

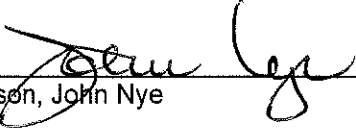
FOUR COUNTY BOARD OF ALCOHOL, DRUG ADDICTION,  
AND MENTAL HEALTH SERVICES

Subject: Monitoring CEO Performance

Serial No. 3.3  
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Adopted: 10-9-86

Revised: 5-10-80, 9-10-92, 6-10-10, 6-12-14

  
Chairperson, John Nye

The Board shall assure CEO performance through systematic monitoring of staff operations.

1. The Board will monitor those agency characteristics or performances, which it has addressed ahead of time in explicit statements of policy, i.e., mission statements. The purpose of such monitoring is solely to determine whether, in fact, the dictates of Board policy are being met.

Since the Board speaks to the CEO in terms of agency "ends" [product, consumer, and cost characteristics which must be achieved] and "means constraints" [methods of excesses which will not be tolerated], monitoring is intended to answer systematically whether ends are being achieved and constraints are being violated.

With respect to monitoring methods, the Board will be concerned with the need for frequency in monitoring a given policy; the cost of various levels of certainty in gathering compliance data; and the integrity of a given monitoring method.

2. The Board will employ three avenues of monitoring, individually or in combination, applied in a systematic way to all policies of the Board.
  - a. Internal reports – Periodic reports from the CEO to the Board will be designed to answer specific monitoring questions at prearranged points in time.
  - b. External judges – Auditors, site visitors, or other external judges shall be retained to answer specific monitoring questions.
  - c. Direct inspection – The Board shall select from its members those who will perform direct inspection of select policies. The implementation of which, at a time mutually acceptable to the CEO, will include a 'walk through' with the CEO to the inspector's satisfaction [or for which the CEO will arrange for an unaccompanied direct inspection.]
3. Each policy of the Board shall be classified according to the frequency and method of monitoring [Section 2, a, b, and c of this policy.]
4. The CEO shall submit a report with the number of policies reviewed and the number of policies found to be in compliance.

