

PERFORMANCE APPRAISAL – Town of Southborough Ma.

Employee Name:

Mark Purple

BOS Combined Eval**Period Evaluated****From:** October 18,
2014**To:** October 17, 2015**Years in Current****Position:** 3**Title:**

Town Administrator

Department: Board of
Selectmen**Date of Last Appraisal:**

October 2014

Current Salary

\$143,891

New Salary

\$148,208

Grade/Step:**Grade/Step:****PERFORMANCE EVALUATION FACTORS**Appropriate supporting comments required for all ratings:

1 "Unsatisfactory" – performance **fails to meet position** requirements, **immediate improvement plan must be prepared** or Termination is possible. Review performance again within 90 days.

2 "Needs Improvement" – performance **does not consistently meet** position requirements, or new in position.

3 "Fully Competent" – performance **consistently** fulfills position requirements and is maintained with a minimum of supervision.

4 "Above Expectations" – performance **consistently exceeds most** position requirements and individual objectives. Demonstrates the ability to take on progressive responsibility showing high success.

5 "Outstanding" – exceptional performance, **results far exceed the position requirements including all individual objectives areas.**

FACTOR – MANAGERS ONLY	COMMENTS
<p>DECISION MAKING / PROBLEM SOLVING</p> <p>Responds quickly to new challenges. Makes sound timely decisions, render fair judgments, initiate actions, commits resources to implement decisions. Recognizes problem situations and identifies issues, suggests alternatives, and recommends or selects solutions. Implements action plans without delay. Involves the appropriate people in the process and accepts their input. Distinguishes relevant from irrelevant data. Emphasizes problem prevention; recognizes potential unintended consequences of actions or inactions, anticipates project needs, effectively measures progress, takes corrective action and monitors progress as needed.</p> <p>Rating:</p> <div data-bbox="646 554 915 617">4, 4, 4, 5, 4</div>	<p>I have especially noted Mark's initiative in solving ad hoc problems as they arise, and I have the utmost confidence in Mark whenever an issue is assigned over to him for resolution.</p> <p>Mark is always available whether it be weekday or weekend, and regardless of the time of day. He confronts issues head on and does not take the easy way out by either ignoring an issue or delaying decisions. He has sharp analytical ability and immediately drills down to the import of the issue and suggests alternative responses. His captaincy of the boat through both calm and choppy waters results in confidence and peace of mind that the town is being well-served. As the Chief Executives of the town, we are able to sleep well at night with Mark at the helm.</p> <p>Mark frequently identifies issues that arise in Town to the Board via email, and in those emails presents solutions that he recommends be implemented. He welcomes input from others in implementing actions.</p> <p>Mark continues to exemplify outstanding decision making and problem solving skills. His analytical abilities are exemplary, and he consistently offers multiple options for consideration, while at the same time ready to offer the most plausible option. Mark's level of experience in handling complex issues is readily apparent, and a clear benefit to the Board and Town.</p>

STAFFING/PEOPLE DEVELOPMENT

Effective use of employees through hiring, training, development and challenging developmental work assignments related to current job. Committed to staff recognition of individual or team performance. Coaches, and instills individual value and employee self worth. Creates work environment where subordinates excel through self-motivation. Provides effective feedback for improvement.

Rating:

4, 4, 5, 5, 4

Mark never misses a chance to publicly commend Town staff for a job or initiative well done. And his work to address the multi-faceted turnover in the Treasurer/Collector's office helped insure smooth landings for all involved.

Mark is quick to recognize and applaud the efforts of others. He does not take responsibility for positive results and is always willing to shield others and take overall responsibility when things may not end the best. In fact, at times he goes well beyond what is necessary to recognize the efforts of others. I believe he has created a culture of impressive professionalism and cooperation among the staff.

As evidenced by the accomplishments identified in Mark's self-evaluation, Mark has improved personnel performance with the Assistant Accountant, DPW Business Administrator, Assistant Treasure/Collector, and Economic Development Coordinator position changes. Emphasis on improved individual performance and customer service is noted, and appreciated.

Mark challenges his staff and continually seeks ways to ever provide a greater level of service to the Town at the least cost to the taxpayer, and looks to his staff to do the same. He leads by example in employing a customer service driven style of management, and looks to his staff to provide the same level of service.

Continue to review the staffing needs of the town.

LEADERSHIP

Defines the purpose and long term vision for department. Seeks improvements in department processes and function. Effective in getting ideas accepted. Ability to inspire, motivate, instill confidence and high morale; earns respect and trust of others. Leads by example with words and deeds. Demonstrates integrity and business behavior and expects this in others. Instills accountability for results.

Accepts functional responsibility and failures, aligns priorities of work for an effective organization and delegates effectively. Tackles performance & discipline issues in a fair and timely manner. Takes necessary risks to improve function. Resolves conflict. Understands the unique value of each person to enrich the effectiveness of the organization and its people (right people in right place at right time). Clearly communicates expectations.

Rating:

4, 4, 4, 5, 4

Mark never shies away from "owning" his duties and obligations as the Town Administrator. He is comfortable offering his own opinion on issues whenever appropriate (as opposed to simply waiting to hear the Board's collective opinion).

Mark knows that for better or worse he also "owns" the shortfalls in Town operations, and addresses them with candor even as he works to limit them.

Mark is vision and goal-orientated. He is always pressing the Board to be mindful of policy objectives and goals, and appears frustrated when the Board is unable to cohesively perform. He prioritizes work, is responsive to the Board, and abhors indecision. I believe one of his strongest attributes is the ability to listen. This is a trait that cannot be taught but one that is indispensable for leadership.

The improvement in the budget review process that has evolved since Mark first started in the Town is a function of the strong leadership role Mark has taken in this process. An effort to improve the budgeting process by changing how the Town had traditionally funded capital items backfired at Town Meeting 2 years ago; Mark recognized this and took action to improve this at last year's Town Meeting.

Mark has worked closely with Karen G. on DPW reorganization.

Likely Mark's strongest attributes are his proven leadership and conflict resolution skills. Mark often fields the most challenging issues, analyzes those issues dispassionately, and then makes sound recommendations or decisions based on the evidence and not the emotion.

Mark's character and integrity are unquestionably strong, qualities that instill confidence in him and his decisions. He leads by example, and gets the most out of his employees thru his effective leadership.

FACTOR – ALL EMPLOYEES	COMMENTS
<p>TEAMWORK / COOPERATION</p> <p>Willingness to collaborate with others toward reaching common goals and objectives; expresses individual viewpoint while also acknowledging and learning from others, follows instructions, and completes team assignments on time. Shows respect for co-workers, peers and residents.</p> <p style="text-align: right;">Rating:</p> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin-left: auto;">4, 4, 4/5, 5, 4</div>	<p>Sometimes it is not easy for someone of Mark's intelligence and experience to nevertheless patiently include and "hear" all members of a given team. Mark is better than ever at the diplomacy aspect of his role.</p> <p>Mark is very much a team player and looks at issues from multiple angles. He does not become myopic and try to steer decisions to his view point, and is willing to work with decisions that may not necessarily be his first choice.</p> <p>Mark has shown that he is a team player, and is eager to have a positive working relationship with the Board, department heads, and other Town Boards/Committees. I also observed his willingness to cooperate with others. He expresses his opinions, and listens to other perspectives.</p> <p>Mark's teamwork and cooperation was evident to me with the DPW Superintendent performance review that we had. The review from the previous year was not good, with many areas of improvement that were identified. Mark worked with Karen through the year, and instilled confidence in her which resulted in much stronger performance from her, and Mark recognized that performance with a much improved performance review this year.</p> <p>Mark's collaborative style has demonstrated proven results. Mark does not operate in a vacuum; on the contrary, he brings in relevant parties to the discussion, and leads a fact-based, quantitative analysis and review of the issue, all the while encouraging an environment conducive to the sharing of all viewpoints.</p>

QUALITY AND QUANTITY

Committed to quality improvement – “doing it right the first time.”
– sets a personal example, takes initiative to make improvements.
Timely and accurate completion of work assignments.

Rating:

4, 4, 3-4, 5, 4

From customer service, to better budget administration, to improving the Hearing Room, Mark pays attention to how to make things better.

Again, Mark is result orientated. He will not avoid making the hard decisions or bringing up difficult issues. He strives to make the town a better place, and the evidence of this effort is palpable.

The quality and quantity of work that Mark does meet and/or exceeds expectations that I have for the position. I will be working with Mark to identify future goals, and observing him working towards implementing those goals, and to make improvements. I am positive that this is an area I will be able to assign a higher rating moving forward.

Mark's work ethic remains incredibly high, often working nights and weekends, and even while on vacation, to ensure the Town's business continues to move forward even when he is not physically in the office. He produces a high volume of quality work, is conscious of deadlines, and consistently meets them.

2015 ATM budget presented by Mark proved to show government transparency of pros/cons in the town budget over the prior year. Strong understanding of municipal finances

INTERPERSONAL SKILLS

Ability to perceive and react to the needs of others with appropriate sensitivity and firmness. Able to effectively handle situations with the public requiring tact, discretion and with others within the department.

Rating:

4, 3.8, 4, 5, 4

Mark is an excellent model of understated decorum in his public interactions.

Mark understands and appreciates the public's right to be fully informed and involved in the decision-making process. I have heard that he may not always be as timely in his responses to others, but that is not as a result of intentional avoidance. Rather, it is a byproduct of the workload. I would recommend Mark become more open to certain departments and engage employees in their day-to-day activities. Often just touching base with employees and understanding the environment within which they operate goes a long way to improving performance.

I think Mark is committed to his profession, and to his position in Town. He works hard, and has an expectation that other department heads and staff will work equally hard at what they do. Leaders at the municipal level have difficult situations to address with the public, and Mark appears to handle this well – I have not heard otherwise.

Mark's interpersonal skills are exemplary. When emotions run high on matters residents, board and committee members hold passionately, Mark is able to address the issue, resident or committee member with tact, helping lead the discussion to the best possible outcome void of emotion or substance.

Mark is respectful and approachable to the residents, employees and the BOS

COMMUNICATION SKILLS

Presents ideas and information in a logical and clear manner, either orally or in writing. Effectively shares information, listens to ideas, thoughts and facts presented by others. Is able to appropriately convey directives from board/committee to staff and articulate work assignments. Presents ideas/information fluently and persuasively while listening and responding to feedback from others.

Rating:

5. 4. 5. 5. 4

I believe that this is Mark's strongest suit among all of the listed categories. Mark has taken explicit and implicit direction on this area and run with it, improving all along. He communicates thoroughly, which can be challenging working for a 5-member Board, but Mark handles it well.

Again, Mark takes a systematic approach to issues that allow full evolution of ideas and potential responses. He is a very good communicator and not a week goes by where I do not speak to him between 3-5 times.

Mark is very effective in sharing information that the Board needs to know through emails and telephone conversations. Mark is cognizant of potential issues that can arise from open meeting law violations, and advises on how to respond/reply in manners that comply. He promptly responds to questions that I have.

Mark's effective communication skills have resulted in a greater sharing of information among board members, ensuring an environment inclusive of minority and majority viewpoints. Mark's own reports are well thought out and well written. In fact, Mark often assists other members of his team in the proper use of effective communication skills, with demonstrable results, especially during the often challenging budget season.

TECHNICAL (JOB) KNOWLEDGE

Possesses high level of skill/expertise required to perform current job. Stays abreast of current trends, changes and is on the forefront of new developments in areas of competence. Advice and counsel valued and provided to others. Seeks out professional development and maintains certification or license requirements.

Rating:

5, 4, 4, 5, 3.75

Mark's never stops seeking to improve his own skills and abilities. He is a trusted confidante among Boards and staff alike.

Mark is at the top of his profession and is so recognized by his peers. I would have given him a "5" but I have never given such a rating to anyone, including myself.

Mark's strong participation in, and involvement with Mass. Municipal provides him an excellent opportunity to enhance his professional development.

Mark's technical knowledge remains exemplary. He is able to process an incredible amount of complex information, and synthesizes large volumes of data into understandable terms for those less expert than he, especially in areas of municipal governance and monetary policy.

Working with the Tech Committee to improve the Town's web-page for better customer service

SAFETY AWARENESS

Understands and demonstrates adherence to all safety and environmental policies, including OSHA standards. Reports unsafe conditions or accidents to supervisor as required.

Rating:

---, 4, 3-4, 5, ---

[Nothing observed in this area.]

Mark works closely with other town departments and department heads and I am confident that all situational awareness is fully vetted.

I assume Mark is fully competent in this category – I do not have first-hand experience to indicate a higher or lower score. Mark has promptly notified the Board of recent accidents involving police officers whose vehicles were struck by other motorists.

Mark leads from the front in safety awareness, and continually maintains a heightened understanding of potential safety issues for town employees and residents.

SERVICE FOCUS

Values the importance of delivering high quality, innovative service to internal and external customers: understands the needs of the customer and shares the accountability for the results provided.

Rating:

4, 3.8, 5, 5, 4

Yes, as described elsewhere above.

When dealing with so many diverse interests in the town, it is understandable that there are instances when a particular resident may feel that there has been a lack of responsiveness. I would urge Mark to continue to work on this as this is an important customer service issue.

Mark recognizes the importance providing high quality service to the residents, and also the importance of maintaining a strong, positive working relationship with the business and institution partners in Southborough.

Mark continues to seek out and employ proven service-oriented techniques, not only learning from past experiences but from other towns and municipalities in the Commonwealth in order to bring those good ideas to Southborough.

ESTABLISHMENT OF GOALS FOR THE NEXT EVALUATION PERIOD

List several specific goals to accomplish prior to the next annual review. Note the goals are listed in priority.

Need separate meeting to provide this information

1. Mark has successfully navigated the town through efforts with the public safety building, continued monitoring of the Main Street renovation project, involvement in the senior center renovations, staffing of departments, personnel issues and Board issues.

Coordinate with the DPW Superintendent and Main Street Design Working Group to ensure that next steps are met, on time. Getting easements ready for the 2016 Annual Town Meeting is critical.

Continued critical analysis of budget process, analyzing present and future needs in detail, and ensuring all available information is provided to boards, committees and residents.

Oversight for the successful completion of the Main Street Project requiring all funding and easement requirements for the ATM (2016)

2. I would like Mark to be a bit more objective when dealing with Board issues. If he has a particular issue with a Board member or an issue with how a matter is being handled, there should be no reluctance to engage in full discourse. In other words, saying what needs to be said rather than saying what wants to be heard.

Coordinate with the Public Safety Study Committee so that project advances, and action is taken at the 2016 Annual Town Meeting.

Continued leadership in the Main Street Reconstruction project and a new Public Safety complex.

The Police and Fire facilities are currently being reviewed. If any funding is required Mark will need to meet the ATM (2016) deadline and staying within the Town's financial challenges.

3. I would like Mark to reach out to specific departments more regularly so as to fully understand work and environment issues. We are fortunate to have every single employee working for the town, and frequent pats on the back and "good job" comments are not only welcomed, but in some instances, needed.

Coordinate with the DPW Superintendent and the Board to confirm that staffing levels at DPW are sufficient.

Continued leadership in helping identify residents for boards and committees who have not yet had the opportunity to serve the Town.

Town's web site design providing customer service, open government with better access to news/events

* Manager and employee must initial & acknowledge any change in the goals and the priority sequence.

EVALUATION OF THE ACCOMPLISHMENT OF GOALS DURING PAST 12 MONTHS

In the space below, enter the goals established in last year's performance appraisal for this year. Enter comments regarding attainment of individual objectives. Note if priority of projects were changed.

1.

2.

3.

EMPLOYEE COMMENTS

EMPLOYEE DEVELOPMENT

Specific Development Actions Completed by Employee During Current Year:

Recommended Development Plan for Next Performance Year:

Who is accountable to take development action by when?

OVERALL PERFORMANCE RATING (☒ CHECK ONE)

☐

5 "Outstanding" – exceptional performance, results far exceed the position requirements including all individual objectives areas.

BOS Members Consolidated Ratings

☒

4 "Above Expectations" – performance consistently exceeds most position requirements and individual objectives. Demonstrates the ability to take on progressive responsibility showing high success.

BOS Members Consolidated Ratings

☐

3 "Fully Competent" – performance consistently fulfills position requirements and is maintained with a minimum of supervision.

☐

2 "Needs Improvement" – performance does not consistently meet position requirements, or new in position.

☐

1 "Unsatisfactory" – performance fails to meet position requirements, immediate improvement plan must be prepared or Termination is possible. Review performance again within 90 days.

Appraiser's Name: BOS Summary

Employee's Name: Mark Purple

Signature:

Consolidated by
BOS Members

Signature: