

SELECT BOARD

Policy Number:	SB-PERS-004
Policy:	Town Manager Performance Evaluation Policy
Date Approved: Date Revised:	December 21, 2010 April 9, 2014 June 25, 2019 August 18, 2020
Approved:	_____ Chair, Select Board

POLICY AND PURPOSE:

The purpose of this evaluation instrument is to formally evaluate the Town Manager's performance on an annual basis. The document allows the Board to assess the Town Manager's performance in key competency areas 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 are considered work product/personnel documents, and shall not be publicly released. The only document to be released will be an overview document, compiling the ratings and comments, prepared by the immediate past chair serving as Reviewer. In the absence of the immediate past chair the chair or his or her designee shall serve as the Reviewer.

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 evaluation forms and give them to the Reviewer by a date set by him or her.
3. The Reviewer will compile ratings from individual evaluation forms and develop a consensus overview document.
4. The Reviewer 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. The Reviewer will provide the Town Manager with the consensus evaluation overview document at least one week prior to the date at which the document will be publicly discussed.

6. The Reviewer will make a recommendaiton to the Board whether to grant a merit award and if so the amount, in accordance with the Town Manager's Employment Agreement.

76. The overview document will be released to the remaining board members when meeting matierals are publicly posted.

**TOWN OF NEEDHAM
TOWN MANAGER EVALUATION**

NAME:

REVIEWER:

REVIEW PERIOD:

DATE:

RATING METHODOLOGY:

Excellent/Outstanding (E)	The Town Manager's work performance is consistently excellent when compared to the standards of the job.
Meets Expectations (M)	The Town Manager's work performance consistently meets the standards of the position.
Improvement Needed (I)	The Town Manager's work performance does not consistently meet the standards of the position.

KEY COMPETENCIES:

1. Individual Characteristics

- _____ Is diligent and thorough in the discharge of duties
- _____ Exercises good judgment
- _____ Displays enthusiasm, cooperation, and willingness to adapt
- _____ Exhibits composure and attitude appropriate for executive position

2. Professional Skills and Status

- _____ Maintains knowledge of current developments affecting the practice of local government management
- _____ Demonstrates a capacity for innovation and creativity
- _____ Anticipates and analyzes problems to develop effective approaches for solving them
- _____ Demonstrates a willingness to try new ideas proposed by governing body members and/or staff
- _____ Sets a professional example by handling affairs of the public office in a fair and impartial manner
- _____ Identifies professional development opportunities to continue personal development

3. Relations with Elected Members of the Select Board

- _____ Carries out directives of the Board as a whole as opposed to those of any one member or minority group
- _____ Sets meeting agendas that reflect the guidance of the Board and avoids unnecessary involvement in administrative actions

- _____ Disseminates complete and accurate information equally to all members in a timely manner
- _____ Facilitates decision making without usurping authority
- _____ Responds well to requests, advice, and constructive criticism

4. Policy Execution

- _____ Implements actions in accordance with the intent of the Board
- _____ Supports the actions of the Board after a decision has been reached, both inside and outside the organization
- _____ Understands, supports, and enforces the Town's By-Laws, policies, and regulations
- _____ Reviews policies and procedures periodically

5. Reporting

- _____ Provides regular information and reports to the Board concerning matters of importance to the Town
- _____ Responds in a timely manner to requests from the Board for special reports
- _____ Takes the initiative to provide information, advice, and recommendations to the Board on matters that are non-routine and not administrative in nature
- _____ Produces reports that are accurate, comprehensive, concise and written to their intended audience
- _____ Produces and handles reports in a way to convey the message that affairs of the Town are open to public scrutiny

6. Citizen Relations

- _____ Is responsive to requests from citizens
- _____ Demonstrates a dedication to service to the community and its citizens
- _____ Maintains a nonpartisan approach
- _____ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- _____ Monitors and makes appropriate efforts to maintain citizen satisfaction with Town services

7. Staffing

- _____ Recruits and retains competent personnel for staff positions
- _____ Applies an appropriate level of supervision to improve any areas of substandard performance
- _____ Stays accurately informed and appropriately concerned about employee relations
- _____ Ensures professional management of the compensation and benefits plan
- _____ Promotes training and development opportunities at all levels of the organization

8. Supervision

- _____ Encourages department managers to make decisions within their jurisdictions with minimal town manager involvement, yet maintains general control of operations by providing the right amount of communication to staff
- _____ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- _____ Develops and maintains a friendly and informal relationship with staff and work force in general, yet maintains the professional dignity of the Town Manager's office
- _____ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- _____ Encourages teamwork, innovation, and effective problem-solving among staff members

9. Fiscal Management

- _____ Prepares a preliminary balanced budget to provide services at a level deemed appropriate by the Board
- _____ Makes the best possible use of available funds, conscious of the need to operate the Town efficiently and effectively
- _____ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- _____ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- _____ Appropriately monitors and manages fiscal activities of the organization

10. Community

- _____ Shares responsibility for addressing issues facing the Town
- _____ Avoids unnecessary controversy
- _____ Cooperates with neighboring communities and the country
- _____ Helps the Board address future needs and develop adequate plans to address long term trends
- _____ Cooperates with other regional, state, and federal government agencies

PROGRESS TOWARD PRIOR YEAR GOALS

UNPLANNED ACTIONS/ACHIEVEMENTS

LEARNING AND DEVELOPMENT PLANS

OVERALL EVALUATION NARRATIVE

**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.

SELECT BOARD

Date: _____

TOWN MANAGER

Date: _____