



## Town Manager Performance Evaluation Town of East Longmeadow

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Evaluation period: May 9, 2018 to November 13, 2018

KATHLEEN HILL  
Council Member's Name

Each member of the East Longmeadow Town Council should complete this evaluation form, sign it in the space below, and return it to the Town Clerk's Office in the attached envelope. The deadline for submitting this performance evaluation is November 13, 2018.

The Town Manager's Evaluation Ad Hoc Committee will summarize the results and present the evaluation at the November 27, 2018 Town Council Meeting.

Kathleen Hill  
Council Member's Signature

11-13-2018  
Date

## INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the Town Manager's performance.

**5 = Excellent** (almost always exceeds the performance standard) **4 =**

**Above average** (generally exceeds the performance standard) **3 =**

**Average** (generally meets the performance standard)

**2 = Below average** (usually does not meet the performance standard)

**1 = Poor** (rarely meets the performance standard)

**NA=Not able to rate\***

*\*Any item scored NA should not be included in the averaged score.*

## PERFORMANCE CATEGORY SCORING

### 1. INDIVIDUAL CHARACTERISTICS

- 3 Diligent and thorough in the discharge of duties, "self-starter"
- 3 Exercises good judgment
- 3 Displays enthusiasm, cooperation, and will to adapt
- 4 Mental and physical stamina appropriate for the position
- 4 Exhibits composure, appearance and attitude appropriate for executive position

Subtotal 17 ÷ Number of items scored = 3.4 score for this category

### 2. PROFESSIONAL SKILLS AND STATUS

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

Subtotal 14 ÷ Number of items scored = 2.8 score for this category

**3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY**

- 3 Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 3 Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- 3 Disseminates complete and accurate information equally to all members in a timely manner
- 3 Assists by facilitating decision making without usurping authority
- 2 Responds well to requests, advice, and constructive criticism

Subtotal 14 ÷ Number of items scored = 2.8 score for this category

**4. POLICY EXECUTION**

- 3 Implements governing body actions in accordance with the intent of the Council
- 3 Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- 4 Understands, supports, and enforces local government's laws, policies, and ordinances
- 3 Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- 3 Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Subtotal 16 ÷ Number of items scored = 3.2 score for this category

**5. REPORTING**

- 2.5 Provides regular information and reports to the governing body concerning matters of importance to the local government, using the Charter as guide
- 2.5 Responds in a timely manner to requests from the governing body for special reports
- 3 Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- 3 Reports produced by the Town Manager are accurate, comprehensive, concise and written to their intended audience
- 4 Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Subtotal 15 ÷ Number of items scored = 3.0 score for this category

**6. CITIZEN RELATIONS**

- 2.5 Responsive to requests from citizens
- 3 Demonstrates a dedication to service to the community and its citizens
- 4 Maintains a nonpartisan approach in dealing with the news media
- 3 Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- 3 Gives an appropriate effort to maintain citizen satisfaction with town services

Subtotal 15. ÷ Number of items scored = 3.1 score for this category

**7. STAFFING**

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

Subtotal 15 ÷ Number of items scored = 3.0 score for this category

**8. SUPERVISION**

- 3 Encourages heads of departments 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 the staff
- 3 Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- 3 Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the Town Manager's office
- 4 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
- 3.5 Encourages teamwork, innovation, and effective problem-solving among the staff members

Subtotal 16.5 ÷ Number of items scored = 3.3 score for this category

**9. FISCAL MANAGEMENT**

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

Subtotal 15 ÷ Number of items scored = 3.0 score for this category

**10. COMMUNITY**

- 2.5 Shares responsibility for addressing the difficult issues facing the Town
- 3 Avoids unnecessary controversy
- 3 Cooperates with neighboring communities and the county
- 2.5 Helps the Council address future needs and develop adequate plans to address long term trends
- 4 Cooperates with other regional, state and federal government agencies

Subtotal 15 ÷ Number of items scored = 3.0 score for this category

## NARRATIVE EVALUATION

Identify two (2) strengths that you feel the Town Manager possesses expressed in terms of results achieved during the rating period.

① ABILITY TO BUILD A LEADERSHIP TEAM OF DEPARTMENT HEADS WHO WORK COLLABORATIVELY TOWARD COMMON GOALS.

② REFINING THE BUDGET DEVELOPMENT PROCESS TO BEGIN EARLIER AND INCLUDE WORK SESSION WITH THE COUNCIL.

Identify two (2) performance areas that you see as most critical for improvement.

① KEEPING THE COUNCIL INFORMED OF CHANGES, RESIGNATIONS, "HOT BUTTON ITEMS" AS SOON AS THEY OCCUR.

② WILLINGNESS TO REVISIT DECISIONS WHEN FACTS AND DATA SUPPORT DOING SO.

List up to two (2) suggestions you would offer the Town Manager to enhance performance?

① INVOLVE THE COUNCIL OR COUNCIL OFFICERS IN DISCUSSIONS PRIOR TO MAKING MAJOR DECISIONS. (THIS PRACTICE IS NOT MEANT TO MICRO-MANAGE / USURP MANAGER'S AUTHORITY)

List up to three (3) priorities or goals you would like the Town Manager to focus on for the new rating period.

① ISSUE AN RFP FOR TOWN ATTORNEY. RECRUIT A CANDIDATE DEMONSTRATED MUNICIPAL BACKGROUND AND A COMPETITIVE FEE SCHEDULE

② RETURN CLERK'S OFFICE AND FINANCE OPERATIONS TO ORIGINAL LOCATIONS. CURRENTLY THIS SET-UP IS NOT CUSTOMER FRIENDLY. CAPITAL IMPROVEMENTS TO MAKE THE SET UP WORK IS NOT A RESPONSIBLE USE OF TAX DOLLARS

