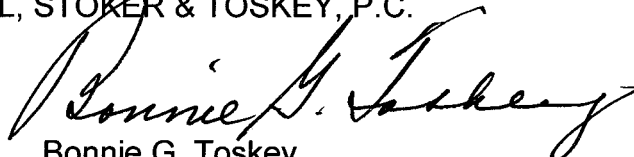
Mr. George Green  
Ms. Margaret McAvoy  
December 9, 2014  
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I was pleased to be able to assist you and hope you find the enclosed to be useful.  
I will remind you that this summary was performed at no charge to the County.

Do not hesitate to contact me.

Very truly yours,

COHL, STOKER & TOSKEY, P.C.



Bonnie G. Toskey

BGT/dkb

Enclosures

N:\Client\Shiawassee\Miscellaneous\McAvoy Performance Evaluations\Sparks re McAvoy Perf App.wpd

**ISABELLA COUNTY ADMINISTRATOR**  
**MARGARET McAVOY PERFORMANCE APPRAISAL**

**DECEMBER 2014**

**SUMMARY OF COMMISSIONERS' SCORES IN DESCENDING ORDER**  
**WITH HIGHEST SCORING CATEGORIES SET OUT AT THE TOP**

<b>CATEGORIES</b>	<b>HIGH SCORE</b>	<b>LOW SCORE</b>	<b>AVERAGE (OUT OF 10)</b>
INTEGRITY	11	10	10.142
DEPENDABILITY, PUNCTUALITY, ATTENDANCE	10	10	10.0
LEADERSHIP	11	9	9.857
TEAM WORK	10	9	9.714
PROFESSIONAL APPEARANCE & IMAGE	10	9	9.714
COMMUNICATION SKILLS	10	9	9.571
PROBLEM SOLVING	10	9	9.428
STEADINESS UNDER PRESSURE	10	9	9.285
CREATIVITY	10	9	9.285
INITIATIVE, ENERGY, DETERMINATION	10	8	9.142
JOB KNOWLEDGE	10	8	9.0
ADAPTABILITY, FLEXIBILITY	10	6	8.571
MEETING DEADLINES	9	8	8.428
PLANNING & FORECASTING	9	8	8.285
TIME MANAGEMENT	9	8	8.0
INFORMATION EXCHANGE/REPORTING	9	6	7.857

**OVERALL AVERAGE OF ALL SCORES: 9.142**

**ISABELLA COUNTY ADMINISTRATOR**  
**MARGARET McAVOY PERFORMANCE APPRAISAL**

**DECEMBER 2014**

**COMPARISON OF ADMINISTRATOR'S SELF-SCORING WITH  
BOARD'S SCORING AND THE DIFFERENCE**

<b>CATEGORIES</b>	<b>COMM AVERAGE SCORE</b>	<b>ADMIN SCORE</b>	<b>DIFF</b>
INTEGRITY	10.142	10	.142
DEPENDABILITY, PUNCTUALITY, ATTENDANCE	10	10	0
LEADERSHIP	9.857	10	.143
TEAM WORK	9.714	9	.714
PROFESSIONAL APPEARANCE & IMAGE	9.714	9	.714
COMMUNICATION SKILLS	9.571	10	.429
PROBLEM SOLVING	9.428	10	.572
STEADINESS UNDER PRESSURE	9.285	9	.285
CREATIVITY	9.285	9	.285
INITIATIVE, ENERGY, DETERMINATION	9.142	9	.142
JOB KNOWLEDGE	9	8	1.0
ADAPTABILITY, FLEXIBILITY	8.571	9	.429
MEETING DEADLINES	8.428	8	.428
PLANNING & FORECASTING	8.285	8	.285
TIME MANAGEMENT	8	7	1.0
INFORMATION EXCHANGE/REPORTING	7.857	8	.143

**SELF EVALUATION OVERALL AVERAGE SCORE: 8.94**

**ISABELLA COUNTY ADMINISTRATOR**  
**MARGARET McAVOY PERFORMANCE APPRAISAL**

**DECEMBER 2014**

**SIGNIFICANT OR UNUSUAL COMMENTS BY CATEGORY**

**SUPERVISOR COMMENTS**

“I really appreciate Administrator McAvoy’s people skills which have definitely resulted in improved rapport with staff, city, township, the tribe, the university and other outside organizations. This is a marked improvement from our last administrator. I think this is a very big deal. I look forward to working with her getting to know her better and having her get to know me better so together we the board of commissioners with her help can make our county the best it can be.”

“Only Comment I have is Margaret your rankings might lead some commissioners to be truthful about their rankings. But overall keep up the Good Work.”

“Margaret A. McAvoy – the very best administrator controller I’ve ever known. Isabella County is lucky to have her.”

“All timeliness and priorities look good. I guess I see a couple of other things that we might want to focus on. One is where we envision our involvement in recycling should be and what resources we are prepared to commit to that issue. Another working on enhancing relations with the tribe by pursuing joint undertakings and promote projects that promote interaction between the communities. But in terms of what kind of job Margaret is doing, we have ourselves a winner, and fortunately the stars all came into line at the right time for all of us.”

“Margaret’s management skills are outstanding.”

“Margaret is a welcome addition to the Isabella County Community. I hope she continues in her role far after I am no longer involved with the Board.”

**JOB KNOWLEDGE**

“9 - Margaret is very knowledgeable. She uses her experience well.”

“9 - brought us a vast background in terms of job knowledge and has worked well to partly adapt to how things are done here and partly helped us adapt to how she prefers to do things”

“9 – Margaret is the very best I know!!!”

“9 – Impressed by your knowledge.”

“8 – There is more for her to learn for this particular county.”

### **PLANNING & FORECASTING**

“9 - Able to handle situations as they arise in a prompt and professional matter.”

“8 – hasn’t had much time to do this, but has great plans for future, and has some great ideas.”

“8 – I agree.”

“8 – Good job with the Budget.”

### **TIME MANAGEMENT**

“9 – handles time very well, there just isn’t enough time in the day for everything she is trying to do. She is the definition of a strong work ethic, which is a little embarrassing to the rest of us, which is why this is a 9 and not a 10.”

“6 – Set priorities.”

### **INFORMATION EXCHANGE/REPORTING**

“9 - Keeps me informed.”

“8 – Very good at providing clear information. We could use staff reports on items that come directly from Admin. Office. Contracts or agreements don’t give us much information before we come to meeting (e.g. change in costs, impact on budget, long term implications).”

“7 – Give out information at each meeting to better clear your agenda.”

“6 – Could use more 21<sup>st</sup> Century technology to increase efficiency and constituent outreach.

### **COMMUNICATIONS SKILLS**

“10 - Agree with her statement.”

“10 – Her assessment of her communication skills are totally accurate.”

“9 – Very good.”

“9 – Can always improve.”

### **TEAM WORK**

“10 - Increased the employee moral. No negative feedback.”

“10 – So far all is positive. Her leadership staff feel empowered, they enjoy her, and respect her.”

“10 – Has built a very good team out of a scrap pile.”

“10 – Very good job getting to know people and adopting.”

### **MEETING DEADLINES**

“8 – I believe additions to finance staff, should help with the inevitable time crunches that come with budgeting, and give her the assistance to be able to meet deadlines more consistently.”

“8 – Hard to get perfect.”

### **CREATIVITY**

“10 – Excellent.”

“9 – Like the way she has fixed up her office, nice, creative touches.”

### **PROBLEM SOLVING**

“9 – Administrator is very good problem solver. Has good ideas that usually work. Makes decisions quickly and well which is good, but when time allows might want to ponder decisions a bit longer before making them.”

“9 – Very Good”

“9 – Always room for improvement.”

### **LEADERSHIP**

“11 – She is above perfect”

“10 – Impressive from the beginning. Has a clear sense of when to engage and lead a team and when the ‘buck stops with her’ and is willing to make hard decisions. It is tough to be a good leader and have both the respect and admiration of you colleagues and staff.

Margaret pulls this balancing act off exceptionally well.”

“9 – Very good job.”

### **INITIATIVE, ENERGY, DETERMINATION**

“10 – Margaret has all three at exceptional levels.”

“8 – Keep up the good work.”

### **DEPENDABILITY, PUNCTUALITY, ATTENDANCE**

“10 – After one year, consistently dependable. (No one can stay that good.)”

“10 – Always on time”

“10 – Agree.”

### **ADAPTABILITY, FLEXIBILITY**

“10 – You must stand your ground and Margaret does very well!

“10 – I respect this.”

“9 – Has a good sense of when to adapt and when to stand firm.”

“7 - Margaret appears adaptable to anything, but is not flexible in her opinions. Whether this trait is good, bad, or indifferent in an administrator is hard to say.”

“6 – There is room for her to be more flexible, adaptable and less controlling of every situation.”

### **INTEGRITY**

“11 – She is above excellent!”

“10 - Honest person.”

“10 – And thankfully she has a board that shares that description of public service or she would be in deep trouble 😊”

“10 – I totally agree and accountably is big on my feelings.”

### **STEADINESS UNDER PRESSURE**

“10 – Margaret has been tried and came out true.”



“9 – Handles pressure and tension with amazing calmness and professionalism.”

**PROFESSIONAL APPEARANCE & IMAGE**

“10 – Always the best.”

“10 – Looking good.”

“9 – always looks good to me, not that a man’s opinion on appearance and dress counts for much. She is every inch a professional.”