

## SELECT BOARD

<b>Policy Number:</b>	SB-PERS-004
<b>Policy:</b>	Town Manager Performance Evaluation Policy
<b>Date Approved:</b> <b>Date Revised:</b>	December 21, 2010 April 9, 2014 June 25, 2019
<b>Approved:</b>	_____ 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 overview document will be released to the remaining board members when meeting materials 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

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

TOWN MANAGER

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