



Massachusetts  
Municipal  
Association

# Massachusetts Select Board Association January 8, 2021

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# Performance Reviews: Protocol and method of evaluation

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- Who is the appointing authority [applies more to dept heads]
- What tool will be used; is a self-eval important to the BOS?
- Do you plan to use a 360 model OR memo re: examples in each area, since Board members are farther removed from operations [concrete examples are illustrative of accomplishments]
- Does the employment contract stipulate any salary adjustments; is it tied to goals
- Most efficient way to measure employee progress over the year and against prior goals, some of which may correlate to a strategic or long range plan
- Communication strategy

# Performance Reviews: The Wayland decision [i.e. Boelter decision]

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- OML implications
- Delegate someone to create composite summary
- Make sure it is inserted in the personnel file
- Important to document any concerns or PIP topics in writing
- Training for new board members as members fluctuate

# Performance Reviews: Goals

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- SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals are established using a specific set of criteria that considers whether stated items are realistic in the defined timeline
- Will a board member [or the Town Manager] meet during the year to check in?
- Is salary tied to meeting certain goals? [% matched to number or grade?]
- Number ranking or comment driven
- What other description is desired by the BOS [what went well, what didn't, what contributed to things going off-track?]

# Performance Reviews: Templates

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- Arlington, Auburn, Lexington and Needham [[BOS-PERS-004-Town-Manager-Evaluation \(needhamma.gov\)](#)]
- Board retreats: superb method of crystalizing goals to tie to evaluations
- MMA website: many resources available under Labor & Personnel heading <https://www.mma.org/resources/labor-and-personnel/>
- MMHR workshops throughout the year, as well as at MMA Annual Meeting