



## General Manager Performance Evaluation

To be completed by each Board Member

Submit to Director of Human Resources at:

Email: [btorres@regenmonterey](mailto:btorres@regenmonterey) or

Mail: PO Box 1670, Marina, CA 93933

GM Name: <b>Felipe Melchor</b>	Hire Date: <b>January 4, 2022</b>
Rating Period: <b>FY 2023/2024</b>	
Type of Review: <input type="checkbox"/> Annual	

OVERALL PERFORMANCE RATING		
<b>3</b> <b>Exceeds Standards</b> Individual gives valuable service to the District; such performance consistently exceeds what is reasonably expected of the General Manager.	<b>2</b> <b>Meets Standard</b> Individual consistently demonstrates that essential job responsibilities are fully performed as expected from the General Manager.	<b>1</b> <b>Does Not Meet Standards</b> Individual does not consistently meet job responsibilities.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Member of the Board of Directors

Date

# General Manager Performance Evaluation

## PERFORMANCE FACTORS

### SECTION A. JOB KNOWLEDGE

Extent to which General Manager demonstrates job knowledge and is aware of current developments in his field.

**1. Understands and Communicates Key Issues Affecting the District** – Extent to which the General Manager understands and communicates current social, political and economic trends and operating problems of solid waste management with the Board (i.e., with respect to Federal, State, and Regional, and District level issues).

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Effectively anticipates, understands, and identifies issues that the Board needs to be advised. Has the ability to effectively translate complex information into user-friendly terms. Expertly navigates difficult and sensitive situations.	Ability to understand and communicate issues related to the District as expected of a General Manager.	Does not demonstrate ability to understand and/or communicate issues to the Board at the level expected of a General Manager.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. Political Awareness** – Extent to which the General Manager is not political, but is politically aware and understands the political issues involved in identifying and setting goals to solve District problems.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Demonstrates outstanding ability to comprehend the “whole picture” of an issue and identify solutions and goals to proactively navigate and address.	Ability to understand issues and identify solutions and goals to resolve as expected of a General Manager.	Does not demonstrate the required level or ability to identify potential and/or current political issues to proactively address.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3. Industry Knowledge** – Extent to which the General Manager has an overall working knowledge of solid waste management industry standards.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Demonstrates significant knowledge of solid waste management industry standards. Using that knowledge, provides guidance to staff to ensure the District serves the public.	Has knowledge of and understanding of solid waste management industry standards. Ensures the work done by the District adequately serves the public.	Lacks the level of knowledge regarding solid waste management industry standards to effectively ensure District business is adequately performed.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# General Manager Performance Evaluation

## SECTION B. CONSTRUCTIVE RELATIONSHIPS

Extent to which the General Manager builds internal and external relationships that ensures collaboration.

### 1. Working Relationships - Extent to which the General Manager builds effective working relations with the Board.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Creates a partnership with Board members and Board committees that promotes and maintains the growth of positive collaborative working relationships. Equally responsive and accessible to all Board members. Treats Board members with respect and fairness.	Deals positively with the Board. Establishes and maintains working relations with the Board and Board committees.	Has difficulties working with the Board or does not consistently develop or maintain effective working relationships.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 2. Communication – Ability to effectively articulate in written and verbal communications with the Board.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Communication is proactive, effective and appropriately communicates with all stakeholders. Demonstrates the ability to communicate assertively without causing negative reactions.	Communicates in a clear and concise manner, both orally and in writing. Demonstrates good judgment in selecting the proper mode of communications.	Struggles to effectively communicate either orally or in writing. Does not actively listen. May have oral or written skills below the expected standard for the General Manager. Communicates in a manner that does not convey a favorable image of the District.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 3. Support in Policy Making – Extent to which the General Manager adequately supports the Board in its policy making role.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Proactively identifies and brings to the Board's attention needed policy projects. Works effectively with the Board to identify options and develop policies.	Provides support to Board to identify and resolve policy decisions.	Does not provide needed support to the Board to facilitate policy making.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# General Manager Performance Evaluation

## 4. Public Communication – Extent to which the General Manager manages channels of communication with the public and partner agencies.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Proactively identifies effective channels of communication regarding District programs and services such as social media, neighborhood meetings, and District web site.	Ensure District programs and services are communicated to the public and partner agencies.	District programs and services are not adequately communicated to the public and partner agencies.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 5. Intergovernmental Collaboration - Extent to which the General Manager promotes the District's collaboration and cooperative relations with other public agencies and business partners.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Demonstrates ability to ensure the District's collaboration with other public agencies and business partners that is beyond the performance expected. Ensures staff involvement, as appropriate. Values partner agencies' participation. Promptly and effectively addresses conflicting interests.	Has established collaborative and cooperative relationships with other public agencies and business partners.	Employee fails to create and/or promote a collaborative approach with other public agencies and business partners.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION C. LEADERSHIP AND MANAGEMENT

Extent to which the General Manager exhibits effective leadership and management skills to accomplish the District's mission.

### 1. Leadership - The ability of the General Manager to lead the way to an inspiring future with a shared vision based upon the Board's directed organizational goals, policies, and priorities.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Positively influences outcomes by setting appropriate short and long term goals and strategies for staff that supports the Board's vision for District. Catalyzes the transition from "good to great" results.	Understands the Board's vision for the growth of the District and works with District staff to take supportive actions to support that vision.	Does not demonstrate ability to carry out the Board's vision or is inconsistent in supporting the Board's vision.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# General Manager Performance Evaluation

**2. Financial Stewardship** – Extent to which the General Manager manages the preparation of a budget, manages the established budget and utilizes financial resources efficiently.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Oversight and management of the budget process and throughout the fiscal year, consistently monitors and anticipates overages in the budget and reacts proactively. Manages financial and material resources; utilizes cost saving measure appropriately.	Leads the budget process and exercises effective cost control. Strives to ensure the District stays within budget. Minimizes the necessity of overtime whenever possible. Management of purchasing regulations and process.	Does not demonstrate appropriate knowledge and management of the budget. budget process, and/or budget management. Consistently is not able to exercise effective cost control.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3. Labor Relations and Human Resources Management** – Supports District goals and objectives through effective labor relations and human resource management.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Highly effective at balancing business and employee needs. Promotes and maintains amicable relations with labor union and swiftly resolves disagreements.	Demonstrates consistent employee management. Personnel issues are handled appropriately and professionally. Provides staff opportunities and recognition of their value to the team.	Inconsistent in ability to address personnel issues in either a timely or appropriate manner.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4. Strategic Ability** – Demonstrates the ability to plan, implement, and manage strategic change through long term planning while allowing for flexibility in changing conditions.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Successfully aligns District resources and actions to support and carry out the Board's direction/vision. Consistently exhibits flexibility to quickly and effectively meet changing conditions and capitalize on new opportunities as they arise while still adhering to the vision of the Board.	Directs District resources to support the Board's direction/vision. Demonstrates the ability to plan and implement strategic change and displays optimism and enthusiasm in meeting challenges. Demonstrates ability to make decisions, provide direction with confidence and to gain commitment from others.	Inability to effectively manage strategic change to support the Board's direction/vision or discounts the Board's direction. Inconsistent in making timely decisions or appropriate decisions.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Overall Performance Rating**

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# General Manager Performance Evaluation

## GOALS

Areas of focus for next six months, next year, etc.

## OVERALL PERFORMANCE COMMENTS

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Member of the Board of Directors

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Date