

2017 OCT 24 PM 2:25

MINUTES
TOWN OF BELMONT
MUNICIPAL LIGHT BOARD
TOWN HALL
SELECTMEN'S MEETING ROOM
Friday, June 16, 2017
8:00 A.M.

I. CALL TO ORDER

Chair Williams called to order a regular meeting of the Municipal Light Board (MLB) at 8:04 A.M.

Present:

MLB – Chair Jim Williams, Vice Chair Mark Paolillo, Member Adam Dash

Town Human Resources Director Jessica Porter

Belmont Light – Staff Aidan Leary

Interim Town Administrator Phyllis Marshall

II. GENERAL MANAGER'S REVIEW

a. Review 360-degree performance feedback

Williams began by stating that this was a public meeting but not a public hearing. He said that the meeting's agenda had a limited scope, that the public was welcome to attend but that the Board would not hear public comments. Paolillo asked why the meeting was not being broadcast. Williams responded that after discussion with Town Counsel, it was decided that since the meeting was to go over a performance review for Belmont Light General Manager Jim Palmer, it was not necessary to broadcast the meeting. Paolillo stated that there had been a number of comments on the topic, so the general public would have liked to hear it. Paolillo also asked why Palmer was not present. Williams responded that Palmer was out of town and that the scope of the meeting was such that his presence was not necessary. Paolillo stated that it would have been helpful if Palmer had been present and asked that the review be shared with Palmer. Paolillo asked that there be a meeting set up during which the public could comment and that that meeting be televised.

Porter discussed the 360-degree review of Palmer that she had conducted. She said the feedback, which she had previously shared with the Members of the Board, as mixed. She said the next step was for the Board to utilize this feedback, as well as other sources of information to put together the performance review for Palmer. Porter stated that the specific contacts of the

reviews are part of Palmer's personnel file, which is protected by law, but that it could be incorporated into the overall performance review. Review forms were sent to Energy Committee Chair Roger Colton (not present), members of the Light Board Advisory Committee (LBAC), Belmont Light employees who directly report to Palmer, Town Treasurer Floyd Carman (not present), Town Clerk Ellen Cushman (not present), and Board of Assessors Chair Bob Reardon (not present). Porter said that eleven review forms were returned out of the twelve that were sent out.

Paolillo asked about the process for the performance review. Porter said that Leary would provide an executive review form that had been used the previous year to Williams and Paolillo to complete their reviews. Williams said that because the performance review would be for the year 2016, Dash would not fill out a review, as he was not on the Board in 2016. The Board and Porter discussed what information would be shared from the 360-degree review forms. It was decided that Porter would give a summary of the feedback received but would not share the forms themselves as those forms were anonymous and are part of Palmer's personnel files.

Porter said the categories in the 360-degree review were: self-confidence; people skills; communications skills; leadership skills; and controlling stress. She said the two categories that stood out were self-confidence, in which Palmer received very high ratings, and people skills, in which Palmer received very low ratings. The remaining three categories were evenly spread from low to high and no category stood out among those.

Paolillo asked Porter to give a lower level summary of the ratings by going through each subcategory. Porter went through each category and subcategory, stating the number of reviewers who said that Palmer was Very Low (VL), Below Average (BA), Average (A), Above Average (AA), or Very High (VH) on each subcategory or whether the subcategory was Not Applicable (NA). The numbers were as follows:

- Self Confidence
 - Shows initiative – 1 Not Applicable, 2 Average, 4 Above Average, 3 Very High
 - Is confident in decision-making – 1 NA, 1 A, 4 AA, 4 VH
 - Demonstrates a positive attitude; focuses on "I can do it" way of thinking – 1 VL, 1 A, 4 AA, 5 VH
 - A comment went along with a Very High rating – "If it benefits him"
 - Expresses self freely and appropriately – 1 VL, 2 BA, 5 A, 1 AA, 1 VH
 - Demonstrates a poised, confident demeanor – 1 VL, 6 AA, 3 VH
 - Demonstrates a willingness to take risks when appropriate – 1 BA, 1 A, 4 AA, 4 VH
 - Demonstrates a willingness to accept new challenges – 1 NA, 1 BA, 1 A, 3 AA, 5 VH
 - A comment went along with a Very High rating – "If it benefits him"

Williams stated that the second category was people skills and the ratings demonstrated that there was a consensus that that needs work. Williams asked Porter to summarize the remaining

subcategories into either Very Low/Below Average or Average/Above Average/Very High.
Porter continued:

- People Skills
 - Works with others – 8 Very Low/Below Average, 3 Average/Above Average/Very High
 - Demonstrates insight into how his emotions and behaviors affect other people – 7 Very Low/Below Average, 4 Average/Above Average/Very High
 - Effectively resolves disagreements - 7 Very Low/Below Average, 4 Average/Above Average/Very High
 - Expresses genuine interest in other people - 4 Very Low/Below Average, 5 Average/Above Average/Very High, 1 Not Applicable
 - Contributes to an atmosphere of trust - 8 Very Low/Below Average, 3 Average/Above Average/Very High
 - Builds others' confidence and self-esteem - 4 Very Low/Below Average, 6 Average/Above Average/Very High
 - Shows respect for other people's opinions and ideas - 7 Very Low/Below Average, 4 Average/Above Average/Very High
- Communication Skills
 - Listens for understanding - 3 Very Low/Below Average, 8 Average/Above Average/Very High
 - Expresses information clearly and concisely - 3 Very Low/Below Average, 8 Average/Above Average/Very High
 - Demonstrates positive body language and voice tone - 4 Very Low/Below Average, 7 Average/Above Average/Very High
 - Persuasively communicates his point of view - 4 Very Low/Below Average, 6 Average/Above Average/Very High
 - Seeks suggestions/input from the total team – 2 Not Applicable, 3 Very Low/Below Average, 5 Average/Above Average/Very High
 - Effectively prepares and delivers presentations - 3 Very Low/Below Average, 8 Average/Above Average/Very High
 - Effectively thinks on his feet - 2 Very Low/Below Average, 8 Average/Above Average/Very High
- Leadership Skills
 - Values team effectiveness over personal advantage – 1 Not Applicable, 5 Very Low/Below Average, 5 Average/Above Average/Very High
 - A comment went along with a Very Low rating – “he fails at, always looking to better himself personally at the expense of the overall organization.”
 - Enlists others to pursue a common goal - 6 Very Low/Below Average, 5 Average/Above Average/Very High
 - Coaches others to higher levels of performance – 4 Not Applicable, 1 Very Low/Below Average, 5 Average/Above Average/Very High

- Encourages and empowers others – 2 Not Applicable, 3 Very Low/Below Average, 5 Average/Above Average/Very High
- Helps others view change as an opportunity for growth - 3 Not Applicable, 2 Very Low/Below Average, 5 Average/Above Average/Very High
- Works toward win-win outcomes - 1 Not Applicable, 4 Very Low/Below Average, 5 Average/Above Average/Very High
- Values and acknowledges the contributions of others - 1 Not Applicable, 4 Very Low/Below Average, 5 Average/Above Average/Very High
- Follows through on his word - 1 Not Applicable, 5 Very Low/Below Average, 4 Average/Above Average/Very High
- Controls Street
 - Maintains focus when events become chaotic - 1 Not Applicable, 2 Very Low/Below Average, 7 Average/Above Average/Very High
 - Is approachable when under pressure - 1 Not Applicable, 3 Very Low/Below Average, 6 Average/Above Average/Very High
 - Takes action to resolve stressful situations - 2 Not Applicable, 3 Very Low/Below Average, 5 Average/Above Average/Very High
 - Controls anger in difficult situations - 1 Not Applicable, 5 Very Low/Below Average, 3 Average/Above Average/Very High
 - Responds appropriately to criticism - 1 Not Applicable, 5 Very Low/Below Average, 4 Average/Above Average/Very High
 - Maintains work/life balance - 4 Not Applicable, 0 Very Low/Below Average, 6 Average/Above Average/Very High
 - Obtains and weighs necessary facts before making a decision - 2 Not Applicable, 2 Very Low/Below Average, 6 Average/Above Average/Very High

b. Determination of next steps

Williams said that the next step was for he himself and Paolillo to fill out reviews of Palmer. Paolillo stated that the two should then share their reviews with Porter, who agreed to compile those reviews together. Paolillo asked that the compilation be shared with Dash. Williams reviewed the remaining steps in the review process and the decision-making process of whether to renew Palmer’s contract. He said the performance review would be discussed in a public session but that any strategy in terms of contract renewal could take place in Executive Session.

The Board continued to discuss upcoming meetings. It was decided to hold one meeting, during which the Board would review performance feedback but not make any decisions. A subsequent meeting would be held to decide on renewal of Palmer’s contract.

III. ADJOURNMENT

The Board moved to adjourn at 8:43 A.M.