

	Christphoner Cruz	Meg Tyquiengco	Shannon Murphy	Marilyn Borja	Robert Jack	Daphne Leon Guerrero	TOTAL AVERAGE
<b>Leadership</b>							
1.1 The Executive Director has shown clear vision in correctly anticipating, opportunities and priorities affecting the commission's operations.	5	5	4	3	5	3	4.40
1.2 The Executive Director has clearly translated his/her vision and strategy into feasible operational plans to achieve success for the commission.	5	4	5	3	5	3	4.40
1.3 The Executive Director has accurately communicated his/her concept, vision and mission, strategies, goals and directions for the organization to stakeholders.	4	4	5	3	5	3	4.20
1.4 The Executive Director has motivated and encouraged high employee morale and loyalty to the GETHC, and facilitated team-building and cohesiveness among the GETHC employees.	4	4	5	4	5	3	4.20
1.5 The Executive Director has performed as a role model for the GETHC, maintained a working style which is open to constructive suggestions, and exercised effective leadership for the GEC.	5	5	5	4	5	4	4.80
1.6 The Executive Director has been an initiator, setting high working standards and pursuing goals with a high level of personal drive and energy.	5	5	5	4	5	4	4.80
<b>Strategy formulation</b>							
2.1 The Executive Director has developed clear mission statements, policies and strategic plans that harmoniously balance the needs of the employees, and other stakeholders.	5	4	5	4	5	3	4.40
2.2 The Executive Director has accurately identified and analyzed problems and issues confronting the commission.	4	4	4	4	5	3	4.00
2.3 The Executive Director has accurately determined and assessed key success factors for the GETHC.	5	5	4	3	5	3	4.40

2.4 The Executive Director has ensured that commission members, and employees had participated in the formulation of strategic plans so that they have ownership of the plans.	5	4	4	3	5	3	<b>4.20</b>
2.5 The Executive Director has assured that GETHC resources and budgets are aligned to the implementation of the Commission.	5	5	5	4	5	3	<b>4.60</b>
2.6 The Executive Director has established processes that monitor and control, thus ensuring that the effectiveness of the GETHC, including risk management, is achieved.	5	5	5	4	5	3	<b>4.60</b>
<b>Strategy execution</b>							
3.1 The Executive Director has established an effective organization, ensuring that there is management focus on key functions necessary for the GETHC to align with its mission.	5	5	5	4	5	3	<b>4.60</b>
3.2 The Executive Director organized and delegated work accurately and refers functions to others in a professional manner.	5	4	5	4	5	3	<b>4.40</b>
3.3 The Executive Director makes sound decisions and timely adjustments when conditions demanded such changes.	5	4	5	4	5	4	<b>4.60</b>
3.4 The Executive Director has timely and effectively executed priorities set by the Ethics Commissioners.	5	5	N/A	4	5	3	<b>4.50</b>
3.5 The Executive Director has accurately supervised performance monitoring and control to ensure accountability at all levels of the organization.	5	5	N/A	4	5	3	<b>4.50</b>
3.6 The Executive Director has ensured that the GETHC complies with requirements from all pertinent laws and regulations.	5	5	5	4	5	3	<b>4.60</b>
<b>Financial planning/performance</b>							
4.1 The Executive Director possesses a good understanding of the GETHC's financials.	5	5	5	4	5	4	<b>4.80</b>

4.2 The Executive Director has exercised good judgment in managing the financial affairs and budget of the GETHC.	4	5	5	4	5	3	<b>4.40</b>
4.3 The Executive Director has established sound practices and procedures for up-to-date accurate accounting and financial planning.	5	5	5	3	5	3	<b>4.60</b>
4.4 The Executive Director has effectively monitored and evaluated financial planning, budget and administrative operations, and reports the results to the GETHC.	5	5	5	4	5	4	<b>4.80</b>
4.5 The Executive Director has achieved the GETHC's budgetary goals .	4	5	5	4	5	4	<b>4.60</b>
<b>Relationship with the Board</b>							
5.1 The Executive Director has built strong working relationships with the board members and helped strengthen the board, and thus has worked closely and cooperatively with the board in developing the mission, and short, medium and long-term strategic plans.	5	5	5	4	5	4	<b>4.80</b>
5.2 The Executive Director has demonstrated a sound knowledge of board governance procedures and has consistently followed them.	4	5	5	3	5	3	<b>4.40</b>
5.3 The Executive Director has prepared for the board by developing sufficient and appropriate agendas with adequate discussion time and providing accompanying information with all relevant aspects and conditions well in advance of the meeting.	5	5	5	4	5	4	<b>4.80</b>
5.4 The Executive Director has presented information to the board on items requiring board opinions and decisions in a professional manner, with recommendations based on thorough study and sound principles.	5	5	4	4	5	3	<b>4.40</b>
5.5 The Executive Director has been readily available to individual board members whenever necessary, as well as supported the board in its governance duties by providing necessary resources and other facilities.	5	5	5	4	5	4	<b>4.80</b>

5.6 The Executive Director has encouraged board training and development, as well as board roles in the community and as advocates for the commission.	4	4	5	3	5	3	<b>4.20</b>
<b>External Relations</b>							
6.1 The Executive Director has served as an effective GETHC representative in communicating with stakeholders, including community groups and organizations.	5	5	5	3	5	4	<b>4.80</b>
6.2 The Executive Director has effectively communicated the GETHC's financial performance to the Legislature.	5	5	5	4	5	3	<b>4.60</b>
6.3 The Executive Director has professionally handled public relations issues in a manner that builds good will for the GETHC and lessens concerns from the general public.	5	5	5	3	5	3	<b>4.60</b>
6.4 The Executive Director has encouraged a positive image of the GETHC, as well as creating awareness of available services to the general public.	5	5	5	3	5	3	<b>4.60</b>
6.5 The Executive Director has assured that the GETHC maintains positive relationships in the community and cultivates good working relationships with community groups and organizations.	5	5	5	3	5	3	<b>4.60</b>
<b>Human Resources Management/Relations</b>							
7.1 The Executive Director has created and maintained an organizational culture and climate which attracts, keeps and motivates staff to carry out the GEC mission, direction and goals.	5	5	5	3	5	3	<b>4.60</b>
7.2 The Executive Director has empowered staff members appropriate levels of freedom and authority, as well as effectively solicited and fostered support for initiative and creativity within the GETHC.	4	5	5	3	5	3	<b>4.40</b>

7.3 The Executive Director has developed and executed sound personnel procedures and practices, including appraisal process and rewarding systems for employees, resulting in working towards the same goals.	5	5	5	4	5	4	<b>4.80</b>
7.4 The Executive Director has supported personnel development and education, encouraged appropriate personnel to participate in planning and decision-making and provided opportunities to employees to work in professional fields which they are good at for the benefit of the GETHC.	5	5	5	3	5	3	<b>4.60</b>
7.5 The Executive Director has built a highly competent team with the skills, energy and passion to turn the GETHC's mission and vision into a reality.	5	4	5	3	5	3	<b>4.40</b>
7.6 The Executive Director has ensured that the GETHC has good internal communication and treated all personnel fairly, without favoritism or discrimination.	4	5	5	4	5	3	<b>4.40</b>
<b>Service Knowledge</b>							
8.1 The Executive Director has demonstrated a thorough knowledge and understanding about key aspects of the GETHC.	5	5	5	4	5	4	<b>4.80</b>
8.2 The Executive Director has a good understanding of the GETHC's allocation of its resources.	5	5	5	4	5	4	<b>4.80</b>
<b>Personal Qualities</b>							
9.1 The Executive Director has attained an image that reflects positively on the GETHC, as well as demonstrated a personality, outlook and attitude that wins trust and support from all stakeholders.	5	5	5	4	5	4	<b>4.80</b>
9.2 The Executive Director has shown sensitivity to and respect for others and exhibits concern for subordinates as individuals.	5	5	5	4	5	4	<b>4.80</b>
9.3 The Executive Director has exercised good judgment in dealing with sensitive issues between people and between groups.	5	5	5	4	5	4	<b>4.80</b>

9.4 The Executive Director has shown skills at analyzing and addressing problems, challenges and conflicts, and has been comfortable with ambiguity and complexity.	5	5	5	3	5	4	<b>4.80</b>
9.5 The Executive Director has maintained a high standard of ethics and integrity, as well as a healthy balance of time management and priorities in both work-related and personal matters.	5	5	5	4	5	4	<b>4.80</b>
9.6 The Executive Director has consistently sharpened his/her skills in the areas required for development of his or her potential.	5	5	5	3	5	4	<b>4.80</b>
						<b>TOTAL SCORE</b>	<b>TOTAL AVERAGE</b>
						<b>219.60</b>	<b>4.58</b>

## Section III-Developmental Needs

### 1. What are the Executive Director's major strengths that should be maintained?

- Organization - Director Quenga is very organized and task-oriented. He understands the time-sensitive nature of the Commission works well to communicate with his team and with Commissioners.
- Knowledgeable - It goes with saying that Director Quenga is a guru for government affairs. He stays close to public hearings, news briefs, and the workings of all three branches of government. Further, he keeps abreast on relevant industry trends and happenings and puts that in to play at the commission.
- Created pathways to be present and engaged with external entities like COGEL. The publication in the Ethics Blue Book demonstrated going beyond the expectation for the position.
- Exceptional achievement in articulating the needs of the Commission and securing a supplemental appropriation to meet the budgetary gap.
- Exceeded the past year's number of officials trained in ethics despite the months long disruption to operations brought on by typhoon Mawar. In addition, raised workshop capacity and reduce the frequency which achieved a substantial reduction in overhead cost and promoted an efficient collection of revenues to support the operational costs of the Commission.
- Managing staff and staff development
- Managing the budget and other functions of keeping the Commission running.
- Maintaining good external relationships.
- Professionalism
- Overall Business Acumen
- Leadership
- Mr. Quenga consistently has demonstrated a clear understanding of the rules governing the Ethics Commission. He is consistently professional and courteous in his dealings with Commissioners, staff and public.
- Jesse continues to exhibit his aptitude for navigating the regulatory and political environment in which we operate. He and the team have a solid understanding of the GEthC's budget and procurement practices, ensuring that we remain in compliance with requirements.
- Communication remains strong and Commissioners are always given adequate notice and solicited for input on upcoming meetings and activities.
- Taking the initiative to ensure that we are focused on continued improvement. For example, restructuring the mandatory training sessions to hold less sessions while accommodate more participants so that we were able to train more individuals but incur less overhead and training expenses. Reporting on compliance by agency to insure proper accountability and compliance.
- Participating in last year's COGEL Conference, inclusion in the Ethics Blue Book, and building connections among peers.

## 2. What should be the areas for the Executive Director's personal development for the coming year?

- Personal and Professional Growth Plans - I encourage the director to take full advantage of relevant specialized learning and/or certifications and hope he encourages the same for all our staff.
- Gain Efficiency - I know the office has worked hard to operate despite budgetary constraints so I encourage the director to continue being mindful of cost-cutting and maximizing the use of all resources to continue our mission and serve the good will of the public.
- Collaborate and Keep Relationships Healthy - Again, understanding the sensitive nature of our operations, I still feel that collaboration with other Gov Guam agencies and COGEL members, and others in the industry, can go a long way towards improving the image and effectiveness of the commission. And let it be a two-way street with us being as open to the information sharing, as much as feasible.
- Create more public awareness through media about the commission – “speak up”, issues we review vs. dismiss, information & detail required, visit our website, procedure, confidentiality, GETHC mission
- Board training as needed.
- Put out a request for a backup attorney.
- Developing specific training modules for various personnel (management, financial, etc.) - also for personnel coming back for 2nd class.
- Develop and implement social media campaign to encourage gov't ethics and more media coverage.
- Shorten time from when complaints were in to when a decision is made.
- Visibility amongst external stakeholders, locally and abroad to help promote awareness and draw more collaboration to assist GETHC in setting forward thinking strategic objectives.
- Strategic PR or Marketing Planning.
- Personnel Development & planning for the team.
- No recommendations at this time.
- Better visibility of the Ethics Commission's efforts and areas of responsibility. Many cases are outside of our jurisdiction, and there is a need to educate our Gov Guam employees and the public on the scope of our commission. Additionally, we have had many accomplishments in the past year. Our Commission could leverage social media and other channels of communication to ensure that we are providing information and education regarding our Commission, increasing visibility and awareness with the public.
- Ensuring that we fill the seventh (7) Commissioner position this year. Our Commission may be hindered by the inability of our Commission to reach quorum, which delays decision-making and timeliness of our responses and actions.
- Leveraging our learnings from this past year's COGEL Conference to enhance and improve our programs and operations in Guam.
- Exploring the opportunity to obtain an online Juris Doctorate.