

November 27, 2019

TO: Elected Officials and Department Heads

FROM: Beth Melton, Chair, Board of County Commissioners

RE: County Manager Performance Review

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**Purpose:** The Board of County Commissioners is conducting our annual review of County Manager Tom Sullivan. As in past years the Board uses a 360 Review process in order to solicit feedback for information that is necessary to gage and improve the County Manager's leadership and management.

**Process:** The Board and County Manager request input for this review (\*see questions below) from all Department Heads and Elected Officials **no later than December 30, 2019** in one of the following forms:

1. An individual response submitted either electronically to [bmelton@co.routt.co.us](mailto:bmelton@co.routt.co.us) or in hardcopy to the BCC Office – anonymous responses will be accepted and all responses will be kept anonymous if they are submitted electronically. You may choose to forward your response to County Manager Sullivan as well, but this is not required.
2. A group response from a Management Team. Submission options are the same as #1.
3. An in-person meeting with Commissioner Melton. Please email [bmelton@co.routt.co.us](mailto:bmelton@co.routt.co.us) to schedule.

**Concepts and principles** used for this evaluation are:

High Performance Team members are:

- Accountable for your own performance
- Accountable for success of your stakeholders
- Willing to collaborate for the good of the team

Behavior has consequence:

- Anyone who is unwilling or incapable to live by the rules cannot be on the team

High Performance Team members exhibit the following behaviors:

- Sharing problems
- Sharing accountability
- Paying attention to relationship dynamics
- Knowing communication styles and needs
- Peer coaching
- Knowing conflict styles
- Paying attention to team process
- Managing members' self-esteem vs. fear
- Sharing learnings and discuss mistakes
- Knowing where and when a member will stall or stumble

**\*County Manager Performance:** Considering the concepts and principals listed above, please respond to the following questions when providing input. Please provide examples that support your answers and that may be used to set goals for Tom:



1. Is Tom accountable for his own performance?
2. Is Tom accountable for the success of his stakeholders?
3. Does Tom collaborate for the good of the team/organization?

The following are questions can be used to assist with formulation of a comprehensive response:

- Which of the concepts and principles listed above are strengths for Tom? Which are areas for growth?
- Is the level of interaction/direction you receive from Tom meeting your needs?
- Is Tom accessible?
- Does Tom keep you informed of County activities?
- Does Tom answer your questions with credible answers – show that he understands your questions?
- Does Tom ask questions that help you determine best course of action?
- Does Tom communicate with you in a professional manner?
- Does Tom foster a supportive and positive work environment, empower you to perform, and promote teamwork?
- Does Tom ensure there are appropriate systems, policies, and procedures in place that promote consistent direction and provide predictability of actions?
- Regarding your work relationship with Tom, what works well and what could work better?

**\*Organizational Strengths and Areas for Growth:** In addition, considering that the health and success of an organization is directly related to the success of the organization's chief executive (in this case, the County Manager), please provide any overall comments on strengths and areas for growth that you see within Routt County as a whole. These comments can be general or specific in nature and you do not need to relate them directly to the performance of the County Manager.

**Please do not hesitate to contact Commissioner Melton or County Manager Sullivan with any questions.**

