

To: Cape Elizabeth Town Council
From: Jessica Sullivan
Re: Process for the Annual Town Manager Evaluation
Date: August 2, 2013

During our most recent evaluation of the town manager, we discussed the desirability of considering enhancements to the evaluation process. Jim Walsh suggested at the time that I take the lead in working with Mike to prepare an updated process for your consideration.

As part of the review, I obtained descriptions for the process utilized by a number of other communities including Yarmouth and Falmouth. I also met with and discussed by telephone the process with elected officials from the other towns. Working with Mike, we also looked at how the evaluation process has evolved in Cape Elizabeth over the years.

When Mike was appointed town manager in May of 1985, there was no process to annually evaluate the manager. It was agreed that an annual evaluation should occur and one has been done every year beginning in January 1986. The process has evolved only slightly since 1986.

The outline of the evaluation criteria predominantly utilized since 1986 is included as Appendix "A". A few years ago, the process was modified to eliminate the specific ratings instead providing narrative comments.

The process has begun around the beginning of each year when the manager has, based on prior instruction, provided the council a document listing accomplishments for the prior year, progress on goals for the prior year, a list of disappointments, an outline of professional and community activities, goals for the ensuing year and salary comparisons from surrounding communities. In some prior years, the manager was also asked to critique strengths and weaknesses.

The council receives the document from the manager and meets briefly with him in closed session at the conclusion of the January council meeting. The council then discusses overall impressions and one councilor volunteers to gather input from all council members. A draft evaluation is then shared at a subsequent council closed session and the final approved draft is then given to the manager usually by the council chair. Compensation for the next fiscal year is also addressed as part of the evaluation.

Improvements to the Current Process

The process could be much more detailed and robust than it is now; however, we also need to consider the time involved for the volunteer councilors as this is but one task/responsibility among many that we need to do.

Three improvements can be fairly easily accomplished and could greatly impact the quality of the process.

1. There is no inclusion in the process of input from those who direct report to the town manager. Yarmouth has recently instituted a survey instrument given to their manager's direct reports and a modified version of it is included as "Appendix B" for your consideration.
2. The dialogue between the council and the manager regarding performance and expectations is very limited considering the key roles both have in the organization. The manager should make a lengthier presentation to the town council each year outlining challenges faced by the organization so as to encourage both the manager and the council to allocate future time to mission critical issues and to council priorities. The council should reflect on the initial discussion and should spend a second session with the manager outlining expectations of the manager and of the organization for the ensuing year.
3. In September of each year, the council and manager should meet together in closed session to review the manager's progress on council expectations and to ensure that any issues needing focus between September and the end of the council year are addressed.

Regarding point 1, the inclusion of the manager's direct reports may be accomplished either through the direct reports individually completing a survey instrument or through having a collaborative discussion of the survey among the direct reports with a single response to the council which shall be in writing. The written document could also be presented to the council in person. Mike has discussed this with a couple of department heads who preferred the approach of completing the survey instrument with a single collaborative discussion.

Regarding point 2, the manager has set some goals each year but they have always had little focus as nearly all of the focus has been on the council's goals. The council has never reviewed the manager's goals at the beginning of the year. Nor has the council ever set any specific goals for the manager. Performance evaluation and expectations could be enhanced with the manager providing three sets of manager goals for the year. The three sets would be in the categories: project goals including budget related, professional development goals, and personal improvement goals. The council would receive these goals, have a discussion on whether or not they should be changed or supplemented and then have a dialogue with the manager outlining council expectations for the next 12 months.

Regarding point 3, the performance review of the town manager should not be a single moment event. It should be continuous throughout the year and any council member should raise any concerns at any time. The September review is proposed primarily to focus as a group on the progress on project and personal development goals.

Job Description

During the last evaluation of the last evaluation of the town manager, there was a small amount of discussion on whether or not there is a current position description. The current job description was prepared in 2007 and is attached as "Appendix C".

Closing

The town council should discuss these suggestions for improving the town manager performance review process.

Evaluation Definitions

The purpose of an evaluation should not be to end up with a "grade". The evaluation format is simply a tool to accomplish two purposes: (a) have a good communication which can help in an individual's development and (b) provide input to the preparation of plans and goals for the year ahead.

The performance rating definitions are outlined below.

0. Don't Know- Insufficient observations to make an objective evaluation.
1. Unsatisfactory- Significantly fails to perform in a satisfactory manner. Detracts from overall performance, requiring concerted effort to improve within the year.
2. Needs Improvement- Meets most requirements in this category but falls short of a fully satisfactory performance in meeting expectations.
3. Meets Expectations- Performs all duties/responsibilities in this category in a fully satisfactory and consistent manner. Performs competently.
4. Exceeds Expectations- Performs in a manner which typically exceeds the performance level one would expect for this position. Brings something "extra" to the job in the way of ideas, judgement, initiative, etc.
5. Outstanding- Truly exceptional. Exceeds expectations in every respect. Performs in a manner which one would anticipate is significantly better than peers in similar positions.

Note: #3 Meets Expectations is the performance level one would expect from a person filling this position. One also would expect that many, if not most, incumbents would need improvement" in one or more categories, depending on their experience level, the results obtained in a given year, or the expectations (including changing expectations) of Council members.

TOWN MANAGER EVALUATION

A. Relationships/Council

1. Communicates well with Council, keeping them informed of issues and events which may concern citizens.

2. Is well prepared for Council meetings, provides adequate pre-work and is appropriately helpful during council meetings.

3. Makes sound recommendations for Council action and development of priorities.

4. Is open and responsive to input from and needs of Council members.

B. Relationships/Other

1. Assures good communications with the community and shows sensitivity to the needs and concerns of citizens.

2. Keeps in contact with and provides (himself or by staff) appropriate guidance and assistance to town committees.

3. Maintains a positive working relationship with the school department and board.

C. Staff Management

1. Has a high quality, well motivated staff and supports professional development.

2. Manages the staff well, including good delegation, communication and a process of periodic evaluation.

D. Budget and Financial Management

1. Administers a budget process which provides the Council with quality information and data on which to make budget decisions.

2. Assures a budget which fits within a long range plan which recognizes the future financial needs of the town.

3. Provides a system, including appropriate reports to Council, which monitors and controls expenditures vs. budget.

E. Town Services

1. Assures the long term existence of an adequate infrastructure for the town.

2. Maintains town services at a high quality level consistent with town resources.

F. Program Management

1. Recommends and prioritizes programs consistent with town resources.

2. Assures approved programs are delivered on schedule and within budget. Keeps council appraised of any anticipated variances so they may be approved in advance.

G. Leadership

1. Creates an image of Cape Elizabeth as a quality community through his personal activities within the town and region,

2. Maintains through his activities outside the town a leadership role which enhances the ability of the town to influence decisions which will impact Cape Elizabeth.



To: Cape Elizabeth Town Council

From: Michael K. McGovern

Re: Annual Evaluation Process of Town Manager

Date: December 13, 1996

The Council Chairman asked me to summarize the current process for evaluating the Town Manager

Each year in January, the Town Council asks me to submit a report including the following:

- A self assessment of accomplishments and disappointments during the previous year.
- A copy of my goals for the previous year with an assessment of progress.
- A list of goals for the new year.
- A list of professional and community activities
- Some years I have also been asked to list strengths and weaknesses.

The Town Council usually desires copies of the three most recent evaluations and sometimes information on compensation.

The Town Council receives this information and usually at the end of the January Town Council meeting a executive session is scheduled to begin the process. Most years I spend a few minutes with the Town Council at the beginning to provide whatever comments I desire. Although I have the right to sit in during the entire evaluation process under the Right to know law, I have limited my participation to the first few minutes.

The Council sometimes uses a performance appraisal template to guide your discussions. I am attaching a copy of the template I believe was used last year.

**Cape Elizabeth Town Manager
Position and Performance Review
Participation of Direct Reports**

The town council is responsible for oversight and supervision of the work of the town manager. One annual element of this responsibility is a performance review of the town manager.

The town manager and the town council recognize that the manager position is unique in many ways including that the manager is full time but reports to a part time volunteer board. The work of the manager is in some respects very public but in other respects much of what is accomplished is done very quietly and away from regular attention.

The town council and the manager believe the annual performance review provides an opportunity to enhance the organization as a whole through focusing on the qualities and traits that contribute to making a successful town manager and thus an effective organization serving our citizens.

As you report directly to the town manager, you have insights into the attributes of the manager that contribute or detract from continuous improvement for the municipal organization.

The council and the manager appreciate your candid responses to the brief survey which follows.

Please complete the survey by typing responses into this fillable PDF form, hit "save" and then print the form and place it in the envelope provided. Thank you very much.

Personal Leadership:

1. What do you think are the 3-5 most important qualities that Cape Elizabeth's town manager should possess or exhibit for personal leadership?
(Examples: honesty, listening skills, creativity, vision, empathy, hard work, respect for co-workers)
2. Of the important traits you identified, what are the strengths of the town manager?
3. Of the important traits you identified, where does the town manager have opportunity for improvement?
4. Does the manager seek out feedback for the purpose of improving work performance and listen to such feedback with an open mind? Please cite any examples.

Organizational Leadership:

1. What facets of the municipal government organizational leadership do you believe are important to measure and review as reflective of the influence of the town manager ?
(Examples: customer service, communications, team professional development, staff turnover, cost benchmarking, project schedule management, visibility, citizen satisfaction.)
2. Which facets of organizational leadership are strengths of the town manager?
3. Which facets of organizational leadership are opportunities for the town manager to exhibit improvement?
4. Does the manager recognize opportunities and initiate actions to capitalize on them?

Internal Management Skill:

1. What do you think are the 3-5 most critical skills, knowledge sets or abilities the town manager of Cape Elizabeth should have to manage daily functions?
(Examples: municipal law, staff delegation, staff accountability, financial planning, financial analysis, public speaking, writing skills, technology capabilities, conflict resolution, time management)
2. What specific operational functions work well in Cape Elizabeth? How has the town manager contributed to that success?
3. What functions are not working so well in Cape Elizabeth? What actions should the town manager take to make it work better?

Mission Leadership:

1. Are you clear on the overall service mission of the municipal government? Please comment.
2. How does the administration of the town focus on the town council goals and on implementation of other planning documents? Is this done effectively?
3. Does the manager embrace new ideas and encourage others to do likewise?
4. Does the manager recognize and reward individuals and teams who are creative and innovative in pursuing the mission of the town?

Closing:

1. What attributes of the town manager or of the organization do you most value?
2. If we could change anything in the organization that the manager and the council could change, what would it be?

Thank you very much.

**Town of Cape Elizabeth-Job Description
Town Manager**

GENERAL PURPOSE

Performs high level administrative, technical and professional work in directing and supervising the administration of Town government. This is responsible leadership work as administrative head of the Town.

SUPERVISION RECEIVED

Works under the direction of the Town Council.

SUPERVISION EXERCISED

Exercises supervision over all municipal employees either directly or through subordinate supervisors.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Maintains the administrative organization of the Town to ensure efficiency of operation.

Oversees the accounting of all monies of the Town.

Makes monthly reports to the Town Council pertaining to the financial status of the Town.

Annually prepares a proposed budget and work program for the Town.

Prepares an annual report of the previous year's activities for presentation to the Town Council and citizens of Cape Elizabeth.

Appoints, with Town Council approval, all department heads and supervises their performance on a day-to-day basis.

As the personnel officer for the Town, is directly involved in the hiring, evaluating, promoting, and disciplining of employees or establishes procedures for others to follow in such matters.

Recommends an annual pay classification plan for Town employees for Town Council consideration.

Identifies service and policy needs of Cape Elizabeth and brings to the attention of the Town Council with recommendations for action.

Maintains a sound public relations posture between the Town and its citizens, the press, and other federal, state and local governmental agencies.

Serves as Town Treasurer and Tax Collector.

Maintains contact with public by handling suggestions, complaints and information requests.

Carries out the directives of the Town Council.

Attends meetings of the Town Council, preparing its agendas, providing supporting documents and information pertinent to agenda items.

Attends various meetings on behalf of the Town.

Prepares Federal and State grant requests and administers grant programs.

Enforces municipal and State codes.

Keeps current on advances in technology as they effect municipal governments;

Interacts with numerous municipal committees as needed.

Manages and supervises all departments, agencies and offices of the Town to achieve goals within available resources; plans and organizes workloads and staff assignments; trains, motivates and evaluates assigned staff; reviews progress and directs changes as needed.

Conducts collective bargaining as directed by the town council.

Provides leadership and direction in the development of short and long range plans; gathers, interprets, and prepares data for studies, reports and provides recommendations; coordinates department activities with other departments and agencies as needed.

Communicates official plans, policies and procedures to staff and the general public.

Assures that assigned areas of responsibility are performed within budget; performs cost control activities; monitors revenues and expenditures in assigned area to assure sound fiscal control; assures effective and efficient use of budgeted funds, personnel, materials, facilities, and time.

Determines work procedures, prepares work schedules, and expedites workflow; studies and standardizes procedures to improve efficiency and effectiveness of operations.

Issues written and oral instructions; assigns duties and examines work for exactness, neatness, and conformance to policies and procedures.

Maintains harmony among workers and resolves grievances;

Performs or assists subordinates in performing duties; adjusts errors and complaints.

Prepares a variety of studies, reports and related information for decision-making purposes.

Appoints and removes all department heads, officers, and employees of the town, except members of the council.

Sees that all laws and ordinances are faithfully performed.

Advises the Town Council of financial conditions and current and future Town needs.

Attends all meetings of the Council at which attendance may be required by the Council.

Performs other work as required.

DESIRED MINIMUM QUALIFICATIONS

Education and Experience:

(A) Graduation from an accredited four-year college or university with a degree in public administration, political science, business management of a closely related field, and five (5) year of experience as a municipal administrator; or any equivalent combination of experience and training. Master's degree preferred.

Necessary Knowledge, Skills and Abilities:

(A) Considerable knowledge of modern policies and practices of public administration; working knowledge of municipal finance, human resources, public works, public safety, and community development;

(B) Skill in preparing and administering municipal budgets; skill in planning, directing and administering municipal programs; skill in operating the listed tools and equipment;

(C) Ability to prepare and analyze comprehensive reports; ability to carry out assigned projects to their completion; ability to communicate effectively verbally and in writing; ability to establish and maintain effective working relationships with employees, Town officials and the public; ability to efficiently and effectively administer a municipal government.

Thorough knowledge of municipal and community problems.

Thorough understanding of administrative organization, design, and evaluation.

Thorough knowledge of financial administration and the design of financial accounting and reporting systems.

Thorough knowledge of the theory and practice of public personnel administration.

Thorough knowledge of municipal government programs and decision-making processes.

Working knowledge of State and Federal programs.

Ability to listen to others.

Possess conflict resolution skills.

Ability to direct and supervise others and to delegate.

Ability to organize and use time effectively.

Ability to give and accept constructive criticism.

Town Manager must be goal-minded and possess a self-starting drive to get things done, frequently through other people.

Town Manager must be able to react quickly to changing situations, which may be physically taxing.

Town Manager must be positive and direct in striving to achieve results, but must at times be able to motivate others to act through persuasiveness and the generation of enthusiasm.

Ability to act independently and without precedent in the face of problems.

SPECIAL REQUIREMENTS

None

TOOLS AND EQUIPMENT USED

Requires frequent use of personal computer, including word processing and spreadsheet programs; calculator, telephone, copy machine and fax machine.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to sit and talk or hear; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to walk, stand, stoop, kneel, crouch or crawl.

The employee must occasionally lift and/or move up to 10 pounds.

Specific vision abilities required by this job include close vision, distance vision, color vision and the ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is quiet to moderate.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.