



## Town of Palm Beach Town Manager Performance Evaluation

Each member of the elected body should complete this evaluation form, sign it in the space below, and return it to Nina Toscano or Kirk Blouin by Friday, January 15, 2021. A summary of the evaluation scores that are received by the deadline will be presented at the Town Council meeting on February 9, 2021. The Town Manager's contract should be renewed at the Town Council meeting scheduled for the 9<sup>th</sup> of February. The Town Manager's contract will expire at the end of the business day on February 12, 2021.

Evaluation Period: February 14, 2020 to February 13, 2021

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

### INSTRUCTIONS:

This evaluation form presents seven categories of evaluation criteria, organized under two main headings: Leadership and Organizational Management. Each category contains multiple statements to describe standards in that category. Use the following scale to indicate your rating of the Town Manager's overall performance in each category:

- 5 = Excellent** (almost always exceeds the performance standard)
- 4 = Above average** (generally exceeds the performance standard)
- 3 = Average** (general 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 responses to specific questions and any observations you believe appropriate and pertinent to the rating period.

## **Leadership**

### **Leadership with Council**

- 1) Makes an effort to maintain consistent availability to Town Council.
- 2) Works with Council Members to facilitate their thoughts and ideas into cohesive policy development.
- 3) Carries out directives of the body as a whole as opposed to those of any one member or minority group and successfully executes their collective policy directive.
- 4) Effectively facilitates key priorities, such as annual budget and goal-setting processes.
- 5) Ensures Council Members are thoroughly informed of key plans and activities of the Town and staff through reports, memoranda, emails and personal briefings.
- 6) Ensures Council Members have adequate information available prior to meetings.
- 7) Maintains an honest, truthful and professional relationship with each Councilmember.
- 8) Presents matters in a factual, analytical way. Coordinates Council policy decisions to staff, departments, other organizations and the community.

Comments:

Score (Scale: 1-5): \_\_\_\_

### **Leadership with Employees**

- 1) Leads the organization through effective management of people and tasks. Demonstrates commitment to make decisions, address and fulfill responsibilities.
- 2) Demonstrates the capacity, through example, confidence, performance, and enthusiasm to inspire and motivate others to achieve their best and fulfill the objectives of the organization.
- 3) Encourages initiative, risk taking, vision, creativity and innovation. Challenges employees to perform at the highest level.
- 4) Delegates responsibilities and directs work activities to effectively accomplish Town goals.
- 5) Effectively cross-communicates between the department heads and Council.
- 6) Mentors department heads to assist in further developing or maintaining their performance standards.

Comments:

Score (Scale: 1-5): \_\_\_\_

**Leadership in Community**

- 1) Demonstrates a dedication to service to the community and its citizens.
- 2) Meets with and listens to members of the community to discuss their concerns and strives to understand their interests. Promotes the same behavior in employees of the Town.
- 3) Provides a high level of responsive and vital customer service, including timely follow through on citizen requests and complaints.
- 4) Has generated overall community satisfaction with the Town's administrative and service obligations.
- 5) Maintains an appropriate level of involvement and communication with community organizations and businesses.
- 6) Looks for new ways to improve processes and improve employee commitment to customer service.

Comments:

Score (Scale: 1-5): \_\_\_\_

**Strategic Leadership**

- 1) Courage to Act – Governed by a sense of urgency with a bias toward action.
- 2) Directs organizational change initiatives and promotes flexibility in order to meet changing business needs.
- 3) Maintains knowledge of current developments affecting the practice of local government management.
- 4) Anticipates and analyzes problems to develop effective approaches for solving them.
- 5) Understands and embraces change, risk and uncertainty in order to pursue innovative ideas.
- 6) Challenges the status quo by stepping up to conflict, displaying a willingness to say what needs to be said and taking unpopular actions when necessary. Develops new ideas or practices; applying existing ideas and practices to new situations, not afraid to make a mistake.
- 7) Demonstrates an understanding of technology and ensuring that it is incorporated appropriately to improve service delivery, communication and citizen access.

Comments:

Score (Scale: 1-5): \_\_\_\_\_

### **Organizational Management**

#### **Fiscal**

- 1) Prepares a balanced budget to provide services at a level directed by council.
- 2) Manages the financial resources of the Town to ensure the Town maintains a sound financial condition and continues to receive clean audits from the State Auditor's Office. Appropriately monitors and manages fiscal activities of the organization.
- 3) Demonstrates ingenuity and creativity in approaching budgetary matters and procurement procedures.
- 4) Communicates concerns in a timely manner to the Council regarding issues that may significantly affect the Town fiscally in the foreseeable future.
- 5) Oversees the various capital projects of the Town to ensure that they are accomplished on time and has exhibited demonstrable operational control to contain costs.

Comments:

Score (Scale: 1-5): \_\_\_\_\_

### **Management of the Organization**

- 1) Effectively runs the operations of the organization. Encourages teamwork, innovation, and effective problem-solving among the staff members.
- 2) Supports professional growth and opportunity within the organization. Coaches/mentors staff by providing direction; support and feedback to enable others to meet their full potential.
- 3) Facilitates teamwork, creates an environment that encourages responsibility and decision making at all organizational levels.
- 4) Recruits or promotes competent personnel for Department Director positions.
- 5) Identifies organizational problems and takes remedial action. Applies an appropriate level of supervision to improve any areas of substandard performance and holds employees accountable for performance issues.

Comments:

Score (Scale: 1-5): \_\_\_\_

**Individual Qualities**

- 1) Skilled at listening and isolating key points or issues.
- 2) Proficient at verbal and written communications.
- 3) Exercises good judgement. Decision-making process indicates fairness and impartiality and is based on logic and reason.
- 4) Remains flexible, objective and receptive to suggestions.
- 5) Effectively mediates and resolves problems, even under strained and unpleasant conditions.
- 6) Universally applies common sense, tact and diplomacy.
- 7) Self-confident. Exhibits composure, appearance and attitude appropriate for executive position.
- 8) Displays strong work ethic and enthusiasm for work.
- 9) Demonstrates integrity and loyalty to the Town's best interest. Makes decisions which are rooted in a loyalty to public service and to the community.

Comments:

Score (Scale: 1-5): \_\_\_\_