

To: Norwich Selectboard
From: Christopher Ashley
Re: Information Regarding the Current Town Manager Evaluation Documents and Process
August 18, 2015

The current Town Manager evaluation process, format, and documents were developed at Selectboard meetings during March, April, and May in 2011. It was based on the Town Manager Job Description (currently in place at that time from a past Selectboard) that was distributed at the March 12, 2011 meeting. The Town Manager process was approved unanimously on May 11, 2011. Three current members of the Selectboard, Flanders, Cook, and Ashley were part of this process.

The evaluation process contains 5 documents (They are attached.):

-A Performance Expectations and Review check list containing 23 items from 5 elements of town governance: Develops Budget, Manages Expenditures and Income, Manages Town Departments, Manages Personnel Policies, Assists the Selectboard. Each of these 23 items is rated on a 5 point scale: Excels (5), Exceeds (4), Meets (3) Needs Improvement (2), Fails(1). Each SB member rates the TM and average numerical scores are calculated for each of the 5 elements. The language of the documents requires that ratings of Excels, Exceeds, Needs Improvement, and Fails be accompanied by a comment on the Commendations/Recommendations document.

-A Performance Expectation and Review Rubric that defines the performance criteria for each of the 23 scores in the 5 elements.

-A list of Performance Expectations and Review Standards that give a basis for making judgements on a TM's performance by asking Selectboard members to "reflect how a similarly compensated, manager of average competency would perform".

-A Comments page for Commendations and Recommendations.

-A discussion and signature page that has the provision for Initial, Mid-Term, and Final performance review discussions over the course of the performance period. The current performance period has been defined as October 1 to September 30, based on the current Town Manager's date of hire.

-A sixth document, also approved unanimously by the Selectboard in May of 2011, has also been part of the Town Manager evaluation process. It is a survey of the Department Heads' input regarding the Town Manager's performance.

The current Town Manager Evaluation Process has been implemented by the Selectboard since 2011 as follows:

Summer of 2011: Annual Review of Town (Pete Webster) , including Department Head Survey

March of 2012 : 6 month Review of Temporary Town Manager (Neil Fulton) , including Department Head Survey.

Fall of 2012: Annual Review of Town Manager (Neil Fulton): As a result of a Selectboard decision, only the Commendations/Recommendations form was employed. the Town Manager's request the evaluation was discussed and voted on in public session at a Selectboard meeting.

Fall of 2013: Annual Review of Town Manager (Neil Fulton): As a result of a Selectboard decision, only the Commendations/Recommendations form was employed. Per the Town Manager's request the evaluation was discussed and voted on in public session at a Selectboard meeting.

Fall of 2014: Annual Review of Town Manager (Neil Fulton): As a result of Selectboard action, only the Commendations/Recommendations form was employed. The Town Manager's requested that the evaluation be discussed and voted on in public session at a Selectboard meeting. The vote wasn't taken and the evaluation was not completed by the Selectboard. Despite on-going attempts over 3 months a Commendations/Recommendations document could not be drafted that 3 members of the Selectboard would vote to accept.

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Christopher Ashley
Norwich Selectboard

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