

POLICY TYPE: BOARD-GENERAL MANAGER DELEGATION
POLICY TITLE: D4 - MONITORING GENERAL MANAGER PERFORMANCE
ADOPTED: 4-08
LAST REVISED:

Monitoring of General Manager job performance will be solely against the only expected GM job outputs: organizational accomplishment of Ends policies and organizational operation within the boundaries established in Executive Limitations policies.

Accordingly:

- D4.1. Monitoring will be done to determine the degree to which Board policies are being met. Information that is unrelated to Board policy is not monitoring information.
- D4.2. The Board will acquire monitoring data by one or more of three methods:
- By *internal report*, in which the General Manager discloses compliance information to the Board, along with her/his justification for the reasonableness of the interpretation.
 - By *external report*, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, augmented with the GM's justification for the reasonableness of his/her interpretation.
 - By *direct Board inspection*, in which a designated director or directors assess compliance with policy, with access to the GM's justification for the reasonableness of his/her interpretation.
- D4.3. In every case, the standard for compliance shall be *any reasonable General Manager interpretation* of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by individual Board members or by the Board as a whole.
- D4.4. All policies that instruct the General Manager will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily follow the schedule outlined in the Board Annual Calendar.
- D4.6. The Board's annual evaluation of the General Manager, based on a summary of monitoring reports received from October 1 through September 30. The Board will make its decisions concerning the evaluation, the employment contract, and compensation adjustment no later than November.