



October 15, 2020

Board of Directors  
Ventura Regional Sanitation District  
Ventura, California

**APPROVAL OF CHANGES TO THE GENERAL MANAGER PERFORMANCE EVALUATION POLICY**

**RECOMMENDATION:**

Approve revised Policy 3.1.02, Performance Evaluation Policy, General Manager

**FISCAL IMPACT**

There is no fiscal impact to this action.

**BACKGROUND**

The General Manager's evaluation for the current year was present on Board Agendas for the meetings of June 18, 2020; July 16, 2020; and September 3, 2020 when it was completed.

During closed session discussions at the meetings of June 18, 2020 and July 16, 2020, the Board requested the Personnel & Finance (P&F) Committee to consider modifications to the evaluation form and the policy, which were last revised in 2002.

Two P&F Committee meetings (September 8, 2020 and September 22, 2020) were held to discuss this issue. The result of these two meetings is the draft revised policy presented in this board letter for approval by the Board at today's meeting.

This letter and the associated policy have been reviewed by Legal Counsel as to form.

If you should have any questions or need additional information, please contact me at (805) 658-4600 or via email at [ChrisTheisen@vrzd.com](mailto:ChrisTheisen@vrzd.com).

APPROVED FOR AGENDA

  
Chris Theisen, General Manager

- Attachments:
1. Policy 3.1.02 Performance Evaluation, General Manager – redline
  2. Policy 3.1.02 Performance Evaluation, General Manager – final
  3. Proposed General Manager Annual Performance Evaluation Forms
  4. Current General Manager Performance Evaluation Form



### 3.1.02 Performance Evaluation; General Manager

Date Adopted: 2/00

Date Revised: 4/4/02, 10/15/20

### 3.1.02 Performance Evaluation Policy, General Manager

#### Policy

The Board of Directors shall review the performance of the General Manager ~~initially after six months, and then annually thereafter using a process that provides for discussion and encourages feedback in the evaluation and performance and mutual development of goals, annually in the month of the General Manager's employment anniversary. The evaluation shall utilize a process that provides for discussion and encourages constructive feedback for the General Manager. If the Board of Directors renders a satisfactory performance evaluation, the General Manager's salary shall be advanced five steps on the 21-step District Salary Schedule. In the case where the General Manager's salary has already reached Step 21, there will be no change in salary associated with a satisfactory evaluation, except as mutually agreed upon by the Board and the General Manager.~~

#### Guidelines Procedure

~~In compliance with the Brown Act Open Meetings Law (Gov. Code §54950 et seq., esp. §54957), evaluations shall~~ Evaluations should occur in closed session ~~annually~~ during the first Board meeting of the month in which the evaluation is due, or on another date mutually acceptable to the Board of Directors and the General Manager. The Clerk of the Board shall maintain a notification system which tracks the date when the evaluations are due to ensure the Board Agenda is properly noticed and to provide advance notice to the Board and the General Manager.

The Board of Directors will receive an evaluation form to be completed prior to the formal performance review. Each Board Director's General Manager Annual Performance Evaluation form (attached) shall be confidentially provided to the Chairman of the Board no later than the start of the closed session on the day of the evaluation.

~~During the scheduled closed session, the Board should meet as a group with the General Manager to verbally discuss the components of performance evaluation and receive feedback from the General Manager relative to his/her assessment. may choose to hold an initial discussion without the General Manager prior to the actual performance evaluation discussion.~~

~~Following the meeting the Board shall determine an overall evaluation of the General Manager's performance for the past review period and provide written notification to the General Manager of this assessment and any recommended compensation adjustment, as appropriate. A copy of this written evaluation should be placed in the General Manager's personnel file. Upon completion of the performance evaluation discussion with the General Manager, the Board Chairperson shall enter each Board Director's Average Rating onto the General Manager Annual Performance Evaluation Summary form (attached), calculate the Overall Evaluation Score, and enter that on the form. The Board Chairperson may request assistance from the Vice Chairperson. The General Manager Annual Performance Evaluation Summary form shall be placed in the General Manager's personnel file with a copy provided to the General Manager.~~

~~If the Board determines that a merit increase is warranted by this Policy and their closed session performance evaluation, the merit increase shall be effected by Board discussion and action in open session on a corresponding open session agenda item.~~



**3.1.02 Performance Evaluation;  
General Manager**

Date Adopted: 2/00

Date Revised: 4/4/02, 10/15/20

**3.1.02 Performance Evaluation Policy, General Manager**

**Policy**

The Board of Directors shall review the performance of the General Manager annually in the month of the General Manager's employment anniversary. The evaluation shall utilize a process that provides for discussion and encourages constructive feedback for the General Manager. If the Board of Directors renders a satisfactory performance evaluation, the General Manager's salary shall be advanced five steps on the 21-step District Salary Schedule. In the case where the General Manager's salary has already reached Step 21, there will be no change in salary associated with a satisfactory evaluation, except as mutually agreed upon by the Board and the General Manager.

**Procedure**

In compliance with the Brown Act Open Meetings Law (Gov. Code §54950 et seq., esp. §54957), evaluations shall occur in closed session during the first Board meeting of the month in which the evaluation is due, or on another date mutually acceptable to the Board of Directors and the General Manager. The Clerk of the Board shall maintain a notification system which tracks the date when the evaluations are due to ensure the Board Agenda is properly noticed and to provide advance notice to the Board and the General Manager.

The Board of Directors will receive an evaluation form to be completed prior to the formal performance review. Each Board Director's General Manager Annual Performance Evaluation form (attached) shall be confidentially provided to the Chairman of the Board no later than the start of the closed session on the day of the evaluation.

During the closed session, the Board may choose to hold an initial discussion without the General Manager prior to the actual performance evaluation discussion.

Upon completion of the performance evaluation discussion with the General Manager, the Board Chairperson shall enter each Board Director's Average Rating onto the General

Manager Annual Performance Evaluation Summary form (attached), calculate the Overall Evaluation Score, and enter that on the form. The Board Chairperson may request assistance from the Vice Chairperson. The General Manager Annual Performance Evaluation Summary form shall be placed in the General Manager's personnel file with a copy provided to the General Manager.

If the Board determines that a merit increase is warranted by this Policy and their closed session performance evaluation, the merit increase shall be effected by Board discussion and action in open session on a corresponding open session agenda item.

**Ventura Regional Sanitation District  
General Manager Annual Performance Evaluation**

Name of Board Director \_\_\_\_\_ Date of Evaluation \_\_\_\_\_

Name of General Manager \_\_\_\_\_ Evaluation Period \_\_\_\_\_

Assign a numerical value from 1 to 5 representing the overall rating for each performance factor listed below. The lists under each performance factor are examples and are not meant to be all-inclusive.

Excellent	Above Average	Satisfactory	Needs Improvement	Unsatisfactory
5	4	3	2	1

<b>Organizational Management</b>	<b>Rating:</b>
<ul style="list-style-type: none"> <li>• Past and present Board direction is implemented.</li> <li>• The District adheres to appropriate regulatory requirements.</li> <li>• Staff efforts and activities are steered toward the highest priority activities.</li> <li>• The organization exhibits signs of teamwork and working toward common objectives.</li> <li>• The staff views the organization with a long-term time frame.</li> <li>• The Board is not used as a crutch to make non-policy decisions.</li> <li>• Policies and procedures are followed.</li> </ul>	1

<b>Leadership and Character</b>	<b>Rating:</b>
<p>The General Manager:</p> <ul style="list-style-type: none"> <li>• Exhibits decisive decision-making</li> <li>• Adheres to appropriate ethical standards</li> <li>• Sets high expectations for the organization</li> <li>• Encourages creativity and innovation</li> <li>• Sets an example for other staff in the organization</li> <li>• Fosters a unified vision between the Board and staff</li> </ul>	1

<b>Board Relations</b>	<b>Rating:</b>
<ul style="list-style-type: none"> <li>• The Board is engaged appropriately for policy level decisions.</li> <li>• Meeting agendas and packets are effective.</li> <li>• Staff members are properly prepared for Board meetings.</li> <li>• Sufficient information for Board Director decision-making is provided.</li> <li>• Communications with individual Board Directors are conducted impartially.</li> </ul>	1

**Ventura Regional Sanitation District  
General Manager Annual Performance Evaluation**

<b>Financial Management</b>	<b>Rating:</b>
<ul style="list-style-type: none"> <li>• Budgets show planned effort and thought.</li> <li>• Expenditures are kept within Board-approved authority.</li> <li>• Financial Data is presented in a clear and concise manner.</li> <li>• Fiscal Impacts provided in board letters are useful to Board Directors.</li> <li>• Services and activities are consistently evaluated for cost efficiency.</li> </ul>	

<b>Community Relations</b>	<b>Rating:</b>
<ul style="list-style-type: none"> <li>• Appropriate interactions take place with the Press when indicated.</li> <li>• The District promotes a partnering paradigm with other public agencies.</li> <li>• Regulatory agencies are respected and communicated with regularly.</li> <li>• Relationships with employee representatives are maintained.</li> <li>• Regional partners are engaged and supported.</li> </ul>	

<b>Knowledge Attainment</b>	<b>Rating:</b>
<p>The General Manager:</p> <ul style="list-style-type: none"> <li>• Demonstrates sufficient knowledge to act as the organization's General Manager</li> <li>• Stays abreast of new developments in VRSD's fields of operation</li> <li>• Remains vigilant to an evolving regulatory environment</li> </ul>	

<b>Goal Accomplishment</b>	<b>Rating:</b>
<p>The Board-established Goals for this review period have been sufficiently achieved. Please see attached list of Goals for this review period.</p>	

General and/or Specific Comments: (Attach additional sheet, if desired.)

**Board Director's Average Rating:**

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**Ventura Regional Sanitation District Board of Directors  
General Manager Annual Performance Evaluation Summary**

Name of Board Chairperson \_\_\_\_\_ Date of Evaluation \_\_\_\_\_

Name of General Manager \_\_\_\_\_ Evaluation Period \_\_\_\_\_

Enter each Board Director's Average Rating from their evaluation form in the appropriate box below and average them for the Overall Evaluation Score.	Excellent	Above Average	Satisfactory	Needs Improvement	Unsatisfactory
	5	4	3	2	1

Camarillo	Fillmore	Ojai	Oxnard	Port Hueneme	Santa Paula	Thousand Oaks	Ventura	Special Districts

**Overall Evaluation Score:**

**VENTURA REGIONAL SANITATION DISTRICT  
BOARD OF DIRECTORS**

**GENERAL MANAGER PERFORMANCE EVALUATION**

General Manager: \_\_\_\_\_ Evaluation Period: \_\_\_\_\_

**Instructions**

Assign a numerical value from 1 to 10 representing the overall rating for each performance factor listed below. The performance factor statements are not all inclusive. Please elaborate on strengths and weaknesses in the space provided, or attach additional pages as necessary.

<b><u>Excellent</u></b> 10 – 9	<b><u>Above Average</u></b> 8 – 7	<b><u>Satisfactory</u></b> 6 – 5	<b><u>Needs Improvement</u></b> 4 – 3	<b><u>Unsatisfactory</u></b> 2 – 1
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**PERFORMANCE FACTORS**

**I. MANAGEMENT OF THE ORGANIZATION**

**Overall Rating:**

Does the Manager effectively assume responsibility of leadership? Does he/she coordinate and monitor individual departments and follow through to assure productivity? Does the Manager communicate performance expectations clearly while maintaining a team environment? Is the Manager decisive and firm when need be confronting problems promptly, and providing timely and comprehensive follow through? Does the Manager accurately appraise and correct the strengths/weaknesses of the organization and individuals? Is the Manager flexible and innovative in managing problems and does he/she communicate well at all levels?

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**II. FINANCIAL MANAGEMENT**

**Overall Rating:**

Does the budget show planned effort and thought? Are expenditures within available resources? Is the financial data presented to the Board in a clear and concise manner? Is the budget prepared in time to allow the Board necessary time to review and make comments?

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**III. COMMUNITY RELATIONS**

**Overall Rating:**

Does the Manager skillfully represent the District to the community and other agencies? Does the Manager properly avoid District politics and partisanship? Does the Manager show an honest interest in the community and properly defend the District's reputation?

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**IV. PROFESSIONAL GROWTH AND DEVELOPMENT**

**Overall Rating:**

Does the Manager demonstrate the professional skill and knowledge needed to perform the job? Does he/she keep informed of developments in the professional field and communicate and apply this knowledge to the job? Is the Manager active in professional organizations? Does the Manager assess his/her own strength and capabilities, identify needs for knowledge, skills, and experience, and design and implement a self-development plan when appropriate?

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**V. BOARD RELATIONS**

**Overall Rating:**

Is the Manager providing the Board with adequate information to make decisions? Is the Board provided with sufficient alternatives to avoid being forced into a decision? Is technical data presented in an understandable manner? Does the Manager respond to individual and collective Board concerns in a timely manner? Is the staff responsive to Board's direction? Does the Manager respond in a positive way to assignments, suggestions and guidance from the Board?

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