



Town of Ashland

MASSACHUSETTS

Town Manager Performance Evaluation Form

4/17/2018

Instructions

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space.

Rating Scale (1-5)

- Unsatisfactory (1) The Manager’s work performance is inadequate and definitely inferior to the standards of performance required for the position. Performance at this level cannot be allowed to continue.

- Improvement Needed (2) The Manager’s work performance does not consistently meet the standards of the position. Serious effort is needed to improve performance.

- Meets Job Standards (3) The Manager’s work performance consistently meets the standards of the position.

- Exceeds Job Standards (4) The Manager’s work performance is frequently or consistently above the level of a satisfactory employee, but has not achieved an overall level of outstanding performance.

- Outstanding (5) The Manager’s work performance is consistently excellent when compared to the standards of the job.

1. Personal Characteristics	Average
a. Exhibits honest and ethical behavior	5.0
b. Acts in a fair and equitable manner	4.6
c. Effectively deals with unforeseen issue and problems	4.0
d. Shows resilience by maintaining energy and motivation despite constant demands. Responds well to stressful situations	4.4
e. Is creative, with the ability to reach for effective and inventive solutions. Adapts and innovative when confronted with demands	4.4
COMPOSITE – PERSONAL CHARACTERISTICS	4.5

2. Professionalism	Average
a. Is fully knowledgeable and committed to the field of local government management	4.8
b. Seeks to enhance skills and abilities through educational opportunities	3.6
c. Actively participates in professional municipal management organizations	4.6

d. Encourages staff training and development	4.8
COMPOSITE - PROFESSIONALISM	4.5

3. Public Relations/Communications	Average
a. Projects a positive image in the community	5.0
b. Is reasonably open and available to the public and responsive to citizen complaints or requests	4.4
c. Communicates effectively to the media	4.6
d. Keeps the citizenry informed of current issues in Town government	4.4
COMPOSITE – PUBLIC RELATIONS/COMMUNICATIONS	4.6

4. Board Support/ Relations	Average
a. Provides quality analysis of policy issues and proposals	3.8
b. Implements policy matters and other directives adopted by the Board of Selectmen	4.2
c. Handles routine requests and tasks to avoid Board action	4.4
d. Keeps Board members informed of issues and activities in Town government and in the community	3.6
e. Listens and understands Selectmen concerns	3.6
COMPOSITE – BOARD SUPPORT/RELATIONS	3.9

5. Community Leadership	Average
a. Provides leadership within the community by being visible and approachable	4.8
b. Maintains good communications with the business community	5.0
c. Supports and recognizes the efforts of volunteer citizens and groups	4.2
d. Maintains effective communications with other communities, state agencies, & municipal organizations to enhance the Town's position.	4.8
e. Maintains effective communications with state and federal elected positions to enhance the Town's position	4.2
COMPOSITE- COMMUNITY LEADERSHIP	4.6

6. Organizational Leadership	Average
a. Provides leadership, motivation and support within the organization	4.8

b. Effectively delegates tasks and assignments	3.8
c. Builds and motivates a team, provides direction & monitors/adjust performance as required	4.2
d. Recruits, selects and retains quality personnel	4.8
e. Has respect of Department Heads and members of the organization	4.2
COMPOSITE – ORGANIZATIONAL LEADERSHIP	4.4

7. Personnel Management	Average
a. Evaluates performance and takes necessary action to resolve negative results	3.6
b. Effectively delegates tasks and assignments	3.8
c. Provides leadership in negotiating labor contracts	4.6
d. Maintains positive employee relations	4.6
e. Develops and maintains personnel management system	4.8
COMPOSITE – PERSONNEL MANAGEMENT	4.3

8. Financial Management	Average
a. Prepares a timely and realistic annual budget proposal	4.8
b. Seeks to maximize revenue opportunities through non-tax mechanisms (e.g. grants-in-aid)	4.6
c. Controls expenditure of Town funds to minimize waste and inefficiency	4.8
d. Ensures effective controls and reports of Town financial activity	4.8
e. Accurately forecasts and reports the Town's financial condition.	4.8
f. Provides future vision and direction	4.8
COMPOSITE- FINANCIAL MANAGEMENT	4.8

9. Town Operations & Infrastructure	Average
a. Provides effective oversight and coordination of Town programs and services	4.6
b. Seeks to improve the Town's infrastructure	4.8
c. Seeks to enhance municipal services and its delivery	4.6
d. Promotes automation and innovation in service delivery	4.2
COMPOSITE – OPERATIONS & INFRASTRUCTURE	4.6

10. Planning and Organization	Average
a. Creates and facilitates an environment for long-range and strategic planning	4.6
b. Develops proposals for cost effective reorganization of Town operations	4.6
c. Establishes appropriate goals and objectives for performance	4.2
d. Negotiates and keeps realistic commitments	3.4
e. Manages expectations of others appropriately	3.6
COMPOSITE – PLANNING & ORGANIZATION	4.1

OVERALL RATING	Average
Overall, the Town Manager performs at the following level:	4.4

The annual Town Manager evaluation consists of numerical ratings in ten performance areas which are supplemented with written comments. This statement is a summary of the individual evaluations from Board members.

Michael’s overall rating from the Board is Exceeds Job Standards. In nine of the ten performance areas, the composite rating from the Board was either Exceeds Job Standards or Outstanding in all areas (all scores out of a 5 point scale; “1” being Unsatisfactory and “5” being Outstanding):

1. Personal Characteristics – **4.5**
2. Professionalism – **4.5**
3. Public Relations/Communications – **4.6**
4. Board Support/Relations – **3.9**
5. Community Leadership – **4.6**
6. Organizational Leadership – **4.4**
7. Personnel Management – **4.3**
8. Financial Management – **4.8**
9. Operations and Infrastructure – **4.6**
10. Planning – **4.1**

Average Composite – **4.4**

Over the past year, Michael has worked closely with the Board of Selectmen to continue the implementation of our shared vision and goals. Importantly, this vision also includes residents, other town officials, key stakeholders, town employees and our legislators.

This has led to a working environment in town that has resulted in a variety of successful actions and initiatives, sometimes moving long-stalled projects to construction and implementation. Examples include: key land acquisitions, MWRA water connection, implementation of full day kindergarten, the Riverwalk, clean up of Cadillac Paint site, and the ability to provide town additional services while staying within budget.

As Town Manager, Michael has been the key connection to foster this environment and develop and implement these actions. He has combined creative thinking, negotiation skills and determined leadership and management to shepherd these initiatives through an often challenging public process.

Michael continues his successful financial skills – he has continued the development of key staff, worked successfully with Department Heads, School staff and the Finance Committee to implement a successful budget process. This included using creative and innovative ways to fund new services, and the implementation of a new “best practice” Capital Plan. Of special note this year is the receipt of the Distinguished Budget Award from the Govt Finance Officers Association. A focus area for the coming year is to address the Internal Control recommendations from the recently issued FY17 audit.

Michael also received high marks for management, operational skills and planning. He has continued to implement training and human resource initiatives and has continued the hiring and development of high quality staff in a variety of departments.

With few exceptions, Town staff are perceived to perform in a professional, committed and effective manner. The response to recent storms and residential fires is one example of both his and town employees’ effectiveness, dedication and commitment to this community.

The Board and the Town Manager agree that a primary focus area in coming year will be Board coordination, communication and support. It can be a challenge working with five elected officials, each with their own concerns and priorities. Areas cited include more and timely analysis of major issues facing the Board and assisting the board to identify and prioritize tasks as a body.

In summary, the Town Manager’s performance is rated very highly by all Board Members across all performance areas. He is viewed as a dynamic, creative and forward-thinking leader who is committed to the welfare of the Ashland community.



Town of Ashland

MASSACHUSETTS

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 with the compilation of scores.

BOARD OF SELECTMEN

Date: _____

TOWN MANAGER

Date: _____

Town Manager Performance Evaluation Form
Compilation of Scores

AREA	EVALUATOR					TOTAL	/5	EQUALS
	#1	#2	#3	#4	#5			
1 a	___	___	___	___	___	_____	/5	_____
1 b	___	___	___	___	___	_____	/5	_____
1 c	___	___	___	___	___	_____	/5	_____
1 d	___	___	___	___	___	_____	/5	_____
1 e	___	___	___	___	___	_____	/5	_____
2 a	___	___	___	___	___	_____	/5	_____
2 b	___	___	___	___	___	_____	/5	_____
2 c	___	___	___	___	___	_____	/5	_____
2 d	___	___	___	___	___	_____	/5	_____
3 a	___	___	___	___	___	_____	/5	_____
3 b	___	___	___	___	___	_____	/5	_____
3 c	___	___	___	___	___	_____	/5	_____
3 d	___	___	___	___	___	_____	/5	_____
4 a	___	___	___	___	___	_____	/5	_____
4 b	___	___	___	___	___	_____	/5	_____
4 c	___	___	___	___	___	_____	/5	_____
4 d	___	___	___	___	___	_____	/5	_____
4 e	___	___	___	___	___	_____	/5	_____
5 a	___	___	___	___	___	_____	/5	_____
5 b	___	___	___	___	___	_____	/5	_____
5 c	___	___	___	___	___	_____	/5	_____
5 d	___	___	___	___	___	_____	/5	_____
5 e	___	___	___	___	___	_____	/5	_____
6 a	___	___	___	___	___	_____	/5	_____
6 b	___	___	___	___	___	_____	/5	_____
6 c	___	___	___	___	___	_____	/5	_____
6 d	___	___	___	___	___	_____	/5	_____
6 e	___	___	___	___	___	_____	/5	_____
7 a	___	___	___	___	___	_____	/5	_____
7 b	___	___	___	___	___	_____	/5	_____
7 c	___	___	___	___	___	_____	/5	_____
7 d	___	___	___	___	___	_____	/5	_____
7 e	___	___	___	___	___	_____	/5	_____
8 a	___	___	___	___	___	_____	/5	_____
8 b	___	___	___	___	___	_____	/5	_____
8 c	___	___	___	___	___	_____	/5	_____
8 d	___	___	___	___	___	_____	/5	_____
8 e	___	___	___	___	___	_____	/5	_____
8 f	___	___	___	___	___	_____	/5	_____
9 a	___	___	___	___	___	_____	/5	_____
9 b	___	___	___	___	___	_____	/5	_____
9 c	___	___	___	___	___	_____	/5	_____
9 d	___	___	___	___	___	_____	/5	_____
10a	___	___	___	___	___	_____	/5	_____
10b	___	___	___	___	___	_____	/5	_____
10c	___	___	___	___	___	_____	/5	_____
10d	___	___	___	___	___	_____	/5	_____
10e	___	___	___	___	___	_____	/5	_____
OVERALL RATING	___	___	___	___	___	_____	/5	_____

DATE: _____

DRAFT