

Town Manager Performance Evaluation
Town of East Longmeadow

Evaluation period: _____ to _____

MICHAEL KANE

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 _____.

Council Member's Signature

Date

4/30/18

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

- 5 Diligent and thorough in the discharge of duties, "self-starter"
- 5 Exercises good judgment
- 5 Displays enthusiasm, cooperation, and will to adapt
- 5 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 25 ÷ 5 = 5 score for this category

2. PROFESSIONAL SKILLS AND STATUS

- 5 Maintains knowledge of current developments affecting the practice of local government management
- 5 Demonstrates a capacity for innovation and creativity
- 5 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 24 ÷ 5 = 4.8 score for this category

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- 4 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
- 4 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
- 5 Understands, supports, and enforces local government's laws, policies, and ordinances
- 5 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 25 ÷ 5 = 5 score for this category

5. REPORTING

- 4 Provides regular information and reports to the governing body concerning matters of importance to the local government, using the Charter as guide
- 5 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

- 5 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
- 5 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 25 ÷ 5 = 5 score for this category

7. STAFFING

- 4 Recruits and retains competent personnel for staff positions
- 3 Applies an appropriate level of supervision to improve any areas of substandard performance
- 4 Stays accurately informed and appropriately concerned about employee relations
- 5 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 20 ÷ 5 = 4 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
- 5 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 25 ÷ 5 = 5 score for this category

9. FISCAL MANAGEMENT

- 5 Prepares a balanced budget to provide services at a level directed by council
- 5 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
- 5 Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal 25 ÷ 5 = 5 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
- 5 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 25 ÷ 5 = 5 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 is a strong manager, which has proven instrumental in implementation of the new Government. She has performed well during challenging times and has done well informing the council of issues. Her budgets are fiscally responsible, while maintaining services increasing public safety. Her reorganization of departments has streamlined operations and she continues to make informed decisions prior to implementing change.

What performance area(s) would you identify as most critical for improvement? Denise should make an effort to hire staff based on qualifications and fit within organization. There is no pressure to hire staff to fill key roles and explore the possibility of reposting if the desired applicant is not found in the initial pool, similar to the process utilized when hiring a building inspector.

What constructive suggestions or assistance can you offer the Town Manager to enhance performance? _____

- 1) Conduct performance reviews of subordinates and provide feedback for accountability and improvement. _____
 - 2) Ensure training opportunities and professional development for all staff. _____
 - 3) Implement technology to increase effectiveness. _____
 - 4) Ensure staff job descriptions are completed for accountability and fiscal responsibility. _____
 - 5) Analyze existing departments to reduce duplication of responsibility and streamline operations. _____
 - 6) Ensure Department Heads are delegating responsibility to ensure there are no gaps of service during absences. _____
- _____
- _____

What other comments do you have for the Town Manager; e.g., priorities, expectations, goals or objectives for the new rating period? _____

- 1) Maintain a 5-year capital plan and provide updates of projects as they are in progress. _____
 - 2) Continue to update the council on projects submitted by the Planning Department. _____
 - 3) Update the council on any changes to all other Boards and Commissions. _____
 - 4) Provide mid-year expenditures of all departments to the Council. _____
 - 5) Identify cost saving measures. _____
 - 6) Implement procedures that preserve resources. _____
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