

**BOARD PRESIDENT’S  
GUIDE FOR  
GENERAL MANAGER  
ANNUAL PERFORMANCE EVALUATION PROCESS**

**Annual Performance Evaluation Process for the  
General Manager of the  
Rural North Vacaville Water District**

**INTRODUCTION –**

The following seven--step process shall be used by the Board of Directors (Board) for the evaluation of the performance of the General Manager (GM) of the Rural North Vacaville Water District. The Board President shall be responsible for initiating the process each year in **March** with the goal of completion in **May** of each year. At the discretion of the Board of Directors, the process will be facilitated by a Consultant, designated sub-- committee or the Board President. Every three years, however, the Board of Directors may engage a qualified consultant to facilitate the process with the addition of interviews with individual Board members and potentially other stakeholders such as employees or community leaders. The Process allows for periodic feedback from individual Board members on GM performance yet yields a collective performance evaluation from the full Board. The cycle for the evaluation method will follow the following schedule:

**STEP BY STEP PROCESS –**

**Step 1 (Week 1)** – Request a self--evaluation report from the GM regarding performance. This will be based on the format of the evaluation tool herein, the same as the Board members complete. When appropriate, employee’s input would also be available for the GM at this time. Allow one--week turn around.

**Step 2 (Week 3)**– Circulate the following to each Board member specifically requesting a two-week turnaround:

1. GM’s self--evaluation input,
2. GM’s current year goals and objectives and
3. Last performance evaluation to the Board members and others along with the Appendix A, GM Standard Evaluation form, requesting specifically a two--week response turn--around from Board members.

*Guidance: In a facilitated process is chosen, Step 2 may be replaced with interviews with each Board member by the Facilitator/Consultant.*

**Step 3 (Week 5)** -- Board President or Facilitator gathers all Board member inputs for a draft of the collective input using the evaluation form (Appendix A). Board President/Facilitator takes all inputs and combines them into one Board evaluation to the GM. A statement of overall performance should be provided. This entire step may be done by the President directly, a designated sub--committee, Consultant or District Counsel. This draft, and all individual inputs, are made ready for the full Board review at next step for review and editing.

*Guidance: while this process of making one draft from five is necessary to become a working draft for the collective input, all five inputs must be made available to the Board in the next step so that no particular Board members feels that their input was ignored.*

**Step 4 (Week 6)** – President or Facilitator will share draft evaluation developed in Step 3 with full Board in closed session seeking comment and/or adjustment. The intent of Step 4 is to leave with a collectively developed draft GM Evaluation.

**Step 5 (Week 7)** –Sub--committee/Board President shares evaluation with GM about 7-9 days prior to the Board evaluation meeting (Step 6).

*Guidance: this allows for the GM to consider the evaluation and prepare responses (where needed) to the Board for the upcoming evaluation meeting. At least one week should be allowed for the GM to consider responses if any.*

**Step 6 (Week 8)** –Add to Agenda a closed session for GM performance evaluation. Board conducts the session to formally deliver the evaluation to the GM and discuss the position or thoughts, if any, regarding the collective evaluation. At times, this could take two meetings since changes to the evaluation could result from this meeting. Discussion of GM Contract or compensation adjustments should not be discussed at this meeting.

When reconvened to open session, the President will make public any actions from the closed session. A vote of the Board endorsing this evaluation may be necessary.

**Step 7 (Week 8-9)** – Sign and file the completed evaluation with confidential secretary or District Counsel.

**YEARLY SCHEDULE -**

- Step 1 – GM Self-Evaluation (**March start**)..... Week 1
- Step 2 – Solicit Board member Input ..... Week 3
- Step 3 – Draft Collective Input .....Week 5
- Step 4 – Developing draft collective evaluation meeting..... Week 6
- Step 5 – Share draft of Collective Evaluation with GM ..... Week 7
- Step 6 – Formal Evaluation Meeting ..... Week 8
- Step 7 – File completed Evaluation..... Week 8-9

**Appendix A**  
**GM Evaluation Form**

**INSTRUCTIONS TO BOARD MEMBERS:** The following form is used to evaluate the performance of the GM for the Rural North Vacaville Water District. Upon completion return the form to the designated process facilitator. Input narrative evaluation comments that you'd like to see shared with our GM relative to each area evaluated (Part 1).

These will be discussed with the entire Board for the collective evaluation. Note that room exists for you to provide comments on each evaluation element as well as your evaluation of the current year's goals and expectations (Part 2). Please pay particular attention to Part 3 wherein you are being asked to note your expectations in goals and objectives for the upcoming evaluation year.

## **RNVWD Board GM Evaluation Input Form**

The RNVWD GM Performance Evaluation process includes a number of essential steps. Input for your evaluation will be provided to you from employees as well as the collective Board of Directors. Select employees will be offered the opportunity to provide feedback via the process described in the RNVWD GM Evaluation Guide. As GM you will be asked to file a self--evaluation using this form as a basis. Your current year Goals and Objectives will also be provided to you. The accompanying schedule outlines the general steps through which the process will move in order to support completion in May of each year. The process begins with either the Board President or an outside facilitator gathering the input above in February or March depending on employee process. Next you will receive all of that information and your own blank form.

With this form, you are assessing the following executive level traits. Additionally you will be assessing last year's established Goals and Objective

- |   |                                   |
|---|-----------------------------------|
| A. Internal Operations                  | F. Communications                 |
| B. Leadership and Strategic Development | G. Problem Solving and Creativity |
| C. Financial Development                | H. Ethics                         |
| D. Community Relations                  | I. Optimizing Personnel           |
| E. Board Relations                      |                                   |

**SECTION 1 --- SKILLS/KNOWLEDGE/ABILITIES AND PRACTICES**

**A.- INTERNAL OPERATIONS**

**The general manager plans, organizes, manages, evaluates and regularly reports to the Board and the public on the critical activities impacting internal operations. The manager ensures that the physical, compliance related filings, financial and human resources of the organization and corrective actions are safeguarded. This involves recommending that the necessary policies, procedures and standards are in place. This area also involves strategic planning and development for the District.**

Narrative input : *(please provide written input if needed)*

PERFORMANCE EVALUATION BOARD INPUT FORM

**B. - ORGANIZATIONAL LEADERSHIP**

**The general manager provides strong leadership creating a productive, open communication environment in which all employees are motivated to achieve, feel appreciated and work to their highest levels of efficiency and productivity. The organizational Mission and Vision are primary for the manager and employees are encouraged to focus their efforts toward them. The manager ensures that the Board is aware of and understands his/her actions in keeping the workforce healthy. He/she regularly informs and advises the Board of Directors and employees on trends and other forces that affect the performance of the organization and making RNVWD an employer of choice.**

Narrative input : *(please provide written input if needed)*



**C. - FINANCIAL DEVELOPMENT**

**The effective general manager utilizes financial and analytical skills to take effective action on long--range financial planning and short--term financial decision--making. He/she develops the annual budget with active participation of contract employees, Board and others, as appropriate. He/she ensures that capital expenditure budgets are developed to reflect the program and service needs of the organization in meeting the infrastructure improvement needs of the community, effective, negotiates beneficial contracts. He/she effectively communicates financial matters of the District to the Board and Public.**

Narrative input : *(please provide written input if needed)*

**D. - COMMUNITY RELATIONS**

**The strong general manager works effectively with community leaders, and with others agencies in the region to maintain awareness of and ensure beneficial outcomes for District ratepayers. He/she is well integrated within the community and seen as a community resource.**

Narrative input : *(please provide written input if needed)*

---

**E. - BOARD RELATIONS**

**The effective general manager effectively communicates with the Board of Directors through written and verbal means and through formal communication methods at meetings. He/she regularly informs and advises the Board of Directors on water related, strategic positions, tactical actions and other factors impacting District performance.**

Narrative input : *(please provide written input if needed)*

**F. - COMMUNICATIONS**

**The effective general manager maintains open lines of communication at all levels. He/she grasps importance of one-on-one and group communications, and interprets in a way, which avoids or solves problems. He/she is an effective public speaker and is able to synthesize complex issues into easily understood messages.**

Narrative input : *(please provide written input if needed)*

PERFORMANCE EVALUATION BOARD INPUT FORM

**G. ... PROBLEM SOLVING/CREATIVITY**

**The strong general manager is willing to assume risk and explore creative methods for addressing difficult challenges. He/she clarifies ambiguous communications and understandings placing the focus back on the main theme.**

Narrative input : *(please provide written input if needed)*

---

**H. - ETHICS**

**The strong general manager demonstrates strong values of fairness, honesty and compassion in dealing with all constituencies. He/she effectively combines strong ethical judgment with technical and management skills.**

Narrative input : *(please provide written input if needed)*

**I. – OPTIMIZING PERSONNEL**

**The effective general manager knows how to manage personnel to the highest benefit of the District. He/she understands that all contract employees need to have clarity of expectations and a guide in how they are performing against that expectation. The strong manager is also proficient at communicating his/her strategy and status with efforts to do so.**

Narrative input : *(please provide written input if needed)*

---

PERFORMANCE EVALUATION BOARD INPUT FORM

**2.0 CURRENT GOALS AND OBJECTIVES** –

In December of \_\_\_\_\_ the GM was provided with nine goals and objectives in bullet form. Please provide a narrative evaluation of performance of the General Manager on each.

- Conduct yourself at all times as a professional, representing the District well with our partner agencies, ratepayers, and employees and in the community.

Narrative input: *(please provide written input if needed)*

- Execute

Narrative input: *(please provide written input if needed)*

- Execute

Narrative input: *(please provide written input if needed)*



## PERFORMANCE EVALUATION BOARD INPUT FORM

Narrative input: *(please provide written input if needed)*

- We expect your personnel management style to be balanced, meaning transparent, inclusive and accessible, clearly articulating expectations to the employees in a collaborative manner.

Narrative input: *(please provide written input if needed)*

PERFORMANCE EVALUATION BOARD INPUT FORM

- Briefly report progress and set-backs on all items above to the full Board of Directors directly or through committees.

Narrative input: *(please provide written input if needed)*

Narrative input: *(please provide written input if needed)*

---

PERFORMANCE EVALUATION BOARD INPUT FORM

**3.0 GOALS AND OBJECTIVES FOR UPCOMING YEAR (2024-2025)** –

Please list Goals and Objectives for the next appraisal year for your GM (2 sheets). Be as specific as you need. These will be discussed by the full Board with those emerging from the meeting going forward for discussion with the GM.

Narrative input: *(please provide written input*

**APPENDIX A; Part 4.0: COMMENTS FROM GENERAL MANAGER**

*(Guidance: this area is reserved for any comments that the GM would like regarding the evaluation.*

Narrative input: *(please provide written input*

SIGNATURES:

\_\_\_\_\_  
President of the Board  
Of Directors

\_\_\_\_\_  
Date

\_\_\_\_\_  
General Manager

\_\_\_\_\_  
Date