

needed, the Chair will assign a task force or working group consisting of Board members and appropriate staff to refine and obtain agreement on how these goals will be achieved.

3. The schedule for goal setting is integrated into the budget preparation schedule for the following year. In March or April following the Board Advance Planning workshop, the finance department will begin their preparation for the annual TDP/budget calendar process. The task goals from the Board Advance planning session (and refined from the tactical work groups) will be used to drive the budget for the next year cycle. The TDP/budget calendar process will continue through November when it is approved by the Board.
4. In conjunction with the actions outlined in paragraph #2 above, The General Manager Oversight and Performance Management ad hoc goal setting work group will meet with the General Manager to document the core competencies and task goals for his/her performance evaluation for the following year. This step also serves to formalize the General Manager's tactical plan mentioned in paragraph #2 above. Core goals are considered expected competencies that are part of his/her job description and should reflect what every General Manager should be doing to manage an effective agency. The task goals are inclusive of the priorities established by the joint Board and staff at the annual advance planning workshop (step 1-3 above) and should also reflect other task goals that are critical to the agency success. The task goals are more tied into performance and should have measurable components.
5. In order to align with the rest of the salaried employees, the General Manager will use the same salary employee performance appraisal template as used by the agency salaried employees to set his/her annual goals. These goals will normally include the core goals and task goals described in 2 above. Goals should be SMART (specific, measurable, attainable, realistic and timely) and have some stretch to them. When defining the goals on the template, the General Manager will identify three possible rating levels of performance and define the criteria to achieve each. These rating levels are: needs improvement, achieved goal or exceeded expectations. The criteria would relate to the tactical milestones described in 3 above.

Please refer to the policy on evaluation to see how these rating levels are used to tie in actual performance to the merit increase (if applicable) during the evaluation process.

6. Once the General Manager Oversight and Performance Management Committee has approved the goals and the criteria for rating, the goal setting form will be taken before the full Board for their review and approval. This process should be completed by July of the current year.

Please see Attachment 1 for a visual depiction of this process.

FINANCIAL IMPACT

There is no financial impact to implementing this policy.

ALTERNATIVES

1. Accept this recommended action for the goal setting process identified above. This will meet the goal established by the state auditors for a clearly defined process for goal setting for the General Manager and is aligned to the process used for salaried employees.

2. Do not accept this recommended action. Revise a new process that does not tie the General Manager goals to the strategic goals mutually established at the annual Board Advance planning workshop.
3. Do nothing. Accept the risk and consequences of not complying with the State Auditor's recommendation for a clear and documented process.

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Related Board Policies: Board Policy on General Manager Evaluation Process

**Attachment 1: Sample Visual Depiction
Budget Calendar with Board Goal-
Setting Cycle & Evaluation Process**

Note: This is an annual repetitive and iterative process

