TOWN OF NEW LEBANON
RESOLUTION 24, 2025
PERFORMANCE MANAGEMENT POLICY (PREVIOUSLY COMPENSATION POLICY)
AUGUST 12, 2025

At the regular monthly meeting of the New Lebanon Town Board, held at the New Lebanon Town Hall, 14755 NYS Route 22, New Lebanon, New York, duly called and held on the 12th day of August, 2025, the following Resolution was proposed and seconded:

Resolution by Supervisor Houghtling
Seconded by Councilmember Powers

PERFORMANCE MANAGEMENT POLICY **[Adopted 11-13-2018; Revised 8-11-2020; Revised 10-12-2021; Revised 12-14-2021; Revised 12-13-2022; Revised 11-14-2023; Revised 11-12-2024; Revised 8-12-2025]**

Purpose; applicability.
To establish practices intended to assist the employees of the Town of New Lebanon to better serve our residents by helping the employees to improve their job performance, based on the duties and responsibilities of each position. The primary focus of these practices is to assist the employee to improve his/her job performance. Compensation is one element of these practices, but it is not the most important one. The most important element of these practices is the open dialogue between employer and employee, all in the interest of better serving our residents.

New Lebanon's Performance Improvement System:

- There will be an annual training of all employees who will evaluate other employees and all employees who will be evaluated regarding the evaluation process, job descriptions, etc. At the training employees should provide any suggestions or input regarding possible updates and/or edits to any of the forms or processes. The training shall occur before April 1st.

- Evaluations of all employees are to be performed by their direct supervisor (according to the "chart for performing employee evaluations" – see addendum C) at least two times a year by April 15th & October 15th. The April evaluation can be a more casual, verbal overview identifying any areas of growth for the employee and creating a plan to provide support and/or training as needed. This verbal evaluation shall be documented with the date it occured, a brief summary of the conversation and the signatures of all who were present. The written summary shall be submitted to the Town Supervisor. The October evaluation shall be a written evaluation utilizing the "performance evaluation form" – see addendum B. Please note that the procedure lined out in this policy is the minimum requirement for evaluations. Department Heads and Evaluators have the discretion to do more than the minimum such as having 2 or more written evaluations

throughout the year, requiring a written self-evaluation as part of the process, etc.

- Job descriptions (see addendum A) and the performance evaluation form (see addendum B) are an integral part of this policy and should be utilized for all October employee evaluations and updated and/or reviewed as needed.

A performance appraisal:

- Informs employees of what is expected of them;
- Informs employees of how they are performing;
- Recognizes and rewards good work;
- Determines employee weaknesses and suggests alternatives for improvement;
- Identifies employee training needs;
- Maintains a continuing record of employee performance;
- Guides promotions, transfers, and appropriate placement;
- Checks the reasonableness of performance standards, the accuracy of job descriptions and classification, and the effectiveness of recruitment procedures.

In order to accomplish this, there are some common practices that are not acceptable:

- Giving all 5's or all 3's – we all have areas of strength and areas of growth – a score of all 5's communicates that the evaluation is not accurate because nobody is perfect;
- Giving a score without any comments to back up why that score was given;
- Giving higher scores than deserved to avoid having an uncomfortable conversation – this is meant to help support employees who are struggling in certain areas so we must be upfront and honest in our evaluation;
- Giving higher scores than they deserved because you like the person.

At a town board meeting after the October 15th evaluations & before the next year's budget is adopted, the town board will discuss merit raises which will be based off the October 15th evaluations and at the discretion of the town board each budget season as to how much of a merit raise is applied to which levels of scoring on the evaluations. Although these merit raises are at the discretion of the town board, the evaluations should be used to determine these merit raises and a level of consistency should be followed across positions.

COMPENSATION:

Grade Levels & Starting Rates:

1. Appointed Positions: Grade levels and Starting rates:

Position	Grade Level	Starting Rate	Notes
Assessor	1	$27,038	In-house reval: annual stipend $1,600
Highway MEOs	2	CBA	All wages set via union contract

Code Enforcement Officer (CEO)	2	$27.50/hr	
Deputy CEO	2	$22.00/hr	
Bookkeeper to the Supervisor	2	$21.63/hr	
Zoning Enforcement Officer (ZEO)	3	$22.00/hr	
Deputy ZEO	3	$18.50/hr	
Land Use Administrator	3	$20.00/hr	
Deputy Town Clerk	3	$20.00/hr	
Court Clerk	3	$20.00/hr	
SYP Camp Director (seasonal)	3	$23.00/hr	Per season – 40 hrs/wk for 8 week summer camp program plus 100 extra hours prep & follow up @ $23/hr – could be multiple positions or 1
Community Center Coordinator	3	$16,380	Salary based on 15 hrs/wk at $21/hr
Park & Buildings Manager	3	$23.00/hr	
Highway Clerk	3	$20/hr	
Dog Control Officer (DCO)	3	$4,140	
Park & Buildings Superintendent	4	$18.50/hr	
Deputy Court Clerk	4	$18.00/hr	
Assistant Camp Director (seasonal)	4	$21.00/hr	Add .50¢ for each year worked @ program up to $22.50/hr cap
Planning/Zoning Clerk	4	$18.50/hr	
Assessor Clerk	4	$18.00/hr	
Park & Buildings Maintenance Staff	5	$17.00/hr	
SYP Staff **(seasonal)			
Counselors	5	$15.00/hr	Add .50¢ for each approved certification and .50¢ for each year worked @ program up to $20.50/hr cap
Counselors-in-Training (CITs)	X	$12.00/hr	

2. Elected Officials: Grade levels and Starting rates:

Position	Grade Level	Starting Rate	Notes
Supervisor	1	$42,933	35 hrs/wk @ $28.73/hr; there is an additional $9,354 in the budget for budget officer to get to the 35 hrs/wk (can be held by Supervisor or separate individual appointed by Supervisor)
Town Board – As a whole	1	$16,480	$4,120 each
Highway Superintendent	1	$77,318	Full time, working highway superintendent
Town Clerk	2	$45,027	35 hrs/wk @ $24.74/hr
Judges	2	$11,259 ea	Do not apply COLA to these positions until the starting salary is in line with other level 2 positions who work a similar amount of annual hours
Tax Collector	3	$10,812	Do not apply COLA to these positions until the starting salary is in line with other level 3 positions who work a similar amount of annual hours
Town Board Individually	5	$4,120 ea	

Adjustments to rates:

- Starting rates will be evaluated at least every three (3) years and adjusted as needed.
- Adjustments to only one position will be made only when appropriate based on changes in duties for the position.
- All positions should be adjusted as needed and re-evaluations of the long-term program will be done to preserve the plan.
- If cost-of-living adjustments (Cola) are applied, the compensation base rates and established ranges will be adjusted accordingly (base rates and cap rates will be adjusted at the same rate as the cola).

NOW, THEREFORE, BE IT RESOLVED by the New Lebanon Town Board that this Performance Management Policy (formerly Compensation Policy) is adopted by the Town.

Upon the question of the foregoing Resolution, the following Town Board Members voted "Aye" or "Nay" for said Resolution:

Roll Call Vote:

Councilmember Steve Powers	Aye
Councilmember Scout Metzler	Aye
Supervisor Tistrya Houghtling	Aye
Councilmember Joanne Amlaw	Aye

Councilmember Craig Skerkis Nay

The Resolution, having been approved by a majority vote of the Town Board, was declared duly adopted by the Supervisor of the Town of New Lebanon.

Dated: August 12, 2025

Marcie Robertson
New Lebanon Town Clerk

Performance Evaluation Form - Adopted by TB 11.22.22 – Amended by TB 8.12.25

Employee Name: _____ Employment start date: _____
Job title: _____ Department: _____
Review period start: _____ Review period end: _____
Last review date: _____
Reviewer name: _____ Reviewer title: _____

Section I - Performance Appraisal - Check the appropriate rating.

JOB KNOWLEDGE:

	Outstanding (5)	Highly Effective (4)	Effective (3)	Needs Improvement (2)	Unsatisfactory (1)
Evaluate overall knowledge of duties and responsibilities as required of current position.	Displays thorough knowledge of own and related work	Well informed, familiar with most work details.	Has grasp of essential and related factors.	May require some assistance to complete normal duties.	Inadequate knowledge of job, little desire to improve.

Comments:

PRODUCTIVITY:

	Outstanding (5)	Highly Effective (4)	Effective (3)	Needs Improvement (2)	Unsatisfactory (1)
Evaluate amount of work generated and completed successfully as compared to amount of work expected for this position.	Able to handle high volume of work with consistent level of accomplishments.	Output is usually above average and exceeds expectations.	Work generated in accordance with prescribed standards	Work occasionally below standards. Improvement potential exists.	Volume of work consistently below standards

Comments:

WORK HABITS:

	Outstanding (5)	Highly Effective (4)	Effective (3)	Needs Improvement (2)	Unsatisfactory (1)
Consider completeness and accuracy of work. Overall quality.	Exceptionally well organized. Excellent judgment in work priorities.	Work habits exceed normal standards. Can be depended upon to turn in a good job.	Capable of scheduling work and using time effectively with minimal supervision.	Requires frequent help of supervisor in organizing work.	Requires constant supervision and guidance.

Comments:

ORAL AND WRITTEN COMMUNICATION:

	Outstanding (5)	Highly Effective (4)	Effective (3)	Needs Improvement (2)	Unsatisfactory (1)
Ability to develop and express thoughts clearly and consistently.	Excellent command of language. Communicates expressively and explicitly.	Exceptionally good skills and uses them professionally and effectively.	Verbal and work skills meet normal standards.	Writing and verbal skills need additional cultivation.	Inadequate.

Comments:

COOPERATION:

	Outstanding (5)	Highly Effective (4)	Effective (3)	Needs Improvement (2)	Unsatisfactory (1)
Ability and willingness to work with and for others toward best interests of all concerned.	Always cooperative. Extremely helpful and courteous to public and co-workers	Effective in dealing with public and associates. Works well with others.	Is usually effective.	Lacks tact. Needs to be reprimanded on occasion.	Has great difficulty working with or assisting others.

Comments:

ATTENDANCE:

	Outstanding (5)	Highly Effective (4)	Effective (3)	Needs Improvement (2)	Unsatisfactory (1)
Factors regarding lateness and ability to be at work. Considers observance of time.	Conscientious towards job. Excellent attendance.	Consistently at work on time. Notifies supervisor of scheduled and unscheduled absences according to office procedure.	Normally at work on time.	Frequently late or absent. Shows improvement.	Continually late or absent. Shows no improvement.

Comments:

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SECTION II

Overall Performance Rating: Check the rating which best summarizes the employee's performance. A rating of "Unsatisfactory" must be supported by specific explanation and justification to be attached to this form.

( ) OUTSTANDING:	The employee's performance clearly is exceptional in comparison with expectations, thereby causing the employee to stand out above others in the work unit. Performance consistently exceeds expectations for all tasks. The employee can be relied upon to perform the most difficult tasks and has made exceptional contributions to the functions within the employee's work unit or agency.
( ) HIGHLY EFFECTIVE:	The employee always meets and frequently exceeds the performance expectations for all tasks. The employee is performing better than expected for many of the tasks and is recognized as a particular asset to this work unit.
( ) EFFECTIVE:	The employee generally meets performance expectations for all tasks and performs in a good, competent manner. This is the expected and usual level of performance for most employees.
( ) NEEDS IMPROVEMENT:	The employee meets performance expectations at a minimally acceptable level. Some tasks may require extra direction by the supervisor or the supervisor may find it necessary to avoid assigning the more difficult tasks to the employee.
( ) UNSATISFACTORY:	The employee clearly does not meet performance expectations for one or more tasks, not even at a minimally acceptable level. The employee requires significant extra direction, or the supervisor finds it necessary to avoid assigning normal tasks to the employee. There is a need for immediate and significant improvement in performance.

SECTION III - SUPERVISOR'S COMMENTS

Comments on the other aspects of the employee's performance, such as skills, behavior, personal characteristics, which is reflected in the employee's performance. Include a plan of action for improving employee's performance. When terminating an employee, include supportive documentation.

SECTION IV - EMPLOYEE'S COMMENTS

I met with my supervisor on _____ to discuss my work performance. I have read this evaluation and discussed it with my supervisor. My signature does not necessarily signify that I agree with this evaluation. My written comments concerning this evaluation follow (optional).

Rater's Signature: _____ Date: _____

Employee's Signature: _____ Date: _____

Dept. Head's Signature: _____ Date: _____

Would you like a copy of your evaluation? YES _____ **NO** _____

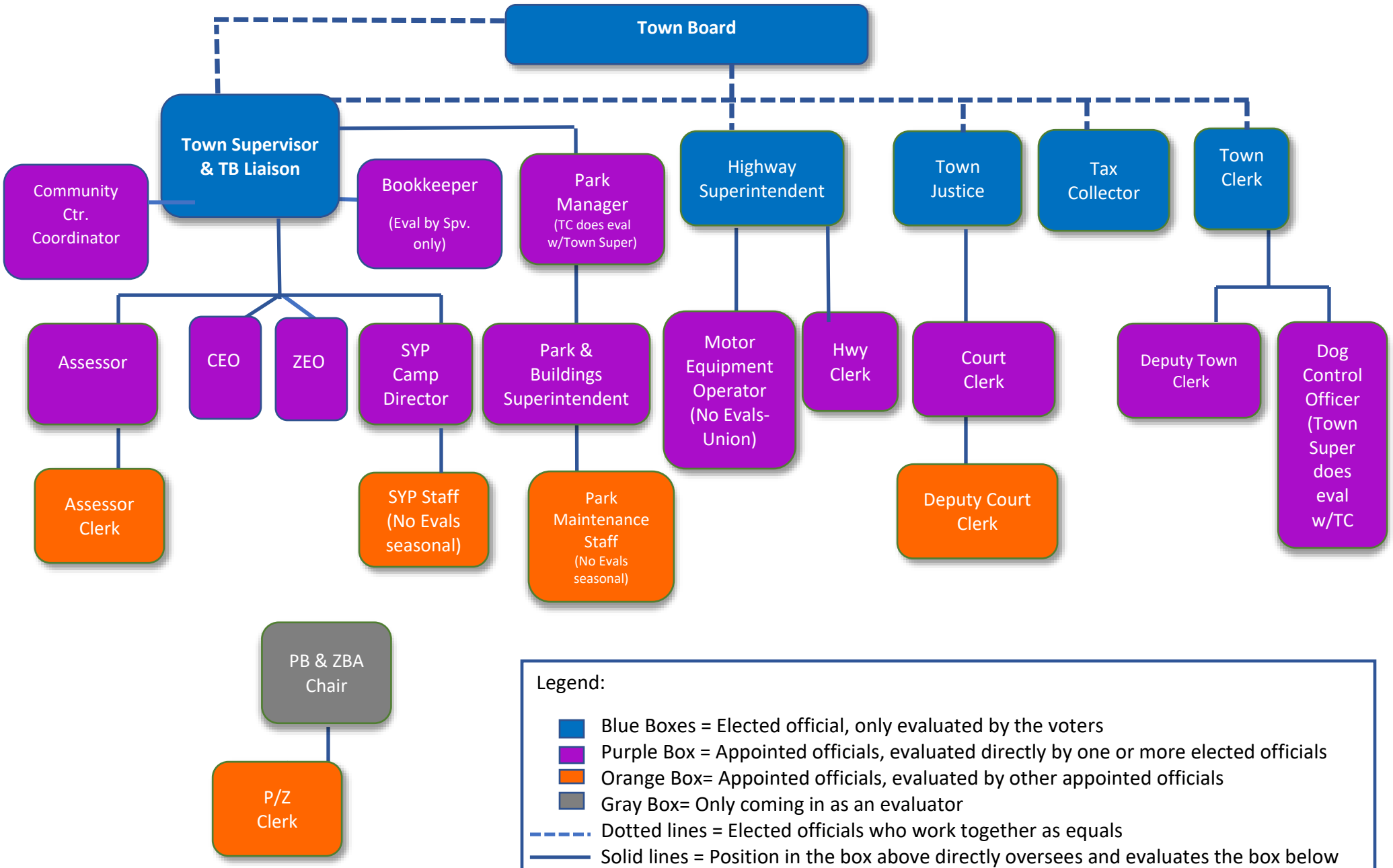


Chart for performing employee evaluations
Adopted by TB 8/12/2025

PERFORMANCE APPRAISAL

A TOOL FOR IMPROVEMENT

CURRENT VERSION ADOPTED BY TB 8.12.25

CONTENTS

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- What does the process look like?
- Things to avoid doing….

WHAT IS A PERFORMANCE APPRAISAL?

- D#shuirup dqfh#dssudlvdo/#dovr#nqrzq#dv#d# shuirup dqfh#hydoxdwlrq/#ru#hp sor|hh#dssudlvdo#v#d# p hwkrg#e|#zklfk#wkh#re#shuirup dqfh#ri#dq# hp sor|hh#v#grfxp hqwhg#dqg#hydoxdwhg1# Shuirup dqfh#dssudlvdo#duh#d#sduw#ri#fduhhu# ghyhorsp hqw#dqg#frqvlvw#ri#hjxodu#hyhqw v#ri# hp sor|hh#shuirup dqfh#z lwklq#ruj dql}dwlrqv1

WHAT IS OUR OBJECTIVE IN DOING PERFORMANCE APPRAISALS?

- We want to help our staff to do a better job and therefore to better serve our residents.

WHY ARE WE DOING PERFORMANCE APPRAISALS?

From Section 13.3.6 of the NYS Local Government Handbook:

- Every supervisor in a municipal government should conduct a continuous evaluation of an employees' development and whether they utilize their abilities most effectively. Periodic employee performance appraisal promotes the effective operation of an organization.
- A performance appraisal system:
  - informs employees of what is expected of them;
  - informs employees of how they are performing;
  - recognizes and rewards good work;
  - determines employee weaknesses and suggests alternatives for improvement;
  - identifies employee training needs;
  - maintains a continuing record of employee performance;
  - guides promotions, transfers and appropriate placement;
  - checks the reasonableness of performance standards, the accuracy of job descriptions and classification, and the effectiveness of recruitment procedures.

There is no standard method for performance evaluation. Numerous techniques are utilized and each requires a different degree of detail. The organization's objectives and management's concerns usually determine the techniques chosen.

WHEN ARE THEY CONDUCTED?

- Every six months. There should be a verbal mid-year discussion in April that is documented and a written evaluation in October. The discussion in April should define any improvements the employee needs to work on and extra support or training that may be needed for the employee. The scores from the evaluations in October will be used by the Town Board to set merit raises for all evaluated employees.

WHO IS RESPONSIBLE FOR DOING THEM?

- You are!
- As a supervisor, you are responsible for helping your staff to improvement their performance.
- As a subordinate, you are responsible for improving your own performance.

WHAT DOES THE PROCESS LOOK LIKE?

1. All year long, take note of any behavior above or below a "3 - Effective" rating. Make a note to file.
2. At mid-year the subordinate and supervisor sit down to discuss performance, areas of growth and any support needed. This discussion must be documented with the date, a brief summary and signatures of all parties involved. At year end, the supervisor fills out a written evaluation. They then meet and discuss the evaluation. The subordinate is given an opportunity to comment on the supervisor's evaluation, after which it is submitted to the supervisor's supervisor. Please note that the procedure lined out in this policy is the minimum requirement for evaluations. Department Heads and Evaluators have the discretion to do more than the minimum such as having 2 or more written evaluations throughout the year, requiring a written self-evaluation as part of the process, etc.
3. The supervisor's supervisor reviews the evaluation and discusses any concerns with the supervisor.

THINGS TO AVOID DOING….

- Giving all 5's or all 3's – we all have areas of strength and areas of growth – a score of all 5's communicates that the evaluation is not accurate because nobody is perfect
- Giving a score without any comments to back up why that score was given
- Giving higher scores than deserved to avoid having an uncomfortable conversation – this is meant to help support employees who are struggling in certain areas so we must be upfront and honest in our evaluation
- Giving higher scores than deserved because you like the person

IS THAT IT?

- No!
- This is a work in progress. As you do each performance appraisal, you and your colleagues will suggest ways that fit better with the way work is done in Town Hall. The most important thing is to not lose sight of the overriding objective – to improve service to our residents by improving each individual's performance.