

POLICY TYPE: BOARD-GENERAL MANAGER DELEGATION  
POLICY TITLE: D4 - MONITORING GENERAL MANAGER PERFORMANCE  
ADOPTED: 4-08  
LAST REVISED: 11-23, 11-25

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*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 their 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 their 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 their 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.
- D4.5. 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.