

# TOWN OF BELLEAIR PERFORMANCE APPRAISAL SYSTEM

**Administration  
Town Manager**

**EMPLOYEE:** JP Murphy  
**Year:** 2019

Is your job description current?                      Yes              No

|  |              |
|--|--------------|
| <b>360* PERFORMANCE APPRAISAL (20% of Total Score)</b> |              |
| <i>Communication</i>                                   | <u>0.00%</u> |
| <i>Customer Service</i>                                | <u>0.00%</u> |
| <i>Leadership</i>                                      | <u>0.00%</u> |
| <i>Teamwork</i>  | <u>0.00%</u> |
| <b>360* PERFORMANCE AVERAGE</b>                        | <u>0.00%</u> |

|   |              |
|---|--------------|
| <b>OBJECTIVE PERFORMANCE APPRAISAL (65% of Total Score)</b> |              |
| <i>Technical Ability</i>                                    | <u>0.00%</u> |
| <i>Training and Development</i>                             | <u>0.00%</u> |
| <i>Safety</i>   | <u>0.00%</u> |
| <i>Policies &amp; Procedures</i>                            | <u>0.00%</u> |
| <b>OBJECTIVE PERFORMANCE AVERAGE</b>                        | <u>0.00%</u> |

|   |              |
|---|--------------|
| <b>SELF EVALUATION (15% of Total Score)</b> |              |
| <b>SELF EVALUATION AVERAGE</b>              | <u>0.00%</u> |

**SUMMARY TOTAL OF EVALUATION              0.00%**  
**WEIGHTED TOTAL OF EVALUATION              0.00%**

|                  |             |             |            |
|------------------|-------------|-------------|------------|
| <b>Excellent</b> | 100% to 85% | <b>Fair</b> | 69% to 55% |
| <b>Good</b>      | 84% to 70%  | <b>Poor</b> | 54% to 0%  |

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Mayor Signature

# JP Murphy 360 Evaluation

Please consider your interactions with the above employee and thoughtfully evaluate their performance. Please leave comments for any extraordinary items and for any score 2 or below. Other feedback is welcome. The rating scale is as follows: 4-Excellent, 3- Good, 2-Fair, 1- Poor. This instrument is 20% of the overall evaluation

\* Required

## Communication

Effectively conveys information to peers, supervisors and/or customers with accuracy and confidence. Maintain open lines of communication to the best of their ability. Listen to, understand and consider what others are saying and feeling.

**1. C1-Encourages open communication, cooperation and the sharing of knowledge. \***

*Mark only one oval.*

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

**2. C2-Stays focused and is easily understood in conversation. \***

*Mark only one oval.*

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

**3. C3-Actively listens and is receptive to others' opinions and points of view. \***

*Mark only one oval.*

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

**4. C4-Communicates well (written or orally) with other team members without procrastination. \***

*Mark only one oval.*

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

5. **C5-Regularly solicits constructive feedback, builds consensus, and asks well thought out and well prepared questions.** \*

Mark only one oval.

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

6. **Communication-Comments**

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## Customer Service

An employee assists others in a neighborly manner. Offering a hands-on approach using their skills and abilities to satisfy the needs of the individual. Providing first-class service is one of the most important qualities that sets our town apart.

7. **CS1-Demonstrates an excellent attitude.** \*

Mark only one oval.

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

8. **CS2-Is never "too busy" to answer questions or assist others.** \*

Mark only one oval.

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

9. **CS3-Shows a willingness to handle customer criticisms, complaints or special requests.** \*

Mark only one oval.

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

10. **CS4-Shows the ability to be an empathetic and focused listener.** \*

Mark only one oval.

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

11. **CS5-Works very well with residents as well as all members of staff. \***

*Mark only one oval.*

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

12. **Customer Service-Comments**

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## Leadership

Providing others with purpose, direction and motivation through innovative thinking and example setting. A leader competently completes objectives while being accountable for their actions.

13. **L1-Regularly looks for common ground and encourages collaboration among team leaders. \***

*Mark only one oval.*

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

14. **L2-Regularly celebrates successes and learns from mistakes while making it safe for others to take risks and volunteer innovative recommendations. \***

*Mark only one oval.*

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

15. **L3-Creates a common mindset of learning, growing and acquiring new skills. \***

*Mark only one oval.*

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

16. **L4-Listens openly and encourages feedback while creating and maintaining an inclusive work environment. \***

*Mark only one oval.*

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

17. **L5-Provides and appropriate amount of structure, direction and feedback to ensure a high level of group performance. \***

*Mark only one oval.*

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

18. **Leadership-Comments**

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## Teamwork

Creating an environment that fosters relationships that are genuine and uplifting, giving a consistent effort toward achieving organizational success. Team members spend time sharing ideas and actively participate toward reaching that vision.

19. **T1-Is willing to take on all tasks in order to help other members of the team. \***

*Mark only one oval.*

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

20. **T2-Communicates their opinions in a way that respects others, focusing on "What can we learn?" rather than "Who is to blame?". \***

*Mark only one oval.*

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

21. **T3-Willing to get to know other employees, particularly those with different interests and backgrounds. \***

*Mark only one oval.*

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

22. **T4-Listens to others and provides constructive feedback if needed. \***

*Mark only one oval.*

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

23. **T5-Works with enthusiasm and initiative toward the common goal of the group. \***

*Mark only one oval.*

|      |                       |                       |                       |                       |           |
|------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
|      | 1                     | 2                     | 3                     | 4                     |           |
| Poor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Excellent |

24. **Teamwork-Comments \***

Leave your initials at the end

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# Town Manager Objective Performance Appraisal

This is the objective performance appraisal for the Town Manager. Using the accompanying rating scales and evaluator guidelines, each employee will be given a numerically based evaluation to describe their level of performance during the current appraisal period on all applicable items. Non-applicable items will be marked N/A. Supervisors should use supporting data, and be fair, reasonable and as objective as possible. Please provide comments for any score below a 2, as well as for any extraordinary performance. The Objective Performance Appraisal is 65% of the overall employee rating.

- Rating 4 - GREATLY EXCEEDS PERFORMANCE STANDARDS
- Rating 3 - EXCEEDS PERFORMANCE STANDARDS
- Rating 2 - MEETS PERFORMANCE STANDARD
- Rating 1 - MARGINAL PERFORMANCE / IMPROVEMENT EXPECTED
- Rating 0 - UNSATISFACTORY PERFORMANCE

## Technical Ability

40% of Objective

1. **TAQ1- Utilizes and adheres to all established town administrative and personnel policies, and procedures. Updates and changes policies as need.**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
| 0                             | 1                     | 2                     | 3                     | 4                     |                       |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

2. **TAQ2- Directs the operation of the town in a manner that maximizes the efficiency and productivity of all resources**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
| 0                             | 1                     | 2                     | 3                     | 4                     |                       |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

3. **TAQ3- Anticipates and analyzes problems to develop effective approaches for solving them**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
| 0                             | 1                     | 2                     | 3                     | 4                     |                       |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

**4. TAQ4- Maintains a positive working relationship with citizens and town employees.**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
|                               | 0                     | 1                     | 2                     | 3                     | 4                     |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

**5. TAQ5- Prepares the town's annual budget in an accurate and timely manner**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
|                               | 0                     | 1                     | 2                     | 3                     | 4                     |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

**6. TAQ6-Manages the town budget to assure sound fiscal control and compliance.**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
|                               | 0                     | 1                     | 2                     | 3                     | 4                     |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

**7. TAQ7- Sets a professional example by handling affairs of the public office in a fair and impartial manner**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
|                               | 0                     | 1                     | 2                     | 3                     | 4                     |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

**8. TAQ8- Provides reports that are accurate, comprehensive, and timely; keeping the Commission informed about all matters relevant to the Commission**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
|                               | 0                     | 1                     | 2                     | 3                     | 4                     |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

**9. TAQ9- Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
|                               | 0                     | 1                     | 2                     | 3                     | 4                     |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

**10. TAQ10- Assists by facilitating decision making without usurping authority.**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
|                               | 0                     | 1                     | 2                     | 3                     | 4                     |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

**11. TAQ11- Provides leadership and direction in the development of short and long-range plans.**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
|                               | 0                     | 1                     | 2                     | 3                     | 4                     |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

**12. TAQ12-Presents Commission policies and positions on issues to the citizens and town organizations accurately, equitably, and effectively**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
|                               | 0                     | 1                     | 2                     | 3                     | 4                     |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

**13. Comments on Technical Ability**

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## Training & Development

25% of Objective Total

**14. TDQ1- Pursues education and certifications applicable to the professional standards of the position.**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
|                               | 0                     | 1                     | 2                     | 3                     | 4                     |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

**15. TDQ2-Ensures town staff participates in training or continued education to improve skills and job proficiency**

*Mark only one oval.*

|                            |                       |                       |                       |                       |                       |  |
|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
|                            | 0                     | 1                     | 2                     | 3                     | 4                     |  |
| Unsatisfactory Performance | <input type="radio"/> | Greatly exceeds performance standards. |

**16. TDQ3- Maintains knowledge of current developments affecting the practice of local government management**

*Mark only one oval.*

|                            |                       |                       |                       |                       |                       |  |
|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
|                            | 0                     | 1                     | 2                     | 3                     | 4                     |  |
| Unsatisfactory Performance | <input type="radio"/> | Greatly exceeds performance standards. |

**17. TDQ4- Recruits and retains competent personnel for staff positions**

*Mark only one oval.*

|                            |                       |                       |                       |                       |                       |  |
|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
|                            | 0                     | 1                     | 2                     | 3                     | 4                     |  |
| Unsatisfactory Performance | <input type="radio"/> | Greatly exceeds performance standards. |

**18. TDQ5- Encourages heads of departments to make decisions within their jurisdictions with minimal town manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff**

*Mark only one oval.*

|                            |                       |                       |                       |                       |                       |  |
|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
|                            | 0                     | 1                     | 2                     | 3                     | 4                     |  |
| Unsatisfactory Performance | <input type="radio"/> | Greatly exceeds performance standards. |

**19. Comments on Training & Development**

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**Safety**

10% of Objective Total

**20. SQ1- Ensures a safe working environment for all employees**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
|                               | 0                     | 1                     | 2                     | 3                     | 4                     |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

**21. SQ2- Takes appropriate actions to manage risk through the town.**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
|                               | 0                     | 1                     | 2                     | 3                     | 4                     |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

**22. SQ3- Ensures the proper maintenance of equipment and work areas to promote effective work time.**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
|                               | 0                     | 1                     | 2                     | 3                     | 4                     |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

**23. Comments on Safety**

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## **Policies & Procedures**

25% of Objective Total

**24. PQ1-Demonstrates the characteristics of a dependable and conscientious employee.**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
|                               | 0                     | 1                     | 2                     | 3                     | 4                     |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

**25. PQ2-Implements governing body actions in accordance with the intent of the Commission**

*Mark only one oval.*

|                               |                       |                       |                       |                       |                       |   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|
|                               | 0                     | 1                     | 2                     | 3                     | 4                     |   |
| Unsatisfactory<br>Performance | <input type="radio"/> | Greatly exceeds performance<br>standards. |

26. **PQ3-Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical**

*Mark only one oval.*

|                            |                       |                       |                       |                       |                       |  |
|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
|                            | 0                     | 1                     | 2                     | 3                     | 4                     |  |
| Unsatisfactory Performance | <input type="radio"/> | Greatly exceeds performance standards. |

27. **PQ4-Leading by example and consistently enforcing policies, providing a regular reminder to employees about their individual responsibilities**

*Mark only one oval.*

|                            |                       |                       |                       |                       |                       |  |
|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
|                            | 0                     | 1                     | 2                     | 3                     | 4                     |  |
| Unsatisfactory Performance | <input type="radio"/> | Greatly exceeds performance standards. |

28. **Comments on Policies & Procedures**

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# TOWN OF BELLEAIR PERFORMANCE APPRAISAL SYSTEM

Administration  
Town Manager

EMPLOYEE: JP Murphy  
Year: 2019

**360\* PERFORMANCE APPRAISAL 0.2 of Total Score**

**A. COMMUNICATION**

*Effectively conveys information to peers, supervisors and/or customers with accuracy and confidence. Maintain open lines of communication to the best of their ability. Listen to, understand and consider what others are saying and feeling.*

|   | AVG |
|---|-----|
| 1. Encourages open communication, cooperation, and the sharing of knowledge.  |     |
| 2. Stays focused and is easily understood in conversation.  |     |
| 3. Actively listens and is receptive to others' opinions and points of view.  |     |
| 4. Communicates well (written or orally) with other team members without procrastination.                             |     |
| 5. Regularly solicits constructive feedback, builds consensus, and asks well thought out and well prepared questions. |     |

**A. Communication Average      0 /20 =      0.00%**

COMMENTS:

**B. CUSTOMER SERVICE**

*An employee assists others in a neighborly manner. Offering a hands-on approach using their skills and abilities to satisfy the needs of the individual. Providing first-class service is one of the most important qualities that sets our town apart.*

|   | AVG |
|---|-----|
| 1. Demonstrates an excellent attitude   |     |
| 2. Is never "too busy" to answer questions or assist others                               |     |
| 3. Shows a willingness to handle customer criticisms, complaints and/or special requests. |     |

|  |  |
|--|--|
| 4. Shows the ability to be an empathetic and focused listener.     |  |
| 5. Works very well with residents as well as all members of staff. |  |

**B. Customer Service Average      0 /20 =      0.00%**

COMMENTS:

**C. LEADERSHIP**

*Providing others with purpose, direction and motivation through innovative thinking and example setting. A leader competently completes objectives while being accountable for their actions.*

**AVG**

|  |  |
|--|--|
| 1. Regularly looks for common ground and encourages collaboration among team members.  |  |
| 2. Regularly celebrates successes and learns from mistakes while making it safe for others to take risks and volunteer innovative recommendations. |  |
| 3. Creates a common mindset of learning, growing, and acquiring new skills.  |  |
| 4. Listens openly and encourages feedback while creating and maintaining an inclusive work environment.  |  |
| 5. Provides an appropriate amount of structure, direction, and feedback to ensure a high level of group performance.                               |  |

COMMENTS:

**C. Leadership Average      0 /20 =      0.00%**

**D. TEAMWORK**

*Creating an environment that fosters relationships that are genuine and uplifting, giving a consistent effort toward achieving organizational success. Team members spend time sharing ideas and actively participate toward reaching that vision.*

**AVG**

|  |  |
|--|--|
| 1. Is willing to take on all tasks in order to help other members of the team. |  |
|--|--|



|  |
|--|
|  |
|--|

**B. Training and Development: Activities involve knowledge and skills required for continuing effective performance.**

**Ratings**

|   |  |
|---|--|
| TDQ1- Pursues education and certifications applicable to the professional standards of the position.  |  |
| TDQ2-Ensures town staff participates in training or continued education to improve skills and job proficiency   |  |
| TDQ3- Maintains knowledge of current developments affecting the practice of local government management   |  |
| TDQ4- Recruits and retains competent personnel for staff positions  |  |
| TDQ5- Encourages heads of departments to make decisions within their jurisdictions with minimal town manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff |  |

|                                 |                |              |
|---------------------------------|----------------|--------------|
| <b>B. Training/Dev. Average</b> | <b>0 /20 =</b> | <b>0.00%</b> |
|---------------------------------|----------------|--------------|

|           |
|-----------|
| Comments: |
|-----------|

**C. Safety: Activities include knowledge and skills to insure a safe working environment for employees.**

**Ratings**

|  |  |
|--|--|
| SQ1- Ensures a safe working environment for all employees                                    |  |
| SQ2- Takes appropriate actions to manage risk through the town.                              |  |
| SQ3- Ensures the proper maintenance of equipment and work areas to promote effective work ti |  |

|                          |                |              |
|--------------------------|----------------|--------------|
| <b>C. Safety Average</b> | <b>0 /12 =</b> | <b>0.00%</b> |
|--------------------------|----------------|--------------|

|           |
|-----------|
| Comments: |
|-----------|

**D. Policies and Procedures: Activities involve understanding and compliance of town policies and expectations of conduct.**

**Ratings**

|   |  |
|---|--|
| PQ1-Demonstrates the characteristics of a dependable and conscientious employee.  |  |
| PQ2-Implements governing body actions in accordance with the intent of the Commission   |  |
| PQ3-Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical |  |
| PQ4-Leading by example and consistently enforcing policies, providing a regular reminder to employees about their individual responsibilities   |  |

**D. Policies Average** **0 /16 = 0.00%**

Comments:

**Objective Average** **0.00%**

**SELF EVALUATION PERFORMANCE & GOALS 0.15 of Total Score**

|  |          |
|--|----------|
| 1 Example Goal 1                             | <u>0</u> |
| 2 Complete Strategic Plan                    | <u>0</u> |
| 3 Recieve ICMA Creditial Manager, Credential | <u>0</u> |
| 4 Begin Doctoral Work                        | <u>0</u> |

Employee has completed 0 out of 4 Goals

COMMENTS: Goals are examples

**Self Evaluation Average** **0.00%**

**Summary Total of Evaluation** **0.00%**