

# MEMO

## Discussion/Action

### Item #: 7

Meeting Date: April 21, 2023

To: Board of Directors  
From: Berta R. Torres, HR Manager  
Approved by: Felipe Melchor, General Manager



**Subject: General Manager Performance Review Procedure and Timeline**

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### Recommendation

That the Board approve the General Manager Performance Review Procedure and Timeline, for completion of the General Manager Annual Performance Review.

### Background and Discussion

Felipe Melchor joined ReGen Monterey in the capacity of General Manager (GM) on January 4, 2022. The GM received a probationary performance review in September 2022. At that time, the Board established that the GM's first annual performance review was to be completed at fiscal year-end - June 2023.

The Personnel Committee met on April 5, 2023, and reviewed the performance review criteria and procedure that was utilized in completing the GM probationary review and after discussion decided to recommend the same process and performance criteria (review form) for the annual performance review. The procedure and timeline are summarized here:

- 1. Self-Assessment:** GM completes the review form and presents the same to the Board of Directors for review and discussion in closed session prior to the Board's evaluation.
- 2. Peer Review:** District supervisors and managers complete the review form anonymously. Responses are consolidated and submitted to the Board for in closed session.
- 3. Board Review:** The Board Members complete the review form (individually). The consolidated review form is presented to the General Manager for review and discussion in closed session.

Enclosed for the Board's further review, input and/or approval are the following:

- General Manager Performance Review Procedure and Timeline - Attachment A.
- General Manager Performance Review (blank template/ form) – Attachment B.

The Personnel Committee recommends approval of the General Manager Performance Review Procedure and Timeline for completion of the annual performance review.

### Financial Impact

For budgeting purposes, a payrate increase of 4.5% for all managers (including the GM) has been included in the draft FY 2023/24 budget. Any compensation adjustments above the projected amount, that may be granted by the Board of Directions in this process will impact the FY 2023/24 budget by the amount of the adjustment.

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@ReGenMonterey

*Let's not waste this.*



**Conclusion**

Board approval is requested for the General Manager Performance Review Procedure and Timeline for completion of the annual performance review.

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**Monterey Regional Waste Management District**  
**General Manager**  
**PERFORMANCE REVIEW PROCEDURE AND TIMELINE**

**PURPOSE**

The purpose of the *General Manager Performance Review Procedure* is to establish the process by which the General Manager's (GM) performance is to be evaluated. The Personnel Committee recommends the procedure for Board consideration and approval. The procedure allows all Board Members (BOD) to provide honest feedback to the GM and allows the GM to share any areas of concern and to request any additional support that may be needed for his continued success. The performance review is a basis for GM compensation adjustments and/or incentive awards.

**PROCEDURE**

STEP	MEETING DATE	Agenda/Discussion/Actions	WHO
1	April 5, 2023	The PC considers performance review criteria, procedure and timeline. The committee recommends: <ul style="list-style-type: none"> <li>a. Use of the <u>General Manager Performance Review</u> template/form (Attached) and process that was used for the probationary period review, which include: <ul style="list-style-type: none"> <li>i. Internal stakeholders review by asking supervisors and managers to evaluate the GM by completing the review form anonymously.</li> <li>ii. GM to complete his self-assessment and provide an update on the goals that the Board assigned him at the last review and include a narrative describing his accomplishments to date.</li> </ul> </li> </ul>	Personnel Committee
2	April 21, 2023	Board reviews criteria, procedure and timeline recommended by the Personnel Committee and provides final input/approval. <ul style="list-style-type: none"> <li>a. Approval Granted: Implementation begins to Step 3.</li> <li>b. Approval <u>NOT</u> Granted: If Board of Director revise the procedure or refers the matter back to the Personnel Committee for further consideration, implementation is deferred until completion and approval of final procedure.</li> </ul>	Board of Directors
3	April 24 <sup>th</sup> to May 5, 2023	<ol style="list-style-type: none"> <li>1. Peer Review (District supervisors and managers) rollout out and collation of responses.</li> <li>2. Completed Peer Review forms are forwarded to Board Chair and Vice Chair.</li> <li>3. GM completes self-evaluation.</li> </ol>	Staff

STEP	MEETING DATE	Agenda/Discussion/Actions	WHO
4	May 19, 2023	<ol style="list-style-type: none"> <li>1. CLOSED SESSION: The GM presents his self-evaluation (update on goals and narrative describing accomplishments) to the Board of Directors.</li> <li>2. CLOSED SESSION: The Board receives the consolidated review by the internal stakeholders for their consideration in completing the GM Performance Review by the Board of Directors.                             <ol style="list-style-type: none"> <li>a. The BOD receives the Review template to be completed by each board member and submitted to the HR Director <b>by Friday, June 3, 2023.</b></li> </ol> </li> </ol>	Board of Directors
5	May 19 <sup>th</sup> to June 3, 2023 (2 weeks)	Board Members complete individual Performance Review form and submits to:  Email: <a href="mailto:btorres@regenmonterey.org">btorres@regenmonterey.org</a> OR  Regular Mail: HR Director, ReGen Monterey, PO Box 1670, Marina, CA 93933	Board Members
6	June 7-12, 2023	<ol style="list-style-type: none"> <li>1. The HR Director forwards individual completed Review forms to the Board Chair and Vice Chair.</li> <li>2. The HR Director collates/consolidates individual Review ratings and prepares final GM Performance Review for presentation by the Board of Directors at the June 2023 BOD meeting in Closed Session.</li> </ol>	Staff
7	June 23, 2023	CLOSED SESSION: The BOD presents the GM his overall annual performance review for FY 2023/24.  OPEN SESSION: The BOD may act on any merit increase or incentive award for the GM, or it may refer the matter for further negotiations between the GM and the Board Chair, Vice Chair or Personnel Committee.	Board of Directors



## General Manager Performance Evaluation

To be completed by each Board Member and returned to HR Director at:  
[btorres@regenmonterey](mailto:btorres@regenmonterey) or  
 PO Box 1670, Marina, CA 93933

GM Name:		Hire Date:	
Rating Period:			
Type of Review: <input type="checkbox"/> 6-Month Probationary Period <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.			
<b>1. Understands and Communicates Key Issues Affecting the District</b> – 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"/>
<b>2. Political Awareness</b> – 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"/>
<b>3. Industry Knowledge</b> – 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"/>



# General Manager Performance Evaluation

## GOALS

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

## OVERALL PERFORMANCE COMMENTS