



Town Manager Performance Review FY2021

Jessica Porter
Director of Human Resources

Select Board Meeting
September 20, 2021



Categories

Categories	Areas to Rate
Personal Characteristics	5
Professionalism	4
Public Relations/Communications	4
Board Support/Relations	5
Community Leadership	4
Organizational Leadership/Personnel Management	8
Financial Management	6
Planning and Organization	3

Rating Scale

Rating	Standard	Definition
1.00	Unsatisfactory	Performance is inadequate and inferior to the standards of performance required for the position.
2.00	Improvement Needed	Performance does not consistently meet the standards of the position.
3.00	Meets Expectations	Performance consistently meets the standards of the position.
4.00	Exceeds Expectations	Performance is frequently and consistently above the level of a satisfactory employee.
5.00	Excellent/Highly Commendable	Performance is consistently excellent when compared to the standards of the job.

Personal Characteristics

4.76 out of 5.00

-
- A. Exhibits honest and ethical behavior.
 - B. Acts in a fair and equitable manner.
 - C. Effectively deals with unforeseen issues and problems.
 - D. Shows resilience by maintaining energy and motivation despite constant demands; responds well to stressful situations.
 - E. Displays creativity, innovation, flexibility and appropriate risk taking.

2016	2017	2018	2020	2021
4.88	3.28	4.16	4.56	4.76

Professionalism

4.21 out of 5.00

-
- A. Is fully knowledgeable and committed to the field of local government management.
 - B. Seeks to enhance skills and abilities through educational opportunities.
 - C. Actively participates in professional municipal management organizations.
 - D. Encourages staff training and development.

2016	2017	2018	2020	2021
4.75	3.53	4.10	4.28	4.21

Public Relations/ Communications

3.75 out of 5.00

-
- A. Projects a positive image in the community.
 - B. Is reasonably open and available to the public and responsive to citizen complaints or requests.
 - C. Communicates effectively to the media.
 - D. Keeps the citizenry informed of current issues in Town government.

2016	2017	2018	2020	2021
4.70	3.00	3.40	3.85	3.75

Board Support and Relations

4.00 out of 5.00

2016	2017	2018	2020	2021
4.84	2.96	3.56	4.12	4.00

-
- A. Offers professional advice to the Board, including appropriate alternatives and recommendations based upon thorough study and analysis.
 - B. Implements policy matters and other directives adopted by the Select Board.
 - C. Keeps Board members informed of issues and activities in Town government and in the community.
 - D. Listens and understands Board member concerns.
 - E. Maintains a professional working relationship with the Board, promoting a climate of mutual respect and trust.

Community Leadership

3.84 out of 5.00

-
- A. Provides leadership within the community by being visible and approachable.
 - B. Supports and recognizes the efforts of volunteer citizens and groups.
 - C. Maintains effective communications with other communities, state agencies, and municipal organizations.
 - D. Maintains effective communications with state and federal elected representatives.

2016	2017	2018	2020	2021
4.80	3.50	3.90	4.00	3.84

Organizational Leadership/ Personnel Management

3.83 out of 5.00

2016	2017	2018	2020	2021
4.70	3.24	3.58	3.72	3.83

-
- A. Provides leadership, motivation and support within the organization.
 - B. Effectively delegates tasks and assignments.
 - C. Builds and motivates a team, providing direction and monitoring/adjusting performance as required.
 - D. Assures selection for employment of the best-qualified personnel.
 - E. Assures systematic performance review of staff in the organization.
 - F. Establishes high standard of performance for all managers; recognizes, develops and utilizes their leadership abilities.
 - G. Effectively leads collective bargaining efforts with unions; keeps the Board informed on progress.
 - H. Strives to maintain good staff morale and maintains open, honest and professional relationships with staff.

Financial Management

4.57 out of 5.00

-
- A. Prepares a timely and realistic annual budget proposal in a manner that promotes full understanding of issues and needs.
 - B. Employs sound fiscal management practices for the development of the operating and capital budget recommendations.
 - C. Effectively monitors and controls budget expenditures.
 - D. Provides complete and accurate financial information to facilitate budget deliberations.
 - E. Creatively manages available resources to increase productivity and efficiency.
 - F. Develops and maintains a long-term financial plan for the Town.

2016	2017	2018	2020	2021
4.90	3.57	3.93	4.40	4.57

Planning and Organization

3.93 out of 5.00

-
- A. Creates and facilitates an environment for long-range and strategic planning.
 - B. Adequately prepares Board for Town Meeting.
 - C. Establishes appropriate goals and objectives for performance.

2016	2017	2018	2020	2021
4.60	3.30	3.80	3.79	3.93

Recognized Strengths

-
- Innovation
 - Exceptional financial management and capital planning
 - Resilient leadership
 - Strong commitment to profession and community
 - Strength in crisis management and handling of unprecedented events
 - Maintains strong energy and ability to address difficult challenges

Areas for Improvement

-
- Continue working to align departmental goals and activities with Town Manager/Select Board goals
 - Ensure Select Board priorities outside of formal goals move forward in timely manner
 - Consider mid-year updates on assigned departmental goals to the Board
 - Explore additional methods for providing information to the community
 - Regularly provide Board with more information, including raw data, regarding matters of leadership, relationships, and professional development

Overall Rating 2020-2021

4.12 out of 5.00

Year	Composite	Standard
2016	4.80	Exceeds Expectations
2017	3.22	Meets Expectations
2018	4.00	Exceeds Expectations
2020	4.00	Exceeds Expectations
2021	4.12	Exceeds Expectations

Goals and Objectives for 2020-2021

Goals and Objectives for 2020-2021	Composite Rating
a. Long Range Financial & Operational Planning	4.60
b. Citizen Response Management & Engagement	3.50
c. Capital Investments	4.40
d. Downtown Andover	4.60
e. River & Open Space Access	3.60
f. Diversity, Equity & Inclusion	4.00
g. Energy & Sustainability	4.67