

**Town of Needham  
Board of Selectmen**

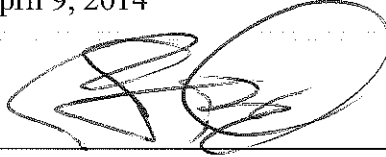
**Policy Number:** BOS-PERS-004

**Policy:** Town Manager Evaluation

**Date Approved:** December 21, 2010

**Date Revised:** April 9, 2014

**Approved:**



Chairman, Board of Selectman

POLICY AND PURPOSE

The purpose of this evaluation instrument is to formally appraise the Town Manager's performance on an annual basis. The document allows the Board of Selectmen to assess the Town Manager's performance in management practices and in the accomplishment of goals. Through the evaluation procedure, Board members will recognize strengths, offer positive feedback, and suggest any areas that require corrective action.

Individual performance evaluation forms prepared by members of the Board of Selectmen are considered work product/personal documents, and shall not be publicly released. The only document to be released will be an overview document, compiling the scores and comments, prepared by the Chair or his or her designee.

PROCEDURE

1. The period of evaluation is July 1 through June 30.
2. The Town Manager will submit a narrative self-evaluation including a report on goal achievement. A copy of the report and a blank evaluation form will be distributed to each Board member.
2. Board members will complete their evaluations forms and give them to the Chairman by a date set by the Chairman.
3. The Chairman or his or her designee will compile scores from individual evaluation forms and develop a consensus overview document.
4. The Chairman will give the individually completed performance evaluation forms to the Director of Human Resources who will place them in the Town Manager's personnel file.
5. Board members may meet individually with the Town Manager to discuss aspects of the performance review document.

6. The Chairman will provide the other Board members and the Town Manager with the consensus evaluation overview document at least one week prior to the date at which the document will be publicly released.
7. The overview document will be released by the Chair at a public meeting of the Board of Selectmen.

Selectman:

**Town of Needham  
Town Manager Performance Evaluation Form**

**Instructions**

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space.

**Rating Scale (1-5)**

Unsatisfactory (1)

The Manager's work performance is inadequate and inferior to the standards of performance required for the position.

Improvement Needed (2)

The Manager's work performance does not consistently meet the standards of the position.

Meets Expectations (3)

The Manager's work performance consistently meets the standards of the position.

Exceeds Expectations (4)

The Manager's work performance is frequently or consistently above the level of a satisfactory employee.

Excellent/Highly Comendable (5)

The Manager's work performance is consistently excellent when compared to the standards of the job.

	<b>Board Member Suggestions &amp; Comments</b>	<b>Rank</b>
<p><b>1. Personal Characteristics:</b> Exhibits honest and ethical behavior; acts in a fair and equitable manner; effectively deals with unforeseen issue and problems; shows resilience by maintaining energy and motivation despite constant demands. Responds well to stressful situations. displays creativity, innovation, flexibility and appropriate risk taking.</p>		

<p><b>2. Professionalism:</b> Is fully knowledgeable and committed to the field of local government management; seeks to enhance skills and abilities through educational opportunities; actively participates in professional municipal management organizations; encourages staff training and development.</p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>
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<p><b>3. Public Relations/Communications:</b> Projects a positive image in the community; is reasonably open and available to the public and responsive to citizen complaints or requests; communicates effectively to the media; keeps the citizenry informed of current issues in Town government; Maintains good communications with the business community. Supports and recognizes the efforts of volunteer citizens and groups. Maintains effective communications with state and federal elected representatives, other communities, state agencies, and municipal organizations.</p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>
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<p><b>4. Board Support/ Relations</b> Offers professional advice to the board, including appropriate alternatives and recommendations, based upon thorough study and analysis; implements policy matters and other directives adopted by the Board of Selectmen; keeps Board members informed of issues and activities in Town government and in the community; listens and understands Selectmen concerns; maintains a professional working relationship with the Board, promoting a climate of mutual respect and trust.</p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>
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<p><b>5. Organizational Leadership/Personnel Management:</b> Provides leadership, motivation and support within the organization; effectively delegates tasks and assignments; builds and motivates a team, providing direction and monitoring/adjusting performance as required. assures selection for employment of the best-qualified personnel; assures systematic performance evaluation of staff in the organization; establishes high standard of performance for all managers; recognizes, develops, and utilizes their leadership abilities; effectively leads collective bargaining efforts with unions, keeping the Board informed on progress; strives to maintain good staff morale and maintains open, honest and professional relationships with staff.</p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>
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<p><b>6. Financial Management</b> Prepares a timely and realistic annual budget proposal in a manner that promotes full understanding of issues and needs; employs sound fiscal management practices for the development of the operating and capital budget recommendations; effectively monitors and controls budget expenditures; provides complete and accurate financial information to facilitate budget deliberations; creatively manages available resources to increase productivity and efficiency; develops and maintains a long-term financial plan for the Town;</p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>
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<p><b>7. Planning and Organization</b> Creates and facilitates an environment for long-range and strategic planning; identifies opportunities to improve productivity, innovation,</p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>
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<p>staff development and cost efficiencies; develops proposals for cost effective reorganization of Town operations; establishes appropriate goals and objectives for performance.</p>	
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<p><b>8. Achievement of Goals</b> Shows appropriate progress to the year's goals as indicated on the attached self-evaluation.</p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>

<p><b>OVERALL RATING</b></p>	<p><b>Board Member Suggestions &amp; Comments</b></p>	<p><b>Rating</b></p>

This document is based in part on policies of the towns of Ashland, Sudbury, and Natick Massachusetts

**Town Manager Performance Evaluation Form  
Acknowledgement of Receipt**

This is to acknowledge the fact that the performance review was conducted by the Board of Selectmen in accordance with the procedures and that the Town Manager has received the overview document with the compilation of scores.

BOARD OF SELECTMEN

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

TOWN MANAGER

\_\_\_\_\_

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