

# Performance Evaluation

*DUPLICATE*

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel  
Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

–OR–

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.				X		
<b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.				X		
<b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.				X		
<b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.				X		
<b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.				X		
<b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.				X		

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<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.				X		
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.				X		
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.				X		
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.				X		

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<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.				X		
<b>Talent Management:</b> Effectively manages human resources in assigned program/department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.				X		
<b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.				X		
<b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.				X		

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<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.				X		
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.				X		
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.				X		
<b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.				X		
<b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.				X		

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<b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.				X		
<b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.				X		

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TOTAL CHECK MARKS:

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List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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Overall comments: \_\_\_\_\_

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 Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

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<b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.				X		Does not demonstrates initiative and responsibility for individual performance to get the job done under indirect supervision.
<b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.				X		Does not completes job related tasks in a timely and efficient manner. Nor does he perform assigned tasks with reliability, honesty, and discretion.
<b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.				X		Does not demonstrate cooperation and an understanding of who the team is within an immediate area, unless he needs to report to a trustee.
<b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.				X		Does not establishe priorities and allocates resources in a cost-effective manner unless it benefits himself.
<b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.				X		Does not communicates effectively with others conveying general information and alternatives. Talks down to people and acts as a high school bully unless, again he needs to respond to a trustee.
<b>Knowledge/Skills/ Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.				X		Does not apply independently and proficiently occupational knowledge and skills in his area of expertise shown by the amount of outsourced legal bills on a monthly basis. Uses examples from other communities when wanting to accomplish something for personal gain and even then, he twists the truth in the example.

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<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.				X		Does not interact appropriately with all coworkers, and visitors to the township, picks and chooses “favorites”, raises his voice if critiqued by anyone. Does not demonstrate a personal commitment to create a hospitable and welcoming environment. Does not fosters respect for all individuals and points of view.
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.				X		Does not effectively convey information and expresses thoughts and facts. Does not demonstrates effective use of listening skills and displays openness to other people's ideas and thoughts. He is always right never accepting any constructive criticism, and gets very defensive expressed by his body language and raised tone of voice. Does not demonstrate flexibility and responds professionally to changing environment, situations and workload. The only goals he demonstrates are the ones that benefit himself.
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.				X		Does not establish and promote high standards. He has a dual role and not one of those roles are performed at a professional level. He comes and goes as pleases, all department heads attend board meetings and come to work at assigned time the next day except him.
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.				X		Never accepts responsibility for his own actions and decisions and does not demonstrate commitment to accomplish work in an ethical, efficient and cost-effective manner. Does not meet deadlines, minimizes errors and maintains high quality

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<b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.				X		Does not contribute his fair share of efforts toward team goals and does not demonstrates willingness to take on added responsibility.
<b>Talent Management:</b> Effectively manages human resources in assigned program/ department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.				X		Does not demonstrate the appropriate level of proficiency in the principles and practices of one's field or profession. He is not competent to do the dual role of employment he has; his HR and people skills are nonexistent. Does not demonstrate a commitment to continuous improvement.
<b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.				X		Does not presents information in clear, honest, concise and proactive manner. Does not effectively communicate and secures his commitment to the other departments of the township.
<b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.				X		Does not demonstrate the appropriate level of proficiency in the principles and practices of one's field or profession. Does not demonstrate a commitment to continuous improvement.

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<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.				X		Does not identify professional growth he is not reactive but more of a proactive employee, does not take initiative and resources to meet the demands of the township.
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.				X		Does not command resources necessary to perform team functions and accomplish goals while fostering an environment conducive to teamwork.
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.				X		Does not communicate personal vision and townships vision in ways that gain the support of others. Does not mentor, motivate and guide others toward goals
<b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.				X		Does not provide vision and foster an environment where teamwork is valued and rewarded. His vision of the future of the township is one of self-enrichment, demonstrated by his sweet deal contract.
<b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.				X		Does not use participatory decision making and encourages others to take initiative and reach their full potential, also does not fosters an environment where collaborative decision making is valued and encouraged.

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<b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.				X		Does not make decisions that are cost-effective and that enhance the performance of his department, rather yet he outsources most of his legal work costing the township thousands of dollars a month. His reimbursement package and monthly legal bills had made his department one of the highest costing departments in the township.
<b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.				X		Does not anticipate and address residents and employees concern, questions and issues professionally, rather he is very defensive and not shy to show how he feels.

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# Performance Evaluation Summary

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The overall assessment represents a summary of the evaluation of the employee's demonstrated skills and achievements. Describe in a short summary, the contribution to the organization, greatest strengths, areas needing improvement, or avenues of potential development.

List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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Overall comments: The biggest mistake of the Township while well intended was offering employment to mister Esordi, especially his dual role. He is not able/devoted to perform his job duties as needed, he demonstrates an environment of self-gain, He does not have the interest of the township in mind but his own. His dual role employment needs to be considered and evaluated, I do not believe his performance is at par of his reimbursement package, and needs to be adjusted accordingly to his job performance.

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<b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.	✓					
<b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.		✓				
<b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.	✓					
<b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.			✓			
<b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.			✓			
<b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.	✓					

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<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.	✓					
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.			✓			
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.	✓					
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.	✓					

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<b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.	✓					
<b>Talent Management:</b> Effectively manages human resources in assigned program/department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.			✓			
<b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.	✓					
<b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.		✓				

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2 B

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<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.	✓					
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.					✓	
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.	✓					
<b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.		✓				
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20

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	5	1	3	0	0

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3

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Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

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<b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.				XX		Has no respect for deadlines. Does not respond to questions or emails in a timely manner. Usually requires several reminders/attempts to get an answer from him.
<b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.				XX		Most of his communications have spelling and grammar errors in them or are factually incorrect.
<b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.				XX		He does everything but this. He pits employees against each other and pits employees against the board in an attempt to cover up his incompetence. He is never wrong and will never admit that he is wrong. He starts most of his responses by saying that he disagrees. He makes negotiations more difficult than they need to be based on his need to always be right and prove everyone else wrong.
<b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.				XX		He has zero respect for the employees. He believes that he is above every other employee when he is supposed to be a department head. He has little to no respect for several board members and treats females poorly and talks down to them as if he is superior to them.
<b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.				XX		As stated above, most of his communications has spelling and grammar errors. He cares nothing about what others think nor does he seek to understand what they may be saying before he responds.
<b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.				XX		He has no idea what the role of a HR director is. He has had no training in HR. He has no respect for the policies and procedures that he is responsible for as the HR Director. He continually violates them and nothing ever happens to him. Other employees have been disciplined and terminated for far less than what he has done. He is incompetent in both of his job duties.



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<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions                      Areas of Development                      CLARIFY RATING</b>
<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.				XX		He allows departments to operate in their own world regardless of safety concerns. The MIOSHA situation last Summer was beyond ridiculous. Allowing employees to work in such an environment again proves his level of incompetence.
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.				XX		He displays anything but professionalism. As already stated, he is never wrong and attacks anyone that may disagree with him. How an employee receives no discipline when they threaten residents and attack residents at meetings is truly baffling. His incompetence has led to several OMA violations. He has to rely on others to tell him how to do his job.
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.				XX		He operates on his own schedule. He has no concept of time management. His laziness and incompetence forces the employees and dept heads to try and cover up for him with residents and business owners. He could care less about what anyone else has going on or deadlines that we may have. He is only concerned about himself.
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.			XX			He has stated at several meetings that he is working on ways to improve things yet nothing ever comes of it.

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions</b> <b>Areas of Development</b> <b>CLARIFY RATING</b>
<b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.				XX		He provides no direction or leadership to help anyone achieve anything. His only concern is himself.
<b>Talent Management:</b> Effectively manages human resources in assigned program/department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.				XX		He is completely incompetent not only in HR but also legal when it comes to labor relations. It has been said that he is a master in negotiations, this is simply not true. He is a COMPLETE & UTTER FAILURE at negotiations. He does not possess the personality, demeanor or knowledge, skills & abilities needed for negotiations. He is never prepared to negotiate and relies on the Union to do all of the work for him. There is not a union that respects him. His recruitment is nothing more than hiring friends and granting political favors with those that he recommends.
<b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.				XX		He is never organized. He can never find documents and relies on everyone else to have what he needs.
<b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.				XX		He doesn't communicate at all. You do things his way or he will belittle you and pit you against others.

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions                      Areas of Development                      CLARIFY RATING</b>
<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.					XX	I don't know what he does within his department for continuing education.
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.				XX		Due to his incompetence in both HR and municipal law, he has to hire experts to provide him with legal opinions and direction on how to handle almost every situation that arises.
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.				XX		He possesses no leadership skills whatsoever. He creates hostile environments with the employees and has killed employee morale within Townhall.
<b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.				XX		He cannot share a compelling vision of the future because he has does not have one. There is no long term planning or succession planning with him. He does not encourage it because his only vision is to continue to place friends, family and political favors into the positions as they become available. It seems that his goal is to continue to contract for services with those that he or his legal partners owe favors to. He has made it quite well known at board meetings that he is unable to conduct searches for professional positions or he believes that there will be no candidates interested in the position thus he needs to bring in one of his firms to do the job. His goal seems to be to conquer and control the Township.

# Performance Evaluation

<b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.				XX		His decision making and critical thinking skills are severely lacking. He attempts to get others to provide him with what he needs and then passes it off as his own idea or work.
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# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions</b> <b>Areas of Development</b> <b>CLARIFY RATING</b>
<b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.				XX		Another strong weakness of his. He continues to seek outside legal opinions that cost the Township thousands of dollars. It just so happens these opinions come from friends and neighbors.
<b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.				XX		There is nothing transparent with him. He verbally attacks employees and residents and is never held accountable for his actions.

# Performance Evaluation

TOTAL CHECK MARKS:

<b>A: Organizational and Professional Standards</b>  Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
			1	9	

<b>B: Management and Leadership Standards</b>  Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
				8	1

# Performance Evaluation Summary

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The overall assessment represents a summary of the evaluation of the employee's demonstrated skills and achievements. Describe in a short summary, the contribution to the organization, greatest strengths, areas needing improvement, or avenues of potential development.

List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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Overall comments: Five years ago, this Township had an HR department that was respected and trusted amongst the employees. That all changed with the creation of the dual-role position. Tom has no training in HR and very limited training in municipal law. This dual-role is nothing but a failure and an embarrassment. The employees are not respected and because of him, he has convinced the Board that it is a "us against them" environment. He doesn't believe and will not recognize the fact that he is a employee like the rest of us. He believes that he is even higher than some of the Board members and they work for him. No other employee in this Township would be allowed to get away with the things that he has. His level of incompetence in HR and municipal law is hurting this Township and the Board has refused to recognize it. No other employee is allowed to continually violate Township policies and procedures except for Tom. No other employee is allowed to lie to the employees, Board and residents except for Tom. No other employee is allowed to disrespect Board members except for Tom. No other employee is allowed to verbally attack and threaten residents except for Tom. No other employee is allowed to talk to and treat females poorly except for Tom.

This Township used to believe in the philosophy of only hiring the best. Unfortunately, Dino was allowed to interfere with that philosophy and the hiring process became only friends, family and those that he owed political favors to being allowed to be hired. That resulted in positions being filled with incompetent people. Tom being brought into the Township was a direct result of Dino. Now that Dino is gone, Tom has taken over that role of filling positions with friends and those he owes political favors to. When a confidential assistant is hired that didn't even qualify to be a secretary but is a relative to a political friend of Tom's the integrity, respect and trust amongst the employees is gone.

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# Performance Evaluation

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel  
 Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

-OR-

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.



# Performance Evaluation

4

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.		X				
<b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.		X				
<b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.					N/A	
<b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.					N/A	
<b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.		X				
<b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.		X				

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.						N/A
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.		X				
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.		X				
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.		X				

# Performance Evaluation

4

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.		X				
<b>Talent Management:</b> Effectively manages human resources in assigned program/ department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.						N/A
<b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.		X				
<b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.						N/A

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.		X				
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.						N/A
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.		X				
<b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.						N/A
<b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.		X				

# Performance Evaluation

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<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.						N/A
<b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.						N/A

# Performance Evaluation

TOTAL CHECK MARKS:

<b>A: Organizational and Professional Standards</b>  Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	<b>X</b> (7)				3

<b>B: Management and Leadership Standards</b>  Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	<b>X</b> (5)				6

# Performance Evaluation Summary

The overall assessment represents a summary of the evaluation of the employee's demonstrated skills and achievements. Describe in a short summary, the contribution to the organization, greatest strengths, areas needing improvement, or avenues of potential development.

List additional key contributions/achievements or area(s) of excellence:

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List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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Overall comments: \_\_\_\_\_

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5

# Performance Evaluation

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel

Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

-OR-

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.



# Performance Evaluation

<p><b>A: Organizational and Professional Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions</b></p> <p><b>Areas of Development</b></p> <p><b>CLARIFY RATING</b></p>
<p><b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.</p>			X			
<p><b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.</p>			X			
<p><b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.</p>				X		
<p><b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.</p>				X		
<p><b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.</p>				X		
<p><b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.</p>			X			

# Performance Evaluation

<p><b>A: Organizational and Professional Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions</b> <b>Areas of Development</b> <b>CLARIFY RATING</b></p>
<p><b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.</p>		X				
<p><b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.</p>			X			
<p><b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.</p>				X		
<p><b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.</p>			X			

# Performance Evaluation

<p><b>B: Management and Leadership Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions</b> <b>Areas of Development</b> <b>CLARIFY RATING</b></p>
<p><b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.</p>				X		
<p><b>Talent Management:</b> Effectively manages human resources in assigned program/ department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.</p>				X		
<p><b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.</p>				X		
<p><b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.</p>				X		

# Performance Evaluation

<p><b>B: Management and Leadership Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions</b></p> <p><b>Areas of Development</b></p> <p><b>CLARIFY RATING</b></p>
<p><b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.</p>			X			
<p><b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.</p>						
<p><b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.</p>				X		
<p><b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.</p>				X		
<p><b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.</p>				X		

# Performance Evaluation

<p><b>B: Management and Leadership Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions</b>  <b>Areas of Development</b>  <b>CLARIFY RATING</b></p>
<p><b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.</p>						
<p><b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.</p>				X		

# Performance Evaluation

TOTAL CHECK MARKS:

<b>A: Organizational and Professional Standards</b>  Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	<b>0</b>	<b>1</b>	<b>5</b>	<b>4</b>	<b>0</b>

<b>B: Management and Leadership Standards</b>  Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	<b>0</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>0</b>

# Performance Evaluation Summary

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The overall assessment represents a summary of the evaluation of the employee's demonstrated skills and achievements. Describe in a short summary, the contribution to the organization, greatest strengths, areas needing improvement, or avenues of potential development.

List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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Overall comments: \_\_\_\_\_

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# Performance Evaluation

6

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel

Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

–OR–

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.



# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions Areas of Development</b> <b>CLARIFY RATING</b>
<b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.			X			Mr. Esordi tends to cancel many meetings due to maintaining a “flexible” work schedule. Since hiring Kristin Orlando, his turn around time has dramatically decreased, however, there are still items that are not turned around within a reasonable timeframe (it should be noted, prior to hiring Ms. Orlando, Mr. Esordi’s turnaround time was awful and items were not completed in a reasonable time whatsoever). That said, we do have a few items that remain unresolved with Mr. Esordi that stem back to our original request in early 2018 – well past a reasonable time frame in which to handle matters. I’ve also noticed, as would make sense, as more time is placed between the initial request/discussion and the resolution, Mr. Esordi tends to lose track of the original objective, which is very frustrating.
<b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.				X		I have experience working with both Mr. Esordi as well as the Township’s previous two attorneys. The responses received for reviews with the previous attorneys was much more thorough. It does not appear that detailed and thorough legal reviews are being completed by Mr. Esordi, as only the bare bones are being reviewed (more standard, boiler plate, checklist type items – which can be, and is, performed by administrative staff - rather than detailed legal concerns regarding written language that would affect the Township from a legal standpoint). This is very concerning in regard to protecting the best interest of the Township.
<b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team’s ability to meet its goals and objectives.				X		I personally feel I have a good relationship with Mr. Esordi on the forefront, however, it is hard to respect an individual in the workplace that does not uphold professional values and appears to have interests only for personal gain. I feel and see a consistent “me vs. everyone else” attitude with Mr. Esordi which is very counterproductive to working as a whole at Macomb Township. I feel and see very little “we” in teamwork with Mr. Esordi.
<b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.				X		I do not feel Mr. Esordi respects the staff of Macomb Township as a whole in the least. I would agree that there is some respect for some of the Department Heads, but I feel Mr. Esordi has very little respect for the Township Supervisor, Clerk, and Trustees. It appears that Mr. Esordi places the Township in a compromising position and time again which causes our elected Board to appear incompetent (which would not be the case with proper legal guidance) and “look bad” to the public as well as the staff. I feel that offering poor legal guidance is disrespectful to the elected officials as well as the residents. Good legal guidance would create a professional atmosphere for the Board, staff, and public.

# Performance Evaluation

<p><b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.</p>			X		<p>In completing reviews, Mr. Esordi has Ms. Orlando write memos indicating approvals or rejections with comments. Although I feel the reviews severely lack legal attention and detail (again, very boiler plate comments that can be completed by, and are completed by, an administrative staff). That said, I do not have many issues with the clarity of the written communications we receive. However, there are times when the reviews indicate tasks that Mr. Esordi feels others should complete for him (i.e. other department staff prior to his review) which are his responsibility to request in his review of the information (i.e. his and his staff's responsibilities, not those of other departments).</p>
<p><b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.</p>			X		<p>Mr. Esordi often asks, "what would you do?" or "what do you think?" regarding legal matters. I have witnessed Mr. Esordi asking these questions of staff that do not have legal counsel background and would not be able to appropriately answer these types of questions – which why a legal opinion is being sought. It appears Mr. Esordi is not confident in his abilities or does not have the knowledge to complete the required tasks at hand.</p>

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions Areas of Development</b> <b>CLARIFY RATING</b>
<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.			X			I struggle to answer this particular question. As a whole I feel safe at Macomb Township, but I do not feel safe under the HR direction of Mr. Esordi. I feel Mr. Esordi has created a work environment where the elected officials and staff/union members are at odds. He has created a toxic work environment where educated staff (very proficient and knowledgeable in their respective fields) feel they are not respected or trusted (from a professional standpoint) by elected officials.
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.			X			Mr. Esordi has shouted at staff members in front of other groups of staff as well as in front of the public. I have heard from outsiders that they are afraid to waste their time seeking the assistance of Mr. Esordi because he has shouted at them to not to return to his office, or that they shouldn't be contacting him (although the reason for their contact is to follow up on reviews from Mr. Esordi that are incomplete). These, as well as other examples, are very poor instances of professionalism. I also get the impression from Mr. Esordi that he feels the public should not contact him directly, that there should be a barrier between him and the public – unlike the rest of us who answer to the public every day. Mr. Esordi is a Township employee and just as responsible to answer to the public as any other employee.
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.					X	I am not familiar with how Mr. Esordi manages his time, however, he is often late on tasks/reviews to which he is assigned to complete.
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.			X			In speaking with Mr. Esordi, I know he worked on turning the open enrollment process into an online process, which from an employee perspective was beneficial. Mr. Esordi has also made attempts at hosting activities to boost the morale of the staff. However, due to the current toxic work environment, many have stepped back from participating in these activities.

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions                      Areas of Development                      CLARIFY RATING</b>
<b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.				X		I do not feel in working with Mr. Esordi that we are a "team" at all. I think that on the surface, Mr. Esordi likes to encourage activities for team building (i.e. events with staff), however, many feel discouraged to attend these activities due to the morale of the Township (see other comments regarding the toxic work environment created by Mr. Esordi).
<b>Talent Management:</b> Effectively manages human resources in assigned program/department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.				X		In the past year, we have lost two knowledgeable, educated management employees, both who have referenced Mr. Esordi as one of the reasons for their resignation. Additionally, we have been without a Township Planner for nearly 9 months to date. While we have conducted some interviewing and encountered some pitfalls, it is unheard of to allow a highly needed position unoccupied for this length of time. Furthermore, the Township Board instructed Mr. Esordi at a Township Board meeting to hire a recruiter to look for a new Planning Director. I witnessed Mr. Esordi contemplating whether hiring a recruiter was really necessary, even though he was given specific direction to do so. In my communications with Mr. Esordi, I was given the impression that hiring a Planning Director (or Planning Consultant, for that matter) was not an urgent matter for his team, regardless of the need expressed by those taking over the day-to-day work in the Planning Department to keep it afloat in the absence of a director.
<b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.			X			While Mr. Esordi's response time has improved drastically since hiring and utilizing Kristin Orlando, there are still instances when tasks are not complete in a sufficient time frame. As referenced above, there are still outstanding tasks relating back to early 2018 which Mr. Esordi has not addressed. While these issues may not pose an immediate concern for Mr. Esordi and his department, they are critical issues for my department in order to perform our jobs in an efficient and professional manner.
<b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.					X	Since I do not work directly for Mr. Esordi, I do not feel this item is applicable to my evaluation.

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.					X	I am not familiar with how Mr. Esordi grows his knowledge base or that of his staff.
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.		X				Mr. Esordi contacts outside legal firms as needed to resolve issues and to progress reviews forward, which has helped my department complete the tasks at hand. While I cannot speak to the financial aspects of these decisions, I have found his use of resources to effectively complete tasks.
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.				X		If I could rank Mr. Esordi lower than this ranking, I would do so. I cannot stress enough the incredible decrease in morale since Mr. Esordi has grown in his position with Macomb Township. In the last several years, Mr. Esordi has created opposition between elected officials and employees and has laid the groundwork for a toxic environment. Employees have very little respect for Mr. Esordi. Many of us feel as though he is "milking" his position for his elite benefits with very little work production and accountability. If anything, this causes employees to feel unmotivated in their day to day work. We know we are looked down upon by those who have taken Mr. Esordi's advice/opinions/ideas, so what motivation is there to continue to provide the best product and give Macomb Township 100%? No other employee is compensated in such a way as Mr. Esordi through salary or benefits, and as such we have been dismissed when attempting to request a reasonable raise based on adjacent comparables. We have been driven to feel unvalued by the elected officials, and I believe this is heavily due to the influence Mr. Esordi has over those officials.

# Performance Evaluation

<p><b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.</p>				X		<p>I feel Mr. Esordi has a completely different vision for Macomb Township than the elected officials and staff. I feel Mr. Esordi's vision is to "rule" the community from his role as HR Director/Legal Counsel. I do not feel as though Mr. Esordi has the same vision as the elected officials – it seems as though he has his own agenda for the vision of the community.</p>
<p><b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.</p>				X		<p>I feel that Mr. Esordi is not a decision maker. I have sat with him many times, and in many instances, he has asked other members of staff "what do you think?" or "what would you do?" in lieu of making an informed, professional, legal decision on his own (or with the help of other knowledgeable consultants/legal counsel).</p>

# Performance Evaluation

<p><b>B: Management and Leadership Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions Areas of Development</b></p> <p><b>CLARIFY RATING</b></p>
<p><b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.</p>					X	<p>I cannot comment on Mr. Esordi's financial oversight as I am not privy to that information.</p>
<p><b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.</p>				X		<p>I have been in meetings with Mr. Esordi where I have experienced him making false statements. He contradicts himself within the same discussion, putting everyone involved in a compromising position. This is just the opposite of transparent. It shall be noted that at least one example of this instance was with outside individuals, thereby not communicating positively or transparently with the community. I feel Mr. Esordi is always on the defensive, which I understand is part of his legal background, and he appears to use this defensive type of behavior in applications where he should be using a different approach (i.e. HR matters).</p>

# Performance Evaluation

TOTAL CHECK MARKS:

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	<b>0</b>	<b>0</b>	<b>5</b>	<b>4</b>	<b>1</b>

0   0   5   4   1

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	<b>0</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>3</b>

0   1   1   6   3



# Performance Evaluation Summary

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The overall assessment represents a summary of the evaluation of the employee's demonstrated skills and achievements. Describe in a short summary, the contribution to the organization, greatest strengths, areas needing improvement, or avenues of potential development.

List additional key contributions/achievements or area(s) of excellence: None.

List additional key contributions/achievements or area(s) of excellence: None.

Overall comments:

I work with Mr. Esordi regularly and therefore I have exposure to him and his legal work routinely. In my time working with Mr. Esordi, I have often felt belittled by him. I consider myself to be a hard-working employee, and I consistently perform my job in the best interest of the residents of Macomb Township to make the community a better place for the residents to live and work. To leave meetings and conversations with Mr. Esordi feeling belittled is beyond infuriating, when I know it is not well deserved on my part. I feel Mr. Esordi is a bully to the staff and elected officials at Macomb Township. While Mr. Esordi represents Macomb Township as legal counsel, he is also the human resources director – where it is his job to diminish and destroy the “bullying” environment that has become so well-known in Macomb Township. I feel Mr. Esordi has created a toxic work environment which has created a rift between elected officials and the employees rather than enhance and encourage professional and trusting relationships between the two parties. When Mr. Esordi does give legal advice, it appears he does not do so in the best interest to Macomb Township, but instead for his own personal gain. Many will say that they feel Mr. Esordi is trying to run the Township by obtaining control over the elected officials by having them turn against one another.

I have worked with Macomb Township for many years in different capacities. I looked forward to working with Macomb Township due to the excellent staff and leadership, and being part of a hard-working, professional team to make a difference in a growing community. I am passionate about my line of work and I am continuously looking for areas of improvement to better the community for the residents in an efficient and effective manner. In the last few years, I have felt that Mr. Esordi has tried to destroy the mindset of helping the community with a “conquer all” approach with the staff and elected officials. Mr. Esordi has attempted to divide the unions, which in turn destroys the sense of teamwork in the environment.

In my opinion, all in all, we have an excellent, knowledgeable, resourceful group of staff here at Macomb Township. We are an excellent group who, in general, work very well together. We would be a better group with supportive legal counsel and provide an overall better product to the residents of Macomb Township.

I'd further like to state that due to the scoring parameters of this evaluation, I found it difficult to rank Mr. Esordi in any category above “Does Not Achieve Performance Standards.” The categories above this ranking, by the definitions provided in this document, indicate that Mr. Esordi needs more experience or more assistance. In my opinion, as a department head, legal counsel, and overarching leader in our organization, the person fulfilling these duties should not need more experience or assistance. We should also have the best and brightest considering the compensation package provided for this position.

All in all, I do not feel Mr. Esordi is successful in his dual role as HR Director/Legal Counsel. Quite honestly, Mr. Esordi has not impressed me in either role due to all the reasons listed above. Further, I have put in a substantial amount of time and effort into completing this evaluation because I recognize the importance of this evaluation and appreciate the opportunity to express my opinions to the Township Board. I hope the Township Board reviews my evaluation, as well as the evaluations of my co-workers in detail and takes the comments provided seriously and professionally. My intent in this evaluation is not to destroy Mr. Esordi in any way- I simply do not feel that he is a proper fit for the professional needs at Macomb Township.

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# Performance Evaluation

7

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel  
Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

—OR—

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions Areas of Development</b> <b>CLARIFY RATING</b>
<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.				X		As a member of the Safety Committee I was stripped of my duties right after the multiple site violations cited in the MIOSHA 2019 report. I was first told by my MIOSHA contact then later I was notified by only 1 short email from the HRM to no longer communicate with MIOSHA. No reason why. The township elected a Safety Committee to work together to protect employees and the township residents from harm's way. No transparency of why the committee was removed from doing so. That shows terrible judgement taking it out of the hands of educated professionals with years of experience. Every committee member knows why... there's your TEAMWORK.
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.				X		What I just stated above covers his lack of professionalism.
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.				X		None
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.				X		None of the sort seen from him.

# Performance Evaluation

<p><b>B: Management and Leadership Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions Areas of Development</b></p> <p><b>CLARIFY RATING</b></p>
<p><b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.</p>				X		None
<p><b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.</p>				X		Besides medical benefit resources we get yearly we have not received any new, useful or relevant information.
<p><b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.</p>				X		Worst climate I have been associated with in my 29 years in a municipality. I have had 3 HRM, including John B. and I have had a friendly, warm and professional relationship with all of them except Tom.
<p><b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.</p>				X		It's getting worse.
<p><b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.</p>				X		He does not have the ability or time to scan internal information, compare it or even evaluate it. He has been asked a number of times by the board for certain standard HR reports like "job performance" and NEVER supplied anything.

# Performance Evaluation

TOTAL CHECK MARKS:

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable

all (16)

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable

all (11)

# Performance Evaluation

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel

Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

–OR–

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions</b> <b>Areas of Development</b> <b>CLARIFY RATING</b>
<b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.			X			Tom's work schedule varies a lot. He "flexes" time before evening meetings which makes him unavailable to employees. Other department heads and elected officials do not to this. He is also frequently out of the office unexpectedly (many times the day after evening meetings). He frequently cancels meetings. When working on tasks, he asks the same questions repeatedly.
<b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.			X			When assignments are completed they appear to be put together professionally. However, Tom does not provide a good example to others. Work flow appears to be disjointed.
<b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.				X		Tom gives the impression that he believes that he is the smartest person in the room, amongst elected officials as well as employees. He is quick to throw others under the bus to make himself appear more valuable or get himself out of trouble. He frequently does this behind the back of the intended target, when they can't defend themselves. This promotes mistrust among the employees when having to work with Tom.
<b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.				X		Tom gives the impression that he does not have respect for others in the organization, including the elected officials. Tom has demonstrated that he is comfortable going after a board member in a public meeting, without consequence. Therefore, one can imagine how that empowers him to respond to employees, developers, builders, residents, etc. With his legal experience, one can somewhat understand his tactics, however he is the HR Director as well. His aggressive behavior contradicts that of one who should be establishing the Township's workplace culture.
<b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.				X		Written communication from Tom is prepared professionally, as one would expect from an attorney, although, it is sometimes not clear. Verbal communication is often confusing because he doesn't want to commit to anything or provide a clear recommendation. This appears to be why he often responds verbally, as opposed to efficiently responding through written communication. He obviously wants to avoid an electronic or paper trail. Tom often does not listen with the intent to understand, rather with the intent to defend his position, or attack.

# Performance Evaluation

<p><b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.</p>				X	<p>Tom's education and work experience is in practicing law, not human resources. He does not have the knowledge base to be an effective HR Director. Approaching situations with the mindset of a lawyer, focused on minimizing the Township's legal risk, can be contradictory to the hat he wears as an HR Director whom one would expect to be approachable, discrete, empathetic, and acknowledging of each employee's value. Often, when approached for his professional opinion, Tom's reply is to ask the presenting party what they want to do, rather than providing solid direction or advice. This does not instill confidence that decisions are being made are based on law, policies or even best practices. Employees at the department head level in the Township should be experts in their field. Human Resources is currently being short changed.</p>
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# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions                      Areas of Development                      CLARIFY RATING</b>
<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.		X				As the Township Attorney and HR Director, this is obviously an important thing for Tom to emphasize. Tom appears to take this responsibility seriously.
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.				X		Tom has a short fuse. This is not typically associated with a true professional. If things are going according to his liking, he is fine. However, once he feels that he is being cornered, his face turns red, he folds his arms and acts like a child not getting his way. Again, this may work for an attorney trying to win an argument, however, most attorneys don't behave this way. It is certainly not appropriate behavior from an HR Director.
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.				X		Completing tasks on time is not a priority for Tom. Requests are often pending for weeks, months or even years before being completed. Even making persistent, regular reminders does little to escalate a tasks' prioritization. Items do seem to move along faster if they are delegated to Sharalyn or Kristin.
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.			X			Tom's team successfully implemented the new benefit open enrollment process. Beyond that, it's difficult to recall other initiatives that Tom has developed and launched in his three years with the Township.

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions</b> <b>Areas of Development</b> <b>CLARIFY RATING</b>
<b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.				X		Tom rarely provides direction or takes responsibility for providing clear guidance or recommendations regarding issues directly within his area of responsibility. It is disheartening when an employee contacts Tom for direction on a legal or HR issue, only to have him ask: 'What do you want to do?' or 'What do you think we should do?' Obviously, the reason they are asking the question of Tom is that they are only experts in their fields, not his. When an employee approaches the HR Director for advice, they would anticipate the Director to be the subject matter expert; one who can offer perspective on existing policy or law, past practice, the pros and cons of alternative approaches - - not to have the situation put back in their lap with the casualness of a decision on where to eat lunch.
<b>Talent Management:</b> Effectively manages human resources in assigned program/department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.				X		Human Resources is not Tom's area of expertise. He resists new ideas for recruiting new employees, especially at higher lever positions. It should not take nearly a year to find a replacement for a Planning Director. This is an extremely important position for the Township and has been left vacant due to lack of effort to perform a thorough search. The Township Board should not have to bring the idea of hiring an outside recruiter to him, he should be presenting that, and other innovative search options, to the Board. Labor and employee relations at the Township have never been worse; we have lost good employees, partly due to frustration in dealing with Tom. This has been documented at Township Board meetings and in the local newspapers.
<b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.				X		As mentioned previously, getting tasks done on time is not a priority for Tom. Tasks often wait for weeks, months or even years before being completed. When questioned about the status of open items, Tom will often deflect or blame others for incomplete assignments. This applies to his interactions with developers, residents and employees alike.

# Performance Evaluation

<p><b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.</p>				X		<p>Positive change is made difficult to achieve in a conquer and control atmosphere. Often, Tom gives the impression that he is only interested in “winning”, regardless of the result. If he wants to be a leader in the organization, he needs to learn to collaborate more.</p>
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# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.					X	No way of evaluating this item.
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.			X			Tom does use outside firms to help him with his work. Some are good, some are not so good. He needs to spend more time evaluating the expertise of the firms prior to assigning work.
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.				X		All one has to do is listen to the audio tape of Tom's overaction with one of his employees to understand the concerns with his leadership. Tom went after one of his employees based on bad information. Instead of calmly and professionally looking into the situation before losing his head, he went after the employee which caused an excessive strain on his department and put into question the abilities of the HR Department. This has not just happened with one HR employee. He has had similar encounters with other employees. Some in public and others behind closed doors. Employees should not be in fear of being dressed down by the HR Director.
<b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.					X	Tom has not articulated a vision or picture of this for his group so there is no way to evaluate this item.

# Performance Evaluation

<p><b>Decision-Making and Critical Thinking:</b>          Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.</p>				X	<p>Many times, it does not appear that Tom is making decisions in the best interest of the Township, it appears that he is making decisions that suit his own interests. As stated earlier, it is often disheartening when an employee contacts Tom for direction on a legal or HR issue, only to have him ask: 'What do you want to do?' or 'What do you think we should do?' When an HR matter is put before him, his response often does not elicit confidence that one is dealing with a subject matter expert.</p>
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# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.				X		It appears that Tom will throw money at a problem to make it go away or so he doesn't have to deal with it. The Township has spent way too much money on unnecessary investigations, defending the Township from lawsuits regarding items that should have been avoided. Surplus properties that the Township owns should have been put up for sale by Tom as directed long ago.
<b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.				X		Tom does not have a good relationship with many of the employees, developers and concerned citizens. It really doesn't appear that this is a concern of his. We are in the customer service business. This includes internal and external customers.

# Performance Evaluation

TOTAL CHECK MARKS:

<b>A: Organizational and Professional Standards</b>  Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	<b>0</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>0</b>

<b>B: Management and Leadership Standards</b>  Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	<b>0</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>2</b>

# Performance Evaluation Summary

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The overall assessment represents a summary of the evaluation of the employee's demonstrated skills and achievements. Describe in a short summary, the contribution to the organization, greatest strengths, areas needing improvement, or avenues of potential development.

List additional key avenues of potential development: If Tom is to stay in either of the roles in which he is currently serving the Township, he should be required to go through the psychological exam that is required for every other new employee of the Township. For some reason, this did not occur upon his hiring. The Township should have this in order to assist Tom in his development. It will also help the Township evaluate whether it is appropriate for Tom to continue in these roles.

List additional key avenues of potential development: If Tom is to stay in either of the roles in which he is currently serving the Township, he should be required to attend anger management training. He needs to develop skills to help him have difficult conversations with people without blowing up or make them feel like they are being interrogated. As an attorney, there is a time and place to go after someone to win an argument. The vast majority of the time Tom is doing his job, this is not appropriate.

List additional key avenues of potential development: If Tom is to stay in either of the roles in which he is currently serving the Township, he should be required to attend team building training. He needs to learn how to work with others effectively. This applies to his own staff, Township employees in other departments and elected officials.

Overall comments: Tom is not qualified to be the HR Director. Tom was only given that title because the Township felt that they could not find a qualified HR Director. Previous searches appeared to have failed. As we have learned with the search for a new Planning Director, there are ways of identifying qualified people for these high-level positions. The Township does not have to continue to settle. The Township Attorney and HR Director positions must be separated. After this is completed, the Township can fully evaluate Tom in his chosen profession. With all of that said, Macomb Township was much better served when John Brogowicz was the HR Director and Larry Dloski was the Township Attorney.

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# Performance Evaluation

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel

Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

–OR–

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.

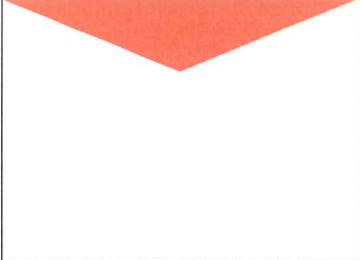
# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions                      Areas of Development                      CLARIFY RATING</b>
<b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.				X		Procrastinates, and when asked about it takes exception to your asking. Furthermore, he becomes indignant and attempts to intimidate you if it is brought up to a Board member.
<b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.				X		When and if you get a response, it is usually guarded and rarely definitive.
<b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.				X		Unless you are a board member, his approach is that he is superior to you and he fosters a guarded relationship rather than facilitate a positive team work approach. In short, he is not someone I trust.
<b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.				X		It appears to me that he is most interested in his survival and will do what he has to in order to accomplish that end. His respect for others correlates to the Township's leadership hierarchy.
<b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.				X		His communications are guarded, and unless you request specific direction in his opinion, it won't be provided. It seems that he always wants to put things off or delay.
<b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.				X		His HR knowledge is very limited, and he has erred in a number of legal opinions to the Board. He does however, make sure that he obfuscates in presenting an issue so that he can argue either side, and conversely deny that he is advocating for a point until he sees which way the Board wants to go.

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.					X	
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.				X		When he was being considered for the dual position he represented to the Board that it is now common for communities to combine the HR/Atty job citing the City of Ann Arbor as an example, and that clearly is a falsehood. In fact, I don't believe there is another HR/Atty position in another Michigan community of our size. Additionally, his contract is not consistent with industry standards for municipalities, and clearly his "just cause" termination clause doesn't exist in any Twp/City Attorney contract anywhere on the planet. In fact, this clause was deliberately inserted to ensure that he will be able to negotiate a large settlement when he separates from the Township. There are other examples of gratuitous clauses in his contract that not consistent with industry standards, which demonstrate his lack of professionalism and integrity. I believe any objective outside review of how he obtained this position; how the contract was written and reviewed for approval by an associate of his; how he employs the relatives of the same associate who reviewed and recommended approval of his contract; how he employs the associate who reviewed his contract to represent the

# Performance Evaluation

					<p>Twp in District Court (quid pro quo) - will find that his conduct is highly unprofessional.</p>
<p><b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.</p>				<p>X</p>	<p>I am not aware of any instances where he has provided requested opinions in a timely manner. I am aware of him intimidating employees who embarrassed him by saying they were waiting for his opinion or direction.</p>
<p><b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.</p>				<p>X</p>	<p>It appears that he only takes the initiative when the matter is a Board priority.</p>

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions                      Areas of Development                      CLARIFY RATING</b>
<b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.				X		Trust is an essential component of building any team, and I am not aware of any supervisory personnel that find him trustworthy.
<b>Talent Management:</b> Effectively manages human resources in assigned program/department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.				X		The appointment of his associate's relatives in the Supervisor's office, and his attempts to appoint a new Planning Consultant from the client of the same associate reminds me of a former Trustee who tried to build a similar "fiefdom." In fact, rumors of his involvement in the upcoming Township elections are very reminiscent of a former Trustee attempting to maintain control over the Township Board for financial gain. So, I wouldn't characterize his Talent Management being beneficial for the taxpayers of the Township.
<b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.				X		His response time for assistance varies and seems to be based on political expedience.
<b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.				X		I am not aware of any attempts on his part to encourage innovation or positive change in the Township.

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.					X	
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.				X		Based on the terms of his contract, specific financial information about his doings are hard to come by, and it appears he makes every effort to hide this information from being released citing attorney client privilege. It leaves the impression that he is attempting to hide the fact that he is farming out legal services and shielding this information from the public.
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.				X		As mentioned previously, it is my sense that he does not have the trust or confidence of the supervisory staff, and that he is only approached when absolutely necessary.
<b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.				X		To my knowledge he has not shared his vision for the Township.

# Performance Evaluation

<b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.					X	
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# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions                      Areas of Development                      CLARIFY RATING</b>
<b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.				X		It seems that he attempts to obscure any financial related information relative to his legal activities by continually citing attorney client privilege.
<b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.				X		I am unfamiliar with any external public relations attempts on his part. As for “positive internal” communications, as mentioned previously; he lacks the confidence and trust of the supervisory staff and therefore positive internal communication does not exist.



# Performance Evaluation

TOTAL CHECK MARKS:

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	0	0	0	9	1

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	0	0	0	9	2

# Performance Evaluation Summary

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The overall assessment represents a summary of the evaluation of the employee's demonstrated skills and achievements. Describe in a short summary, the contribution to the organization, greatest strengths, areas needing improvement, or avenues of potential development.

List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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Overall comments: While well intentioned, the Board's appointment of Mr. Esordi in the dual role of Township Attorney/HR Director has not worked as hoped. There are many parallels to Mr. Esordi's conduct and a former Trustee's conduct in the sense that he attempts to consolidate authority, intimidate employees, obscure financial information about his legal dealings on behalf of the Township, and brings in friends of associates to work here. This conduct is detrimental to the work culture, and does not benefit the tax payers in the community as it appears he is looking only to consolidate his authority for financial gain.

I hope the Board takes this opportunity to correct this failed experiment by returning the two positions to their previous state. Doing so will go a long way to restoring faith in our organizational structure by the supervisors and employees, and by extension the public.

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# Performance Evaluation

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel

Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

—OR—

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.				X		Seldom complete tasks on time which throws off staff from getting their work done. May not be entirely his fault due the board majority putting too much responsibility on him.
<b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.			X			
<b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.			X			
<b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.				X		Has been empowered to act like a Township Manager with all decisions being influenced by his hand. May be better served to be the Twp attorney but not overseeing HR issues.
<b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.			X			
<b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.		X				

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles to Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.		X				
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.			X			Quick temper with staff and even public at times.
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.			X			
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.			X			

# Performance Evaluation

<p><b>B: Management and Leadership Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions</b> <b>Areas of Development</b> <b>CLARIFY RATING</b></p>
<p><b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.</p>				X		<p>Quickly becomes combative when not agreed with. Seems to only trust "his people". Does not work well with others which is not a good trait of a leader of HR.</p>
<p><b>Talent Management:</b> Effectively manages human resources in assigned program/department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.</p>			X			
<p><b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.</p>			X			
<p><b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.</p>			X			

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.			X			
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.		X				
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.			X			
<b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.		X				
<b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.		X				

# Performance Evaluation

TOTAL CHECK MARKS:

<b>A: Organizational and Professional Standards</b>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
Please check the appropriate box(es). Add examples, as applicable, to clarify rating.					

2 6 2

<b>B: Management and Leadership Standards</b>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
Please check the appropriate box(es). Add examples, as applicable, to clarify rating.					

4 6 1



# Performance Evaluation Summary

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The overall assessment represents a summary of the evaluation of the employee's demonstrated skills and achievements. Describe in a short summary, the contribution to the organization, greatest strengths, areas needing improvement, or avenues of potential development.

List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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Overall comments: Creating the dual role of HR/Legal is a product of the majority board taking the path of least resistance. I do not believe this arrangement has benefited either Township service. Until the board hires a HR director and bids out a legal service or person the Township will be hamstrung in both areas.

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# Performance Evaluation

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel

Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

-OR-

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.				X		It is factual to say that work needed, and his and responses to me and my department are never completed on time. He will usually only respond to emails if the 3 full-time elected officials are included. It is up to us, to stay on him to get things completed.
<b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.				X		Memos or emails are often filled with misspelled words and grammatical errors. The employee audit (man power study) that we waited 18 months for, was of low quality and contained minimal information.
<b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.				X		He displays the exact opposite of teamwork. On more emails than I care to count, he will begin his communication with, "I have to disagree with you." I believe the former Planner said it best, conquer and control. He is divisive and tries to pit employee against employee. This is an unfortunate characteristic for an HR Director.
<b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.				X		Supports only his own mission. He has given out contracts and jobs to associates who can help him financially or personally. I believe that it is more than coincidental that he has shown opposition to the ethics and purchasing policy.
<b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.				X		Has poor communication skills. His numerous displays of bad temper are unprofessional. I have witnessed complete disrespect for elected officials in public that never happened with either of our previous HR or Legal department heads.
<b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.				X		He has displayed little knowledge of the Human Resources aspect of his job. He usually needs to check with other sources before a decision can be made. Concerning the legal side, he usually needs to check, or out sources the work to get another legal opinion.

# Performance Evaluation

<p><b>A: Organizational and Professional Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions Areas of Development CLARIFY RATING</b></p>
<p><b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.</p>				X		<p>Numerous issues were brought to him by the Safety Committee. He failed to acknowledge them until he was forced to do so.</p>
<p><b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.</p>				X		<p>His behavior is unprofessional. He tries to bully or show his superiority in any circumstance. He does not acknowledge other professional's expertise. Rather than modeling integrity he appears to be more concerned with letting everyone know that he is smarter than you and that he is in control. Unfortunately, this condescending pattern of behavior is a poor representation of what should be a basic expectation of a Legal and HR Director. Tom is not a problem solver, he is a problem starter.</p>
<p><b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.</p>				X		<p>He clearly has a time management problem, because things don't get done in a timely manner or when needed. He spends an excessive amount of time away from the office, when there is work that needs to be done.</p>
<p><b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.</p>				X		<p>He does not display forward thinking by trying to address or head off problems or concerns that will be upcoming. He seems to be unaware of current and relevant topics related to HR/Legal matters that will impact the functioning of the township (see attached). He requires multiple requests, clarifications and instructions to accomplish job duties. He continually hinders others ability to do their work.</p>

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions Areas of Development</b> <b>CLARIFY RATING</b>
<b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.				X		Again, in these vital positions (HR/Legal) related to team building and employee morale he attempts to intimidate, divide and assign blame to others. In my observations, employee morale is at an all-time low. Morale is lower than the Grabow years, which no one could have thought would ever be possible.
<b>Talent Management:</b> Effectively manages human resources in assigned program/department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.				X		He dropped the ball in his own department. Every department complains that he can't get things done on time. He was permitted to hire a confidential assistant. When given this opportunity he squandered it and hired someone as a political favor. He could have hired someone to help him with HR or Legal matters. The individual that he chose has secretarial experience only. Consequently, she has provided little support in HR or Legal matters, as she does not have the appropriate experience or education in those fields.
<b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.				X		He does none of this, and has continued to make the stakeholders situations more difficult.
<b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.				X		Never explains the reason for changes. He only wants people know he doesn't want to hear about how things used to be.

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions Areas of Development CLARIFY RATING</b>
<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.				X		In the three years that he has held these positions he has demonstrated no increase in work performance.
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.				X		He continually out-sources work that that should clearly be expected to be within his ability to perform. Some invoices incurred have been in excess of ten thousand dollars. This causes the township to pay for a service he should already be providing. As our attorney, he brokered two property deals that the Township payed far more than the assessed values.
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.				X		He has demonstrated on numerous occasions that he is untrustworthy. For this reason, I have great concern regarding him handling any sensitive HR matter. I have heard him discuss in meetings personal information regarding employees, that only the HR Director should be privy to. I am also uncomfortable referring staff to him for HR expertise. Since his hiring I feel that we have lost the element of the HR department that used to serve as a resource for our employees. He has shown disrespect and insubordination to board members. He has also shown disrespect to department heads, all level of staff and community members. In my observations he is especially disrespectful to females. He has allowed the board meetings to become unprofessional. He gives no advice on parliamentary procedure or how to run a meeting. He has allowed and/or even encouraged the board to violate the OMA. The township never had these types of spectacles while Larry Dloski was the attorney.
<b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.				X		He has not demonstrated any consistent vision or provided a framework that fits into our townships mission. As a non-resident, he looks at Macomb Township as nothing more than a pay check.

# Performance Evaluation

<b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.				X	He refuses to have his name attached to any decision being made. He continually relies on department heads to make decisions, so he can't be held accountable for them.
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# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions Areas of Development</b> <b>CLARIFY RATING</b>
<b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.				X		Again, he out-sources work that he should be accomplishing. He is careless with financial resources, showing a disregard to the community members to whom he is supposed to be serving. He was irresponsible in the handling of both the most recent land purchases by paying far more than their assessed values, with no discussion with those involved or any explanation as to why we were paying that much.
<b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.				X		He is a public relations embarrassment. He insinuated he was carrying a gun to a resident. He declared World War III during fire negotiations. He verbally attacked members of the audience after a board meeting.



# Performance Evaluation

TOTAL CHECK MARKS:

<b>A: Organizational and Professional Standards</b>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable

**10**

<b>B: Management and Leadership Standards</b>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable

**11**

# Performance Evaluation Summary

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Overall comments: Tom has demonstrated that he has little knowledge concerning human resources. In looking at his linked in page (because he never filled out an application or turned in a resume) there is nothing to indicate he was ever educated in any way in the field of human resources. In the role of Township Attorney his actions demonstrate a self-serving agenda. Tom is divisive and he thrives on chaos. He deflects and blames others for situations that are not going well. He does not accept accountability for decisions that he as our attorney should be making. Our department has had a number of issues that have caused us problems because of Tom's inability to do things in a timely manner.

1. The vending contract was approved by the board on March 28<sup>th</sup> 2018. The contract was finally executed on October 4<sup>th</sup> 2018, after many delays caused by Tom. We looked foolish to our vendor.
2. The decision to allow the Facility & Grounds Department to hire their own part time employees, took over a year to institute. This was only completed after numerous meetings scheduled by our department. If it had be left up to HR/Legal, we would still be waiting to resolve the problem.
3. The marijuana law. We approached Tom as soon as the law passed. We had numerous questions as to part time applicants who fail their drug screen. Can they re-test? Can they apply again? How much time needs to pass before they can apply again? Can we randomly drug test part time employees? Tom always has to research the topic and check with other sources whether the topic is HR or Legal. He does not demonstrate basic expected competencies in either role. He has still not given us an answer on these questions, even as these types of situations continue to arise.
4. New sick time policy for part time employees. We met to get clarification, as to who it effects? How will it be administered? Is it based on yearly hours put in? He said the law was too new, and he would have to research the topic. He payed another attorney to research it, even after he was given examples of how other communities were handling it.
5. At the June 10<sup>th</sup> 2019 staff meeting, it was brought up that the new AFSCME contract included language allowing department heads to receive flex time for attending township board meetings. We asked for clarification as to how exactly that would work? Tom said he would put together a policy and bring it back to us. As of today, nothing has been received regarding this matter.

A standard joke amongst employees is, if you give Tom something to do, it goes into the black hole. This is a unacceptable way to conduct business. It causes undue stress for me and my staff. It puts department heads in uncomfortable situations with vendors and the public.

Tom is manipulative. Tom has accomplished, what John Johnson before him, could not. He saw an opportunity to create the combining of these two positions, and he went for it. He has taken advantage of the four board members, to benefit himself. Tom openly states he doesn't get involved in politics. Nothing could be further from the truth. Many things don't get done, because he spends so much time securing his four votes. Twenty-two members of the management union, people who are here day in, and day out, doing the work, signed a letter stating that we have a problem. He manipulated four board members enough, that relationships that had been established for many years before his arrival, no longer exist. Employee morale is at an all-time low. He has caused immense damage to the reputation of our fine community.

I would like to note this is the first performance evaluation I have completed in my professional career, where in every single performance standard, the employee achieved the lowest rating that the scale provided.

I appreciate the opportunity to have shared my feedback on this employee.

Respectfully submitted,

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# Performance Evaluation

12

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel

Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

—OR—

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.

# Performance Evaluation

<p><b>A: Organizational and Professional Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions Areas of Development CLARIFY RATING</b></p>
<p><b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.</p>				X		<p>Does not follow the Township's normal work schedule of 8am-4:30pm. Does not meet deadlines with Department Heads. When approached as to why, constantly makes excuses such as: he never said he would get back with you or he has pressing issues that are more important to deal with. In the presence of Board members, he portrays himself as helpful to Department Heads but his actions are quite the opposite. He will make promises to Department Heads in front of Board members to look like he is accomplishing something but then never get back with the Department Head. When a Department Head comes looking for that information he promised, he only has excuses on why he hasn't yet accomplished the task. He procrastinates and spends more time making excuses than if he had just accomplished the task at hand.</p>
<p><b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.</p>				X		<p>He actually never gives you a definitive answer or opinion on anything. His approach is for you to make your own decision/conclusion and if an employee files a grievance or the Township gets sued he will deal with it then. Except he does not deal with it. He hires out law firms to come up with an answer for him.</p>
<p><b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.</p>				X		<p>He does not work well Department Heads or employees. He avoids answering questions or giving guidance on issues that he was put in the position to help address. Department Heads go to him as a last resort but sadly they anticipate to NOT get an answer from him. Department Heads and employees do not trust him.</p>
<p><b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.</p>				X		<p>The only respect he pretends to have is for the Township Board members that will help protect his job.</p>
<p><b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.</p>				X		<p>Terrible communication. He never wants anything in writing. He has actually yelled at employees for putting things in writing. His verbal communication is non-existent as he will never give definitive answers/information. He does not clearly give directives on how something should be accomplished or interpreted.</p>

# Performance Evaluation

<p><b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.</p>				X	<p>Does not have the knowledge and is not willing to demonstrate the abilities a Human Resource Director should have. This position should be someone who is trusted by the Township residents, Township Board and employees. A Human Resource Director should be the liaison between the Township Board and employees and should be a role model for his peers. Mr. Esordi only looks out for his own interests both professionally and financially. He clearly is not interested in what is best for the Township or Township residents. He does not give the Township Board advice during Board meetings to help guide them in the right direction. Example: Open meetings act violations. He should have advised the Township Board what could or could not go into closed session. This cost the Township money in legal fees.</p>
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# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions</b> <b>Areas of Development</b> <b>CLARIFY RATING</b>
<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.			X			Never took a pre-employment physical, psychological exam or drug screen.
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.				X		When pushed for answers, he gets angered and tries to intimidate employees by yelling at them. He has been known to get so angry in meetings that after yelling unprofessionally, he then storms out of the meeting.
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.				X		Does not meet deadlines with Department Heads. When approached as to why, constantly makes excuses such as: he never said he would get back with you or he has pressing issues that are more important to deal with. In the presence of Board members, he portrays himself as helpful to Department Heads but his actions are quite the opposite. He procrastinates and spends more time making excuses than if he had just accomplished the task at hand.
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.				X		

# Performance Evaluation

<p><b>B: Management and Leadership Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions Areas of Development</b></p> <p><b>CLARIFY RATING</b></p>
<p><b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.</p>				X		<p>Does not possess leadership skills. No Department Head or employee looks to him for direction on issues unless it is a last resort. Even then, he says "well, what do you want me to do?". He does not promote consistency in policy and procedures.</p>
<p><b>Talent Management:</b> Effectively manages human resources in assigned program/department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.</p>				X		<p>Does not manage Human Resources of the Township. When hiring new employees, he should be guiding the Township Board members and Department Heads to the best places to post and the best ideas on how to recruit talented staff. Example: Recently the Township Board has had to do their own research on how to recruit talent and then direct Mr. Esordi on how to accomplish the assignment.</p>
<p><b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.</p>				X		<p>Does not meet deadlines with Department Heads. When approached as to why, constantly makes excuses such as: he never said he would get back with you or he has pressing issues that are more important to deal with. In the presence of Board members, he portrays himself as helpful to Department Heads but his actions are quite the opposite. He procrastinates and spends more time making excuses than if he had just accomplished the task at hand. Example: Township Board members have asked him to create and/or update Human Resource Policies. The task was either performed by the Board members themselves or not done at all.</p>
<p><b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.</p>				X		<p>Does not effectively communicate changes to Department Heads. Department Heads have to go seek him out and try and get answers when Human Resource related issues are changed/created. If he is the point person on the topic, he should be seeking out the individual(s)/department(s) it may affect and then communicate the changes to them. Departments should not have to go chasing him down and then get yelled at for continually asking for answers. He becomes agitated and angered if you pursue answers.</p>

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions                      Areas of Development                      CLARIFY RATING</b>
<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.				X		
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.			X			Does not use his staff to their full capabilities. Would rather hire outside law firms to help accomplish a task rather than utilize staff inhouse. Example: The Paid Medical Leave Act was to be put into place by March 2019. His staff had the means and capability of communicating with other municipalities to gather information on how they were going to accomplish creating a policy to follow the requirements of the law. Mr. Esordi did not utilize the staff to help accomplish this. Instead he hired an outside law firm to write a policy for him so he could then present it to the Township Board. That firm charged the Township several thousand dollars and in the end the policy mirrored another community's policy almost identically. Township staff already had possession of that community's policy and could have rewritten it for free prior to hiring the law firm.
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.				X		As state previously, Department Heads do not trust him and some are afraid of retaliation for approaching him on topics he clearly does not want to deal with.
<b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.				X		Does not demonstrate or communicate with Department Heads.



# Performance Evaluation

<b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.				X	Mr. Esordi does not make decisions/recommendations to Department Heads or Township Board members. He does everything in his power to purposely talk around issues. He takes no initiative to perform his own review, opinion or analysis on an issue. Even if the topic is easily researched and easily implemented, he procrastinates and makes excuses on why it wasn't completed.
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# Performance Evaluation

<p><b>B: Management and Leadership Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions</b></p> <p><b>Areas of Development</b></p> <p><b>CLARIFY RATING</b></p>
<p><b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.</p>				X		<p>Hires out some work that could be done internally to outside legal firms.</p>
<p><b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.</p>				X		<p>Does not effectively communicate any information with Department Heads.</p>

# Performance Evaluation

TOTAL CHECK MARKS:

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	0	0	1	9	0

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	0	0	1	10	0

# Performance Evaluation Summary

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The overall assessment represents a summary of the evaluation of the employee's demonstrated skills and achievements. Describe in a short summary, the contribution to the organization, greatest strengths, areas needing improvement, or avenues of potential development.

List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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Overall comments: \_\_\_\_\_

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# Performance Evaluation

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel  
Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

-OR-

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.

# Performance Evaluation

<p><b>A: Organizational and Professional Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions</b> <b>Areas of Development</b> <b>CLARIFY RATING</b></p>
<p><b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.</p>			X			The work schedules have been getting better.
<p><b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.</p>			X			I do not see this employee demonstrating a high level of pride or setting any examples
<p><b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.</p>			X			
<p><b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.</p>			X			He supports Macomb Township but does not demonstrate a high level of respect for others.
<p><b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.</p>		X				I think is one of his stronger points
<p><b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.</p>			X			I think he does have the knowledge and skills needed for the Legal Council portion of his job description

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions Areas of Development</b> <b>CLARIFY RATING</b>
<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.		X				I think is one of his stronger areas
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.				X		Additional work needed in this area
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.			X			This is getting better since Kristin Orlando his administrative assistant was hired
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.		X				I think more could be done but it appears that he is actively work to do more when time allows

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.			X			He arranged for online supervisor training courses which I think is a step in the right direction.
<b>Talent Management:</b> Effectively manages human resources in assigned program/department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.				X		Needs work in this area
<b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.			X			This has been getting better since the administrative assistant was hired
<b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.			X			



# Performance Evaluation

<p><b>B: Management and Leadership Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions Areas of Development</b></p> <p><b>CLARIFY RATING</b></p>
<p><b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.</p>		X				
<p><b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.</p>			X			I think more could be done in this area, although time may be a contributing factor in this not being achieved.
<p><b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.</p>				X		Needs help in this area
<p><b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.</p>			X			
<p><b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.</p>			X			

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.			X			I'm not sure he looks at the cost of things before making decisions.
<b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.				X		Needs work

# Performance Evaluation

TOTAL CHECK MARKS:

<b>A: Organizational and Professional Standards</b>  Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	<b>3</b>	<b>6</b>	<b>1</b>		

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<b>B: Management and Leadership Standards</b>  Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	<b>1</b>	<b>7</b>	<b>3</b>		

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# Performance Evaluation Summary

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The overall assessment represents a summary of the evaluation of the employee's demonstrated skills and achievements. Describe in a short summary, the contribution to the organization, greatest strengths, areas needing improvement, or avenues of potential development.

List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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List additional key contributions/achievements or area(s) of excellence: \_\_\_\_\_

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Overall comments: The first line of the evaluation form states to "rate your employee", the Legal Council/HR Director is not my employee therefore the evaluation and answers may be inconsistent with the position. This evaluation should be viewed in light that the evaluator has no authority over the employee in question and does not have daily communication with him. The core standards in the evaluation sheets comprise several critical areas of which had to be evaluated with one rating, this made the rating difficult and did skew the overall rating for the employee.

To have one person in charge of two critical areas of the Township would be a challenge for any one person. The Township would be better served by splitting the position into two separate positions, 1) Legal Council position and 2) Human Resources Director.

There was no timeframe in which we were given to conduct the evaluation, I would like to say that the performance of the employee has improved overall in the past 7-9 months, this in part is do to the hiring an administrative assistant, Kristin Orlando.

There have been specific employees that seem to have been targeted during the hiring evaluation process, grievance process for his department, employee retention and his conduct are areas of concern for me. Several months ago some of the Board Members came around and asked the department heads about the performance of this employee, but when the board member reported their findings at the next Board Meeting it didn't reflect what was actually said in the private conversations

I would like to thank the Board for allowing me to voice my opinions in this matter.

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14

# Performance Evaluation

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel

Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

–OR–

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.					X	
<b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.				X		When advice was solicited regarding a potential legal matter, no direction or opinion was given. He would get involved once it became a legal matter
<b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.				X		Tried to create separation within a unified management union. Not a very team like move. At the end of the day, the Township Board and Management group together represent the township (i.e. the same team). The entire contract negotiation process felt nothing close to a team setting or environment.
<b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.				X		Has belittled, intimidated and disrespected subordinates.
<b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.					X	
<b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.				X		Reluctance to advise or direct until it clearly becomes a legal matter.

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.					X	
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.			X			
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.					X	
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.					X	

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.				X		Refer to response to "Teamwork".
<b>Talent Management:</b> Effectively manages human resources in assigned program/department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.			X			
<b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.				X		
<b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.		X				



# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.			X			
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.				X		
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.				X		The unnecessary convoluted course for the management union contract negotiations.  Refer to responses to: "teamwork", "team building" and "supporting the mission".
<b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.			X			
<b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.	X					

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.					X	
<b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.			X			

# Performance Evaluation

TOTAL CHECK MARKS:

<b>A: Organizational and Professional Standards</b>  Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>5</b>

<b>B: Management and Leadership Standards</b>  Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	<b>0</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>3</b>

# Performance Evaluation Summary

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The overall assessment represents a summary of the evaluation of the employee's demonstrated skills and achievements. Describe in a short summary, the contribution to the organization, greatest strengths, areas needing improvement, or avenues of potential development.

List additional key contributions/achievements or area(s) of excellence: none

List additional key contributions/achievements or area(s) of excellence: none

Overall comments: This evaluation form is not very applicable. The first line of the introduction page says "rate your employee". Mr. Esordi works for the township and the township board, I am neither. The evaluation form lends itself to reviewing a subordinate in my department, therefore many of my responses are "not applicable". This is a very active township and I believe too difficult for anyone person to serve as Township Attorney and HR Director.

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# Performance Evaluation

16

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel

Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

—OR—

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions Areas of Development</b> <b>CLARIFY RATING</b>
<b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.				X		Often late or has to be reminded of things being due.
<b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.				X		Poor example with regards to meeting expectations of work product in a timely manner. Has failed to provide information requested several times. When he delays his reviews it holds up the ability for it to be placed on the Board agenda for determination and for the applicant to make corrections.
<b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.		X				In a group environment he will say the correct things in order for the vision of the goal of the collective goal to be met. Often the implementation of that goal is left to another leader.
<b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.				X		The only mission that he seems to support is that which will further his own ambitions. It is hard to believe that the intentions of the person are noble. He sat on the board that was supposed to hire the next HR Dept. Head along with his friend and business associate Al Addis. They then disqualified candidates and recommended Mr. Esordi for the position. Then in his new roll he provides legal work to the firm Mr. Addis is in. That does not seem to be in the best interest of the Township, but in the best interest of Mr. Esordi and Mr. Addis.
<b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.				X		At board meetings, while at the board table, he is clear and professional. However, on several instances I have seen him yell and verbally attack residents. He has yelled and badgered employees during investigations of employees. During these investigations he does not inform the employees of why he wants to speak with them. Instead he fishes for information like an interrogator and verbally abuses the employee. These are bullying tactics and lack any professionalism.
<b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.			X			This is difficult one to answer. As an HR person he lacks the skill sets and demeanor to be an effective leader in that position. When he doesn't know something he will lie about it and if he is confronted about it he will become argumentative.  From a Legal Counsel perspective he has a combative nature and is more suited to attacking people on a witness stand rather than addressing employee personnel matters.

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.					X	
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.			X			When there is no issue with him meeting deadlines for work product than he acts in a professional matter. However, when he is late, or you make inquiries about the work product he returned, he is negative and seeks to deflect attention from the subject material at hand to something else. It is done enough that department heads believe he deliberately creates situations by which he can lay the blame at someone else's feet when he is given a task to complete by the Board. He also does this for reviews that are done as part of normal operations and does not require board approval.
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.				X		Has gotten better recently, but for the majority of the time he has been here it has been consistently late.
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.		X				A new on-line HR Enrollment plan was utilized this year. I will give him credit for having that done. That is the only thing I can think of from an initiative standpoint. It seems that anything else he has brought was spurred upon by the work or suggestion of others.

# Performance Evaluation

<p><b>B: Management and Leadership Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions Areas of Development</b></p> <p><b>CLARIFY RATING</b></p>
<p><b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.</p>				X		<p>He does not promote team building. He promotes a divide and conquer mentality and uses that to achieve goals that ultimately benefit himself or people associated with him. The HR Director hiring committee, Hiring a new Planning Director, etc. are a few of the times it would seem he was not working in the best interest of the Township.</p>
<p><b>Talent Management:</b> Effectively manages human resources in assigned program/ department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.</p>				X		<p>He has had non-union personnel doing union work at both the management level and hourly level. He has utilized temporary personnel beyond the allotted time limits.</p> <p>The Department meets expectations because the HR Specialist ensures that the benefits are done and handles employee needs. HR issues are being dealt with by department heads due to the fact that he is non-responsive to issues. Quite often these department heads have to do the research that he should be doing. Part-time employee health care requirements is a prime example.</p>
<p><b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.</p>				X		<p>Often cannot make time commitments and does not fulfill obligations that he promises relative to providing material. He did this during contract negotiations for all three labor groups.</p> <p>After a combative exchange he will calm down and then provide clear and concise input that is useful. Only when this happens are the meetings he is in the most productive.</p>
<p><b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.</p>			X			<p>He indicated that he wanted to change the means by which open enrollment was done by making it an on-line process.</p> <p>The HR Specialist was the employee point of communication on the new enrollment process and provided all the updates and vision to the employees on how it was going to occur. In the past when there was a significant change HR options then the HR Director would provide an introduction and an overview of what could be expected. The HR Specialist and Benefits Specialist would then go deeper into the material along with the benefits company. I don't know if the HR Director even attended any of the meetings.</p>



# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.					X	I cannot comment as I am not a part of his staff.
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.				X		I am unable to speak to his ability to handle building facilities. He is great at outsourcing legal work to other attorneys. I don't believe that his management of this outsourcing is in the best financial interest of the Township. The fact that he gets to pick and spend this money on any attorney he sees fit, as part of his contract with the Township, and the Township Board has not had a say in it, does not provide adequate oversight ensuring that the attorney's he has chosen are the best financial option to the Township. Not to mention that one of the firms he uses repeatedly also employees the AI Addis who sat on the HR Director Replacement Committee.
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.				X		Trust in the leadership in the HR Department is non-existent. Regardless of the outcome of the Arft grievance, all a person has to do is hear the tape to understand why the employees do not feel that the HR Department is a safe space and are not welcome. From a legal counsel perspective I do not feel that there is mutual respect for the employees. He always has to be right and at times becomes combative when you disagree with what he is saying. Furthermore, those employees that he has had investigative meetings with all say that he is combative and denigrating. He does not state the reason for the investigation, but rather conducts an interrogation of the employee. Regardless of whether an employee has done something wrong there is no need to lack professionalism regardless of what you think or feel of the individual.
<b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.					X	I have never had any such communication nor have I heard him articulate it to anyone else.
<b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.				X		Definitely not. When approached regarding legal advice to avoid litigation he will not provide it but rather tells the staff that he will get involved when legal action occurs. That is great if you are an attorney working on billable hours, but he is our General Counsel and should be seeking to avoid litigation. Therefore Dept. Heads receive no alternative ideas, measures or objectives. The only person(s) who make out from his approach is the attorney we contract out with.

# Performance Evaluation

<p><b>B: Management and Leadership Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions Areas of Development</b></p> <p><b>CLARIFY RATING</b></p>
<p><b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.</p>					X	<p>I am not involved in this process. I have heard that he has been late with his budget submittal's in the past, but I am not directly involved in that.</p>
<p><b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.</p>				X		<p>He is not positive with employees. He feels he is above them and when talking about employee wages has stated that he would be ranked several levels above them because of what he is paid. He does not communicate with employees, but rather tries to manipulate employees, by telling them half truth's or only parts of a conversation regarding an issue. As an employee you have to follow up w/ others to ensure that you receive the whole story and are able to fulfill your duty correctly. Otherwise if an issue arises and a Board Member questions him on it he will "throw you under the bus" and say he gave that to you to handle.</p>

# Performance Evaluation

TOTAL CHECK MARKS:

<p><b>A: Organizational and Professional Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
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<p><b>B: Management and Leadership Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
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# Performance Evaluation Summary

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The overall assessment represents a summary of the evaluation of the employee's demonstrated skills and achievements. Describe in a short summary, the contribution to the organization, greatest strengths, areas needing improvement, or avenues of potential development.

List additional key contributions/achievements or area(s) of excellence: None

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List additional key contributions/achievements or area(s) of excellence: None

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Overall comments: Multiple times certain board members have trumpeted his professionalism during negotiations and that the reason the employees were against him was because of the fact that he was tough on the unions. This narrative is delusional and false. John Brennan was a tough negotiator with the union, yet the employees respected him. John Brogowicz was a tough negotiator, yet the employees respected him. The difference with Tom Esordi is that he would not and did not deliver on things that he was supposed to during negotiations with all the unions. He lied to the union and to the Board regarding overtures that he had made to the union and what he said. When he was called out on that he would become combative, insult individuals and make blatantly false allegations during his angry rant. When he would calm down he would then tell the union members in the room he didn't mean it. Yet it would occur again at a later meeting. Board members praise this type of behavior as being tough on unions. This was NOT an accomplishment, this was an embarrassment. Management teams from all unions have shared their negotiation experiences with one another. Many members have been through multiple negotiations, in multiple jurisdictions and all agree that he was poorly prepared for the process. Furthermore, during negotiations with at least two of the unions he indicated that he has had "a lot of contact with the former HR Director John Brogowicz regarding previous negotiations and has done so since taking the position." He also told the Township Board at a meeting that he speaks with Mr. Brogowicz often. He lied. Mr. Brogowicz was contacted and asked multiple times about this and he stated that he had hardly any contact with Mr. Esordi at all and it wasn't until a few years after he left the employment of the Township.

As briefly stated previously, he has continuously acted in his own self interest rather than that of the Township. He and Mr. Addis were part of the selection committee for the a new HR Director to replace Mr. Brogowicz following his retirement. They rejected qualified candidates for the position based upon the fallacy that the individuals did not complete the application for the position. Their statements make it seem as though these individuals deliberately omitted information. However, they disqualified these people because they typed the information as part of their resume and attached it to the application. They then indicated on the application of employment that they should "see attached." This is a standard practice at any place of business, yet this was used to reject several candidates who had multiple years of experience with other County, local and private companies. What was left were individuals who were not as qualified for the position. These were the applications that were then forwarded to the Township for review to hire. This allowed Mr. Esordi to then present his plan for combining

# Performance Evaluation Summary

the positions of HR & General Counsel to save the Township money. As part of the contract approved by the board, Mr. Esordi is allowed to hire any firm he wants to handle legal matters for the Township. With this authority he has given prosecution work to Paul Addis the son of Al Addis. Mr. Addis helped make the pitch for him to get hired. All attorney jokes aside this lacks even the most basic sense of morality. His actions in this were deliberate and manipulative of certain board members who believed that they were taken actions for the betterment of the community. Unfortunately it has not worked out that way and as such the Township and the employees have suffered.

At one time most management employees would have been ecstatic if the Board would of agreed to just separate the positions of HR & General Counsel and hire a true HR Department Head who is professional and understands the facets of the position. However, I cannot take that stance. I believe that his work performance as an attorney for the Township has been subpar as well. Especially when placed in direct contrast with the firm of Seibert & Dloski, which they replaced. Ostensibly Mr. Esordi was first brought in to assist with his labor union negotiating expertise. However, when compared with that of Mr. Dloski the Township has taken longer to negotiate, in the case of Fire created a huge recurring financial dependency for the Township with regards to legacy costs and created an environment of toxicity due to his bombastic nature. With regards to departmental reviews for Master Deeds, Contracts, Agreements, etc. Larry Dloski was always professional, quick and effective. If there was going to be a delay, he would contact you and let you know, however this was extremely infrequent and was the exception rather than the norm that it is now under Mr. Esordi. Lastly our former legal counsel would of never allowed bids to be opened off site without issuing an opinion against doing so and giving it to the Supervisor. However, O'Reilly Rancillio, through its agents Larry Scott and Tom Esordi allowed this to occur.

Cost has been bantered about regarding the combining of the positions and how much the Township has saved from a monetary standpoint. I would argue that these numbers need to be looked at much more carefully with regards to ROI (return on investment) and what the Township spends for services. The Township does not have a knowledgeable HR Director that employees feel they can go to for assistance. Rather they see a combative personality always ready to attack and who will manipulate anyone they can in order to try and get their way. Lack of an HR Director causes department heads to spend more time dealing with HR matters thereby removing them from the defined duties that they have thereby impacting their individual departments. Late reviews delay the Township from taking actions on matters that affect businesses within the community or looking to come to the community lost time means lost revenues. The Township is paying him a salary that he has not justifiably earned and one that he has been ungrateful for as he has been trying to get an even higher raise without having a review done of his job performance.

When hired he told the Township Board that there were communities that had combined the duties of HR & Legal Counsel, Ann Arbor and the City of Detroit to name a few. Employees contacted the city of Ann Arbor regarding this and found Mr. Esordi's statements to be false.

The Board was manipulated, bullied and cajoled by a previous Trustee. The actions of this former Trustee created divisiveness in the workplace and mistrust amongst board members and employees. Into this vacuum Mr. Esordi inserted himself and manipulated the situation to be able to serve his own needs. While he will say he was against Trustee Bucci and his actions, he should be reminded that he was a willing foil on behalf of Mr. Bucci. He was brought to the Township by Mr. Bucci and, when Larry Scott at O'Reilly Rancillio wanted to terminate Mr. Esordi's employment it was Mr. Bucci who stopped that from occurring. While Mr. Bucci is no longer here, corruption still is. Mr. Esordi was involved in the Rizzo Waste Hauler scandal. He has stated that he was only there because Mr. Scott wasn't and that he came in at the last minute. However, Mr. Esordi was deeply involved in the matter as he made the presentation to the board (9/9/15) regarding the Single Waste Hauler Contract and Rizzo Environmental. Mr. Esordi & Al Addis were also were involved in discussions with GFL after they had purchased Rizzo. The Supervisor stated this on 11/9/16. His statements that he was hardly involved are disingenuous and show how little regard he has for the intelligence of the Board and the employees of this once great community.

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# Performance Evaluation Summary

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# Performance Evaluation

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Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel  
 Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

-OR-

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.				X		<i>See comments on last page</i>
<b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.				X		
<b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.				X		
<b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.				X		
<b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.				X		
<b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.				X		



# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions Areas of Development</b> <b>CLARIFY RATING</b>
<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.				X		
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.				X		
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.				X		
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.				X		

# Performance Evaluation

<p><b>B: Management and Leadership Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions</b>  <b>Areas of Development</b>  <b>CLARIFY RATING</b></p>
<p><b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.</p>				X		
<p><b>Talent Management:</b> Effectively manages human resources in assigned program/department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.</p>				X		
<p><b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.</p>				X		
<p><b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.</p>				X		

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.				X		
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.				X		
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.				X		
<b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.				X		
<b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.				X		

# Performance Evaluation

<p><b>B: Management and Leadership Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<p><b>Key Contributions</b> <b>Areas of Development</b> <b>CLARIFY RATING</b></p>
<p><b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.</p>				X		
<p><b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.</p>				X		

# Performance Evaluation

TOTAL CHECK MARKS:

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable

10

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable

11

# Performance Evaluation Summary

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Tom Esordi is the most ineffective HR Attorney this Township has had. He has single handedly torn apart the professional relationships within this Township that at one time made me proud to be an employee here.

There is not a single item I can recall that he has put his name to and taken ownership of. He is divisive. I would never feel comfortable confiding in him as the HR director if I had issues with the workplace. He thrives on the drama and would use anything I brought to the table to drive a wedge somewhere in the staff. My experiences have taught me that Human Resources should be a neutral zone for employees but that area is so toxic. Many times requests have been made for interpretation on personnel policies and he is the most ignorant person in the room. Many times he has said he would have to research things and there is zero follow through.

Examples:

Last March part time employment policies on accrual of sick time was changed federally. This is something he should be making us aware of instead we had to approach him. When we met about it, having had information prior to the meeting to be able to be prepared, he looked at the stuff as if it was the first time. He said he would have to consult with outside counsel to get interpretations of the new law. We have had zero follow up from this meeting

Last January Marijuana became a legal substance. Instead of him getting in front of the law change and letting us know how the township would be dealing with the new law changes, we had to approach him. Specifically for how it effects staff drug screens, is it the same as alcohol, and many other questions. There have been a number of situations in which a pre-employment screen came back positive. Questions were asked with regard to timeline for re-applying. Can this happen. All questions we are faced with by the public. These questions have been expressed a number of times and there is no answer still today. Instead of providing an answer, Tom questions the validity of the hiring process, one which was handed down by the Human Resources Department in 2007 and has been followed.

Random Drug Screening – it was brought to our attention that there may be some legal issues with random drug screening with part time employees. The question was posed and there still to this date has been no advisement on how to proceed.

Daily issues with operation have also been delayed because of Tom's lack of timeliness and follow through. Contracts have been held up for months at a time because he is unable to make decisions. Contracts that have been boiler plate contracts for years and review by past legal advisors and given the all clear. In the past, the legal team was quite approachable and answers were received very quickly, if not immediately.

It is embarrassing when we receive updates on federal laws from communities outside of our own. In the past the HR department was very much informed of upcoming changes for employment. Youth work permits changed and were updated, we got this information from communities across the state rather than from our own HR department across the street. In the past John Brogowicz was ahead of the game on all issues of employment.

Witnessing what colleagues have gone through with hostile work environments makes me very uncomfortable. The fact that our one person that should remain neutral in situations is the one creating hostile work environments has me concerned.

How is the Human Resources Director supposed to be an advocate for employees if he shares duties that make him responsible for Township representation? If I have a problem with the township, how is he a neutral platform for me to proceed?

Two issues are at hand

First – The township should never have combined these two positions. They serve as two different functions within the township. These 2 positions do not complement each other in job duties.

Second – Tom should never been hired into either of these positions. He is not effective at either one. How much resources have been paid out with Tom getting outside council to answer questions. He saw this as an opportunity as a money grab and he took advantage of the situation. The township has regressed due to this. This once upon a time was a glorious place to work and I was proud to be an employee. Now it is embarrassing to see what is going on here.

# Performance Evaluation

18

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel  
Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

–OR–

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.			X			
<b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.			X			
<b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.			X			Difficulties working with his own internal staff
<b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.			X			
<b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.	X					
<b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.			X			Does not seem to have the knowledge to perform the role of Human Resource Director.



# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.					X	
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.		X				
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.					X	Unable to answer this question since I am not responsible for his work assignments
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.				X		In regard to the position of Human Resource Director he has not implemented any new concepts. When a problem is brought to his attention he defers the question back to the department and wants to know how the department wants the situation handled rather than giving the appropriate guidance on how the situation should be handled for the greater good of the Township.

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions Areas of Development CLARIFY RATING</b>
<b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.			X			With regards to the Human Resource Director Role we have not received any direction or leadership on how to build our department and operate cooperatively and cohesively.
<b>Talent Management:</b> Effectively manages human resources in assigned program/ department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.			X			When hiring we worked with the staff in the Human Resource Department not with him directly.
<b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.				X		
<b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.			X			We do not get any assistance from the HR Director unless we have an employee issue or are in need of hiring. New hire information is handled by the HR staff not the Director

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.					X	
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.		X				Open enrollment was changed to an online process this year.
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.			X			While certain policies and procedure have been discussed and promised to be documented they have never been completed (flextime procedures as discussed in a June staff meeting).
<b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.				X		It is clear that due to the dual role of HR Director and Legal Council there is no time for him to articulate a compelling vision or pictures of the future.
<b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.		X				

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.					X	
<b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.			X			Clearly struggles with internal communication within his own department.

# Performance Evaluation

TOTAL CHECK MARKS:

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	0	2	5	1	2

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable
	0	2	5	1	3

# Performance Evaluation Summary

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The overall assessment represents a summary of the evaluation of the employee's demonstrated skills and achievements. Describe in a short summary, the contribution to the organization, greatest strengths, areas needing improvement, or avenues of potential development.

List additional key contributions/achievements or area(s) of excellence: None that I am aware of

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List additional key contributions/achievements or area(s) of excellence: None that I am aware of

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Overall comments: Have not had much experience with his role as legal counsel. As far as the role of HR director he has not provide the leadership and guidance that was provide under the former HR Director. Clearly these two positions should not be held by one person.

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# Performance Evaluation

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel

Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

Rate your employee on the core standards listed below. If the standard listed is not applicable to the position, please mark "n/a."

## Rating Definitions

### Exceeds Expectations

This employee is very accomplished in all work areas and demonstrates consistently proficient and solid performance in managing work expectations. This employee is effective, consistent, and competent in working and communicating with others and demonstrates ethical behaviors that result in positive working relationships. This employee consistently demonstrates significant knowledge, skills, and abilities required to accomplish responsibilities. This employee models a high work ethic. This employee typically performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee is self-directed and functions well with no supervision.

### Meets Expectations

This employee has a good understanding of his/her responsibilities and meets job expectations. This employee consistently performs as predicted and expected. Assignments are completed accurately and in a timely manner with minimal supervision. This employee continually demonstrates excellent ethical and innovative leadership. This employee fosters positive communication and relationships.

### Struggles To Achieves Performance Standards

This employee has a good understanding of his/her responsibilities but, at times, this employee may require more supervision, revision or adjustment to meet expectations. Assignments are completed although occasional assistance from supervisor or peers may be required.

—OR—

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle and is still learning the job. This employee may need time to develop skills to be more proficient in the current position. This employee is cooperative and treats others with respect and courtesy.

### Does Not Achieve Performance Standards

This employee's performance or behavior needs improvement and/or is inconsistent or unacceptable. This employee may fail to meet key behaviors and/or has an identified plan to ensure progress toward achieving standards. Work is less than acceptable and employee has not reached the expected level of performance.

# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Reliability:</b> Adheres to work schedules and carries out all aspects of job requirements and assignments independently.			X			Mr. Esordi has failed time and time again over the last 3 years to meet expectations with regards to carrying out his assignments. He routinely passes the blame onto other department heads or always has an excuse as to not being able to complete his tasks in a timely fashion.
<b>Quality:</b> Demonstrates pride and a high level of quality in his/her work, which serves as an example to others.			X			Often has very poor written and verbal communication skills which in turn leads to confusion, miscommunication and terrible time management skills.
<b>Teamwork:</b> Promotes effective working relationships and works effectively as part of the work group to facilitate the team's ability to meet its goals and objectives.				X		I believe the negotiating teams for all the unions have spoken as to the type of environment and relationships he has chosen to foster.
<b>Supporting the Mission:</b> Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.				X		He shows no respect for many of the individuals in the Township. Mr. Esordi does not show an interest in seeking a collaborative working relationship with many employees in the Township. He speaks to many in a rather confrontational manner rather than in a cooperative manner. This is not limited to just the employees however, it has been a very negative perception with outside vendors, developers and the general public.
<b>Communication:</b> Delivers clear and effective verbal and written communications in a professional manner and takes responsibility for understanding others.			X			He has very poor written and verbal skills. He often loses track of his thoughts. He hasn't been able to give written communication that is clear, concise and grammatically correct.
<b>Knowledge/Skills/Performance:</b> Demonstrates a thorough understanding of job duties and responsibilities, integrates knowledge efficiently to perform job requirements, and completes all job duties and responsibilities.				X		Mr. Esordi would not have been hired by this Township if it weren't for Mr. Bucci. He has no skill set to perform the functions in which he has been tasked with. He is unaware of how to complete most of his job duties for both positions. He relies heavily on the opinion of others and hesitates to make decisions by himself so that he will not be held accountable for his actions.



# Performance Evaluation

<b>A: Organizational and Professional Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.					X	NA
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.				X		This statement is absolutely opposite of how Mr. Esordi reacts and behaves. On many occasions he has shown no level of professionalism to others and has brought negativity to the Township due to his lack of professionalism.
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.				X		Quite often you will find that Mr. Esordi is either not in the office or is talking with others within the office suite. There seems to be a lot of downtime for him instead of working on the tasks at hand.
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.			X			His department did implement a new on-line open enrollment system. However, I have not seen any other improvements to help with his time management skills that he is lacking.

# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	<b>Key Contributions Areas of Development</b> <b>CLARIFY RATING</b>
<b>Team Building:</b> Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.				X		I have never seen him demonstrate this capability in regards to any leadership within the Township. I don't believe any employees would see him as a leader.
<b>Talent Management:</b> Effectively manages human resources in assigned program/department as demonstrated in his/her recruitment and selection practices, labor and employee relations, performance management, employee retention, and engagement and quality of services provided by his/her department.				X		These practices were already established by the previous administration and to my knowledge he has not brought any change to the functionality of this department.
<b>Planning &amp; Organizing:</b> Works in an organized manner, uses time effectively, meets commitments, and responds to stakeholder needs. Utilizes effective problem-solving techniques.				X		His lack of ability to produce requests in a timely manner is a clear example of how he has no organizational or time management skills. He rarely is on top of issues and able to be of assistance at that moment in time.
<b>Resilience &amp; Change Management:</b> Encourages innovation and positive change in services; exhibits ability to manage change constructively. The supervisor effectively communicates the reason/need for change, involving others in the process and assessing the impact of change.				X		An HR Director should know how to motivate workers and utilize their skill sets for the best interest of the Township. This has never been observed in 3 years.

# Performance Evaluation

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<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.				X		I'm not aware of any efforts to develop the skills needed for the position he holds within the Township. I do not see efforts in communicating with employees any opportunities for them to grow professionally within the Township either.
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.					X	
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.				X		Mr. Esordi has never given the employees this feeling. In fact, most of the employees reach out to others in the department for answers with help regarding HR matters.
<b>For Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.				X		I believe he has his own vision for the Township and likes his own vision. Articulation is not his forte.
<b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.				X		I believe a lot of these areas fall under some of the other comments. However, Mr. Esordi lacks the ability to have the understanding of the big picture for the Township. He tends to focus only on how the private sector operates. Which is not a good comparison for most of the subject matter for which he is requested to handle.

# Performance Evaluation

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<b>Financial Oversight:</b> Ensures the fiscal responsibility and management of their respective work group by meeting all cost center budgets and performance/unit delivery standards.					X	I have no knowledge of this function as to whether or not this being followed. I'm sure the Township Supervisor would have more insight into this area.
<b>Public Relations:</b> Promotes positive internal and external relations by communicating transparently with employees and the community regarding work progress and associated challenges.					X	The only interaction is what you see on TV. Most employees do not trust what he says thus questioning the transparency.

# Performance Evaluation

TOTAL CHECK MARKS:

<p><b>A: Organizational and Professional Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable

**4 5 1**

<p><b>B: Management and Leadership Standards</b></p> <p>Please check the appropriate box(es). Add examples, as applicable, to clarify rating.</p>	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable

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# Performance Evaluation Summary

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The overall assessment represents a summary of the evaluation of the employee's demonstrated skills and achievements. Describe in a short summary, the contribution to the organization, greatest strengths, areas needing improvement, or avenues of potential development.

List additional key contributions/achievements or area(s) of excellence: NA

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List additional key contributions/achievements or area(s) of excellence: NA

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Overall comments: given in the responses above

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# Performance Evaluation

Employee Name: Thomas Esordi Position: Human Resource Director/General Counsel

Program/Dept.: Supervisor's Supervisor Name: Janet Dunn Review Sent: 1/10/20

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## Rating Definitions

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# Performance Evaluation

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<b>Safety:</b> Responsible for following all organizational precautions and procedures in the performance of all job duties to ensure a safe work environment for self and others. This includes practicing universal precaution techniques, cleanliness and maintenance of work environment.		X				
<b>Professionalism:</b> Displays a high degree of professionalism and integrity; responds positively to changes in the work environment in a manner that promotes the goals and objectives of Macomb Township.		X				
<b>Time Management:</b> Effectively uses work time to accomplish assignments and demonstrates the ability to seize opportunities to enhance efficiencies in his/her work and work environment.				X		Is difficult getting definitive answers to keep tasks moving and on time.
<b>Initiative:</b> Actively seeks to develop and implement progressive concepts to improve job-specific and/or team performance; capitalizes on opportunities to learn and accomplish more and directs efforts toward completion of responsibilities.				X		See above



# Performance Evaluation

<b>B: Management and Leadership Standards</b> Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable	Key Contributions Areas of Development CLARIFY RATING
<b>Developing Self &amp; Others:</b> Builds his/her professional skills and competencies and improves work performance; employee encourages the continuous development of his/her staff.				X		Would appear there is a separation between HR and Legal staffing.
<b>Resource Management:</b> Demonstrates the ability to manage and leverage financial resources, information technology, building facilities, and external resources in support of the organization's mission and objectives.			X			
<b>Leadership:</b> Creates a climate of trust and mutual respect, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.				X		See Above
<b>Vision:</b> Possesses the ability to articulate a compelling vision or pictures of the future, pertaining to their work group, and how that vision is consistent with the broad values and mission of the Township.			X			
<b>Decision-Making and Critical Thinking:</b> Demonstrates the ability to set objectives; scan internal and external information for alternative objectives, compare and evaluate alternatives; choose, implement, and then follow-up on the decision.			X			

# Performance Evaluation

TOTAL CHECK MARKS:

<b>A: Organizational and Professional Standards</b>  Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable

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<b>B: Management and Leadership Standards</b>  Please check the appropriate box(es). Add examples, as applicable, to clarify rating.	Exceeds Expectations	Meets Expectations	Struggles To Achieve Performance Standards	Does Not Achieve Performance Standards	Not Applicable

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