



## 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

<b>Far Exceeded</b>	Exceeded the expectations of the job in <b>all</b> areas of responsibility.
<b>Exceeded:</b>	Exceeded the expectations of the job in <b>most</b> areas of responsibility.
<b>Successfully Achieved:</b>	Successfully achieved the expectations of the job in all or most areas of responsibility.
<b>Partially Achieved:</b>	Partially achieved the expectations of the job in most areas of responsibility.
<b>Unsatisfactory Performance:</b>	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:	
<b>Responsibility</b> <ul style="list-style-type: none"> <li>• Recommends staffing, compensation, and financing to Board</li> <li>• Recruits personnel, negotiates professional contracts, and assures development and maintenance of appropriate salary structures</li> <li>• Specifies responsibilities and accountabilities for personnel; evaluates performance regularly</li> </ul>	<b>Rating:</b> <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:	
<b>Governance</b> <ul style="list-style-type: none"> <li>• 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</li> <li>• Works with Board Chair to focus Board attention on long-range strategic issues</li> </ul>	<b>Rating:</b> <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:	
<b>Finance</b> <ul style="list-style-type: none"> <li>• Promotes programs and services that are produced in a cost-effective manner, employing economy while maintaining an acceptable level of quality</li> <li>• Oversees the fiscal activities of the organization and assures adequate controls</li> <li>• With the Board, ensures financing to support goals, including effective program development</li> </ul>	<b>Rating:</b> <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:	

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

<b>PERFORMANCE SUMMARY</b> When providing comments consider the employee's performance against objectives, key factors from the Employee Performance section above, and strengths vs. potential improvements.	<i>Overall Rating:</i> <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:	