

**PURPOSE:**

Establish a procedure in which individual members of the Board of Selectmen and the Town Manager creates a schedule and method to meet on a regular basis to review items and or concerns as they relate to or assist with individual performance, team performance and communication within the team.

**POLICY:**

360 feedback meetings between the Board of Selectmen members and Town Manager should be of a positive nature with the intent of assisting each other with issues and assist in a better overall performance of the executive branch of the Town government. As a developmental tool, the process gives all individuals an opportunity to provide feedback which adds to insight in strengths, weakness, issues, or concerns and individuals have an opportunity to adjust behaviors and develop skills that will enable each person to excel in their position. It is crucial to create an atmosphere of trust when using 360 feedback to measure performance. This form of feedback focuses on behavior, competencies and communication more than on basic skills, job requirements, or performance objectives. Clear communication on how the 360 feedback will be used is crucial.

- 360 feedback is meant to assist with concerns, behaviors, and competencies.
- 360 assessments may provide feedback on how the other is perceived.
- 360 feedback addresses skills such as listening, planning, or goal setting.
- 360 evaluations focus on subjective areas such as teamwork, character, and leadership effectiveness.
- 360 feedback is not a way to measure performance objectives.
- 360 feedback is not a way to assess basic job requirements.
- 360 feedback is not focused on basic technical or job specific skills.

**APPLICABILITY**

There are no Federal, State or Local statues that require this action.

**IMPLEMENTATION PROCEDURE:**

The individual members of the Board and the Town Manager will determine a meeting date and time, every four months that is convenient to them that will not conflict or incorporate other Board / Town Manager meetings. Attention will focus on building an environment that expects, fosters and values great feedback. Topics of discussion should encompass a Leadership Challenge; Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to

## | 360 DEGREE FEEDBACK POLICY

Act, Encourage the Heart. Examples of questions to be discussed should be but not limited to the following:

1. Is the Board member clear about his/her philosophy of leadership?
2. Does the Board member ask for and listen to the Town Manager's concerns and suggestions?
3. Does the Board member support change, continuous improvements and high quality outcomes with both the present and future in mind?
4. Does the Board member give the Town Manager choices about how his/her work gets done?
5. Does the Board member recognize the Town Managers efforts, contributions and abilities?

**APPROVED BY:**

*Board of Selectmen, Chair:* Kenneth E. Picard \_\_\_\_\_

*Board of Selectmen:* James A. Brochu \_\_\_\_\_

*Board of Selectmen:* Robert J. Fleming \_\_\_\_\_

**Original date:** ..... December 4, 2012

**Revised dates:** .....