

**Guam Ethics Commission Executive Director Evaluation Form**

<b>Name:</b> Jesse John Quenga	<b>Position / Title:</b> Executive Director
<b>Reviewer:</b> Commissioners	<b>Date of Review:</b> 01/31/23

**EVALUATION RATINGS:**

1. Does Not Meet    2. Needs Improvement    3. Meets Expectations    4. Above Expectations  
5. Exceptional

<b>PERFORMANCE RATING</b>	<b>DEFINITION</b>
Exceptional:	Performance is extraordinary and consistently displays exceptional accomplishments. Results reflected substantially exceed normal position expectations and requirements.
Above Expectations:	Performance is more than satisfactory. Results achieved frequently exceeds basic position requirements and expectations
Meets Expectations:	Performance results are satisfactory. Consistently meets normal position requirements and occasionally exceeds the requirements of the position.
Needs Improvement:	Occasionally meets some of the position requirements, but improvement is needed in one or more phases of the position. Results are less than what is normally expected in meeting minimum position requirements.
Does Not Meet	Performance does not meet expectations or standards. Performance deficiencies indicate cause for critical concern and consideration of an improvement plan be prepared and implemented accordingly.

Document the Executive Director’s position evaluation and select a rating of 1-5 factors listed above. Discuss any other factors that relate to the Executive Director’s position evaluation, such as significant accomplishments, critical incidents, or necessary improvements, etc.

GUAM ETHICS COMMISSION Executive Director Evaluation Form

Section I. Status of Achievements

List the key goals and the extent to which each have been achieved.

<b>GOALS</b>	<b>STATUS</b>
Establish a procedure for the Commission to receive and adjudicate complaints against public officials in accordance with 4 GCA Ch. 15	Successfully issued and awarded two professional contracts which provided the Commission with a general counsel and prosecutor for the adjudication of cases presented before it. In March 2022, the process for receiving complaints officially launched with nearly 40 cases filed before the end of the calendar year 2022. The Commission brought closure to over two dozen cases before years end.
Secure adequate and proper resources for the Commission to conduct hearings on potential violations of the standard of conduct provided in 4 GCA Chapter 15.	Obtained a 33% increase in local appropriation from the general fund to the Commission. Further, legislative authorization was secured for the second year in a row for the Commission to utilize available funds in the Government Ethics Special Fund. This authorization helps the Commission satisfy any unmet need experienced from the lack of general appropriation funding.
Promulgate administrative rules that details the specific mandates of the Commission and the process for how complaints move through the Commission procedurally.	Successfully prepared and filed the draft administrative rules as approved by the Commission. To support the development of the rules, an enterprise-wide study was performed which gave insight on employee attitudes towards mandatory ethics training and the disciplinary actions supported against officials who fail to adhere to the mandate. The rules are now with the Office of the Governor and Office of the Attorney General for their review and action.

Conduct Ethics in Government Program workshops for all government of Guam employees and ensure every government entity's compliance with the Ethics Training Compliance Report provided in 4 GCA Chapter 15.	Conducted a total of forty-five (45) workshops training a total of 2,613 employees in the government of Guam. This is a substantial increase compared to the previous year. With this new figure setting the baseline level of accomplishment, it remains well positioned to meet the statutory deadline for all employees to obtain ethics training by 2024. In October, an online learning platform was launched under the Commission's website. This is an expansion for the delivery of ethics training which further supports the Commission's goal to have every employee attend an ethics training. Lastly. For the second year in a row the Commission is reporting 100% compliance with the Ethics Training Compliance Report due from every government entity to the Commission.
Perform a position study to determine what is the workforce capacity necessary for the Commission to fulfill the mandates of 4 GCA Ch. 15.	The study has been completed with the draft organizational chart included in the Commission's FY2024 budget request. Pay evaluation pending DOA's response.

Section II. Performance Measures

Evaluation Criterion	Scores						Comments/Suggestions
	CC	DLG	MT	MB	RJ	TOTAL	
<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	4	5	4.6	
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	4	5	4.6	
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	4	5	4.4	
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	5	5	4	5	4.6	
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 GETHC.	4	5	5	5	5	4.8	
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	4	5	4	5	4.6	
Evaluation Criterion	Scores						Comments/Suggestions
	CC	DLG	MT	MB	RJ	TOTAL	
<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.	4	4	5	4	5	4.4	
2.2 The Executive Director has accurately identified and analyzed problems and issues confronting the commission.	4	4	4	4	5	4.2	
2.3 The Executive Director has accurately determined and assessed key success factors for the GETHC.	4	4	4	4	5	4.2	
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	5	4	4	5	4.6	
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	4.8	
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	4	5	4	5	4.6	
<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.	4	4	5	4	5	4.4	
3.2 The Executive Director organized and delegated work accurately and refers functions to others in a professional manner.	5	4	5	4	5	4.6	
3.3 The Executive Director makes sound decisions and timely adjustments when conditions demanded such changes.	5	4	5	4	5	4.6	
3.4 The Executive Director has timely and effectively executed priorities set by the Commissioners.	5	5	5	4	5	4.8	
3.5 The Executive Director has accurately supervised performance monitoring and control to ensure accountability at all levels of the organization.	5	4	5	4	5	4.6	
3.6 The Executive Director has ensured that the GETHC complies with requirements from all pertinent laws and regulations.	4	4	5	4	5	4.4	
Evaluation Criterion	Scores						Comments/Suggestions
	CC	DLG	MT	MB	RJ	TOTAL	
<b>Financial planning/performance</b>							
4.1 The Executive Director possesses a good understanding of the GETHC's financials.	5	5	5	4	5	4.8	
4.2 The Executive Director has exercised good judgment in managing the financial affairs and budget of the GETHC.	5	5	5	4	5	4.8	
4.3 The Executive Director has established sound practices and procedures for up-to-date accurate accounting and financial planning.	5	4	5	4	5	4.6	
4.4 The Executive Director has effectively monitored and evaluated financial planning, budget and administrative operations, and reports the results to the GETHC.	5	4	5	4	5	4.6	
4.5 The Executive Director has achieved the GETHC's budgetary goals .	5	5	5	4	5	4.8	
4.6 The Executive Director has ensured that the GETHC's accounts are of such professional quality that they have received a "clean" financial audit.	4	4	5	4	5	4.4	
<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.	4	5	5	5	5	4.8	
5.2 The Executive Director has demonstrated a sound knowledge of board governance procedures and has consistently followed them.	5	4	5	4	5	4.6	
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	4	5	5	5	4.8	
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	5	5	5	5	
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	5	5	5	
Evaluation Criterion	Scores						Comments/Suggestions
	CC	DLG	MT	MB	RJ	TOTAL	
<b>Relationship with the Board</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	5	4	4	5	4.4	
<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.	4	4	4	5	5	4.4	
6.2 The Executive Director has effectively communicated the GETHC's financial performance to the Legislature.	4	4	5	4	5	4.4	
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	4	5	5	5	4.8	
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	4	4	5	5	4.6	
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	4	4	4	5	4.4	
<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 GETHC mission, direction and goals.	4	4	5	4	5	4.4	
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	4	5	4	5	4.4	
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	4	5	4	5	4.6	
Evaluation Criterion	Scores						Comments/Suggestions
	CC	DLG	MT	MB	RJ	TOTAL	
<b>Human Resources Management/Relations</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	4	5	4	5	4.6	
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	4	4	5	4.4	
7.6 The Executive Director has ensured that the GETHC has good internal communication and treated all personnel fairly, without favoritism or discrimination.	4	4	5	4	5	4.4	
<b>Service Knowledge</b>							
8.1 The Executive Director has demonstrated a thorough knowledge and understanding about key aspects of the GETHC.	5	5	4	5	5	4.8	
8.2 The Executive Director has a good understanding of the GETHC's allocation of its resources.	5	5	5	5	5	5	
<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	4	5	5	5	4.8	
9.2 The Executive Director has shown sensitivity to and respect for others and exhibits concern for subordinates as individuals.	5	5	5	5	5	5	

9.3 The Executive Director has exercised good judgment in dealing with sensitive issues between people and between groups.	5	5	5	5	5	5	
Evaluation Criterion	Scores						Comments/Suggestions
	CC	DLG	MT	MB	RJ	TOTAL	
<b>Personal Qualities</b>							
10.1 The Executive Director has shown skills at analyzing and addressing problems, challenges and conflicts, and has been comfortable with ambiguity and complexity.	4	4	5	4	5	4.4	
10.2 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	4	5	5	5	4.8	
10.3 The Executive Director has consistently sharpened his/her skills in the areas required for development of his or her potential.	4	4	4	5	5	4.4	

221.2      4.5 / 5.0      AVG. SCORE

Section III. Development Needs

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

1. Great organization skills, strong leadership and sets the right example for staff, commissioners, and peers in the government.
2. Takes full advantage of resources (industry trends, online resources, statute, etc.) in meeting organizational goals.
3. Detailed and mission-driven, outstanding quality and quantity of work produced.
4. Jesse has strong communication skills and gives more than adequate notice on upcoming activities and meetings.
5. Jesse has a great aptitude for navigating the challenges he faced in getting the commission up and running. He is proactive and takes initiative. He also knows when to be firm and stand his ground. If he is unsure of how to approach a situation, he seeks guidance from others.
6. Jesse has a solid understanding of the GETHC's budget as well as Gov Guam's procurement practices. He is adept at navigating these areas.
7. Communication – Jesse has great communication skills – both internally and externally.
8. The Commission is regularly updated never missing a beat and its apparent within his team as well as externally amongst stakeholders. Clear, concise, and continuous communication has been consistent with Jesse and definitely one of his strengths.
9. Leadership – Jesse has great leadership qualities that has gained him respect amongst the Commissioners, External Stakeholders and internally with his team. This type of leadership is required to maintain and grow the Ethics Commission as well as the trust of the people of Guam.
10. Positive Attitude – Jesse continuously displays positivity in an environment that requires nothing less for both the team and any constituent(s)
11. His knowledge and passion for the commission and the people of Guam
12. His knowledge and relationships with the players and agencies within Gov Guam.
13. His gentle strength when approaching difficult or challenging situations with people and the environment of government.
14. Exceptional job knowledge, including procedural requirements of the Commission.
15. Show incredible initiative to anticipate issues, identify and implement appropriate solutions.
16. Great communicator with excellent interpersonal skills.

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

1. Keep up with procurement training/best practices, laws, etc.
2. Attend and engage with COGEL.
3. Continue to build relationships with other government agencies to ensure quality delivery of government services.
4. Not really personal development, but a key priority is filling the remaining Commissioner spot. I feel that we cannot be as effective as we should be because we are having difficulty making quorum.
5. Attending the 2023 Government Ethics Conference. I believe this would be beneficial for our ED.
6. Coaching & Mentoring among the team (People Development)
7. Strategic Planning (Long Term Planning)
8. Operational Enhancements Public outreach
9. Attend COGEL and build relationships within the field
10. Create a "this is what we do" "this is what we don't do". Improve interview skills with public filing complaints for additional details needed to make effective review of Complaints and faster communication and turn around to the filer of the complaint.
11. I would like to see Mr. Quenga impart his knowledge and work ethic to other Executive Directors, particularly in government service.