

**OPG Commission meeting
Director Report
03.27.2024**

Purpose: The Director Report will provide information about new matters, updates about the previous month's matters, and next steps for the following month. The Director will provide the Director Report to all Commission members. Questions about the Director Report will be addressed at the Commission meetings, if necessary. Commissioners are encouraged to reach out to the Director directly regarding any questions in between meetings.

- Attachment 1: SCAO/Judicial provided a FY 2024 Budget Summary as of 03.05.2024

I. Budget and Administrative Update.

- a. I previously provided the monthly budget summary report as of 01.29.2024 provided to me by Mike Henthorn, Judicial Budget Analyst II. **See Attachment 1.** February payroll has not run so an updated budget is not available.
- b. Renegotiation for Judicial MOU: To clarify while other independent agencies have MOUs with SCAO/Judicial Department and are not receiving those services, which is essentially what prompted the development of ASIA. However, the OPG is not as well established as most of the other independent agencies and our MOU provides even less services than most of the other independent agencies. I'm discussing legislative and other avenues of action with Amanda Gall.
- c. Potential office relocation update. As a reminder, this past summer when I met with JBC Analyst Alfredo Kemm to request a budget increase for lease space, he suggested that I also look into Capital Complex space. I have been working with the Department of Personnel, Division of Capital Assets. There is no available Capital Complex space. The next step is working with the DPA approved real estate broker to assist in negotiating inter-agency space or private space. I met with the broker on 03.18.2024 to discuss our Denver area needs. The broker is searching for space.
- d. Office of Administrative Services for Independent Agencies (ASIA) updates. The Board has met twice, including once with JBC Analyst, Alfredo Kemm, to discuss amendments to the ASIA bill. Some

amendments include changing the Board to an Advisory Board and expanding the agencies included to eight to include: Independent Ethics Commission; Office of the Child's Representative; Office of the Respondent Parent's Counsel; Office of the Alternative Defense Counsel; Office of Colorado's Child Protection Ombudsman; Office of Public Guardianship; Commission of Judicial Discipline; and Bridges; hire a Director by July 1, 2024 and other requirements. A bill has not been proposed as of 03.21.2024.

- e. Employer's Council for Human Resources assistance - update. On 03.01.2024 I completed an onboarding meeting with a representative. I received an email on 03.11.2024 with training and educational resources for topics such as Performance Management, Termination, Recruiting and Interviewing, Training Options for Managers and Supervisors, and Employee Handbook Resources. It seems that Employer's Council will be most helpful when having a specific HR issue or when the Workforce Development Manager is onboard and developing related policies. DD Cantu and I will review and implement the training opportunities for management and staff.
- f. On-call answering system – update. The On-call answering system started on 03.04.2024. The On-call answering system is active every weekday from 5:00pm through 8:00am and throughout the weekend. A primary guardian is On-call with the DD or ED On-call as a backup. Non-urgent calls are screened out and emailed to the Staff Assistant the following business day. Only urgent calls get through to the On-call guardian during the evening and weekend hours. We are also reviewing to see if the On-call answering system can be in place for a guardian when they are out of the office on PTO.
- g. Human Resources Update
 - i. Kelly May joined the Office on 03.18.2024 as a 2nd JD Guardian.
 - ii. Myka Stacks joined the Office on 03.18.2024 as a 2nd JD Guardian.
 - iii. We continue to post to fill one more 2nd JD guardian and two CMHI guardian positions. We interview as we receive qualified applicants. We have three scheduled interviews.
- h. UGCOPAA – Uniform Guardianship Conservatorship and Other Protective Arrangements Act - update. I reviewed the bill draft for fiscal and operational impacts. I provided fiscal impact to the Legislative Council on

02.21.2024. The bill will be heard on 03.27.2024 at 1:30 pm. I provided amendments similar to the Denver City Attorney's office to the Arc of Colorado. The Arc of Colorado scheduled meetings with the Denver City Attorney's office that I was invited to, but I've not been able to attend. Amanda Gall will provide me with updates.

II. **Colorado OPG Pilot Program Commission and Operating Policies Updates.** Please note that Commission and Operating Policies are available on the OPG website: <https://colorado-opg.org/opg-in-depth/>

- a. **Trainings and Projects – Ongoing.** A list can be provided quarterly.
 - i. Janelle Cantu and I met with Allison Villegas on 03.16.2023 to discuss creating training modules for our office. Ms. Villegas is a Physician Assistant with Longevity Health Plan, a specialized Medicare Advantage health plan serving people living in skilled nursing facilities. We discussed a program to discuss collaborative communication with the interdisciplinary team at nursing facilities and common medical and behavioral conditions that affect patients and how guardians can identify and follow up on treatment, etc. We will be following up with the guardians for input and scheduling of training. I will be following with Ms. Villegas on a contract for the training.
 - 1. Our first training was on 04.19.2023 entitled Communication and Collaboration and focused on working with healthcare professionals as an interdisciplinary team.
 - 2. Our second training was on 06.21.2023 entitled UTIs and focused on identifying symptoms of all types of bacteria in the urine, identifying symptoms and evaluate medical evidence and ask questions to identify if a client has a UTI or other medical issue.
 - 3. We completed training on 08.16.2023 Advance Planning: Code Status/Hospice/Palliative Care.
 - 4. We completed training on 10.18.2023 on Acute and Chronic Respiratory Failure.
 - 5. We completed training on 12.20.2023 on Client Falls.
 - 6. We completed training on 02.21.2024 on Behavior Management.
 - 7. Upcoming session on 04.17.2024 – Trauma Informed Care.
 - ii. Internal trainings/Procedures – In review with Josh Murphy.

1. Ft. Logan Process – Transition/Discharge Planning Procedure – meeting scheduled on 03.01.2024 with new Director
 2. Naxolene Policy
 3. Update Client Visit Protocol
 4. Update Modification/Termination of Guardianship Protocol
 5. Strategic Planning
- iii. Articles with former Chair Bennett-Woods and Research Assistant Grant Yoder. We met on 06.15.2023 to brainstorm articles we could publish from our experiences establishing the COPG Pilot through the 2023 Final Report.
1. We had been meeting monthly and reached out to certain NGA Public Guardian Special Interest Group members for review and guidance.
 2. Former Chair Bennett-Woods is finalizing our summary submission and we will be able to submit to a few journals.

b. Intake Eligibility, Prioritization and Referral Process.

- i. Update on number of registered users, referrals, accepted cases, etc. as of **3.19.2024**
 1. 81 Active guardianships
 2. 0 referrals pending in court proceedings
 3. 3 Complete
 4. 1 Partial referrals
 5. 4 Registered
 6. 24 clients passed away since COPG appointment
 7. 30 Hold status (now includes OBH/CHMI-Ft. Logan/Pueblo referrals that are non-OBH/Momentum contract referrals)
 8. The OBH/Momentum dedicated caseload for one guardian is full and all 12 guardianships are active
 9. 7th Judicial District
 - a. Accepted – 1 Montrose
 - b. Declined Not incapacitated – 1 Delta
 - c. Declined No OPG Capacity – 1 Montrose
 - d. Withdrawn – 2 Montrose
 10. Declined referrals – pre-Hold status
 1. 130 Denver declined referrals (some declined were prior to establishing the Hold status)

- a. 9 - Family available to serve
 - b. 56 - Expired/Incomplete information
 - c. 12 – Not appropriate referral
 - d. 5 - Not adult
 - e. 1 – Not Indigent
 - f. 4 - Withdrawn by Ft. Logan
 - g. 8 - No OPG Capacity
 - h. 4 - Withdrawn Death
 - i. 11 - Withdrawn, not incapacitated
 - j. 20 - Withdrawn, other Guardian Available
non- Family member
- 2. Texas inquiry - 1
 - 3. Nebraska referral - 1
 - 4. Alaska inquiries – 2
 - 5. Colorado inquiries – 14

11. 118 streamlined referrals (Non-Denver County) – Declined

- 1. Adams County – 8
- 2. Alamosa County - 1
- 3. Arapahoe County – 20
- 4. Baca – 1
- 5. Boulder County – 8
- 6. Broomfield County – 1
- 7. Crowley - 1
- 8. “Denver County” – 2
- 9. El Paso County – 25
- 10. Fremont - 1
- 11. Garfield County – 1
- 12. Gunnison County – 1
- 13. Huerfano County - 3
- 14. Jefferson County – 11
- 15. Lake County - 1
- 16. La Plata County – 2
- 17. Larimer County - 6
- 18. Las Animas County - 2
- 19. Mesa County – 1
- 20. Montrose County – 3 *
- 21. Otero County – 3

22. Pueblo County – 9

23. Weld County – 7

*Montrose County: Two referrals were declined prior to April 2023. 1 referral was declined in May 2023 due to the AIP residing in Otero County

- III. **Stakeholder Outreach – Ongoing.** A list can be provided if requested.
 - a. Asked to speak at the 2024 CBA Elder Law Retreat on Limited Guardianships and Colorado Hospital Association 03.05.2024 - Decisions, Competency and Guardianship – rescheduled to 05.30.2024

Attachment 1. FY24 OPG Budget Summary as of 03.05.2024

OPG Personal Services and Operating - FY 2024 - Through 3/5/2024

FY 2024			
Budget Type	Budget	YTD + Projected Exp	Surplus / (Deficit)
YTD Personal Services	\$1,321,126	\$ 988,327	\$332,799
Operating	\$582,162	\$ 319,430	\$262,732
Total Appropriation	\$1,903,288	\$1,307,757	\$595,531

FY 2025 Full-fill Projections			
Budget Type	Budget	Proj. Exp	Surplus / (Deficit)
Personal Services	1,810,804	\$1,607,016	\$203,788
Operating	\$427,374	\$375,000	\$52,374
Indirect Costs	\$18,527	\$18,527	\$0
Total	\$2,256,705	\$2,000,543	\$256,162

Cash Fund Balance			
	PRIOR YEAR (FY 2023)	FY24 Projected Revenue less YTD Expenses	FY25 Projected
Total Rev	\$1,318,638	\$1,310,545	\$1,310,545
Total Exp	\$1,244,279	\$1,307,757	\$2,000,543
Net Change	\$74,360	\$2,788	(\$689,998)
Beg Fund Bal	\$1,645,409	\$1,719,769	\$1,722,557
= Fund Balance	\$1,719,769	\$1,722,557	\$1,032,559

Salaries	Pos. #	Current Salaries	Actual											
			July	August	September	October	November	December	January	February	March	April	May	June
Director	87001	\$ 10,675	\$ 10,675	\$ 10,675	\$ 10,675	\$ 10,675	\$ 10,675	\$ 10,675	\$ 10,675	\$ 10,675	\$ 10,675	\$ 10,675	\$ 10,675	\$ 10,675
Staff Assistant	87002	\$ 4,954	\$ 4,954	\$ 4,954	\$ 4,954	\$ 4,954	\$ 4,954	\$ 4,954	\$ 4,954	\$ 4,954	\$ 4,954	\$ 4,954	\$ 4,954	\$ 4,954
Guardian	87003	\$ 5,250	\$ 5,250	\$ 5,250	\$ 5,250	\$ 5,250	\$ 5,250	\$ 5,250	\$ 5,250	\$ 2,817	\$ -	\$ -	\$ 5,250	\$ 5,250
Guardian	87004	\$ 5,384	\$ 5,384	\$ 5,384	\$ 5,384	\$ 1,713	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,384	\$ 5,384
Vacant - Guardian	87005	\$ 5,384	\$ 11,641	\$ -	\$ 3,679	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150	\$ 1,367	\$ -	\$ -	\$ 5,384	\$ 5,384
Unfilled Guardian	87006	\$ 4,852	\$ 4,039	\$ -	\$ 2,526	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,852	\$ 4,852
Unfilled Guardian	87007	\$ 5,408	\$ 5,408	\$ 759	\$ 258	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,408	\$ 5,408
Deputy Director	87008	\$ 9,275	\$ 9,275	\$ 9,275	\$ 9,275	\$ 9,275	\$ 9,275	\$ 9,275	\$ 9,275	\$ 9,275	\$ 9,275	\$ 9,275	\$ 9,275	\$ 9,275
Vacant - CMHI Guardian	87009	\$ 5,232	\$ 5,232	\$ 5,232	\$ 6,541	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,232	\$ 5,232
Vacant - CMHI Guardian	87010	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
Case Management Aide	87011	\$ 4,725	\$ 4,725	\$ 4,725	\$ 4,725	\$ 4,725	\$ 4,725	\$ 4,725	\$ 4,725	\$ 4,725	\$ 4,725	\$ 4,725	\$ 4,725	\$ 4,725
Guardian	87012	\$ 5,232	\$ 5,232	\$ 5,232	\$ 5,232	\$ 5,232	\$ 5,232	\$ 5,232	\$ 5,232	\$ 5,232	\$ 5,232	\$ 5,232	\$ 5,232	\$ 5,232
Guardian	87013	\$ 5,150	\$ -	\$ -	\$ 2,452	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
Legal Counsel	87014	\$ 9,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,300	\$ 9,300	\$ 9,300	\$ 9,300	\$ 9,300	\$ 9,300
Unfilled Guardian or Case Management Aide or other	87XXX	\$ 4,725	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Salaries		\$ 90,546	\$ 71,815	\$ 51,486	\$ 60,951	\$ 52,124	\$ 50,411	\$ 50,411	\$ 50,411	\$ 53,495	\$ 49,311	\$ 49,311	\$ 86,271	\$ 86,271
Employee Benefits		\$ 30,835	\$ 26,616	\$ 22,706	\$ 25,040	\$ 35,652	\$ 23,827	\$ 21,287	\$ 18,254	\$ 20,535	\$ 20,535	\$ 20,535	\$ 20,535	\$ 20,535
Total Personal Services		\$ 1,456,560	\$ 98,430	\$ 74,192	\$ 85,991	\$ 87,776	\$ 74,238	\$ 71,698	\$ 68,666	\$ 74,030	\$ 69,846	\$ 69,846	\$ 106,806	\$ 106,806

		Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Projections	Projections	Projections	Projections
1920 -Other Professional Services		416	436	468	1,463	9,918	936	3,393	432					
1935 - Attorneys		-	35	-	51	289	43	269	332					
1960 -Professional IT Services		-	495	495	-	495	495	550	1,045					
2255 -Rental of Meeting Rooms & Leased Space		1,900	4,500	-	10,100	-	8,450	-	12,050					
2510 -General Travel (Employee)		5	22	209	1,204	1,330	77	31	895					
2512 -Meals (Employee)		40	-	65	-	-	26	-	-					
2513 -Mileage Reimbursement (Employee)		306	995	303	518	979	1,125	862	338					
2530 -General Travel		-	-	-	-	-	1,459	-	-					
2531 -Common Carrier Fares		-	-	-	-	417	830	-	-					
2532 -Meals		-	-	-	-	-	189	-	-					
2610 -Advertising Services		-	164	-	410	873	127	578	82					
2631 -Communication Services from Outside Sources		-	1,010	1,009	1,009	1,010	959	959	959					
2641 -ADP Services from Outside Sources		3,613	4,700	6,186	6,005	-	-	27,005	-					
2680 -Printing & Reproduction Services - Vendors		37	8	12	212	-	182	36	168					
2690 -Legal Services		-	-	-	-	-	-	37,530	-					
3118 -Food & Food Services Supplies		-	240	17	316	28	23	74	217					
2820 -Monitoring Services		-	156	156	156	388	156	156	156					
3110 -Identification & Safety Supplies		-	-	-	47	147	-	-	-					
3121 -Case Jackets		357	458	-	110	345	56	-	293					
3123 -Postage		4	7	198	8	-	76	25	104					
3140 -Noncapitalized IT Software		-	871	161	4,344	122	-	-	2,576					
3145 -Noncapitalized IT Purchases		-	517	367	-	368	3,758	14,014	826					
4140 -Dues & Memberships		-	-	-	-	-	-	1,583	253					
4170 -Miscellaneous Fees & Fines		-	10	20	-	-	10	10	-					
4220 -Registration Fees		-	45	150	620	315	-	-	-					
4256 -Other Employee Benefits - Eco Pass		-	260	-	-	-	-	-	-					
Total		\$ 6,678	\$ 14,928	\$ 9,816	\$ 26,572	\$ 17,023	\$ 18,977	\$ 87,075	\$ 20,725					

Total - YTD + Projections Program Line \$ 105,108 \$ 89,120 \$ 95,807 \$ 114,348 \$ 91,261 \$ 90,674 \$ 155,741 \$ 94,755 \$ 69,846 \$ 69,846 \$ 106,806 \$ 106,806

Over/(under) Program Line



PERFORMANCE EVALUATION
OF THE EXECUTIVE DIRECTOR OF THE OFFICE OF PUBLIC GUARDIANSHIP

Executive Director Name:

Review Period:

Type of Evaluation: Annual Formal Comprehensive Interim

I. INTRODUCTION

The Executive Director (“Director”) of the Office of Public Guardianship (“Office”) manages the daily operations of the Office, under the supervision of the Office of Public Guardianship Board (“Board”). The Director’s responsibilities and duties can be divided into three main responsibilities that can be derived from statute: (I) Administrative Oversight of the Office; (II) Reports and Recommendations; and (III) Public Relations and Educational Outreach. Under each main responsibility are sub-categories in which the Commission evaluated the Director’s performance during an Annual or Formal Comprehensive Evaluation. If certain information was not available to the Commission for feedback during an Annual Evaluation, some categories of evaluation may remain blank.

This (“Evaluation”) relied on the following documents or information:

LIST ALL DOCUMENTS / INFORMATION RELIED ON. This can include, but not be limited to:

- Self-Evaluation of the Director
- Staff comments or documents
- Public Comments/Complaints
- Reports or Information provided to the Commission from the Director during the evaluation period
- Public comments or documents from adult protection service providers and agencies

Some information and documents are related to more than one section. I tried to list the other sections to reference. But please consider all comments and documents when reviewing each section.

Section II of the Evaluation focuses on the Director’s job duties and responsibilities. The Director was evaluated based on a set of Responsibilities that encompasses all facets of the Director’s job duties, as approved by the Board. Board scored the Director per Responsibility on the following basis:



COLORADO
Office of Public Guardianship

- Exceptional = 5
- Highly Effective = 4
- Proficient = 3
- Inconsistent = 2
- Unsatisfactory = 1

An average score based on the individual Board evaluations was computed for objective evaluation. Any score of “proficient” or above is a positive rating of the Director’s performance. Board were encouraged to support individual ratings above or below proficient with that Board’s personal interactions with the Director or reviews of specific work product. These might include reference to documentation, such as the Director’s self-evaluation, reports drafted and distributed by the Office, and feedback received from staff, the public or stakeholders.

The subjective evaluation is provided in the form of comments and feedback under each Responsibility with reference to documents or information relied on by the Board to support each score. The individual comments will be aggregated so that the Board speaks with one voice in the evaluation that is provided to the Director. The aggregated comments will include any specific information provided by an individual Commissioner in support of a rating above or below “proficient” on the objective portion.

Section III evaluates the Director’s progress toward, or completion of, the goals that the Director set forth in his or her Self-Evaluation to accomplish for the Review Period, as well as any goals that the Board established for the Director.

Section IV sets forth the goals for the Director for the upcoming Review Period and establishes any Board specific goals.



II. EVALUATION – RESPONSIBILITIES

RESPONSIBILITY I: ADMINISTRATIVE OVERSIGHT OF THE OFFICE OF PUBLIC GUARDIANSHIP

Responsibility I evaluated the Executive Director’s performance as leader of the Office, including but not limited to, performance of administrative duties, management of human resources and staff relations, oversight of budget and fiscal matters, and substantive work completed by the Office.

Responsibility I.A: Strategic Goals and Long-Term Plan for Office (2-3 Year Vision)

Because the Office was officially established in 2023 as an independent agency, the Director was evaluated based on development, discussion, and planning.

Exceptional: Performance is consistently superior and significantly exceeds position requirements.	Exceptional = 5	Highly Effective = 4	Proficient = 3	Inconsistent = 2	Unsatisfactory = 1
Highly Effective: Performance frequently exceeds position requirements					
Proficient: Performance consistently meets position requirements					
Inconsistent: Performance meets some, but not all position requirements					
Unsatisfactory: Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.					
<ul style="list-style-type: none"> • Works with OPG Staff and Board to prepare and develop long-term vision for the office, including strategy for advocating continuation and expansion of the Office. • Works with OPG Staff and Board to update a strategy for wind up the Office, as required by statute. • Works with OPG Staff and OPG Board to coordinate the 2023 combined Board retreat. 	<p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p>				
<p>This score was subjectively based on the following: [INSERT COMMENTS WITH SUPPORTING ACHIEVEMENTS, ACCOMPLISHMENTS, AREAS OF IMPROVEMENT FROM DOCUMENTS/INFORMATION RELIED ON]</p>					



Responsibility I.B: Compliance with MOUs and State Agency Agreements

Exceptional: Performance is consistently superior and significantly exceeds position requirements.	Exceptional = 5	Highly Effective = 4	Proficient = 3	Inconsistent = 2	Unsatisfactory = 1
Highly Effective: Performance frequently exceeds position requirements					
Proficient: Performance consistently meets position requirements					
Inconsistent: Performance meets some, but not all position requirements					
Unsatisfactory: Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.					
<ul style="list-style-type: none"> • Ensures the Office is complaint with Hunam Resources, Personnel, Office Space, Informational Technology, Financial, Accounting, Budgeting, as the MOU with State Judicial has not been renegotiated, as required by law, and as ASIA is not operational yet. • Ensures the Office’s compliance with any other agreements between other state agencies or adult welfare agencies/providers. • Ensures that Agreements are entered into, updated, and revised, as needed. • Hired an internal staff attorney. 	<p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p>				
<p>This score was subjectively based on the following: [INSERT COMMENTS WITH SUPPORTING ACHIEVEMENTS, ACCOMPLISHMENTS, AREAS OF IMPROVEMENT FROM DOCUMENTS/INFORMATION RELIED ON]</p>					

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Responsibility I.C: Financial Planning and Oversight

Exceptional: Performance is consistently superior and significantly exceeds position requirements.	Exceptional = 5	Highly Effective = 4	Proficient = 3	Inconsistent = 2	Unsatisfactory = 1
Highly Effective: Performance frequently exceeds position requirements					
Proficient: Performance consistently meets position requirements					
Inconsistent: Performance meets some, but not all position requirements					
Unsatisfactory: Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.					
<ul style="list-style-type: none"> • Initiates a planning process to create and fulfill the annual long and short range financial plans, goals and objectives of the Office. • Develops, implements, and administers the Office’s budget, operating accounts, and expenses. • Works with Joint Budget Committee and staff analysts on budget and budget related items for information and supplemental requests. • Assesses potential viable funding sources outside the General Assembly budgeting and appropriations process on an ongoing basis. • Ensures that the Office’s financial resources are managed in accordance with State Judicial fiscal rules, as required by law. 	Average Score: _____	Average Score: _____	Average Score: _____	Average Score: _____	Average Score: _____
This score was subjectively based on the following: [INSERT COMMENTS WITH SUPPORTING ACHIEVEMENTS, ACCOMPLISHMENTS, AREAS OF IMPROVEMENT FROM DOCUMENTS/INFORMATION RELIED ON]					



Responsibility I.D: Human Resources

Exceptional: Performance is consistently superior and significantly exceeds position requirements.	Exceptional = 5	Highly Effective = 4	Proficient = 3	Inconsistent = 2	Unsatisfactory = 1
Highly Effective: Performance frequently exceeds position requirements					
Proficient: Performance consistently meets position requirements					
Inconsistent: Performance meets some, but not all position requirements					
Unsatisfactory: Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.					
<ul style="list-style-type: none"> • Hires, supports, and leads effective guardian-designees and Office staff. • Ensures that all Office staff are adequately and appropriately trained, including any necessary continuing education, for their roles in the Office and as employees of the state. • Oversees the Office’s human resource policies and ensures compliance with the Office’s policies, procedures, applicable state and federal law, and contractual obligations. • Delegates appropriate responsibilities to optimize staff autonomy and efficiency while providing needed guidance and advice. 	<p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p>				
<p>This score was subjectively based on the following: [INSERT COMMENTS WITH SUPPORTING ACHIEVEMENTS, ACCOMPLISHMENTS, AREAS OF IMPROVEMENT FROM DOCUMENTS/INFORMATION RELIED ON]</p>					



Responsibility I.E: Oversight of Substantive Services Provision

Exceptional: Performance is consistently superior and significantly exceeds position requirements.	Exceptional = 5	Highly Effective = 4	Proficient = 3	Inconsistent = 2	Unsatisfactory = 1
Highly Effective: Performance frequently exceeds position requirements					
Proficient: Performance consistently meets position requirements					
Inconsistent: Performance meets some, but not all position requirements					
Unsatisfactory: Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.					
<ul style="list-style-type: none"> • Timely reviews referrals to the Office to determine eligibility and priority of referrals. • Evaluates guardian and staff performance on an ongoing basis to ensure Office compliance with policies, procedures, and Office standards. • Provides oversight and direction to staff and guardians to ensure that clients receive appropriate and timely services. • Proactively identifies areas for performance improvement for self and staff. • Investigate and respond to complaints against the Office, including complaints against the Director and Office staff. • Maintains high standards of ethics and professionalism in the treatment of and services provided to clients served through the Office. 	<p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p>				
<p>This score was subjectively based on the following: [INSERT COMMENTS WITH SUPPORTING ACHIEVEMENTS, ACCOMPLISHMENTS, AREAS OF IMPROVEMENT FROM DOCUMENTS/INFORMATION RELIED ON]</p>					



Responsibility I.F: Commission Relations

Exceptional: Performance is consistently superior and significantly exceeds position requirements.	Exceptional = 5	Highly Effective = 4	Proficient = 3	Inconsistent = 2	Unsatisfactory = 1
Highly Effective: Performance frequently exceeds position requirements					
Proficient: Performance consistently meets position requirements					
Inconsistent: Performance meets some, but not all position requirements					
Unsatisfactory: Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.					
<ul style="list-style-type: none"> • Informs the Board on a timely basis on the overall condition of the Office including financial status, human resource issues and external operations. Timely basis generally means 7-10 days' notice absent emergency circumstances. • Is available or responsive to the Board's requests or inquiries, either collectively or individually. • Clearly communicates to the Board about the Office's strategies, policies, programs, operating documents, and outcomes, especially changes that affect the Office's provision of services to clients. • Works with the Board to ensure that the Board is effective in promoting the mission and strategic goals of the organization. 	<p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p>				
<p>This score was subjectively based on the following: [INSERT COMMENTS WITH SUPPORTING ACHIEVEMENTS, ACCOMPLISHMENTS, AREAS OF IMPROVEMENT FROM DOCUMENTS/INFORMATION RELIED ON]</p>					



Responsibility I.G: Development of Policies and Procedures

Exceptional: Performance is consistently superior and significantly exceeds position requirements.	Exceptional = 5	Highly Effective = 4	Proficient = 3	Inconsistent = 2	Unsatisfactory = 1
Highly Effective: Performance frequently exceeds position requirements					
Proficient: Performance consistently meets position requirements					
Inconsistent: Performance meets some, but not all position requirements					
Unsatisfactory: Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.					
<ul style="list-style-type: none"> • Develop and identify new policies and procedures currently not in place. 	Average Score: _____				

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RESPONSIBILITY II: REPORTS AND RECOMMENDATIONS

Responsibility II evaluated the Director’s performance in drafting, distributing and submitting reports on the activities, investigations, findings, and recommendations of the Office as required by law and in accordance with the Office’s Operating Procedures. This Responsibility also evaluates the Director’s performance in making such activities of the Office transparent by distributing those reports to the General Assembly, stakeholder agency/providers, and the public as permitted or required by law.

Responsibility II.A: Data Collection, Management and Preparation and Distribution of Reports

Exceptional: Performance is consistently superior and significantly exceeds position requirements.	Exceptional = 5	Highly Effective = 4	Proficient = 3	Inconsistent = 2	Unsatisfactory = 1
Highly Effective: Performance frequently exceeds position requirements					
Proficient: Performance consistently meets position requirements					
Inconsistent: Performance meets some, but not all position requirements					
Unsatisfactory: Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.					
<ul style="list-style-type: none"> Collects data that is relevant and meaningful to show the effectiveness of the Office for the annual legislative report and in furthering the purposes of the Office. Collects data that is relevant and meaningful to the determination of the average annual cost of annual guardianship services. Collects data that is relevant and meaningful to a determination of the avoided potential cost state or local counties as a result of providing guardianship services. Works with appropriate vendors to collect and interpret data to maximize its usefulness in furthering the purposes of the organization to include any updates to systems as needed. Prepares for drafting a report to the General Assembly Judiciary Committees according to criteria required by statute and distributes to the public any reports as permitted by law. 	<p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p>				
<p>This score was subjectively based on the following: [INSERT COMMENTS WITH SUPPORTING ACHIEVEMENTS, ACCOMPLISHMENTS, AREAS OF IMPROVEMENT FROM DOCUMENTS/INFORMATION RELIED ON]</p>					



Responsibility II.B: Activities Before the General Assembly

Exceptional: Performance is consistently superior and significantly exceeds position requirements.	Exceptional = 5	Highly Effective = 4	Proficient = 3	Inconsistent = 2	Unsatisfactory = 1
Highly Effective: Performance frequently exceeds position requirements					
Proficient: Performance consistently meets position requirements					
Inconsistent: Performance meets some, but not all position requirements					
Unsatisfactory: Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.					
<ul style="list-style-type: none"> • Effective spokesperson for the Office before the General Assembly. • Responds to legislative requests or provides testimony before the General Assembly on public guardianship issues and related legislation. • Provides to the General Assembly (as permitted by law) information about the activities, findings, and recommendations of the Office. • Works with the General Assembly when legislation is pending that was proposed by the Office or introduced by the legislature concerning public guardianship issues and related legislation. • Advocates at the General Assembly for Office resources and increase in budgets as necessary. 	<p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p>				
<p>This score was subjectively based on the following: [INSERT COMMENTS WITH SUPPORTING ACHIEVEMENTS, ACCOMPLISHMENTS, AREAS OF IMPROVEMENT FROM DOCUMENTS/INFORMATION RELIED ON]</p>					



RESPONSIBILITY III: PUBLIC RELATIONS AND EDUCATIONAL OUTREACH

Responsibility III evaluated the Director’s performance in building, maintaining and expanding relationships between the Office and public guardianship stakeholders and the public, as well as measures the Director’s effectiveness with educational outreach of the Office’s mission, the need for public guardianship services, and the Office’s potentially expanded role throughout the state.

Responsibility III.A: Public Relations to Stakeholders

Exceptional: Performance is consistently superior and significantly exceeds position requirements.	Exceptional = 5	Highly Effective = 4	Proficient = 3	Inconsistent = 2	Unsatisfactory = 1
Highly Effective: Performance frequently exceeds position requirements					
Proficient: Performance consistently meets position requirements					
Inconsistent: Performance meets some, but not all position requirements					
Unsatisfactory: Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.					
<ul style="list-style-type: none"> Establishes and maintains good working relationships with public guardianship stakeholders, agencies, and providers at the local, state, and national levels. Provides updates about the Office’s activities and recommendations (as permitted by law) at stakeholder meetings, conferences, during one-on-one interactions, or on the Office website. Attends citizen advocacy group meetings or other community outreach events or activities to update the public about the Office’s services and recommendations (as permitted by law). Develops pamphlets or other educational materials that are circulated at citizen meetings, or where adult guardianship services/offices are provided or located concerning the Office’s services and work. 	<p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p> <p>Average Score: _____</p>				
<p>This score was subjectively based on the following: [INSERT COMMENTS WITH SUPPORTING ACHIEVEMENTS, ACCOMPLISHMENTS, AREAS OF IMPROVEMENT FROM DOCUMENTS/INFORMATION RELIED ON]</p>					



IV. EVALUATION: DIRECTOR GOALS FOR UPCOMING REVIEW PERIOD

The Director goals from his or her Self-Evaluation for the upcoming Review Period and those voted on by the Commission include the following:

Director Goals:

Goal #1:

Goal #2:

Goal #3:

COMMENTS:

Commission Goals (if any):

Goal #1:

Goal #2:

Goal #3:

COMMENTS:

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