

GUAM POWER AUTHORITY



GUAM WATERWORKS AUTHORITY



GUAM WATERWORKS AUTHORITY

WORK PLANNING AND PERFORMANCE EVALUATION FORM

Summary Results

BOARD SECRETARY

NAME OF EMPLOYEE	Bernadette Lou Sablan
POSITION TITLE	Board Secretary
DIVISION	CCU / Board
DEPARTMENT	Executive
EVALUATION PERIOD	FY 2021

NAME OF DIRECT SUPERVISOR	CCU
----------------------------------	-----

POSITION TITLE	CCU
DIVISION	CCU / Board
DEPARTMENT	Executive
EVALUATION PERIOD	FY 2021

INTRODUCTION

Whilst this form provides a structured framework for documenting and assessing work performance its success as a management / supervisory tool is to facilitate an open and honest discussion on performance. Whilst ongoing performance feedback, particularly against the key performance indicators (KPI's) outlined in Section A should be occurring on a regular basis (throughout the review period) the benefits of positive and constructive feedback are well documented, and with this in mind, it is important to ensure that the agreed ratings are an accurate reflection of the employees' performance over the review period. Inaccurate assessments are counter-productive (for both the company and the employee) as both the link to training and development and compensation becomes distorted and the implications far reaching, not only internally but externally in terms of the company's ability to consistently meet the expectations of customers.

Rating Scale

5	Significantly Exceeds Expectations / Outstanding
	Performance significantly exceeds expectations in all essential areas of responsibility. An outstanding result qualified by an exceptional or unique contribution in support of the section, department or division or the successful completion of a major goal or project. This rating is achievable by any employee although given infrequently. Note : a rating of 5 requires qualification.
4	Exceeds Expectations / Above Satisfactory
	Above standard performance with results exceeding expectations in all essential areas of responsibility.

3	Meets Expectations / Satisfactory
	Performance consistently meets expectations in all essential areas of responsibility.
2	Inconsistently Meets Expectations / Marginal
	Performance inconsistently meets expectations in one or more essential areas of responsibility. A less than satisfactory result requiring improvement(s) to come up to standard.
1	Fails to Meet Expectations / Unsatisfactory
	Performance consistently below expectations. Significant improvement is needed in one or more essential areas. Results may also reflect / demonstrate counter-productive behaviors that have negative outcomes or consequences. A plan to correct performance, including timelines, must be developed and monitored to improve and measure progress. Note : a rating of 1 requires qualification.
SECTION A	KEY PERFORMANCE INDICATORS (KPI's)

Overview

Current board secretary functions can be grouped into four generic roles : Managing Board duties, Managing GPA's Legal Office duties, Managing Communication & Information and Managing Regulatory Filing. Within each role a small number of agreed KPI's should be identified (where possible) as a basis for assessing and improving the performance of the board secretary on an annual basis. Please note that the identification of KPI's may be difficult resulting in broader job statements or job standards being documented. This however should not detract from the primary goal of quantifying the work required wherever possible. Please note that the review period may eventually be reduced to six-monthly or even quarterly. In brief, the KPI's refer to personal targets for the board secretary to focus his or her performance (i.e. over the review period) in order to fulfill his/her responsibilities and to maximize his / her contribution to the organization.

Performance Allocation

Performance against the key roles (see below) accounts for 70% of the total performance score :

1.0	Managing Board	30% of total performance score
2.0	Managing GPA's Legal Office	15% of total performance score

3.0	Managing Communication & Information	15% of total performance score
4.0	Managing Regulatory Filings	10% of total performance score

Rating

Please use the rating scale provided to rate the employee and mark the rating in the box provided.

Key Performance Indicators (KPI's)

1.0	Managing Board	30% of total performance score
------------	-----------------------	---------------------------------------

Annual Rating

1.1	Enforce all rules and regulations of the Govt. of Guam, CCU, GPA & GWA
------------	--

1.1.1	Administer the daily business affairs to ensure that the Commission is on schedule with creation of annual CCU meeting calendar
--------------	---

1.1.2	Administer the daily business affairs to ensure that the Commission is receiving information on a timely and efficient manner
--------------	---

1.1.3	Administer the business of work sessions and meetings ensuring proper & timely media notification [Open Govt. Law]
--------------	--

Annual Rating

1.2	Preparation of work sessions and meetings
------------	---

1.2.1	Administer the business of work sessions and meetings by coordinating with GM's & Chairman to ensure proper and timely distribution of agenda to media
--------------	--

1.2.2	Coordinate with GM's and Chairman ensuring timely upload and distribution of Board Books to Commission, managers and CCU/GPA/GWA stakeholders
--------------	---

Annual Rating

1.3	Distribution of Minutes & Resolutions
------------	---------------------------------------

1.3.1	Ensure proper and timely distribution of Minutes to managers and employees
--------------	--

--

1.3.2	Maintain resolution log and ensure proper and timely distribution of Resolutions to managers and end users
-------	--

--

Annual Rating

1.4	Special Projects / Events
-----	---------------------------

1.4.1	Facilitate / coordinate event to include program, invitations, logistics & refreshments i.e. Oath of Office, key contract signings
-------	--

1.4.3	Perform other and additional duties as required by the Board.
-------	---

	Summary Rating
	Weighted Score

--

--

4

1.2

2.0	Managing GPA's Legal Office	15% of total performance score
------------	------------------------------------	---------------------------------------

Annual Rating

2.1	Assist with / perform OPA filings and scheduling to ensure ALL parties are apprised and prepared
-----	--

2.2	Assist with / perform Civil Service Commission filings and scheduling to ensure ALL parties are apprised and prepared
-----	---

	Summary Rating
	Weighted Score

--

--

4

.6

3.0	Managing Communication & Information	15% of total performance score
------------	---	---------------------------------------

Annual Rating

3.1	Ensure timely submittal in compliance with Reporting of Boards & Commissions [P.L. 31-233]
-----	--

--

3.2	Ensure timely response to all Freedom of Information Act (FOIA) Requests	
3.3	Coordinate with webmaster and facilitate timely and current postings of all CCU related meeting schedules, materials, minutes and resolutions	
	Summary Rating	4
	Weighted Score	.6

4.0	Managing Regulatory Filings	10% of total performance score
------------	------------------------------------	---------------------------------------

Annual Rating

4.1	Coordinate with PUC to maintain correct and proper docket number / listing	
4.2	Assist with / coordinate scheduling of regulatory FILINGS and ORDERS to include annual, quarterly and monthly regulatory filings; follow up to ensure timely submittal and adherence to deadlines; maintain proper record for easy reference and retrieval	
	Summary Rating	4
	Weighted Score	.6

SECTION A	Summary
Summary Rating	4
Weighted Score	3.0

SECTION B**PERSONAL COMPETENCIES****Overview**

The personal competencies listed below are those used by employees to aid work performance and can be observed through the key behaviors outlined. The competencies work together to achieve results. One competency may be dominant in a particular situation or event, but it will usually be supported by other competencies. As the event unfolds, another competency will become dominant. Some competencies are about independent action, others are about working closely with colleagues, some call for clear communication or personal planning, whilst others are about problem solving and decision making.

It is important to remember that the behaviors and competencies outlined are not valuable on their own. They are valuable only insofar as they help employees achieve results. Effective employees use their judgment to apply the right competency at the right time although they tend not to be strong in every competency but display a variety of different profiles with regards strengths, styles and preferences.

Performance Allocation

Performance against the key personal competencies (see below) accounts for 30% of the total performance score :

1.0	Personal Planning	5% of total performance score
2.0	Initiative / Motivation	5% of total performance score
3.0	Communication (Oral and Written)	5% of total performance score
4.0	Problem Solving / Decision Making	5% of total performance score
5.0	Teamwork / Cooperation	5% of total performance score
6.0	Interpersonal Skills	5% of total performance score

Rating

Please use the rating scale provided to rate the employee and mark the rating in the box provided.

Annual Rating

1.0	Personal Planning	5% of total performance score	
------------	--------------------------	--------------------------------------	--

Listens, follows directions and acts on instructions to complete job tasks / duties / assignments. This may result in additional planning and organizing being required including the prioritizing of job tasks / duties for self and/or team based on the goals / objectives of the section, department or division.

Performance Indicators (Significantly Exceeds Expectations / Outstanding): Rating 5

- extremely confident in following directions and instructions to complete job tasks / duties / assignments
- very competent with personal planning and organizational skills
- excellent at goal setting and identifying possible courses of action, implementing and monitoring them
- highly developed skills at analyzing and interpreting data and situations
- excellent at diagnosing problems and identifying causal factors
- demonstrates foresight (predicting / forecasting)
- excellent at gathering and assessing information to determine the optimum way to perform
- clearly takes responsibility for a decision and its outcomes
- uses time and resources very effectively

Performance Indicators (Meets Expectations / Satisfactory): Rating 3

- confident in following directions and instructions to complete job tasks / duties / assignments
- competent with personal planning and organizational skills
- prioritizes duties in a manner consistent with the goals / objectives of section, department or division
- confident with goals setting, identifying possible courses of action, implementing and monitoring them
- uses time and resources effectively
- competent at analyzing and interpreting data and situations
- confident at diagnosing problems and identifying causal factors
- gathers and assesses information to determine the optimum way to perform

Performance Indicators (Fails to Meet Expectations / Below Satisfactory): Rating 1

- poor personal planning and organizational skills
- has difficulty following directions and instructions to complete job tasks / duties / assignments
- not confident in analyzing and interpreting data and situations
- close supervision is required at all times
- not confident at diagnosing problems and identifying causal factors
- inefficient use of time and resources

Annual Rating

2.0	Initiative / Motivation	5% of total performance score	
------------	--------------------------------	--------------------------------------	--

Demonstrates personal responsibility, initiative, motivation and commitment when performing duties. This dimension also concentrates on behavior shown by an employee when initiating actions and taking responsibility for an outcome. This may on occasion includes taking control of situations and events rather than passively accepting them, demonstrating confidence and commitment and creating opportunities for new initiatives when / where required.

Performance Indicators (Significantly Exceeds Expectations / Outstanding): Rating 5

- energetic self-starter
- highly motivated and results driven
- demonstrates foresight
- very dependable and takes responsibility for actions
- demonstrates very good understanding and insight
- ability to originate or develop constructive ideas
- takes the necessary steps to get things done / focuses on finding solutions
- demonstrates clarity and surety of purpose
- generates enthusiasm and energy by maintaining a positive attitude
- expresses confidence in the success of plans or initiatives (this includes showing commitment to a course of action)
- takes personal responsibility for making things happen
- frequently asks for additional work assignments to improve self or organization
- inspires and motivates others
- is persistent in pursuing goals despite obstacles and setbacks
- excellent attendance record, always regular and prompt

Performance Indicators (Meets Expectations / Satisfactory): Rating 3

- dependable and generally takes responsibility for actions
- achieves expected results
- demonstrates good understanding and insight
- dependable and takes responsibility for actions
- maintains commitment and effort in spite of set-backs or problems
- performs with minimal supervision
- acceptable attendance / punctuality record

Performance Indicators (Fails to Meet Expectations / Below Satisfactory): Rating 1

- lacks motivation and commitment towards getting work done
- poor attendance record / often absent / late starter early quitter
- no interest or initiative
- often waits unnecessarily for instructions / directions
- close supervision / guidance is required at all times

Annual Rating

3.0	Communication	5% of total performance score	
------------	----------------------	--------------------------------------	--

Effectively conveys information and ideas both orally and in writing. Listens carefully and seeks clarification to ensure understanding.

Performance Indicators (Significantly Exceeds Expectations / Outstanding): Rating 5

- demonstrates excellent verbal and written communication skills
- very confident and competent in describing situations and actions
- has ability to be very concise and clear when communicating
- quickly understands and responds to written and oral instructions / information

- effectively conveys and receives ideas, information and directions
- can clearly express thoughts and feelings
- confronts difficult issues openly
- receives, interprets, understands and responds very well to verbal messages and other cues
- listens effectively
- always seeks to clarify and confirm (where required) the accuracy of their understanding of unfamiliar or vague terms and instructions
- conveys thoughts in a focused and concrete manner
- is assertive while being open minded and adaptable to difference of opinions
- picks out important information in verbal messages

Performance Indicators (Meets Expectations / Satisfactory): Rating 3

- demonstrates adequate verbal and written communication skills
- generally, seeks to clarify and confirm (where required) the accuracy of their understanding of unfamiliar or vague terms and instructions
- is competent in receiving, interpreting, understanding and responding to verbal messages and other cues
- quietly confident in describing situations and actions
- generally, understands and responds well to written and oral instructions / information
- is generally concise and clear when communicating

Performance Indicators (Fails to Meet Expectations / Below Satisfactory): Rating 1

- demonstrates poor verbal and written communication skills
- does not exchange ideas (whether prompted / unprompted)
- very slow in understanding and responding to written and oral instructions / information
- does not always seeks to clarify or confirm (where required) the accuracy of their understanding of unfamiliar or vague terms and instructions
- has difficulty in receiving, interpreting, understanding and responding to verbal messages and other cues
- poor listening skills

Annual Rating

4.0	Prob. Solving / Dec. Making	5% of total performance score	
------------	------------------------------------	--------------------------------------	--

Can identify and analyze problems and is proactive towards finding a solution. Wherever possible will formulate alternative solutions or take or recommend appropriate actions. Follows up (where required) to ensure problems are resolved. Makes sound judgments on everyday issues.

Performance Indicators (Significantly Exceeds Expectations / Outstanding): Rating 5

- judgments on everyday issues are excellent
- can identify and analyze problems and is proactive towards finding a solution
- has an excellent understanding of processes and quality improvement
- approaches problems with a high level of confidence and with a willingness to devote time and effort to finding an appropriate solution

- thinks quickly and logically
- decisions are based on a thorough analysis
- very competent at considering and comparing the pros and cons of alternative options
- approaches the decision-making process with a positive attitude and views the situation as an opportunity or challenge
- a very strong problem solver with excellent analytical skills
- thinks about or brainstorms possible options and solutions
- can explain decision(s) to those involved and affected, and (where required) will follow up to ensure proper and effective implementation
- can prioritize problems and deal with them one at a time
- gathers all the facts and understand their causes before making a decision
- uses existing rules and regulations as a guideline for making decisions

Performance Indicators (Meets Expectations / Satisfactory): Rating 3

- judgments / decisions on everyday issues are appropriate
- can generally recognize a problem exists and is helpful towards finding a solution
- has a good understanding of processes and quality improvement
- wherever possible will formulate alternative solutions to problems or take or recommend appropriate actions
- approaches problems with confidence and with a willingness to devote some time and effort to finding an appropriate solution

Performance Indicators (Fails to Meet Expectations / Below Satisfactory): Rating 1

- makes poor judgments / decisions on everyday issues
- has difficulty in identifying and analyzing problems
- decisions made are often inappropriate
- is not proactive in helping to resolve problems
- has a poor understanding of processes and quality improvement

Annual Rating

5.0	Teamwork & Cooperation	5% of total performance score	
------------	-----------------------------------	--------------------------------------	--

Works cooperatively and productively with others to achieve results. Adapts to changing priorities and demands. Shares information and resources with others to promote positive and collaborative working relationships. Focuses on behavior which demonstrates that the employee is building rapport and positive relationships with others by offering and encouraging open and honest communication.

Performance Indicators (Significantly Exceeds Expectations / Outstanding): Rating 5

- a strong positive team player
- very capable of balancing self and team interests to meet collective goals
- goes out of way to help others / a team builder
- a strong positive force in contributing to employee / team morale
- inspires cooperation and progress
- a very successful contributor to team projects
- proactively and openly exchanges ideas and opinions
- facilitates and influences positive outcomes that focus on organizational goals

- recognizes conflicts that arise within the team and acts to bring these out into the open
- contributes positively by sharing information and listening and accepting others' points of view
- is flexible, open-minded and promotes mutual respect
- takes a collaborative approach to learning
- is able to give and receive constructive criticism
- develops positive working relationships wherever possible
- respects the thoughts and opinions of other team members
- positively influences the way the team works together
- very good at accepting or offering team direction

Performance Indicators (Meets Expectations / Satisfactory): Rating 3

- contributes to team projects
- accepts and offers team direction to achieve desired results
- understands and meets team goals / objectives
- generally, takes responsibility for developing and achieving group / team goals
- solicits ideas and opinions to help form specific decisions or plans
- is helpful in preventing and resolving conflicts
- maintains a positive outlook and generally shows flexibility to new approaches and ideas

Performance Indicators (Fails to Meet Expectations / Below Satisfactory): Rating 1

- a poor team player
- creates conflict in working with others
- has difficulty balancing self and team interests to meet collective goals
- may be unwilling to work with others
- does not take direction well

Annual Rating

6.0	Interpersonal Skills	5% of total performance score	
------------	-----------------------------	--------------------------------------	--

Having positive interpersonal skills increases productivity in an organization as the number of conflicts are reduced. In informal situations, it allows communication to be easy and comfortable. People with good interpersonal skills can generally control the feelings that emerge in difficult situations and can respond appropriately, instead of being overwhelmed by emotion.

Performance Indicators (Significantly Exceeds Expectations / Outstanding): Rating 5

- demonstrates a high level of respect in dealing positively and effectively with co-workers
- pays attention to the needs, feelings and values of others, and encourages them to discuss those issues openly
- treats people fairly and conveys respect for different perspectives
- is open to expanding own awareness on issues
- encourages, incorporates and provides other points of view, values differences and diversity
- is skilled at building trust with staff and coworkers across organizational and functional boundaries
- works very well with both men and women regardless of ethnic, social, or educational backgrounds
- demonstrates competence in helping others apply technical or knowledge requirements
- respects other people and speaks about them in positive terms, and openly acknowledges their contributions

- communicates thoughts, feelings, and ideas to justify a position
- encourages, persuades, convinces or otherwise motivates an individual or groups
- works towards an agreement that may involve exchanging specific resources or resolving divergent interests
- works very well with co-workers and understands / appreciates individual differences
- can adapt behavior to accommodate others
- does not blame others when things go wrong / works with integrity
- successfully appreciates and leverages the capabilities, insights and ideas of individuals
- displays empathy in working harmoniously with others
- displays an ability to work well in teams and actively cooperates with others
- encourages others to come up with solutions, listens carefully to their ideas and offers constructive feedback

Performance Indicators (Meets Expectations / Satisfactory): Rating 3

- shows a level of respect in dealing positively and effectively with co-workers
- works cooperatively with others and contributes to group with ideas, suggestions, and effort
- works with both men and women regardless of ethnic, social, or educational backgrounds
- displays an acceptable level of empathy in working with others
- generally, understands / appreciates individual differences

Performance Indicators (Fails to Meet Expectations / Below Satisfactory): Rating 1

- shows little respect in dealing positively and effectively with co-workers
- displays personal bias or may engage in harassment
- interferes with order and discipline by disregarding the rights of others
- pays little attention to the needs, feelings and values of others
- is confrontational in communicating thoughts, feelings, and ideas in order to justify a position
- is quick to blame others when things go wrong

SECTION B	Personal Competencies Summary
Summary Rating	4
Weighted Score	1.2

Final Summary Rating	Weighted Score
Section A	3
Section B	1.2
Total Evaluation Score	4.2

Conclusion of Evaluation

Employee Confirmation : I have reviewed this performance evaluation on the date indicated below and have had the opportunity to discuss it with the CCU Commissioners. My signature does not necessarily mean that I agree with the rating.

Employee Name : B. Lisa Simpson Signature : [Signature] Date : 12/9/21

CCU Acknowledgement

CCU: [Signature] Date: 12/9/21
 (authorization) CCU Chairperson

Comments : Further, I agree that the details of my KPI's may be released.

Employee Acknowledgment

Signature : [Signature] Date : 12/9/21