



EXECUTIVE DIRECTOR PERFORMANCE FACTORS

EMPLOYEE NAME: John McCarty

REVIEWER NAME: Board of Directors

PERIOD COVERED BY THIS APPRAISAL

FROM: August 1, 2011

TO: July 31, 2012

TYPE OF REVIEW

Annual Review

Mission

SEMSWA provides stormwater management services essential to the protection, preservation and enhancement of our neighborhoods, community and natural resources through:

- Flood Control
- Water Quality
- Construction
- Maintenance
- Education

Vision

To be recognized as a model stormwater agency delivering innovative solutions, expertise and clear, consistent guidance to our partners and the public.

Values

- Accountability – responsible to someone or for some action
- Efficiency – the production of the desired effects or results with minimum waste of time, effort, or skill
- Expertise – special skill, knowledge, or judgment
- Leadership – the act or instance of leading; guidance or direction
- Quality – high grade; superiority; excellence
- Service – to be helpful or useful
- Stewardship – the responsible oversight and protection of something considered worth caring for and preserving.
- Teamwork – cooperative or coordinated effort on the part of a group of persons acting together in the interests of a common cause

RATING SCALE

Far Exceeded	Exceeded the expectations of the job in all areas of responsibility.
Exceeded:	Exceeded the expectations of the job in most areas of responsibility.
Successfully Achieved:	Successfully achieved the expectations of the job in all or most areas of responsibility.
Partially Achieved:	Partially achieved the expectations of the job in most areas of responsibility.
Unsatisfactory Performance:	Did not achieve the expectations of the job in most areas. Met few requirements.

PERFORMANCE FACTORS

Use this section to describe performance on specific factors. In the space provided, double-click to mark the appropriate rating with an "X" and provide comments as needed. Please keep in mind SEMSWA's Mission/Vision/Values as they relate to performance factors and how these factors connect to and serve both the short- and long-term business strategies of SEMSWA.

Mission, policy, and planning

- Determines mission, vision, values, and goals
- Monitors and evaluates organization's relevancy, effectiveness, and results
- Keeps board fully informed regarding the organization's condition and influencing factors
- Keeps informed of developments in the organization's mission, general business management, and governance
- Assures that appropriate policies are in place to guide the organization's work

Rating:

- Far Exceeded
- Exceeded
- Successfully Achieved
- Partially Achieved
- Unsatisfactory Performance

Comments:

Management and administration

- Provides general oversight of all authority activities, manages day to day operations, and assures a smoothly functioning, efficient organization
- Assures program quality and organizational stability through development and implementation of standards and controls, systems and procedures, and regular evaluation
- Assures a work environment that recruits, retains, and supports quality staff
- Assures process for selecting, developing, motivating, and evaluating staff
- Works with legislators, regulatory agencies, and representatives of SEMSWA's partners to promote legislative and regulatory policies that address the issues of the organization's ratepayers
- Assures the filing of legal and regulatory documents and complies with relevant laws and regulations

Rating:

- Far Exceeded
- Exceeded
- Successfully Achieved
- Partially Achieved
- Unsatisfactory Performance

Comments:	
Responsibility <ul style="list-style-type: none"> • Recommends staffing, compensation, and financing to Board • Recruits personnel, negotiates professional contracts, and assures development and maintenance of appropriate salary structures • Specifies responsibilities and accountabilities for personnel; evaluates performance regularly 	Rating: <ul style="list-style-type: none"> <input type="checkbox"/> Far Exceeded <input type="checkbox"/> Exceeded <input type="checkbox"/> Successfully Achieved <input type="checkbox"/> Partially Achieved <input type="checkbox"/> Unsatisfactory Performance
Comments:	
Governance <ul style="list-style-type: none"> • Works with Board Chair to enable Board to fulfill its governance functions and manages Board's due diligence process to assure timely attention to core issues • Works with Board Chair to focus Board attention on long-range strategic issues 	Rating: <ul style="list-style-type: none"> <input type="checkbox"/> Far Exceeded <input type="checkbox"/> Exceeded <input type="checkbox"/> Successfully Achieved <input type="checkbox"/> Partially Achieved <input type="checkbox"/> Unsatisfactory Performance
Comments:	
Finance <ul style="list-style-type: none"> • Promotes programs and services that are produced in a cost-effective manner, employing economy while maintaining an acceptable level of quality • Oversees the fiscal activities of the organization and assures adequate controls • With the Board, ensures financing to support goals, including effective program development 	Rating: <ul style="list-style-type: none"> <input type="checkbox"/> Far Exceeded <input type="checkbox"/> Exceeded <input type="checkbox"/> Successfully Achieved <input type="checkbox"/> Partially Achieved <input type="checkbox"/> Unsatisfactory Performance
Comments:	

<p>Relationship building</p> <ul style="list-style-type: none"> • Identifies the key relationships necessary to support an effective organization and assures proper planning, relationship building and communications to develop and maintain these relationships • Facilitates the integration of the organization into the fabric of the community by assuring the use of effective outreach and communications activities • Acts as an advocate, within the public and private sectors, for issues relevant to SEMSWA, its services, and its ratepayers • Listens to ratepayers, developers, contractors, and other customers in order to improve services and generate community involvement. • Serves as SEMSWA's chief spokesperson and acts as an advocate for issues relevant to the authority 	<p><i>Rating:</i></p> <input type="checkbox"/> Far Exceeded <input type="checkbox"/> Exceeded <input type="checkbox"/> Successfully Achieved <input type="checkbox"/> Partially Achieved <input type="checkbox"/> Unsatisfactory Performance
<p>Comments:</p>	
<p>Leadership</p> <ul style="list-style-type: none"> • Demonstrates initiative and creativity in identifying and addressing strategic issues facing the organization • Effectively manages continuity, change, and transition • Sets and achieves clear and measurable goals and reasonable deadlines • Deals effectively with demanding situations and designs and implements effective interventions • Consistently displays integrity and models the organization's values 	<p><i>Rating:</i></p> <input type="checkbox"/> Far Exceeded <input type="checkbox"/> Exceeded <input type="checkbox"/> Successfully Achieved <input type="checkbox"/> Partially Achieved <input type="checkbox"/> Unsatisfactory Performance
<p>Comments:</p>	
<p>Supervision/Management</p> <ul style="list-style-type: none"> • Employees supervised demonstrate productivity, competence, and fiscal responsibility • Promotes and fosters teamwork among SEMSWA staff • Develops goals, objectives, and deadlines and communicates them to employees • Conducts performance planning and timely appraisals for employees • Encourages, supports, and utilizes employee skills and abilities • Effectively manages personnel issues and problems 	<p><i>Rating:</i></p> <input type="checkbox"/> Far Exceeded <input type="checkbox"/> Exceeded <input type="checkbox"/> Successfully Achieved <input type="checkbox"/> Partially Achieved <input type="checkbox"/> Unsatisfactory Performance
<p>Comments:</p>	

PERFORMANCE SUMMARY

When providing comments consider the employee's performance against objectives, key factors from the Employee Performance section above, and strengths vs. potential improvements.

Overall Rating:

- Far Exceeded
- Exceeded
- Successfully Achieved
- Partially Achieved
- Unsatisfactory Performance

Comments: