



ALAMEDA COUNTY FLOOD CONTROL AND WATER CONSERVATION DISTRICT, ZONE 7

100 NORTH CANYONS PARKWAY, LIVERMORE, CA 94551 • PHONE (925) 454-5000 • FAX (925) 454-5727

ORIGINATING SECTION: ADMINISTRATIVE SERVICES
CONTACT PERSON: Osborn Solitei

AGENDA DATE: February 4, 2019

ITEM NO: 2

SUBJECT: Propose General Manager Performance Evaluation Procedures

SUMMARY:

- In accordance with section 7 of the General Manager contract. *“The Board of Directors and General Manager shall meet no later than the Regular Board meeting of each March to discuss and establish mutually agreeable goals and objectives to be accomplished by General Manager for the ensuing year and to review General Manager’s performance of duties and obligation hereunder. As a result of such evaluation the Board may, but shall not be obligated to, adjust General Manager’s compensation and/or revise his/her employment benefits as the Board shall determine”.*
- The Administrative Committee met on January 24, 2019 and discussed the General Manager performance Evaluation Procedures. The Committee proposed for the General Manager to provide a written self-evaluation on the following two (2) areas set by the Board:
 - Strategic Plan
 - Goals & objectives
- The Committee also proposed the following performance rating:
 - Exceed Expectation
 - Meets Expectation
 - Needs Improvement
- The Committee also discussed and designed the General Manager Evaluation form with the following criteria:
 - I. Relations with the Board
 - II. Decision Making
 - III. Goals & Objectives
 - IV. Budget and Finance
 - V. Community & Public Relations
 - VI. Management Skills/ Employee Relations
 - VII. Performance Growth & Development
 - VIII. Board Member Observations

FUNDING:

There is no funding impact.

RECOMMENDED ACTIONS:

Administrative Committee to discuss and approve the General Manager Evaluation procedure and forward to full Board for consideration and for Closed Session Discussion

ATTACHMENTS:

- Attachment A – General Managers Performance Evaluation Procedure
- Attachment B – General Manager Performance Evaluation Review Form



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General Manager Performance Evaluation Procedure

Purpose of Evaluation

The purpose of the performance evaluation process to be conducted by and between the Board of Directors and the General Manager are:

- To strengthen the relationship between the Board of Directors and the General Manager
- To provide a mechanism for annual evaluation for the General Manager
- To identify performance objectives for the General Manager
- To provide feedback to the General Manager and identify areas where improvements may be needed

Frequency

The Board of Directors will evaluate the General Manager at least annually. The schedule for evaluation will be established by the contract of the General Manager and the Board of Directors.

Evaluation Procedure

The evaluation procedure remains at the will and direction of the Board of Directors and may be modified at any time. In general, the evaluation process will include the following steps:

1. In January of each year, the Administration Committee of the Board will review the procedure and make recommendations for a plan and a timeline for annual evaluation of the General Manager.
2. In February, the Board of Directors will review and approve the plan and timeline for the annual evaluation of the General Manager.
3. The General Manager will complete a written self-evaluation which should include progress on the Strategic Plan and on the goals and objectives provided by the Board.
4. The Board of Directors may include an employee survey.
5. The Board of Directors may include an external stakeholder survey.
6. The Board of Directors will complete an evaluation form prior to evaluation session.
7. The Board of Directors will conduct a closed session evaluation with the General Manager to discuss the Manager's performance, reviewing Board evaluation forms and self-evaluation, and establish future performance goals and objectives.
8. The Board of Directors may consider a merit increase and/or changes to employment benefits in accordance with the contract. Any changes for consideration by the Board of Directors will be noticed as a closed session item at the following board meeting.
9. Direct the performance evaluation and any subsequent actions be placed in the General Manager's personnel file.



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INSTRUCTIONS

This evaluation form contains eight (8) areas of evaluation criteria. Each category describes a behavior standard in that category. For each statement, indicate your rating of the general manager’s performance.

PERFORMANCE RATINGS

Performance Ratings

Definition

Exceed Expectation

Performance consistently exceeds expectations. Demonstrated strong expertise within key areas of responsibilities. Annual goals and objectives were met.

Meets Expectations

Performance consistently met expectations in areas of responsibility, at times possibly exceeding expectations. Quality of work overall was very good. Annual goals and objectives were met.

Needs Improvement

Performance did not consistently meet expectations. Has deficiencies that inhibit adequate performance in the position. May require additional training or assistance to fully achieve expectations. One or more of the goals and objectives were not met.

Any item left blank will be interpreted as “meets expectations.” This form also contains a provision for entering narrative comments. All evaluations presented prior to the deadline will be summarized for discussion at closed session meeting.

Board Member Name: _____

Date: _____

GENERAL MANAGER PERFORMANCE REVIEW FORM

I. Relations with the Board

	Exceeds Expectations	Meets Expectations	Needs Improvement
Maintains effective and open lines of communication with the Board as a body and with individual Board members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keeps the Board apprised of all ongoing and current situations involving business and operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exercises sound judgment when advising the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accepts direction/instructions in a positive manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectively implements policies and programs approved by the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Composite Score: Relations with the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please Enter Comments Below:

GENERAL MANAGER PERFORMANCE REVIEW FORM

II. Decision Making

	Exceeds Expectations	Meets Expectations	Needs Improvement
Anticipates needs and recognizes potential problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proposes effective solutions and provides alternatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides the Board with all information necessary to make sound decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Composite Score: Decision Making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please Enter Comments Below:

GENERAL MANAGER PERFORMANCE REVIEW FORM

III. Goals and Objectives

	Exceeds Expectations	Meets Expectations	Needs Improvement
General Manager met goals and objectives set by the board for this review period (see separate document)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Composite Score: Goals and Objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please Enter Comments Below:

GENERAL MANAGER PERFORMANCE REVIEW FORM

IV. Budget and Finance

	Exceeds Expectations	Meets Expectations	Needs Improvement
Keeps the Board informed as to the financial condition of the organization in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains a good awareness of the financial condition of the organization on an ongoing basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Designs management practices and proposes and implements policies to maintain a sound long-term financial position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensures the budget addresses Board's goals and objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Composite Score: Budget and Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please Enter Comments Below:

GENERAL MANAGER PERFORMANCE REVIEW FORM

V. Community and Public Relations

	Exceeds Expectations	Meets Expectations	Needs Improvement
Fosters an open, candid and constructive relationship with DWR leadership and staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engages effectively with state and federal regulatory bodies and staff, as well as legislators and staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is approachable, available and visible to key stakeholders involved with issues of importance to the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fosters positive relationships with other organizations and community leaders to enhance communication.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Represents the Agency in a positive and professional manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responds to constituent inquiries promptly and with professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Composite Score: Community Relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please Enter Comments Below:			

GENERAL MANAGER PERFORMANCE REVIEW FORM

VI. Management Skills/Employee Relations

	Exceeds Expectations	Meets Expectations	Needs Improvement
Uses effective supervisory skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is a good communicator both inside and outside the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Follows through in a timely manner on commitments and requests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fosters free and open communication among employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works well with employees and creates an atmosphere of trust and collaboration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inspires a shared vision and enlists staff and Board support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivates employees toward the accomplishment of goals and objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is honest and ethical in the performance of duties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Composite Score: Management Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please Enter Comments Below:

GENERAL MANAGER PERFORMANCE REVIEW FORM

VII. Professional Growth and Development

	Exceeds Expectations	Meets Expectations	Needs Improvement
Demonstrates the professional skill and knowledge needed to perform the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains professional and technical knowledge by attending workshops, networking, reviewing publications, and participating in professional organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understands and stays current with the needs of the community served	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assesses his/her own strength and capabilities, identify needs for knowledge, skills, and experience, and design and implement a self-development plan when appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Composite Score: Growth and Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please Enter Comments Below:

GENERAL MANAGER PERFORMANCE REVIEW FORM

VIII. Board Member Observations

The things I am most satisfied with concerning the General Manager's performance are:

The things I would most like to see the General Manager improve upon are: