

CHIEF ADMINISTRATIVE

&

FINANCIAL OFFICER

SUMMARY EVALUATION

June 2, 2009

Evaluation Table of Contents

Introductions	3
Process and Schedule	3
Scoring Instructions	4
Summary Evaluation Form	5
Summary Composite	13
Narrative Summary Composite	9

Introduction

Every board has an obligation to see that objectives and expectations are established, to periodically review accomplishments and disappointments and to provide a consistent and fair process for evaluating the CAFO. The steps and forms provide a structure to follow. The Board should not limit itself to those items that appear on the Evaluation form. As it is difficult to develop a document which will encompass the totality of the CAFO responsibilities, the narrative section of the Evaluation allows for this added input.

The Lunenburg Board of Selectmen supports the following conditions as crucial to an Evaluation that has as its primary goal being the improvement of administrative leadership:

1. The CAFO should know the standards against which he/she will be evaluated.
2. The Evaluation should include a discussion of strengths as well as weaknesses.
3. The Evaluation should be done at least once a year.
4. Both parties should prepare for the Evaluation; the CAFO by conducting a thorough self-evaluation, the Board by examining information relating to the CAFO's performance.
5. As much rationale and objective evidence as possible should support each judgment; one Board member's opinion should not be the sole basis for judgment on an appraisal item.
6. The narrative provides for an examination of the working relationship between the Board and the CAFO.

PROCESS TIMELINE AND SCHEDULE

The formal process should not take any longer than two weeks from start to finish. The BOS and CAFO should meet in open session and discuss the evaluation.

Scoring Instructions

The CAFO'S responsibilities have been organized into 5 categories: Relationships with the Board, Fiscal Management, Community and Public Relations, Effective Leadership of Staff, and Management Professional Skills and Abilities.

Each Board member is asked to assess the CAFOs performance in these categories using the following scale

- X- "I lack sufficient information to evaluate."
- 1- Unsatisfactory
- 2- Needs **Improvement**
- 3- Satisfactory
- 4- Commendable
- 5- Outstanding

A rating of 1 (Unsatisfactory) or 5 (Outstanding) requires a narrative by the scorer (see comments).

Tabulation of Results

The Board Chairperson will tally the scores for each line item and average the selectman scores together to get the category score for the public summary composite. In the event of a score of "X" the average will be determined by dividing the number of numerical scores only.

The Board Chairperson will summarize the Public Summary Composite with related comments included. The CAFO and each member of the Board will be given a copy of each individual selectman's Evaluation, but only the summary composite is considered public.

Self-Evaluation

The CAFO shall complete an intensive self-evaluation including the following:

1. Completed Board Evaluation document and the CAFO/Selectmen narrative
2. Summary of CAFO's annual goals and objectives
3. Any other information the CAFO would like to include

Role of the Board Chairperson

The Board Chairperson is given the responsibility to oversee the Evaluation process. The duties are:

1. Distribute the Evaluation form to all Board members.
2. Ensure all Board members complete the Evaluation prior to the assigned deadline and meet one on one with the CAFO to discuss their individual evaluation.
3. Collect final Board members Evaluation, tabulate results and compose summary document.
4. Schedule and chair the "Evaluation Meeting."
5. Develop with the CAFO goals to improve future performance.
6. Schedule agenda to critique the Evaluation process and compile information to improve future evaluations and schedule a workshop for Selectmen and CAFO to agree on goals and objectives.

A. Relationships with the Board ___39.8___ out of a possible 50.

___ 50-Outstanding ___ 40-Commendable ___ 30 Satisfactory
___ 20-Needs improvement ___ 10-Unacceptable

1. Attend all regular and special meetings of the board of selectmen, unless unavailable for reasonable cause. 4.6
2. Maintains effective communication with the Board maintains mutual trust and treats all Board members equally. 4.4
3. Keeps the Board fully advised as to the needs of the town 3.8
4. Keeps the Board informed of present status of buildings, equipment. 3.6
5. Offers professional advice to the Board on items requiring board action, with appropriate recommendations and supporting information based on thorough study and analysis. 4.0
6. To see that all of the provisions of the general laws, the charter, town bylaws, votes of the town meeting, and votes of the board of selectmen which require enforcement by the CAFO are faithfully executed, performed or otherwise carried out. 4
7. Provides sufficient and clear options/information to the Board for its decision-making. 4.2
8. Accepts constructive suggestions for improvement from the Board. 3.4
9. Responsible for maintaining liaison between the Board, personnel and operational policy. 3.6
10. Perform any other duties as required by the CAFO, by-laws, administrative code, votes of the town meeting, votes of the board of selectmen, or otherwise. 4.2

B. Fiscal Management ___30.6___ out of a possible 40.

___ 40-Outstanding ___ 32-Commendable ___ 24-Satisfactory
___ 16-Needs improvement ___ 8-Unacceptable

11. Prepare and present an annual operating budget for the town. 4.6
12. Prepare and present an annual capital outlay program for next five fiscal years. . 3
13. To assure that full and complete records of the financial and administrative activities of the town are kept and render not less than once in each year a report of all town administrative operations which shall be made public. 4.0
14. To negotiate all contracts within the jurisdiction of the office, including contracts involving wages, hours and other terms and conditions of employment. 3.4
15. As Chief Procurement Officer, effectively manages Town purchasing system including the disposal of all supplies, material and equipment which have been declared surplus by any town agency. . 3.2

16. Establishes and manages sound fiscal policies including long-range planning and an effective debt policy. 3.8
17. Submits an annual budget to the Board of Selectmen and Finance Committee with sufficient supporting documentation and information to develop consensus with Town departments, the Finance Committee, the Board of Selectmen and Town Meeting. 4.4
18. Determines that funds are spent wisely and that adequate control and accounting procedures are maintained. 4.2

C. Community and Public Relations 31.4 out of a possible 40.

40-Outstanding 32-Commendable 24-Satisfactory
16-Needs improvement 8-Unacceptable

19. Keeps the Board informed on the needs of the organization including personnel, facilities, equipment and supplies. 3.4
20. Attends all sessions of all Town Meetings and answer questions raised by voters which relate to warrant articles and to matters over which the CAFO exercises supervision. 4.8
21. Represents the Town in a positive and professional manner. 4.4
22. Works effectively with Town departments, businesses organizations and the general public. 3.8
23. Coordinates the activities of all town agencies serving under the CAFO and the Board or under the control of other officers and multiple member bodies elected directly by the voters. 3.6
24. Maintains beneficial liaison with state legislators. 3.8
25. Is an effective spokesperson for the Town. 4.2
26. Follows up on all problems and issues brought to CAFO's attention. 3.4

D. Personnel Administration 28.35 out of a possible 45.

45-Outstanding 36-Commendable 27-Satisfactory
18-Needs improvement 9-Unacceptable

27. Hires and maintains competent staff. 3.0
28. Encourages staff development. 3.4
29. Develops and executes sound personnel procedures and practices. 3.4
30. Maintains high staff productivity. 3.2

31. Seeks to foster high morale and cohesiveness among employees. **__3.4__**
32. Annually, evaluates performance of staff. **__2.75__**
33. Supervises operations, insisting on competent and efficient performance. **__3.4__**
34. Delegates: Uses subordinates effectively **__2.8__**
35. Management Control: establishes procedures to monitor tasks of subordinates, evaluates results of assignments and projects. **__3.0__**

E. Professional Skill and Abilities **__39.6__ out of a possible 50.**

__ 50-Outstanding **__ 40-Commendable** **__ 30 Satisfactory**
__ 20-Needs improvement **__ 10-Unacceptable**

36. Proposes organizational goals and objectives. **__3.2__**
37. Supervise, direct and be responsible for the efficient administration of all functions and activities for which the CAFO is given authority. **__3.8__**
38. Plans well in advance, but is adaptable to daily circumstances. **__3.8__**
39. Is progressive in attitude and action. **__4.0__**
40. Adequately follows through on set plans. **__3.6__**
41. Establishes appropriate course of action for self to accomplish a specific goal. **__3.8__**
42. Maintains high standards of ethics, honesty and integrity in all matters. **__4.8__**
43. Exercises good judgment and uses consensus in arriving at decisions. **__4.6__**
44. Maintains poise and emotional stability in professional activities. **__4.0__**
45. Maintains active membership in professional organizations. **__4.0__**

SUMMARY COMPOSITE

A. Relationships with the Board out of a possible 50. ___39.8___

50 – Outstanding	40 – Commendable	30 – Satisfactory
20 – Needs Improvement	10 – Unacceptable	

B. Fiscal Management out of a possible 40. ___30.6___

40 – Outstanding	32 – Commendable	24 – Satisfactory
16 – Needs Improvement	8 - Unacceptable	

C. Community and Public Relations out of a possible 40. ___31.4___

40 – Outstanding	32 – Commendable	24 – Satisfactory
16 – Needs Improvement	8 - Unacceptable	

D. Personnel Administration out of a possible 45. ___28.35___

45 – Outstanding	36 – Commendable	27 – Satisfactory
18 – Needs Improvement	9 - Unacceptable	

E. Professional Skill and Abilities out of a possible 50. ___39.6___

50 – Outstanding	40 – Commendable	30 – Satisfactory
20 – Needs Improvement	10 - Unacceptable	

Overall rating will be the highest possible total score divided by 5 and spread into the rating categories as defined in this document

225-181	Outstanding	
180-136	Commendable	___169.75___
135 - 91	Satisfactory	
90 - 46	Needs improvement	
45 - 0	Unacceptable	

Narrative Summary Composite

In the best of times, the office of the Chief Administrative and Financial Officer (or CAFO) is a challenging responsibility. The challenges this year, however, were especially daunting and far exceeded most everyone's expectations. The December 11th ice storm and its aftermath as well as the ever-worsening and unpredictable financial picture at all levels, including mid-year state budget cuts have forced us to confront some of the most serious crises the Town has faced in many years. These additional unforeseen events took critical resources and attention away from our chosen CAFO goals and objectives. It is against this backdrop that the Board of Selectmen offers this summary evaluation.

With 18 months on the job, Ms. Speidel has truly settled into the CAFO position and made it her own. In a position that demands leadership, clear analytic thinking, preparation and organization, she has demonstrated them all. The most striking example continues to be her outstanding performance in the financial aspects of the Town, especially in budget preparation and long-range financial planning. These are clearly her greatest strengths. The budgets she has presented over the past two years have exhibited the highest degree of clarity, transparency, analysis and supporting documentation. Her many budget presentations are always clear, concise and informative and, in this financial climate, are critical in planning the future of our town in the coming fiscally-unsettled years.

Ms. Speidel is diligent in making information available prior to the review, discussion and decisions of issues to be addressed by the Board. When asked her opinions on matters before the Board, she is always well-spoken and forthright, detailing any and all options that we have and providing us with her recommendation from those options. She has been a good project leader, as exemplified with the Meadow Woods water and sewer project, the Primary School RFP project, the FEMA post-ice-storm management and the Ritter Memorial Building renovation. All these projects have (or are still) going smoothly and on- (or under-) budget. There have been times when the Board would have liked to see more frequent updates on these projects, and their kind, and we are confident the CAFO will be addressing that request.

She continues to maintain important and beneficial professional and political connections that assist in having the most complete and up-to-date information possible. Most importantly, her work ethic, honesty and integrity are of the highest degree.

Within Town Hall, her demeanor is conducive to a positive work environment for all personnel. She continues to be available to those with questions and/or concerns. She is generous with her time and is prompt in her replies to all forms of communication. But this is a double-edged sword, at times. Too lax a work atmosphere or an overly "open-door policy" can negatively impact productivity of all involved. It can also adversely affect the ability to delegate responsibility and the Board has recognized that this year. We feel the CAFO needs to spend more time on overseeing projects and not actually doing them herself.

There needs to be clearly established lines between management and department personnel; open and communicative, yes, but defined. To that end, the Board would recommend the CAFO propose and implement an organizational chart and set clear policies, goals and objectives for all department heads and their personnel. Periodic reviews of these, perhaps with the Board, would be instrumental to measure accomplishments and direction and allow for any mid-year adjustments.

As last year's evaluation came with Ms. Speidel being in the position for only 5 months, this year's evaluation carries far more weight and accuracy, there being a larger foundation for its conclusions. She has clearly demonstrated her ability to handle this job, even in the most trying circumstances. We are very confident that she will continue the excellent work she is doing while addressing some of the areas which have been highlighted in this summary evaluation. Overall, the Board is highly satisfied with her performance again this year. It is now our annual duty to work with her in setting the CAFO goals for the coming year. Many of these items will be carryovers from this year's goals as the ice-storm and budget process took considerable amounts of time away from the CAFO this year.

As Chairman of the Lunenburg Board of Selectmen, I am very proud to announce the overall summary performance evaluation of our CAFO, Ms. Kerry Speidel as highly COMMENDABLE.