

**Town of Arlington  
Board of Selectmen Policy**



**Town Manager Performance Review Instrument**

|                |           |
|----------------|-----------|
| Effective Date | 2/25/2013 |
| Revisions      |           |
| Approval Date  | 2/25/2013 |

**POLICY AND PURPOSE**

The purpose of this review instrument is to formally appraise the Town Manager's performance on an annual basis. The document allows the Board of Selectmen to assess the Town Manager's performance in management practices and in the accomplishment of goals. Through the review procedure, Board members will recognize strengths, offer positive feedback, and suggest any areas that require corrective action.

Individual performance review forms will be prepared by members of the Board of Selectmen. The Chair or his or her designee will prepare an overview document, compiling the scores and comments of individual board members.

**PROCEDURE**

1. The period of review is March 1 through February 28.
2. The Town Manager will submit a narrative self-evaluation; a copy of the narrative and a blank review form will be distributed to each Board member at that time.
3. Board members will submit reviews by a date set by the Chair. The Chair, in cooperation with the Human Resources Director, will compile scores from individual reviews and develop a consensus overview document.
4. Board members may meet individually with the Town Manager to discuss aspects of the performance review document.
5. The Chair will provide the other Board members and the Town Manager with the consensus review overview document prior to the meeting at which the document will be publicly discussed.
6. The overview document will be finalized for placement in the Town Manager's file at a regular meeting of the Board of Selectmen.

**Town of Arlington  
Town Manager Performance Review Form**

**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 inferior to the standards of performance required for the position.
- Improvement Needed (2)              The Manager's work performance does not consistently meet the standards of the position.
- Meets Expectations (3)                The Manager's work performance consistently meets the standards of the position.
- Exceeds Expectations (4)              The Manager's work performance is frequently or consistently above the level of a satisfactory employee.
- Excellent/Highly Commendable (5)   The Manager's work performance is consistently excellent when compared to the standards of the job.

| <b>1. Personal Characteristics</b>  | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 | <b>N/A</b>               |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Exhibits honest and ethical behavior.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Acts in a fair and equitable manner.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Effectively deals with unforeseen issues and problems.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Shows resilience by maintaining energy and motivation despite constant demands. Responds well to stressful situations. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Displays creativity, innovation, flexibility and appropriate risk taking.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Comments:   |                          |                          |                          |                          |                          |                          |

| <b>2. Professionalism</b>  | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 | <b>N/A</b>               |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Is fully knowledgeable and committed to the field of local government management. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Seeks to enhance skills and abilities through educational opportunities.          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Actively participates in professional municipal management organizations.         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Encourages staff training and development.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Comments:  |                          |                          |                          |                          |                          |                          |

| <b>3. Public Relations/Communications</b>   | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 | <b>N/A</b>               |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Projects a positive image in the community.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Is reasonably open and available to the public and responsive to citizen complaints or requests. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Communicates effectively to the media.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Keeps the citizenry informed of current issues in Town government.                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Comments:   |                          |                          |                          |                          |                          |                          |

| 4. Board Support/Relations  | 1                        | 2                        | 3                        | 4                        | 5                        | N/A                      |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Offers professional advice to the board, including appropriate alternatives and recommendations, based upon thorough study and analysis. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Implements policy matters and other directives adopted by the Board of Selectmen.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Keeps Board members informed of issues and activities in Town government and in the community.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Listens and understands Selectmen concerns.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Maintains a professional working relationship with the Board, promoting a climate of mutual respect and trust.                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Comments:   |                          |                          |                          |                          |                          |                          |

| 5. Community Leadership  | 1                        | 2                        | 3                        | 4                        | 5                        | N/A                      |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Provides leadership within the community by being visible and approachable.                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Supports and recognizes the efforts of volunteer citizens and groups.                                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Maintains effective communications with other communities, state agencies, and municipal organizations. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Maintains effective communications with state and federal elected representatives.                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Comments:  |                          |                          |                          |                          |                          |                          |

| <b>6. Organizational Leadership/Personnel Management</b>   | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 | <b>N/A</b>               |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Provides leadership, motivation and support within the organization.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Effectively delegates tasks and assignments.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Builds and motivates a team, providing direction and monitoring/adjusting performance as required.                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Assures selection for employment of the best-qualified personnel.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Assures systematic performance review of staff in the organization.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Establishes high standard of performance for all managers; recognizes, develops, and utilizes their leadership abilities. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Effectively leads collective bargaining efforts with unions; keeps the Board informed on progress.                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h. Strives to maintain good staff morale and maintains open, honest and professional relationships with staff.               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Comments:  |                          |                          |                          |                          |                          |                          |

| <b>7. Financial Management</b>  | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 | <b>N/A</b>               |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Prepares a timely and realistic annual budget proposal in a manner that promotes full understanding of issues and needs. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Employs sound fiscal management practices for the development of the operating and capital budget recommendations.       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Effectively monitors and controls budget expenditures.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Provides complete and accurate financial information to facilitate budget deliberations.                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Creatively manages available resources to increase productivity and efficiency.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Develops and maintains a long-term financial plan for the Town.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Comments:   |                          |                          |                          |                          |                          |                          |



| OVERALL RATING   | 1                        | 2                        | 3                        | 4                        | 5                        | N/A                      |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Overall, the Town Manager performs at the following level: | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Comments:  |                          |                          |                          |                          |                          |                          |
| Recognized Strengths:                                      |                          |                          |                          |                          |                          |                          |
| Areas for Improvement:                                     |                          |                          |                          |                          |                          |                          |
| Name of Selectman: _____                                   |                          |                          |                          |                          |                          |                          |

**Town Manager Performance Review 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 applicable procedures and that the Town Manager has received the overview document with the compilation of scores.

BOARD OF SELECTMEN

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

TOWN MANAGER

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