

Town Manager Performance Evaluation
Town of East Longmeadow

Evaluation period: July 1st, 2017 to May 1st, 2018

Joe Ford

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 Council President. The deadline for submitting this performance evaluation is _____.

Evaluations will be summarized and included on the agenda for discussion at the work session on May 2nd, 2018.

Council Member's Signature

April 27, 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)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the Town Manager as part of the agenda for the meeting indicated on the cover page.

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

4 Diligent and thorough in the discharge of duties, "self-starter"

5 Exercises good judgment

5 Displays enthusiasm, cooperation, and will to adapt

4 Mental and physical stamina appropriate for the position

5 Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal 23 ÷ 5 = 4.6 score for this category

2. PROFESSIONAL SKILLS AND STATUS

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

Add the values from above and enter the subtotal 22 ÷ 5 = 4.4 score for this category

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- 5 Carries out directives of the body as a whole as opposed to those of any one member or minority group
- 5 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
- 5 Assists by facilitating decision making without usurping authority
- 5 Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal 23 ÷ 5 = 4.6 score for this category

4. POLICY EXECUTION

- 5 Implements governing body actions in accordance with the intent of council
- 5 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
- 4 Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- 5 Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal 23 ÷ 5 = 4.6 score for this category

5. REPORTING

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

Add the values from above and enter the subtotal 24 ÷ 5 = 4.8 score for this category

6. CITIZEN RELATIONS

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

Add the values from above and enter the subtotal 23 ÷ 5 = 4.6 score for this category

7. STAFFING

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

Add the values from above and enter the subtotal 21 ÷ 5 = 4.2 score for this category

8. SUPERVISION

- 5 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
- 5 Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- 5 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
- 5 Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal 24 ÷ 5 = 4.8 score for this category

9. FISCAL MANAGEMENT

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

Add the values from above and enter the subtotal 23 ÷ 5 = 4.6 score for this category

10. COMMUNITY

5 Shares responsibility for addressing the difficult issues facing the Town

5 Avoids unnecessary controversy

5 Cooperates with neighboring communities and the county

3 Helps the council address future needs and develop adequate plans to address long term trends

5 Cooperates with other regional, state and federal government agencies

Add the values from above and enter the subtotal 23 ÷ 5 = 4.6 score for this category

NARRATIVE EVALUATION

What would you identify as the Town Manager's strength(s), expressed in terms of the principle results achieved during the rating period? Denise's has a very strong ability to connect with her employees. She leads by example and has a very strong work ethic. I have received very positive feedback from a number of town employees about her positive leadership style. This has lead to a focus on improved customer service since she has made this a focus of her administration. I have also had positive feedback from residents that have interacted with her and her staff.

What performance area(s) would you identify as most critical for improvement? Denise finds the positive in people and this is a true asset as a leader; however, there is a fine balance between always seeing the good in people and thinking you can develop talent and determining that some employees are not improving and having to take corrective action or moving on. I would also like her to continue to develop key assets that she can rely on and delegate tasks so that she can continue to execute on the goals of the town.

What constructive suggestions or assistance can you offer the Town Manager to enhance performance? I think that it is critical for the council to convey key initiatives and have regular
quarterly check-ins so that we can monitor process during the year. I would highly suggest that the
5 year plan be updated so we can keep that as a working document.

What other comments do you have for the Town Manager; e.g., priorities, expectations, goals or objectives for the new rating period? _____
As we get ready to head into the 3rd year of Denise's administration, I would expect that she continues
to surround herself with top talent and focus on learning and development to improve her staff.
