

Town Manager Performance Evaluation
Town of East Longmeadow

Evaluation period: _____ to _____

Kevin Manley

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

5/1/18

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

- 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 ²³19 ÷ 5 = ^{4.6}4.75 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

- 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

- 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

- 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
- 4 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 with exceptional interpersonal skills. She has been instrumental in the successful transition process of the new council government. The transition has been challenging at times, however she has risen to the challenges and performed at a admirable level while the environment was in a constant state of change. Denise has continually excelled at informing the council of potential issues and challenges. The budgets she produced have been fiscally responsible while increasing public safety and providing increased services. Denise has reorganized town departments in an effort to streamline operations all while maintaining services. She continually meets with department heads and stakeholders to make informed decisions prior to implementing changes.

What performance area(s) would you identify as most critical for improvement? Denise has hired key personnel required by the charter and the majority of the selections have been excellent. She should make an effort to hire key staff based not only on qualifications but also on "fit". It should be noted that selection of key staff has been limited at times by the applicant pool. Denise should make every effort to promulgate a policy and procedure manual for all departments and maintain a copy available in the office. The capital plan should reflect an accurate account of proposed projects and completed projects (a running list). Continue to meet with stakeholders and department heads to ensure operational effectiveness. Continue the excellent communication with the council.

What constructive suggestions or assistance can you offer the Town Manager to enhance performance? Denise's overall performance has been excellent. She maintains professionalism in a challenging environment that is constantly changing. As the challenges of the transition dissipate she should conduct performance reviews of subordinates and provide constructive feedback for improvement. Identify areas of improvement for staff and ensure opportunities for training and professional development. Continue to challenge staff to adapt to the new culture within the organization. Seek out technology solutions to increase operational effectiveness. Continue to promulgate staff job descriptions to ensure accountability and fiscal responsibility. Conduct an analysis of existing departments to identify areas to streamline operations within the departments and reduce duplicated responsibility. Continue effective communication with the council, community and stakeholders to ensure that we all are working in the best interest in the community. Delegate responsibility to others and ensure that department heads are doing the same to ensure there is no loss of intellectual property.

What other comments do you have for the Town Manager; e.g., priorities, expectations, goals or objectives for the new rating period? As the Council President I have been impressed with Denise's performance. She has been instrumental in the success of the new form of government. She continues to work in the interest of the community and has maintained a close relationship with the council that is important for overall success. My expectations for the next year are as follows: Provide the budget in a concise manner, including supplemental budget requests with the departmental budget and a total of expenditures that is identifiable with both the department expenses and supplemental expenses included. Maintain a running 5 year capital plan with proposed/approved and completed projects that is readily accessible to the council. Provide updates of projects from the palm as they progress. Conduct a staffing assessment of all town departments to identify necessary positions and potential areas of improvement or reductions. Promulgate a written succession plan for departments to insure that there is no loss of intellectual property if key staff leave their positions. Implement a mandatory annual training program for all staff to include training on sensitive issues i.e. sexual harassment, diversity, and workplace violence prevention. Implement a staff code of conduct for town employees and hold staff accountable for their actions. Continue the open lines of communication with the council and maintain the close working relationship. Identify areas of cost savings and implement policy and procedures that preserve resources. Compile a SOP manual for consistent accountability of staff. Establish a formal process to respond to and track citizen and employee issues.