

**Town of Elliot
Town Manager Performance Evaluation**

Name Michael Sullivan Position Town Manager

Evaluation Period From *Date of Hire to December 31, 2022* --

Evaluation Period Annual End Probation
 Mid-Probation Other (specify)

RATING SCALE:

Exceptional – Performance consistently exceeds standards and requirements. Achievements are well beyond those normally expected of someone in the job. This is a level reserved for individuals whose performance has been consistently excellent.

Commendable – Performance is clearly above normal expectations for the position. Individuals with solid experience and well-developed skills usually achieve this level.

Acceptable – Meets or occasionally exceeds the expected standards, usually able to perform without close supervision. Consistently satisfactory performance. Achievement is at a level normally expected for an individual in the job.

Marginal – Performance is inconsistent and may be satisfactory sometimes and unacceptable at others. The individual often needs close supervision, guidance, and direction. This level typically describes an individual who needs to show improvement and requires further development.

Unacceptable – Performance consistently does not meet standards and expectations.

Competencies

Citizen Service / Public Relations: Treatment of people who receive the employee's services; management of difficult or emotional customer/citizen situations; response to customer needs and requests; solicitation of customer feedback to improve service; meeting the needs of customers/citizens; building constructive, cooperative and pleasant relationships. Commitment to serve the public; focus on finding and meeting the needs of others. Projects a positive image and media relations.

Marginal Acceptable 3 Commendable 2 Exceptional Not Applicable

Examples of Performance:

Interactions with citizens and/or town employees that I have observed have been respectful, to the point. Without making promises that he or the Town cannot keep.

Mike is calm and keeps staff happy. Would be exceptional, but has needed some flexibility

Mike does an excellent job at responding promptly to citizens with questions.

Mike's experience and knowledge of municipal government serves him well when dealing with the Town Council, committee members, Department managers and supporting staff.

Flexibility: Adjustment to changing priorities, proactive thinking, pursuit of opportunities for improvement; accommodation of new or changing conditions; adaptation to changes in the work environment; management of competing demands; utilization of an approach or method to best fit the situation; dealing with anger, frustration and disappointment; dealing with frequent changes, delay or cancellations.

Marginal Acceptable 5 Commendable Exceptional Not Applicable

Examples of Performance:

Flexibility – This describes the Town Manager's job performance. Well Handled.

Change from past.

Mike is to be level headed with consideration for differing opinions brought to his attention.

Mike's good, some constituent issues could use more deliberation.

Mike deals with individuals with opposing opinions appropriately and promptly.

Part 1: Core Competencies

1. Customer/Citizen Service: Treatment of people who receive the employee's services; management of difficult or emotional customer/citizen situations; response to customer needs and requests; solicitation of customer feedback to improve service; meeting the needs of customers/citizens; building constructive, cooperative and pleasant relationships. Commitment to serve the public; focus on finding and meeting the needs of others. Projects a positive image; has good media relations.

Performance is:

Unacceptable

Comments/Examples:

Every interaction is honest and to the point.

Gets the work done on schedule

Mike has done a

Mike's experience with residents, Town

2. Adaptability/Flexibility: Adjustment to changing priorities, proactive thinking, pursuit of opportunities for improvement; accommodation of new or changing conditions; adaptation to changes in the work environment; management of competing demands; utilization of an approach or method to best fit the situation; dealing with anger, frustration and disappointment; dealing with frequent changes, delay or cancellations.

Performance is:

Unacceptable

Comments/Examples:

Adaptability/Flexibility

Major positive change

Always appears

Overall very good

Deals with individuals

3. Work Habits: Individual behaviors which impact work and over which an employee has independent control; consistency with the vision and values of the City, department, and work unit including acting in ways that are equitable, ethical and legal; treating all people with respect; keeping commitments; inspiring the trust of others; working with honesty and integrity; use of paid time off; time management; confidentiality as appropriate; use of work hours for personal business; has a positive attitude.

Performance is:

Unacceptable Marginal Acceptable 3 Commendable 2 Exceptional Not Applicable

Judging from input from the folks who work daily with the Town Manager I think he sets a great work standard.

Mike displays a strong work ethic with a compassionate and reasonable response during his daily interaction with employees, supervisors and Town citizens.

Mike has set a good example as a chief administrative officer by properly dealing with subordinates and other supervisory personnel. He treats all people with respect and inspires trust of others.

Time management is a strong attribute displayed

4. Communication: The exchange of information and ideas; ability to get a message across effectively as well as understand verbal messages; ability to read and interpret written information; listening without interrupting; ability to write clearly and appropriately; manner in which one verbally interacts with others; shares work related information with others as appropriate.

Performance is:

Unacceptable Marginal Acceptable 4 Commendable 1 Exceptional Not Applicable

Co The Town Manager has made numerous Town matters understandable to me -- a near impossible task.

Town Manager reports to the Select Board are well written and concise with appropriate detail.

Mike shares work related information with others as appropriate.

Memorializes communication related to numerous matters to the Select Board by timely email.

5. Organizing/Planning/Project Management: Exhibiting forward focus resulting in scheduling work, setting goals, anticipating and preparing for future assignments, and establishing priorities; demonstrating initiative and follow-through; coordinating all resources to ensure work is completed on time; maintaining appropriate records as needed.

Performance is:

Unacceptable Marginal Acceptable 2 Commendable 3 Exceptional Not Applicable

Comments/Examples of Performance:

A great 2024 budget submitted on time as promised.

Vision for Eliot is fresh and forward thinking

Mike execution of the "Summer Summits" was a testament to his strong project management skills.

Mikes comments, actions and mission. regarding "investing in Eliot's future" demonstrates setting appropriate goals and priorities and demonstrates initiative.

6. Decision-Making/Judgement: Choice of an appropriate course of action; willingness to make decisions in a timely manner; exercising sound and accurate judgement and providing support and explanation of reasons for decisions; including appropriate stakeholders in decision-making accepts responsibility for his / her work; attempts to obtain all available facts prior to making decisions; remains fair and objective in his / her decision-making; often anticipates alternatives and consequences of his / her decisions.

Performance is:

Unacceptable Marginal Acceptable 3 Commendable 2 Exceptional Not Applicable

Comments/Examples of Performance:

Mike is able to balance many different ideas and viewpoints in order to come to sound decisions.

Mike has demonstrated appropriate courses of action and a willingness to make decisions in a timely manner.

He includes appropriate stakeholders in decision-making and remains fair and objective.

7. Supervision/Management/Coaching: Improving the performance of others and creating a positive work environment; helping others build self-confidence and motivation; evaluating performance and providing opportunities for growth of employees' knowledge and skill levels; ability to achieve organizational goals through others by directing, guiding, encouraging and giving staff room to act; recognizing contributions and successes; sets goals and provides good supervision.

Performance is:

Unacceptable Marginal Acceptable 2 Commendable 3 Exceptional Not Applicable

Comments/Examples of Performance:

Mikes actions demonstrate that he is in the employees corner, working hard to get them all the training that is available

Modernizing is a major benefit provided by Mikes supervision/management/coaching

Mikes investment in staff training & evaluations has been a very welcome step in the direction of creating a healthy work environment for Town employees.

8. Continuous Improvement/Innovation: Orientation toward new or unexplored work methods, materials or equipment; looks for ways to improve and promote quality service; displays original thinking and creativity; meets challenges with resourcefulness; generate suggestions for improving work; develops innovative approaches and ideas; presents ideas and information in a manner that gets others' attention.

Performance is:

Unacceptable Marginal Acceptable 2 Commendable 3 Exceptional Not Applicable

Comments/Examples of Performance:

I think we are seeing new and better methods of doing the Town's business, which is often met with resistance to change.

Mike has presented various suggestions for innovative improvements for the financial control over credit card use by departments for expenditures, cash received at the transfer station, payroll processing and creating new revenue streams at the boat basin to mention a few innovative suggestions

9. Strategic Thinking: Balances short and long term goals with available financial assets; identification and evaluation of options and alternatives as a part of the planning process; changes plans and/or goals as conditions and situations require.

Performance is:

Unacceptable Marginal Acceptable 1 Commendable 4 Exceptional Not Applicable

Mike balances the Select Board and the Budget committee differences well. Mike has demonstrated flexibility by evaluating various financing arrangements for TIF bonding and debt structure.

Mike has demonstrated the ability to change plans and/or goals as conditions and situations require. Examples: dealing with constraints the Budget committee imposes on capital expenditures & attempting to force how expenditures are accounted for (i.e. Workers compensation insurance premiums reported by department vs as an administrative expenditure).

10. Fiscal/Resource Management: Effectively uses and controls Town resources; development, implementation, and effective monitoring of a budget that is driven by the vision, principles, and policies of the Select Board and the overall mission of the Town; accurate forecast of resources needed for operations, capital improvements, and programs taking into account the overall organizational revenue and expenditure situation.

Performance is:

Unacceptable Marginal Acceptable 3 Commendable 2 Exceptional Not Applicable

Comments/Examples of Performance:

Mike has demonstrated strong financial management consistently.

Exceptional in a topsy-turvy economy.

Demonstrated strong financial management in resolving prior year audit deficiency

11. Select Board Relationship: Examples: Effectively implements policies and programs approved by Board of Selectmen; Reporting to Selectmen is concise and thorough; Accepts direction constructively; Keeps Selectmen apprised of important activities in timely ways; Is well prepared for BoS Meetings.; sets and achieves goals in conjunction with Select Board.

Performance is:

Unacceptable Marginal Acceptable 2 Commendable 3 Exceptional Not Applicable

Comments/Examples of Performance:

Members of the Select Board has enjoyed the relationship he maintains with all members of the Select Board.

Major positive change from the recent past.

TOWN OF ELIOT PERFORMANCE MANAGEMENT PROGRAM EMPLOYEE EVALUATION SUMMARY FORM

Competency	Unacceptable Performance	Marginal Performance	Acceptable Performance	Commendable Performance	Exceptional Performance	Mid-Year Review
1. Customer/Citizen Service				✓✓✓	✓✓	
2. Adaptability/Flexibility				✓✓✓✓		
3. Work Habits				✓✓✓	✓✓	
4. Communication				✓✓✓✓	✓	
5. Project Management				✓✓	✓✓✓	
6. Decision Making/Judgement				✓✓✓	✓✓	
7. Supervision/Management				✓✓	✓✓✓	
8. Continuous Improvement				✓✓	✓✓✓	
9. Strategic Thinking				✓	✓✓✓✓	
10. Fiscal/Resource Management				✓✓✓	✓✓	
11. Select Board Relationships				✓✓	✓✓✓	
Overall Rating				30/55	25/55	

Overall Statement of Performance

Mike, you have performed at a high level and have exceeded the Select Board's expectations in all categories. This was an easy evaluation and review to accomplish. Your ability and experience that you have brought to the Town of Eliot is appreciated by all Select Board members. The check marks above represent the individual evaluations of your past performance. **Keep up the great work!**

Employee Comments

Employee's Name (Optional) _____

Date _____

Supervisor Signature _____

Date 01-12-2023

Richard D. ...
Chairman Eliot Select Board