



**THE
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AMERICAN PUBLIC
POWER ASSOCIATION

EVALUATING CEO AND BOARD PERFORMANCE

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R, John Miner

President - *Collaboration Unlimited*



John is an accomplished engineer, executive manager, consultant and educator with 45+ years of experience in the utility industry. He is a former Assistant Professor at the University of Houston, General Manager of Rochester (MN) Public Utilities, Board member and President of Southern Minnesota Municipal Power Agency, and Chief Operating Officer with Austin Energy (Texas).

John is a frequent seminar leader and short-course instructor for the American Public Power Association



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Troy Adams General Manager – Elk River Municipal Utilities



Troy Adams is the General Manager of Elk River Municipal Utilities, a water and electric utility located just northwest of Minneapolis, Minnesota. Troy is also a Past President of the Minnesota Municipal Utilities Association, a Director and a past president of the Midwest Municipal Transmission Group, Treasurer of the Minnesota Municipal Power Agency board, an APPA RP3 Panel member, and a licensed electrical engineering in the state of Minnesota.

Elk River Municipal Utilities provides service to 11,000 electric and 5,000 water customers in and around the City of Elk River Minnesota.



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Judith Hoffman Board Member – New Braunfels Utilities



Dr. Judith Dykes-Hoffmann is Professor Emeritus, Texas Lutheran University. Judith is currently Vice President of the NBU Board, and previously the first female NBU Board President. Judith also serves on the Board's Budget Committee, and Records and Retention Committee. Judith has also served on the New Braunfels Planning and Zoning Commission, City Strategic Plan Committee, Ordinance Committee, and as Chair of the Commercial Landscape Ordinance Committee.

NBU provides service to 42,000 electric, 39,000 water, and 28,000 wastewater customers in and around the City of New Braunfels, Texas.



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Evaluating CEO and Board Performance

We will explore these questions:

- ❖ What constitutes an effective performance plan for the CEO?
- ❖ By what hard measures and other aspects of performance should a board evaluate its CEO?
- ❖ By what structures and process can a board effectively and objectively evaluate CEO performance?
- ❖ How should a board review its own performance?



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Session Topics

- ❖ **The Board-CEO Relationship**
- ❖ **Board delegating of authority to the CEO**
- ❖ **Establishing clear performance accountabilities**
- ❖ **Evaluating CEO performance**
- ❖ **Evaluating board performance**



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Acknowledgement

Some of the information presented here is derived from the **Policy GovernanceSM** model developed by John Carver and Miriam Mayhew Carver.



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THE BOARD - CEO RELATIONSHIP



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The Board's Relationship with its CEO

***“A weak governing board needs a strong CEO;
A strong governing board welcomes one”***

*Attributed to J.D. Brown by Jeffrey J. Tarbert, author
Governing for Excellence – Raising the Bar on Public Power Governance*

***...and a strong governing board sets clear performance expectations for
the CEO***



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The Board's Relationship with its CEO

- ❖ Creating and sustaining a healthy and effective board-CEO relationship is the board's single most important responsibility because it enables the success of the organization
- ❖ Clearly stated accountabilities and a routine and effective process for performance planning and evaluation is the foundation of a healthy relationship



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The Board's Relationship with its CEO

- ❖ The board and CEO/management should function as a leadership team.
- ❖ The board governs, largely through the adoption of policies that provide direction to itself and to the CEO/management.



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The Board's Relationship with its CEO

- ❖ The CEO/management organizes, staffs, directs, monitors, and controls the organization (in compliance with board policies)
- ❖ The Board should adopt policies that establish a bright line between board and management accountabilities ...and describe ***how*** the Board transfers a large part of its authority to management and staff (through the CEO).



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BOARD DELEGATION OF AUTHORITY TO THE CEO



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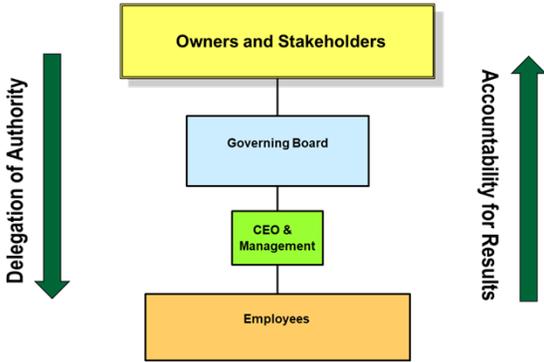
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Board Delegation

- ❖ Board policymaking is largely an exercise in delegation to others from the authority that it has been legally granted.
- ❖ The board adopts policy that establishes specific accountabilities for those to whom it has delegated authority, but the board itself retains ultimate accountability.



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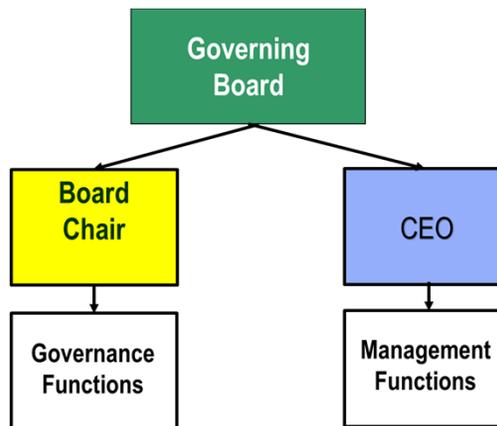
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Board Delegation to its Officers

- ❖ The board essentially has two employees:
 - ◆ The board's Chief Governance Officer or CGO (Chair, President, etc.)
 - ◆ The board's Chief Executive Officer or CEO (General Manager, Utility Director, etc.)



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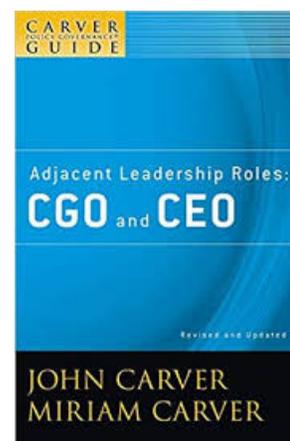
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Board Model for Delegation

- ❖ These “employees” of the board share responsibility for ensuring that the board’s expectations are effectively carried out
 - ◆ The CGO: Governance Processes and Relationship with CEO
 - ◆ The CEO: Organizational Results and Methods
- ❖ An effective board will ensure that the roles and responsibilities of its two officers are clearly described and delineated



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Performance Expectations

- ❖ The board must do the important work of defining the role and authority of the CEO to make decisions, as well as establishing concrete expectations for CEO performance.
- ❖ How well has your board set performance expectations for the for the CEO?



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ESTABLISHING CLEAR PERFORMANCE ACCOUNTABILITIES



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Beyond the CEO Job Description

- ❖ The CEO's job description may be the only document that even comes close to describing the accountabilities for the CEO
- ❖ CEO job descriptions typically focus on duties and activities, not so much on authority and results

Example: "The principal role of the CEO is to "manage the organization".

- ◆ True enough...but what does "manage the organization" mean?
- ◆ More important: What is the CEO expected to accomplish as a result of "managing"...and what authority does the board delegate to the CEO to accomplish those results?



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Beyond the CEO Job Description

- ❖ A job description is helpful, but it is not a policy and it should not conflict with or confuse the CEO's interpretation of board policy
- ❖ What matters most are policies that:
 - ◆ Describe the role of the CEO and management in relation to the role of the CGO and board
 - ◆ Describe how the board delegates authority to the CEO to manage the organization
 - ◆ Describe the results that the CEO is expected to accomplish in his or her management of the organization
 - ◆ Describe how the CEO and board will monitor the organization's results in relation to board policies



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Governance Policies on CEO Performance

Key Point: The CEO's performance cannot be effectively evaluated without reference to the board's performance expectations expressed in policy:

What is a policy?

A statement of value, agreed upon and adopted by a board, that

- ❖ Establishes expected behaviors, actions, and outcomes...or
- ❖ Establishes boundaries/limits on expected behaviors, actions, and outcomes



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Governance Policies on CEO Performance

- ❖ Expected behaviors, actions, and outcomes:
 - ◆ Behavior: "The CEO is responsive to others' needs" (ERMU 360)
 - ◆ Action: "The CEO effectively implements policies and programs approved by the Board of Trustees" (NBU CEO Performance Evaluation)
 - ◆ Outcome: The utility meets or exceeds all established financial and operational performance measure targets in the current Business Plan
 - ◆ Outcome: The utility successfully completes installation and deployment of the AMI system on or before the target dates established in the current Strategic Plan.



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Governance Policies on CEO Performance

- ❖ Limits on behaviors, actions, and outcomes:
 - ◆ Behavior: “The CEO shall not fail to respond in a timely manner to board member requests for information”
 - ◆ Action: “The CEO will not use methods of collecting, reviewing, transmitting, or storing consumer information that fails to reasonably protect against improper access to the material.” (NBU policy)
 - ◆ Outcome: “The CEO shall not allow any investment of ERMU funds that violates State of Minnesota law, any provision of ERMU’s bond indentures (as adopted and amended), or the provisions of any present or future Commission-approved investment policy (See *Investments Policy*).” (ERMU policy)



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Board-Management Relationship Policies

Here is a sample index of policies that can help define the board – CEO (management) relationship

- BMC - 1 Board - Management Roles
- BMC - 1.1 Controlling Authority
- BMC - 1.2 Delegation of Authority to the CEO
- BMC - 1.3 CEO Accountability
- BMC - 1.4 Monitoring Performance of the CEO**
- BMC - 1.5 CEO Performance Planning & Evaluation**



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CEO Performance Monitoring Policy

- ❖ A CEO performance monitoring policy describes how and when the board will routinely monitor the performance of the General Manager.
 - ◆ The performance of the General Manager will be measured by comparing the organization's accomplishments with the Board's **Results Policies** and by comparing the organization's operational conduct with the specific delegations and limits established by the Board's **Delegation to Management Policies**.
 - ◆ Monitoring information allows the Board to determine the extent to which its policies are being carried out. The board expects relevant, timely and accurate information that meets this test.



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CEO Performance Monitoring Policy

*Regardless of the method(s) employed, the standard for compliance with any policy shall be whether or not the General Manager made a **reasonable interpretation** of the Board policy being monitored following its adoption.*

*The Board will regularly monitor compliance with **Results Policies** and **Delegation to Management Policies** according to the schedule approved by the Board in its biennial Governance Agenda. The General Manager will recommend a schedule using monitoring methods and frequencies similar to those shown in the table below. The Board may monitor a policy at any time by any method.*



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CEO Performance Monitoring Policy

Example Board-approved Policy Monitoring Schedule

Policy No.	Policy Title	Method	Frequency
DM-1.2	Information and Support to the Board	Internal	Quarterly
DM-1.3	Strategic and Business Planning	Internal	Annually
DM-1.4	Customer Interests	Internal/External	Annually/3-year
DM-1.7	Employee Interests	Internal	Annually
DM-1.9	Financial Planning and Budgeting	Internal	Annually
DM-1.10	Financial Condition and Transactions	Internal/External	Quarterly/Annually
DM-1.11	Cost Allocation and Recovery	Internal/External	Annually/3-year
DM-1.14	Corporate Risk Management	Internal/External	Annually/3-year
DM-1.17	Community Involvement	Internal/External	Annually/2-year



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Key Concept

The performance of the CEO is inseparable from the performance of the organization (since authority to manage the organization is delegated by the board to the CEO).

What is the significance of this statement?

How does this statement influence CEO performance evaluation?



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CEO/Organizational Performance

The Board needs to be very clear about the performance it expects from the organization

Example below from the Ontario Energy Commission:

GUELPH HYDRO ELECTRIC SYSTEMS INC.

LEGEND: ● = the target was met, ● = the target was not met. | EXPORT: EXCEL

Performance Year	Customer Focus						Operational Effectiveness							Public Policy Responsiveness			Financial Performance						
	New Residential/Small Business Services Connected on Time (Target: 90%)	Scheduled Appointments Met on Time (Target: 90%)	Telephone Calls Answered on Time (Target: 65%)	First Contact Resolution	Billing Accuracy (Target: 98%)	Customer Satisfaction Survey Results	Level of Public Awareness	Level of Compliance with Ontario Regulation 22/04 (Target: substantially compliant)	Number of General Public Incidents	Rate per 10, 100, 1000 km of line	Average Number of Hours Power to Customer is Interrupted	Average Number of Times Power to Customer is Interrupted	Distribution System Plan Implementation on Progress	Efficiency Assessment (1 = most efficient 5 = least efficient)	Total Cost (\$) per Customer	Total Cost (\$) per Km of Line	Net Cumulative Energy Savings Impact (Percent of Target Achieved)	Renewable Generation Connection Impact Assessments Completed on Time	New Micro-Generation Facilities Connected on Time (Target: 90%)	Liquidity Current Ratio	Leverage: Total Debt to Equity Ratio	Profitability: Regulatory Return on Equity - Deemed	Profitability: Regulatory Return on Equity - Achieved
2017	96.97% ●	99.57% ●	87.47% ●	100%	99.94% ●	89%	86%	C ●	0	0	0.37	1.04	101.60%	3	624	30162	103.22%	100%	100 ●	1.98	1.34	9.19%	9.70%
2016	99.5% ●	99.7% ●	86.7% ●	99.98%	99.95% ●	89%	84%	C ●	0	0	0.71	1.34	102.20%	3	624	30014	69.88%	100%	100 ●	2.37	1.41	9.19%	10.58%
2015	98.5% ●	97.6% ●	87.7% ●	100%	99.82% ●	96%	84%	C ●	1	0.902	0.46	1.24	99.34%	3	632	29993	59.16%	100%	100 ●	2.14	1.47	9.42%	8.66%
2014	99% ●	83.9% ●	87.7% ●	100%	99.89% ●	96%		NI ●	0	0	0.52	1.05	In Progress	3	601	28683		100%	100 ●	1.12	1.03	9.42%	12.48%
2013	100% ●	97.1% ●	83.7% ●			96%		NI ●	0	0	0.11	1.82		3	608	28952		100%	100 ●	1.33	1.04	9.42%	7.29%



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CEO/Organizational Performance

Example below from the Ontario Energy Commission:

Performance Year	Customer Focus					
	New Residential/Small Business Services Connected on Time (Target: 90%)	Scheduled Appointments Met on Time (Target: 90%)	Telephone Calls Answered on Time (Target: 65%)	First Contact Resolution	Billing Accuracy (Target: 98%)	Customer Satisfaction Survey Results
2017	96.97% ●	99.57% ●	87.47% ●	100%	99.94% ●	89%
2016	99.5% ●	99.7% ●	86.7% ●	99.98%	99.95% ●	89%
2015	98.5% ●	97.6% ●	87.7% ●	100%	99.82% ●	96%



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EVALUATING CEO AND BOARD PERFORMANCE AT ELK RIVER MUNICIPAL UTILITIES



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CEO and Board Relationship and Roles at ERMU

- ❖ The board has one employee – CEO
- ❖ The board is one body, not individuals – one voice
- ❖ The board governs through policy establishing desired results through acceptable means
- ❖ The CEO is responsible to implement board policy and deliver the desired results to the intended beneficiaries at an acceptable cost.



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CEO Performance Evaluation at ERMU

- ❖ Annually Conducted 360° Review
- ❖ Quantify Core Competencies:
 - ◆ Commitment to Customer Service
 - ◆ Communication
 - ◆ Behavior Expectations
 - ◆ Personnel Administration
 - ◆ Management
 - ◆ Leadership



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CEO Performance Evaluation at ERMU

- ❖ Open Ended Questions
 - ◆ Start
 - ◆ Stop
 - ◆ Continue
 - ◆ Greatest Strength
 - ◆ Need for Improvement
 - ◆ Overall
- ❖ Establish Goals and Action Items



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Board Performance Evaluation at ERMU

- ❖ Before a board can effectively govern the organization, they must be able to govern themselves.
- ❖ Annually Conducted Self-Evaluation
- ❖ Consistency with Organization Mission, Vision, and Values
- ❖ Quantify Compliance with Governance Policy
 - ◆ Roles and Responsibilities
 - ◆ Conduct – One Voice
 - ◆ Delegation to Management – One Employee



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Board Performance Evaluation at ERMU

- ❖ Open Ended Questions:
 - ◆ Start
 - ◆ Stop
 - ◆ More
 - ◆ Less
 - ◆ Overall



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EVALUATING CEO AND BOARD PERFORMANCE AT NEW BRAUNFELS UTILITIES



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What Constitutes an Effective Performance Plan?

- ❖ A formal process with clear outcomes and expectations by and for the CEO as well as the board
- ❖ A clear understanding of one's role in the process (CEO as well as Board Members)
- ❖ A process that allows the time for reflection by both sides
- ❖ A plan that is consistent yet reviewed as necessary to allow for change
- ❖ A plan created in collaboration between the CEO and the Board
- ❖ A plan that allows for growth for both the CEO and the Board
- ❖ A plan that allows for adequate conversation during and after the eval process
- ❖ A plan that happens at same time every year and builds on trust



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What “Hard” Measures Can Be Used?

- ❖ If there is a strategic plan it must be linked to that plan
- ❖ If there is no strategic plan then link measurements to outcomes required by governing structures (city ordinances, financial goals, utility policies, etc.)
- ❖ Future items/goals should be included and discussion held on how these will be measured
- ❖ Awareness of regional market and measurements as a means to keep a competitive edge
- ❖ There must be a type of scoring/scaling system – the quantitative
- ❖ There must be open ended questions – the qualitative



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What Structure and Process Can Be Used?

- ❖ A set of vetted forms used by all parties in the process and only those forms
- ❖ A clear set of performance roles carried out by Board officers in the process
- ❖ A larger conversation by board members as well as CEO about how the forms are to be used
- ❖ A basic understanding of how the forms are to be interpreted by end users
- ❖ Inclusion of legal counsel in the process to protect confidentiality during the process
- ❖ After review results are discussed between the Board and CEO, transfer any outcomes into actionable items for the CEO.



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How Should a Board Review Its Own Performance?

- ❖ A board should have clear governance policy as well as a board manual
- ❖ These two documents should be reviewed annually
- ❖ If possible, a self-evaluation form should be used board members
- ❖ Annual discussion of expectations held among board members
- ❖ A goal of balanced board skill set to maximize board performance
- ❖ A mechanism in place that allows CEO to give feedback to board
- ❖ Board members should stay current on best practices and then agree to put appropriate measures into board policy and board operations



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EVALUATING CEO AND BOARD PERFORMANCE



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Thank You!



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ERMU GM 360° Performance Evaluation Questions

SCORING:

5. Far exceed expectations: Proactive, outstanding, excellent
4. Exceeds expectations: Very good, a strength
3. Meets expectations: Meets the position requirements
2. Improvement necessary: Does not meet expectations
1. Unacceptable
- U/A Unable to evaluate

COMMITMENT TO CUSTOMER SERVICE (Internal and external)

1. Shows diplomacy, respect and sensitivity in dealing with citizens and customers
2. Demonstrates care and concern about the quality of service to citizens and customers
3. Responds to citizens and customers in a timely and appropriate manner
4. Maintains good working relationship with citizens and customers
5. Views complaints as an opportunity to creatively solve issues and responds with composure to criticism and/or complaints
6. Comments:

COMMUNICATION

1. Communicates appropriately in spoken and written word
2. Demonstrates good listening skills
3. Shares information accurately and in a timely manner
4. Respects confidentiality and privacy of others
5. Is receptive to feedback and other opinions
6. Communicates expectations to others effectively
7. Comments:

BEHAVIORAL EXPECTATIONS

1. Is flexible and exhibits a willingness and ability to adjust to changing conditions or priorities
2. Takes initiative to identify and act on problems
3. Leads by example and is involved in continuous learning
4. Is responsive to others needs or requests (i.e. citizens, developers, employees, etc)
5. Is able to deal constructively with conflict. Focuses on the situation or issue, not the person
6. Is able to independently generate new thoughts and ideas

7. Demonstrates respect for employees, citizens, developers and others. Maintains self-confidence and self-esteem of others
8. Is able to solve problems and make decisions
9. Works effectively with others. Maintains constructive relationships with department heads and employees
10. Comments:

PERSONNEL ADMINISTRATION

1. Cooperates with and supports department heads to accomplish team goals
2. Performs the basics of supervision (i.e. completes reviews on time, conducts staff meetings, provides regular feedback to employees, etc.)
3. Analyzes situations and considers alternatives before making decisions
4. Addresses employee issues in an appropriate manner, place and time
5. Takes timely and appropriate disciplinary action
6. Recognizes and encourages positive employee actions and behaviors
7. Comments:

MANAGEMENT QUESTIONS

1. Manages, monitors and makes effective use of money, materials and human resources
2. Assesses, evaluates and effectively delegates authorization and responsibility in accordance with employees' capabilities to make the best use of their talents, skills and knowledge
3. Keeps others informed on issues that affect the Utilities
4. Observes rules and regulations (i.e. Data Privacy Act, Personnel Policies, OSHA, etc.)
5. Understands issues from a Utility-wide and departmental point of view
6. Complies with all statutes, rules, policies, procedures and report requirements in a timely and accurate manner
7. Comments:

LEADERSHIP

1. Provides leadership to organizational efforts with the Utility and serves as a role model
2. Willingly helps others to reach their potential. Identifies and creates opportunities to help others in acquiring and developing their skills and abilities
3. Promotes a positive, constructive and supportive work environment
4. Fosters good will and represents the Utility in a professional manner
5. Effectively plans for both long-term and short-term needs of the Utility
6. Utilizes employees in a manner which recognizes and develops their skills and training

7. Empowers others to explore creative ways to complete job responsibilities
8. Encourages the expression of differing points of views
9. Aligns employee performance toward a shared organizational and Utility vision
10. Comments:

OPEN ENDED QUESTIONS

1. What should this employee START doing to be more effective?
2. What should this employee STOP doing to be more effective?
3. What should this employee CONTINUE doing to be more effective?
4. What do you see is this person's greatest strength?
5. What do you see as this person's greatest need for improvement?
6. Other Comments:

ERMU Board Self-Evaluation Questions

Questions 1-15 Rated: strongly agree; agree; neither agree nor disagree; disagree; or strongly disagree

1. **Organizational Purpose:** The *Authority and Purpose Policies* category in ERMU's *Commission Governance Policies* provides clearly defined guidelines and direction for decisions and planning. When making decisions on immediate action items and when planning for future needs the commission's decisions consistently align with the organizational purpose, mission, vision, and values.
2. **Commission Purpose:** As adopted in *Commission Policy G.2 Commission Purpose* and consistent with policy *G.4e Core Customer Services*, the commission's principal purpose is to ensure that the organization achieves the desired results for the intended beneficiaries at acceptable costs through acceptable means. In other words, the commission achieves the right things for the right people at the right costs in the right way. The commission has consistently demonstrated compliance with this policy through governance and oversight.
3. **Relationship with the City:** Although governed autonomously from the City of Elk River, ERMU is part of the city government. The commission and council have aligned responsibilities to serve the community. As adopted in *Commission Governance Policy G.2a Commission – City Council Relationship and Roles*, through action and support the commission has demonstrated alignment with the council in ways that realized opportunities for greater value while maintaining their fiduciary responsibilities to ERMU customers.
4. **Preparedness:** Consistent with policy *G.2b Governing Style*, Commission members devote appropriate attention, time, and energy to governing effectively by taking advantage of opportunities for continuing education, development, and industry networking; and, commission members are present and engaged during official meetings prepared to perform their assigned duties, participate in discussion, and make decisions in a manner consistent with policy *G.2e Commission Member Conduct*.
5. **Ethics:** Commissioners demonstrate behavior consistent with ERMU's standards of high ethical conduct and governing style as adopted in the *Commission Governance Policies* including policies *G.2b Governing Style* and *G.2e Commission Member Conduct*.
6. **Process:** Official meetings are conducted professionally consistent with *Robert's Rules of Order*; and, commission members' demonstrated behavior is consistent with the defined officer roles and responsibilities adopted in policy *G.2f Commission Officer Roles, Responsibilities and Succession*.
7. **One Voice:** It is the responsibility of the commission to engage in discussion to fully explore topics to make the best decisions possible with the information available at the time. Even if the

commission does not have consensus, it is the responsibility of the commission to support the majority vote of a quorum of the commission members on any official action of the commission body. The commission body's actions demonstrate "one voice" consistent with adopted *Commission Governance Policy G.3a Controlling Authority*.

8. **One Employee:** The commission body has one employee. As adopted in *Commission Governance Policy G.3c General Manager Accountability*, the commission as a body and the commission members individually never give direction to anyone other than the General Manager.
9. **Organizational Performance:** The commission effectively monitors organizational performance utilizing either internal or external methods measuring performance against expected outcomes (for example, the annual budget) and clearly defined goals (for example, the *Utilities Performance Metrics Scorecard*) as established in *Commission Governance Policy G.3d Monitoring Performance of the General Manager* and *G.5 Goals and Results*.
10. **General Manager Performance:** The commission conducts annual performance evaluation and goal setting for the General Manager comparing personal performance and conduct in relation to commission policies and clearly defined commission expectations in a manner consistent with adopted policy *G.3e General Manager Performance Planning and Evaluation*.
11. **Customers:** The commission demonstrates consideration for external stakeholders through effective governance and oversight consistent with policies *G.4d Customer Interests*, *G.4e Core Customer Services*, *G.4p External Communications*, and *G.4q Community Involvement*.
12. **Employees:** The commission demonstrates consideration for internal stakeholders through effective governance and oversight consistent with policies *G.4f Employee Interests* and *G.4g Organizational, Staffing, and Compensation*.
13. **Planning:** The commission demonstrates the ability through governance and oversight to plan for immediate and future needs by effective budgeting and planning consistent with policies *G.4c Strategic and Business Planning* and *G.4h Financial Planning and Budgeting*.
14. **Assets, Risk, and Compliance:** Consistent with adopted policies *G.4l Protection of Assets*, *G.4m Corporate Risk Management*, and *G.4n Legal and Regulatory Compliance*, the commission effectively protects the ERMU through governance and oversight ensuring the protection of assets, mitigation of risks, and legal compliance.
15. **Environment:** The commission demonstrates environmental stewardship through governance and oversight, and through thoughtful consideration of environmental consequence of operations and decisions in a manner consistent with policy *G.4o Environmental Stewardship*.

Questions 16-20: open ended questions

16. **Start:** With respect to the commission's performance, what should the commission start doing to be more effective?
17. **Stop:** With respect to the commission's performance, what should the commission stop doing to be more effective?
18. **More:** With respect to the commission's performance, what should the commission do more of to be more effective?
19. **Less:** With respect to the commission's performance, what should the commission do less of to be more effective?
20. **Other:** Are there any additional comments regarding the commission's performance?



Evaluation Date: _____

Evaluator: _____

Performance Evaluation for CEO

Rating Scale:

5	Outstanding	The employee’s work performance is consistently excellent when compared to the standards of the job.
4	Exceeds Job Standards	The employee’s work performance is frequently or consistently above the level of a satisfactory employee, but has not achieved an overall level of outstanding performance.
3	Meets Job Standards	The employee’s work performance consistently meets the standards of the position.
2	Improvement Needed	The employee’s work performance does not consistently meet the standards of the position.
1	Unsatisfactory	The employee’s work performance is inadequate and definitely inferior to the standard of performance required for the job
0	N/A	Not Observed

BOARD MEMBER RELATIONSHIPS						
	1	2	3	4	5	0
Effectively implements policies and programs approved by the Board of Trustees						
Reports to the Board are timely, clear, concise and thorough						
Accepts direction/instruction in a positive manner						
Develops and maintains trust with the Board						
Keeps the Board informed of current plans and activities at NBU and new developments and relevant trends in the industry, technology, legislation and regulation						
Offers workable alternatives for changes in law or policy when an existing policy or ordinance is no longer practical						
Supports the actions of the NBU Board of Trustees after a decision has been reached, both inside and outside the organization						
Responds in a timely manner to requests from the Board						

PUBLIC RELATIONS						
	1	2	3	4	5	0
Projects a positive public image						
Committed to the development of a strong customer service ethic						
Develops and maintains trust with the community						
Maintains effective relations with media representatives						

EMPLOYEE RELATIONS						
	1	2	3	4	5	0
Makes use of collaboration and promotes teamwork						
Seeks to develop skills and abilities of employees						
Motivates employees toward the accomplishment of goals and objectives						
Delegates appropriate responsibilities						
Uses effective supervisory skills						
Recruits and hires qualified and effective staff						
Maintains the integrity, professionalism, values and goals of NBU by assuring policies are followed and accountability is preserved.						

FISCAL MANAGEMENT						
	1	2	3	4	5	0
Prepares budget projections up to five years to accomplish board strategic vision, goals and priorities. Prepares funding and financing proposals for budget, five year plans and capital improvement plans						
Prepares a balanced, annual budget						
Seeks efficiency, economy and effectiveness in all programs						
Controls expenditures in accordance with approved budget						
Keeps the Board informed about revenues and expenditures, actual and projected						
Ensures that the budget addresses goals and objectives						

COMMUNICATION						
	1	2	3	4	5	0
Oral communication is clear, concise and articulate						
Written communications are clear, concise and accurate						
Responsive to requests from citizens						
Avoids unnecessary controversy						

INTERGOVERNMENT AFFAIRS						
	1	2	3	4	5	0
Maintains effective communication with local, regional, state and federal government agencies						
Financial resources (grants) from other agencies are pursued						
Contributes to good government through regular participation in local, regional and state committees and organizations						
Lobbies effectively with legislators and state agencies regarding NBU programs and projects						

INDIVIDUAL CHARACTERISTICS						
	1	2	3	4	5	0
Initiative						
Good judgment						
Fairness and impartiality						
Innovation and creativity						
Completes work and meets deadlines						
Accuracy						
Exhibits composure, appearance and attitude						
Anticipates and analyzes problems to develop effective approaches for resolution						
Demonstrates a dedication to service to the community and its citizens						

Please respond to the following on a separate sheet of paper:

What would you identify as the CEO's strength(s), expressed in terms of the principle results achieved during the rating period?

What performance area(s) would you identify as most critical for improvement?

What constructive suggestions or assistance can you offer the CEO to enhance performance?

Specific goals and objectives to be achieved:

Signature – Board President

Date

Signature – CEO

Date

Self-Evaluation (employee)

Annual Evaluation by Board Member

(Please Check One)