



# Town of Ashland

## MASSACHUSETTS

### Town Manager Performance Evaluation 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 definitely inferior to the standards of performance required for the position. Performance at this level cannot be allowed to continue.
  
- Improvement Needed (2)      The Manager's work performance does not consistently meet the standards of the position. Serious effort is needed to improve performance.
  
- Meets Job Standards (3)      The Manager's work performance consistently meets the standards of the position.
  
- Exceeds Job Standards (4)      The Manager's work performance is frequently or consistently above the level of a satisfactory employee, but has not achieved an overall level of outstanding performance.
  
- Outstanding (5)      The Manager's work performance is consistently excellent when compared to the standards of the job.

| 1. Personal Characteristics   | 1                        | 2                        | 3                        | 4                                   | 5                                   | N/A                      |
|---|--------------------------|--------------------------|--------------------------|-------------------------------------|-------------------------------------|--------------------------|
| a. Exhibits honest and ethical behavior   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| b. Acts in a fair and equitable manner  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> |
| c. Effectively deals with unforeseen issue and problems   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" 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 checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> |
| e. Is creative, with the ability to reach for effective and inventive solutions. Adapts and innovative when confronted with demands | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> |

**Comments:**

John is exceedingly fair, honest and ethical which is one of the reasons that he has done so well and been so well received by the residents of Ashland.

In general John is a fair and honest manager and he responds very well to emergency or crisis situations. However, he's been at this for a long time now and can sometimes be a bit cynical and resistant to the possibility of positive change.

John maintains transparency and accountability.

John still can be reactive and defensive when an unexpected issue comes up, but he is dealing with it far better than he used to.

John clearly excels in this area.

| <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 checked="" 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 checked="" 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 checked="" type="checkbox"/> | <input type="checkbox"/> |
| d. Encourages staff training and development  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> |

**Comments:**

John is a recognized expert in his field and he works to keep his skills current.

I've said it before, but going to an MMA meeting with John is like going to a bar with Norm – everyone knows his name. And that's a credit to his level of involvement and leadership in the field of municipal government.

To my knowledge John is not enrolled in any formal educational classes. The combination of existing and education and accumulation of experience makes him an excellent town manager.

| <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 checked="" 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 checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> |
| c. Communicates effectively to the media   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" 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 checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> |

**Comments:**

Does a great job of getting out to the community, makes appropriate comments to the media.

John, voluntarily, writes a column in the local newspaper, Ashland Directions, and has participated and led many programs on our local cable access channel.

John is pretty well grounded and does a good job of getting out into the community and being accessible.

John has very strong communication skills that he uses to present both himself and the Town in a positive light. His responses to citizen e-mails can at times read as rushed and come across as having been bothersome to him. While they probably are bothersome, an effort to respond in a complete and

respectful manner would reflect well on John and the Board. John should look to some of Mark Purple's responses as examples.

| <b>4. Board Support/ Relations</b>   | <b>1</b>                 | <b>2</b>                 | <b>3</b>                            | <b>4</b>                            | <b>5</b>                 | <b>N/A</b>               |
|--|--------------------------|--------------------------|-------------------------------------|-------------------------------------|--------------------------|--------------------------|
| a. Provides quality analysis of policy issues and proposals  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" 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 checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Handles routine requests and tasks to avoid Board action  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. 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 checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Listens and understands Selectmen concerns  | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |
| <p>Comments:</p> <p>The quality of John's analysis is sometimes a function of John's interest in a subject.</p> <p>John is very good at his job, but you sometimes get the impression that he feels as if the Selectmen and their requests are a hindrance to his effectiveness.</p> <p>John aims to ensure that the Board is rarely surprised by an issue.</p> <p>Has done a better job of trying to listen to selectmen.</p> |                          |                          |                                     |                                     |                          |                          |

| <b>5. Community Leadership</b>   | <b>1</b>                 | <b>2</b>                 | <b>3</b>                            | <b>4</b>                            | <b>5</b>                 | <b>N/A</b>               |
|--|--------------------------|--------------------------|-------------------------------------|-------------------------------------|--------------------------|--------------------------|
| a. Provides leadership within the community by being visible and approachable  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Maintains good communications with the business community   | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Supports and recognizes the efforts of volunteer citizens and groups  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Maintains effective communications with other communities, state agencies, & municipal organizations to enhance the Town's position.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Maintains effective communications with state and federal elected positions to enhance the Town's position  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <p>Comments:</p> <p>Excellent networking with officials throughout the state.</p> <p>We need to develop a plan to work more closely with local businesses.</p> <p>John should reach out more to the general business community. The business related groups in Town do not always feel informed or that their concerns matter.</p> |                          |                          |                                     |                                     |                          |                          |

John's a busy guy, but he could do a little more to reach out to the Ashland business community and also our state and federal officials.

| <b>6. Organizational Leadership</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 checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Effectively delegates tasks and assignments   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Builds and motivates a team, provides direction & monitors/adjust performance as required   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Recruits, selects and retains quality personnel   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Has respect of Department Heads and members of the organization   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <p>Comments:</p> <p>Employee recognition/appreciation events and volunteer recognition/appreciation events have proven to be successful means of positive reinforcement for the many individuals that make our community what it is.</p> <p>John has built a very effective team in Ashland. In his time here he has managed in such a way that he has been able to retain every senior staff member that he has wanted to retain.</p> <p>John appears to be an outstanding "team" leader and has done a very good job of bringing in talented people.</p> |                          |                          |                          |                                     |                          |                          |

| <b>7. Personnel Management</b>  | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                            | <b>5</b>                 | <b>N/A</b>               |
|---|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|
| a. Evaluates performance and takes necessary action to resolve negative results   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Effectively delegates tasks and assignments  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Provides leadership in negotiating labor contracts   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Maintains positive employee relations  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Develops and maintains personnel management system   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <p>Comments:</p> <p>The personnel management system is a work in progress, but it continues to be developed and enhanced.</p> <p>John appears to be an excellent manager.</p> |                          |                          |                          |                                     |                          |                          |

| <b>8. 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  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| b. Seeks to maximize revenue opportunities through non-tax mechanisms (e.g. grants-in-aid)   | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/> |
| c. Controls expenditure of Town funds to minimize waste and inefficiency   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> |
| d. Ensures effective controls and reports of Town financial activity   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> |
| e. Accurately forecasts and reports the Town's financial condition.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| f. Provides future vision and direction  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> |
| <p>Comments:</p> <p>Needs to work more on possible grants.</p> <p>In terms of financial management, John is one of the best in the Commonwealth. Happy to see that he's beginning to embrace longer term forecasting.</p> <p>Since John's arrival the financial circumstances as a whole have greatly improved. Municipal government is living within its budget. Transparency and accountability are at an all time high. Although financial challenges increase in complexity and resources are scarce, I have high confidence in his fiscal management.</p> |                          |                          |                                     |                                     |                                     |                          |

| <b>9. Town Operations &amp; Infrastructure</b>   | <b>1</b>                 | <b>2</b>                 | <b>3</b>                            | <b>4</b>                            | <b>5</b>                 | <b>N/A</b>               |
|--|--------------------------|--------------------------|-------------------------------------|-------------------------------------|--------------------------|--------------------------|
| a. Provides effective oversight and coordination of Town programs and services   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Seeks to improve the Town's infrastructure  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Seeks to enhance municipal services and its delivery  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Promotes automation and innovation in service delivery  | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> |
| <p>Comments:</p> <p>John is highly focused on Ashland's infrastructure and the repairs/upgrades that are needed both now and in the future.</p> <p>Communication among departments is very good. Responsibilities are clearly defined.</p> |                          |                          |                                     |                                     |                          |                          |

| <b>10. Planning and Organization</b>  | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                            | <b>5</b>                 | <b>N/A</b>               |
|---|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|
| a. Creates and facilitates an environment for long-range and strategic planning | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Develops proposals for cost effective reorganization of Town operations      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

|   |                          |                          |                          |                                     |                          |                          |
|---|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|
| c. Establishes appropriate goals and objectives for performance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Negotiates and keeps realistic commitments                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Manages expectations of others appropriately                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments:  
 Hopefully time will allow more time for all these issues.

Although not where I would like to see it yet, long-range and strategic planning is an area that I believe John has really improved over the last few years.

John is the first Town Manager in the history of the Town of Ashland to develop and initiate any long term planning. Previously the town received a patchwork of temporary fixes for the current fiscal year. We now have an effective planning process in place.

The reorganization that has taken place on the second floor of Town Hall has improved communication and working relations between departments without sacrificing autonomy. Our customers have benefitted by increased ease and improved quality of service.

| 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 checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments:  
 While there is always room for improvement, I believe John is an outstanding Town Manager and is one of the best in the Commonwealth.

John has improved in many areas but still needs some work in certain areas.

I have had the experience of working with all Ashland's Town Managers and many Administrators previous to the establishment of the town manager position. Working with John is a pleasure.

Recognized Strengths:

- Financial skills
- Hiring and retaining a skilled leadership team
- Public Relations
- Municipal knowledge and ability to think through problems.
- Financial management & staff management.

Among his greatest strengths are: availability; transparency; accountability; dedication; pride in our community; and a (implied) commitment to never ending quality improvement.

Areas for Improvement:

- Tolerance for regular residents. They are sometimes difficult to deal with, but we all work for them. Doing those things that he doesn't want to do but has been charged with doing.
- Listening and understanding board member concerns could be improved.
- Could continue to work on being open to new ideas.
- Long term planning.
- Economic development.