



**PORT OF GUAM**  
*ATURIDAT I PUETTON GUAHAN*  
Jose D. Leon Guerrero Commercial Port  
1026 Cabras Highway, Suite 201, Piti, Guam 96915  
Telephone: 671-477-5931/5 | Facsimile: 671-477-2689  
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**Lourdes A. Leon Guerrero**  
Governor of Guam  
**Joshua F. Tenorio**  
Lieutenant Governor

## **Performance and Development Evaluation**

### **Public Law 29-61**

**Review Period: 01/02/23 to 01/01/2024**

The Board of Directors of the Port Authority of Guam makes public that the General Manager of the Port Authority of Guam, Mr. Rory J. Respicio, has earned an exceptional performance evaluation rating relative to the performance factors adopted by the Board. The evaluation was based on the following areas:

#### **Leadership**

Commitment to the Port's Mission, Vision and Values

Management Practices

Relational Skills

Commitment to Diversity

Resource Management

Communication Skills

Accountability

Responsiveness and Customer Service

Decision Making and Problem Solving

Work Environment and Safety

As a result of this evaluation, the Board of Directors has confidence in Mr. Respicio's skills and capabilities and will retain him as General Manager of the Port Authority of Guam.

Adopted this 25<sup>th</sup> day of April 2024.



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Lieutenant Governor

April 18, 2024

## **MEMORANDUM**

To: Rory J. Respicio, General Manager

From: Dorothy P. Harris, Acting Board Chairperson 

Subject: Annual Evaluation Review (January 2, 2023 to January 1, 2024)

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I am writing to provide feedback on your annual evaluation based on the insights gleaned from the Citizen-Centric Report, the MD&A submitted for FY 2023 for the Port Authority of Guam, and more importantly our frequent interactions to keep me updated regarding port happenings allowing me to provide you with my insight and guidance, especially during those times we were left without a quorum since September of 2023. Your performance as General Manager has been exemplary, and I commend you for your dedication and leadership in navigating the Port through various challenges and achieving significant milestones.

### *Operational Achievements:*

Your adept management has ensured the smooth handling of 1-2 million tons of cargo annually, underscoring the Port's crucial role in the regional supply chain. The notable growth in container throughput and efficiency improvements, such as the reduction in berth hours and increased container moves per hour, reflect your commitment to enhancing operational excellence.

### *Financial Performance:*

Your strategic financial management has resulted in a commendable operating revenue increase of 4.79% from FY21 to FY22, reaching \$57.70 million. Furthermore, the continued positive outlook from S&P Global Ratings underscores the Port's financial stability under your stewardship.

### *Strategic Growth:*

The implementation of the Master Plan update and the successful securing of federal funding for capital improvements highlight your forward-thinking approach and commitment to enhancing the Port's resilience and preparedness for future challenges.

### *Community and Environmental Engagement:*

Your efforts towards environmental sustainability, including zero waste initiatives and greenhouse effect mitigation, demonstrate your dedication to responsible stewardship and community engagement.

### *Challenges and Outlook:*

Despite challenges such as inflation and manufacturing delays, your proactive approach and focus on operational efficiency and strategic planning have positioned the Port for continued success.

*Executive Leadership and Governance:*

Your leadership, along with the support of the Board of Directors, Governor Lou Leon Guerrero and Lt. Governor Josh Tenorio, has been instrumental in guiding the Port's strategic direction and operational achievements.

*Operational Improvements:*

Your leadership has facilitated significant improvements in operational efficiency and service quality, as evidenced by the handling of over 90% of the region's local goods and supplies.

*Customer and Employee Statistics:*

Your effective management of a diverse employee base and strong customer relations have contributed to the Port's success in serving its customers despite global challenges.

*Financial Stewardship:*

Your prudent financial management has ensured a positive financial outcome, with increased net position and balanced revenues against operating expenses.

*Future Projections and Strategic Initiatives:*

Your focus on strong Master Plan implementation and pursuit of funding opportunities bodes well for the Port's future growth and development.

*Brought National Recognition for the Port of Guam:*

Association of Government Accountants. Here is the write up read at the time you received this prestigious recognition:

*Under Rory J. Respicio's leadership, the Jose D. Leon Guerrero Commercial Port of Guam achieved financial excellence and heightened its strategic significance amid global geopolitical challenges. His guidance resulted in financial surplus, advanced systems, and recognition for transparency. The Port's resilience under Respicio's leadership is essential for regional trade and addressing broader geopolitical issues. With international trade routes gaining geopolitical importance, Guam's strategically positioned port, enhanced by modernization and financial efficiency, strengthens its role in the Asia-Pacific region. Respicio's diverse accomplishments, alongside his dynamic management team, encompass financial expertise, operational resilience, and strategic positioning, solidifying the Port Authority of Guam as a pivotal player in evolving geopolitical and trade dynamics.*

The biggest achievement of your performance during this period was the Port Authority of Guam's recovery after Typhoon Mawar. During the mid-year of your evaluation period, the island was hit by a Category 4 Typhoon Mawar on May 24, 2024. This was the first typhoon that would hit the island after 20 years. You, your management team and Port Strong Employees began preparing the facilities prior to the arrival of Typhoon Mawar—had you not done so we would have seen substantial damages to the facilities.

We and the people of Guam witnessed how you and Port Strong Employees sprang into action when the island was declared Condition of Readiness 4, to make sure the Port was open and provided services to the shipping vessels waiting outside of Apra Harbor for their port calls. The Port was able to service the vessels 3 days after the typhoon passed the island—this was a tremendous attainment compared to past incidents of typhoon recovery.

However, you did not stop there. Praises were received from medical, private and government organizations as to how you were able to collaborate with the petroleum companies in making sure fuel was provided to their establishments so they too can provide medical services to the people of Guam.

In conclusion, your remarkable leadership as General Manager has been a beacon of inspiration, guiding the Port through turbulent waters and towards unprecedented success. However, it is crucial to acknowledge that this achievement is not solely attributed to your individual efforts but is a testament to the collective dedication and hard work of our entire team. The unwavering support of the Deputy General Managers, the commitment of all divisions and division heads, and the relentless dedication of every Port employee have been integral in realizing our shared vision and goals. As we celebrate our achievements, let us also recognize and appreciate the invaluable contributions of each team member who has played a role in our journey. Together, we have demonstrated the power of unity, collaboration, and determination, and I have full confidence that with our cohesive team, we will continue to overcome challenges and achieve even greater heights in the future.



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## **GENERAL MANAGER PERFORMANCE AND DEVELOPMENT EVALUATION FORM**

Name of General Manager:  Rory J. Respicio	Name of Reviewer/Title:  Dorothy P. Harris, Acting Board Chairperson
Period Covered:  From: January 2, 2023 To: January 1, 2024	Date of Review:  April 18, 2024

### **GENERAL INSTRUCTIONS:**

1. This form is to be used for initial and bi-annual performance evaluation for the General Manager. The performance evaluations are to occur six (6) months into the General Manager's employment with the Port Authority of Guam and every twelve (12) months thereafter.
2. The ratings to be assigned by the Rater for each individual factor are indicated in Part I; for each individual Performance Objective in Part II; and for the Overall Rating in Part III.
3. The Performance Objectives and factors may be weighted at the Rater's discretion.
4. The Reviewer is the Chairperson of the Board of Directors.

### **PART I: CORE PERFORMANCE FACTORS**

1. The Board of Directors evaluates the General Manager's proficiency in the following performance factors using a single rating on the following scale:  
  
A = Exceptional Performance  
B = Superior Performance  
C = Average Performance  
D = Acceptable Performance  
E = Needs Improvement

Performance Factors	Rater's Rating
<p><b>1. Leadership</b></p> <ul style="list-style-type: none"> <li>a. Displays courage, passion and caring in work.</li> <li>b. Sets a professional example.</li> <li>c. Motivates other to work toward common goals.</li> <li>d. Uses authority responsibly.</li> <li>e. Addresses problems proactively.</li> <li>f. Gains support and seeks buy-in-through participation of others.</li> <li>g. Demonstrates interest in professional growth of others.</li> <li>h. Shows good judgment and accepts ownership for decisions in areas of responsibility.</li> </ul> <p><u>Supportive Information:</u></p> <p>1a. Displays courage, passion, and caring in work:</p> <ul style="list-style-type: none"> <li>• Demonstrated during Typhoon Mawar response, where the GM led with determination and compassion, ensuring minimal disruption and maintaining the integrity of the supply chain—service to shipping vessels were done within 4 days after the typhoon passed the island.</li> <li>• Collaborated with the petroleum companies that private and government medical organizations be first priority in receding diesel fuel so medical treatment services are not disrupted to the people of Guam.</li> <li>• Shown through commitment to sustainability initiatives, reflecting a genuine concern for environmental stewardship and community well-being.</li> </ul> <p>1b. Sets a professional example:</p> <ul style="list-style-type: none"> <li>• The GM's strategic vision and modernization efforts set a high standard for professionalism within PAG and inspiring staff to strive for excellence. He understood the significant challenges the Port will be facing particular due to the ongoing military build-up, which motivated staff to update the Port Master Plan, develop specifications for STS cranes, demolish Port assets to free up valuable wharf space.</li> <li>• Active involvement in professional development activities serves as a model for continuous learning and growth.</li> </ul> <p>1c. Motivates others to work toward common goals:</p> <ul style="list-style-type: none"> <li>• Through effective communication and inclusive decision-making, the GM fosters a sense of shared purpose among team members, encouraging collaboration and synergy.</li> <li>• Implementing a succession plan to ensure leadership continuity amongst the ranks.</li> <li>• Recognition and rewards for good performance incentivize employees to contribute to the achievement of organizational objectives.</li> </ul> <p>1d. Uses authority responsibly:</p> <ul style="list-style-type: none"> <li>• Demonstrated through prudent financial management practices, ensuring transparency and accountability in budgetary decisions.</li> <li>• Decisive leadership during economic and natural disaster challenges reflects a balanced approach to exercising authority in times of crisis.</li> </ul>	<p style="text-align: center;"><b>A</b></p>

<ul style="list-style-type: none"> <li>• Ensured the disruption of employees and their families' livelihoods were minimized after the typhoon by providing them with the basic necessities, e.g., water, use of Port washer/dryers, purchasing of fuel, etc.</li> </ul> <p>1e. Addresses problems proactively:</p> <ul style="list-style-type: none"> <li>• Proactive measures taken in response to economic adjustments and natural disasters showcase the GM's ability to anticipate and mitigate potential issues before they escalate.</li> <li>• Regular engagement with stakeholders and employees enables early identification and resolution of operational challenges.</li> </ul> <p>1f. Gains support and seeks buy-in through participation of others:</p> <ul style="list-style-type: none"> <li>• The GM's collaborative approach to decision-making fosters trust and buy-in from stakeholders, enhancing organizational cohesion and effectiveness.</li> <li>• Emphasis on community engagement initiatives strengthens relationships with key stakeholders, garnering support for PAG's strategic initiatives.</li> </ul> <p>1g. Demonstrates interest in professional growth of others:</p> <ul style="list-style-type: none"> <li>• Investment in training and development initiatives underscores the GM's commitment to fostering the professional growth and advancement of employees.</li> <li>• Mentoring and coaching opportunities provide avenues for staff members to expand their skills and capabilities under the GM's guidance.</li> </ul> <p>1h. Shows good judgment and accepts ownership for decisions in areas of responsibility:</p> <ul style="list-style-type: none"> <li>• The GM's sound judgment and accountability are evident in the successful financial performance and operational resilience achieved under their leadership.</li> <li>• Willingness to accept responsibility for decisions, coupled with a proactive approach to problem-solving, instills confidence in stakeholders and employees alike.</li> </ul>	
<p><b>2. Commitment to the Port's Mission, Vision and Values</b></p> <p>2a. Articulates or shows appreciation for the importance of shared vision.</p> <p>2b. Demonstrates civility in relations with others.</p> <p>2c. Requires supervised employees to show civility in their relations toward others.</p> <p>2d. Participates regularly in activities beyond immediate areas of responsibility which support the mission of the Port.</p> <p>2e. Demonstrates consideration of the Port's values when making decisions. *(Diversity and civility are examples of University values to be considered.)</p> <p><u>Supportive Information:</u></p> <p>2a. Articulates or shows appreciation for the importance of shared vision:</p> <ul style="list-style-type: none"> <li>• The GM consistently emphasizes the significance of the Port's mission, vision, and values in all communications and interactions.</li> <li>• Through speeches, meetings, and written messages, the GM reinforces the importance of a shared vision, inspiring dedication and alignment among employees.</li> </ul>	<p><b>A</b></p>

2b. Demonstrates civility in relations with others:

- Interactions with employees, stakeholders, and community members reflect the GM's commitment to professionalism, respect, and inclusivity.
- By fostering a culture of civility and respect, the GM promotes positive relationships and enhances collaboration within the Port Authority of Guam.

2c. Requires supervised employees to show civility in their relations toward others:

- The GM establishes clear expectations for behavior and interpersonal conduct, ensuring that all employees adhere to principles of civility and respect.
- Through training programs and performance evaluations, the GM reinforces the importance of professional behavior and holds employees accountable for maintaining a respectful work environment.

2d. Participates regularly in activities beyond immediate areas of responsibility which support the mission of the Port:

- The GM actively engages in community events, industry forums, and strategic partnerships to advance the Port's mission and goals.
- By representing the Port in external initiatives and collaborations, the GM enhances the organization's visibility and promotes its role as a key contributor to economic and social development.

2e. Demonstrates consideration of the Port's values when making decisions:

- The GM consistently integrates the Port's core values, including integrity, accountability, and environmental stewardship, into decision-making processes.
- Strategic initiatives and operational policies reflect a commitment to ethical conduct, sustainability, and social responsibility, aligning with the Port's overarching values and principles.

**3. Management Practices**

3a. Demonstrates commitment to good customer services.

3b. Demonstrates competency in labor-management relations activities necessary to effectively manage the areas of responsibility.

3c. Questions existing practices for continued relevancy.

3d. Effectively initiates and promotes necessary change in the areas of responsibility.

3e. Sets and enforces performance standards effectively.

3f. Recognizes and rewards good performance.

3g. Plans effectively and shows good project management skills.

3h. Shows awareness of "good practices" for areas of responsibility.

3i. Encourages employees to improve performance and grow by actively supporting and encouraging employees to participate in training and development activities.

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Supportive Information:

3a. Demonstrates commitment to good customer services:

- The GM prioritizes customer satisfaction and service excellence, implementing initiatives to enhance the overall customer experience at the Port Authority of Guam.



<ul style="list-style-type: none"><li>• Feedback mechanisms and service improvement initiatives are established to address customer needs and preferences effectively.</li></ul> <p>3b. Demonstrates competency in labor-management relations activities necessary to effectively manage the areas of responsibility:</p> <ul style="list-style-type: none"><li>• The GM maintains constructive relationships with labor unions and employee representatives, fostering a collaborative and productive work environment.</li><li>• Effective communication channels are established to address employee concerns and facilitate resolution of labor-related issues in a timely and fair manner.</li></ul> <p>3c. Questions existing practices for continued relevancy:</p> <ul style="list-style-type: none"><li>• The GM encourages a culture of continuous improvement and innovation, regularly evaluating existing practices and processes to identify opportunities for enhancement.</li><li>• Initiatives for process optimization and efficiency gains are implemented based on thorough analysis and assessment of current practices.</li></ul> <p>3d. Effectively initiates and promotes necessary change in the areas of responsibility:</p> <ul style="list-style-type: none"><li>• The GM demonstrates proactive leadership in driving organizational change initiatives, championing innovation and adaptation to evolving industry trends and market dynamics.</li><li>• Change management strategies are implemented to ensure smooth transitions and minimize disruptions during periods of organizational transformation.</li></ul> <p>3e. Sets and enforces performance standards effectively:</p> <ul style="list-style-type: none"><li>• Clear performance expectations and standards are established by the GM, providing employees with a framework for assessing and improving their performance.</li><li>• Regular performance evaluations and feedback mechanisms are utilized to monitor progress and hold individuals accountable for meeting established standards.</li></ul> <p>3f. Recognizes and rewards good performance:</p> <ul style="list-style-type: none"><li>• The GM acknowledges and celebrates achievements and contributions of employees, fostering a culture of appreciation and recognition within the organization.</li><li>• Incentive programs and reward mechanisms are implemented to incentivize and motivate high performance and excellence.</li></ul> <p>3g. Plans effectively and shows good project management skills:</p> <ul style="list-style-type: none"><li>• The GM demonstrates strong planning and organizational skills, effectively prioritizing tasks and resources to achieve strategic objectives and project milestones.</li><li>• Project management methodologies and tools are utilized to ensure efficient allocation of resources and timely completion of projects.</li></ul> <p>3h. Shows awareness of “good practices” for areas of responsibility:</p> <ul style="list-style-type: none"><li>• The GM stays informed about industry best practices and benchmarks, leveraging this knowledge to inform decision-making and drive continuous improvement initiatives.</li><li>• Participation in professional development activities and networking opportunities enhances awareness and understanding of emerging trends and best practices relevant to the Port Authority of Guam.</li></ul>	
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<p>3i. Encourages employees to improve performance and grow by actively supporting and encouraging employees to participate in training and development activities:</p> <ul style="list-style-type: none"> <li>• The GM promotes a culture of learning and development, providing employees with opportunities for skill enhancement and career advancement.</li> <li>• Training programs, mentorship opportunities, and professional development initiatives are actively promoted and supported by the GM to foster employee growth and engagement.</li> </ul>	
<p><b>4. Relational Skills</b></p> <p>4a. Works effectively with others.</p> <p>4b. Works collaboratively and negotiates effectively.</p> <p>4c. Maintains confidentiality.</p> <p>4d. Accepts constructive criticism without offense.</p> <p>4e. Demonstrates sensitivity to the rights and opinions of others, even in disagreement.</p> <p>4f. Presents a positive image of the Port to external publics.</p> <p>4g. Respects cultural differences and embraces activities which support a diverse community.</p> <p><u>Supportive Information:</u></p> <p>4a. Works effectively with others:</p> <ul style="list-style-type: none"> <li>• The GM consistently demonstrates strong interpersonal skills, fostering positive working relationships with colleagues, stakeholders, and external partners.</li> <li>• Collaboration and teamwork are encouraged and facilitated by the GM, leading to increased productivity and synergy among team members.</li> </ul> <p>4b. Works collaboratively and negotiates effectively:</p> <ul style="list-style-type: none"> <li>• The GM actively engages in collaborative decision-making processes, seeking input from relevant stakeholders and negotiating mutually beneficial outcomes.</li> <li>• Effective negotiation skills are demonstrated in resolving conflicts and reaching consensus on complex issues, contributing to the achievement of organizational goals.</li> </ul> <p>4c. Maintains confidentiality:</p> <ul style="list-style-type: none"> <li>• Confidentiality is prioritized by the GM in handling sensitive information and data, ensuring privacy and integrity in all communications and interactions.</li> <li>• Protocols and procedures are in place to safeguard confidential information and prevent unauthorized disclosure.</li> </ul> <p>4d. Accepts constructive criticism without offense:</p> <ul style="list-style-type: none"> <li>• The GM fosters an open and receptive environment where feedback is welcomed and valued, encouraging continuous learning and personal development.</li> <li>• Constructive criticism is acknowledged and embraced as an opportunity for growth and improvement, rather than as a personal affront.</li> </ul>	<p><b>A</b></p>

<p>4e. Demonstrates sensitivity to the rights and opinions of others, even in disagreement:</p> <ul style="list-style-type: none"> <li>• The GM exhibits empathy and respect towards diverse perspectives and viewpoints, fostering inclusivity and understanding within the organization.</li> <li>• Disagreements are handled with tact and diplomacy, ensuring that all parties feel heard and respected, even in situations of disagreement.</li> </ul> <p>4f. Presents a positive image of the Port to external publics:</p> <ul style="list-style-type: none"> <li>• The GM serves as a spokesperson and ambassador for the Port Authority of Guam, projecting professionalism and integrity in all external communications and engagements.</li> <li>• Public relations efforts are strategically managed to enhance the Port's reputation and promote a positive image within the community and industry.</li> </ul> <p>4g. Respects cultural differences and embraces activities which support a diverse community:</p> <ul style="list-style-type: none"> <li>• The GM demonstrates a strong commitment to diversity and inclusion, fostering an environment where cultural differences are celebrated and valued.</li> <li>• Initiatives and programs are implemented to promote diversity and multicultural understanding, contributing to a more inclusive and harmonious workplace and community.</li> </ul>	
<p><b>5. Commitment to Diversity</b></p> <p>5a. Respects cultural differences and embraces activities which support a diverse community.</p> <p>5b. Utilizes recruitment strategies designed to attract diverse applicant pools.</p> <p>5c. Actively engages in diversity initiatives, such as, mentoring, training and employee networks.</p> <p>5d. Displays a commitment to diversity.</p> <p><u>Supportive Information:</u></p> <p>5a. Respects cultural differences and embraces activities which support a diverse community:</p> <ul style="list-style-type: none"> <li>• The GM fosters a culture of inclusivity and respect, promoting understanding and appreciation of cultural diversity within the Port Authority of Guam.</li> <li>• Initiatives and events celebrating cultural heritage are organized to recognize and honor the diverse backgrounds and traditions of employees and community members.</li> </ul> <p>5b. Utilizes recruitment strategies designed to attract diverse applicant pools:</p> <ul style="list-style-type: none"> <li>• The GM implements proactive recruitment efforts aimed at attracting candidates from diverse backgrounds and underrepresented groups.</li> <li>• Outreach programs and partnerships with community organizations are established to expand the reach and diversity of the applicant pool.</li> </ul>	<p><b>A</b></p>

<p>5c. Actively engages in diversity initiatives, such as mentoring, training, and employee networks:</p> <ul style="list-style-type: none"> <li>• The GM demonstrates a commitment to fostering diversity and inclusion through active participation in mentoring programs, training sessions, and employee resource groups.</li> <li>• Opportunities for professional development and networking are provided to support the career advancement and retention of diverse talent within the organization.</li> </ul> <p>5d. Displays a commitment to diversity:</p> <ul style="list-style-type: none"> <li>• The GM consistently advocates for diversity and inclusion as core values of the Port Authority of Guam, integrating these principles into organizational policies and practices.</li> <li>• Public statements and actions by the GM reinforce the organization's commitment to creating a workplace that values and respects the contributions of individuals from all backgrounds.</li> </ul>	
<p><b>6. Resource Management</b></p> <p>6a. Recruits, selects and retains capable, productive employees.</p> <p>6b. Effectively deploys staff, equipment and technology to accomplish work.</p> <p>6c. Shows good stewardship of financial resources.</p> <p>6d. Demonstrates knowledge of budget and use of financial reporting systems.</p> <p>6e. Displays creativity/innovative in managing resources.</p> <p><u>Supportive information:</u></p> <p>6a. Recruits, selects, and retains capable, productive employees:</p> <ul style="list-style-type: none"> <li>• The GM implements strategic recruitment and selection processes to attract and retain talented individuals who align with the organization's goals and values.</li> <li>• Employee retention strategies, such as professional development opportunities and competitive compensation packages, are employed to cultivate a skilled and motivated workforce.</li> </ul> <p>6b. Effectively deploys staff, equipment, and technology to accomplish work:</p> <ul style="list-style-type: none"> <li>• The GM optimizes resource allocation by assigning tasks and responsibilities according to employees' strengths and expertise, maximizing efficiency and productivity.</li> <li>• Investments in state-of-the-art equipment and technology enable the Port Authority of Guam to streamline operations and enhance operational effectiveness.</li> </ul> <p>6c. Shows good stewardship of financial resources:</p> <ul style="list-style-type: none"> <li>• The GM exercises prudent financial management practices to ensure the responsible use of financial resources, minimizing waste and unnecessary expenditure.</li> <li>• Budgetary decisions are guided by a strategic approach that prioritizes long-term sustainability and fiscal responsibility.</li> </ul>	<p><b>A</b></p>

<p>6d. Demonstrates knowledge of budget and use of financial reporting systems:</p> <ul style="list-style-type: none"> <li>• The GM possesses a comprehensive understanding of budgetary processes and financial reporting systems, enabling informed decision-making and resource allocation.</li> <li>• Financial reports are analyzed regularly to assess performance against budgetary targets and identify opportunities for improvement or cost-saving measures.</li> </ul> <p>6e. Displays creativity/innovative in managing resources:</p> <ul style="list-style-type: none"> <li>• The GM fosters a culture of innovation within the organization, encouraging employees to think creatively and propose innovative solutions to resource management challenges.</li> <li>• Initiatives to optimize resource utilization and explore alternative approaches are welcomed and supported by the GM, driving continuous improvement and efficiency gains.</li> </ul>	
<p><b>7. Communication Skills</b></p> <p>7a. Shares appropriate information with internal and external audiences in a timely and responsible manner.</p> <p>7b. Manages meetings effectively.</p> <p>7c. Possesses effective listening skills.</p> <p>7d. Articulates clearly and writes effectively.</p> <p>7e. Displays effective presentation skills.</p> <p><u>Supportive information:</u></p> <p>7a. Shares appropriate information with internal and external audiences in a timely and responsible manner:</p> <ul style="list-style-type: none"> <li>• The GM communicates effectively with both internal stakeholders and external partners, ensuring timely dissemination of relevant information and updates.</li> <li>• Transparency and openness characterize communications, fostering trust and collaboration among all stakeholders.</li> </ul> <p>7b. Manages meetings effectively:</p> <ul style="list-style-type: none"> <li>• The GM leads meetings with efficiency and purpose, ensuring that agendas are clear and objectives are achieved within the allotted time.</li> <li>• Meetings are well-organized, with active participation encouraged and constructive dialogue facilitated by the GM.</li> </ul> <p>7c. Possesses effective listening skills:</p> <ul style="list-style-type: none"> <li>• The GM actively listens to the perspectives and concerns of others, demonstrating empathy and understanding in all interactions.</li> <li>• Feedback and input from employees and stakeholders are welcomed and valued, contributing to a culture of inclusivity and engagement.</li> </ul> <p>7d. Articulates clearly and writes effectively:</p> <ul style="list-style-type: none"> <li>• The GM communicates ideas and information clearly and concisely, both verbally and in written form, ensuring that messages are easily understood by all recipients.</li> <li>• Written communications, such as reports, memos, and emails, are well-crafted and articulate, conveying key messages with precision and clarity.</li> </ul>	<p><b>A</b></p>

<p>7e. Displays effective presentation skills:</p> <ul style="list-style-type: none"> <li>• The GM delivers presentations with confidence and professionalism, engaging audiences and conveying information in a compelling and persuasive manner.</li> <li>• Visual aids and multimedia tools are utilized effectively to enhance the clarity and impact of presentations, ensuring that key messages resonate with the audience.</li> </ul>	
<p><b>8. Accountability</b></p> <p>8a. Takes responsibility for fulfilling job duties.              8b. Meets attendance and punctuality guidelines.              8c. Demonstrates accuracy and thoroughness.              8d. Completes work on time.              8e. Follows instructions and directions.</p> <p><u>Supportive Information:</u></p> <p>8a. Takes responsibility for fulfilling job duties:</p> <ul style="list-style-type: none"> <li>• Throughout the fiscal year, the GM consistently demonstrated a strong sense of ownership and accountability for all assigned tasks and projects. Whether it was overseeing critical infrastructure upgrades or leading emergency response efforts during Typhoon Mawar, the GM took proactive steps to ensure that responsibilities were fulfilled promptly and effectively.</li> <li>• Oversaw critical infrastructure upgrades, ensuring compliance with regulatory requirements and resolving any issues that arose.</li> <li>• Led emergency response efforts during Typhoon Mawar, ensuring minimal disruption and maintaining operational integrity.</li> </ul> <p>8b. Meets attendance and punctuality guidelines:</p> <ul style="list-style-type: none"> <li>• The GM maintained an exemplary record of attendance setting a positive example for the entire team. Despite the demanding nature of the role and unforeseen challenges such as natural disasters, the GM reliably reported to work and remained present when needed, fostering a culture of reliability and professionalism within the organization.</li> <li>• Prioritized punctuality even during periods of increased workload or external pressures, ensuring continuity in operations.</li> </ul> <p>8c. Demonstrates accuracy and thoroughness:</p> <ul style="list-style-type: none"> <li>• In various aspects of management and reporting, the GM exhibited a commitment to accuracy and thoroughness. Whether it involved reports, press releases, media interviews, the GM ensured that all information presented was meticulously scrutinized and error-free, contributing to the overall integrity and transparency of the organization's practices.</li> <li>• Ensured that information communicated to the Legislature and the Public Auditor were factual, and truthful.</li> </ul>	<p><b>A</b></p>

<p>8d. Completes work on time:</p> <ul style="list-style-type: none"> <li>• Despite complexities and time constraints, consistently delivered results within established deadlines across various projects and initiatives.</li> <li>• Demonstrated effective time management skills by prioritizing tasks and leading the team to ensure timely achievement of objectives, avoiding delays and disruptions.</li> </ul> <p>8e. Follows instructions and directions:</p> <ul style="list-style-type: none"> <li>• Demonstrated a keen ability to follow instructions and directives from stakeholders, regulatory bodies, and governing authorities with precision and attention to detail.</li> <li>• Executed emergency response plans according to established protocols and standards, ensuring compliance and operational readiness.</li> </ul>	
<p><b>9. Responsiveness/Customer Service</b></p> <p>9a. Consistently demonstrates respect, responsiveness and professionalism.</p> <p>9b. Provides each customer with the same high quality services.</p> <p>9c. Fosters and models a commitment to customer service.</p> <p>9d. Builds customer confidence and increases customer satisfaction.</p> <p>9e. Makes customers and their needs a primary focus.</p> <p>9f. Developing and sustaining productive customer relationship.</p> <p><u>Supportive Information:</u></p> <p>9a. Consistently demonstrates respect, responsiveness, and professionalism:</p> <ul style="list-style-type: none"> <li>• The GM consistently exhibited professionalism and respect in all interactions, fostering positive relationships and enhancing the port's reputation.</li> <li>• By maintaining a courteous and responsive demeanor, the GM upheld the highest standards of professionalism throughout FY 2023.</li> </ul> <p>9b. Provides each customer with the same high-quality services:</p> <ul style="list-style-type: none"> <li>• Ensured that every customer received exemplary service and support from the port, regardless of size or significance, reinforcing PAG's commitment to excellence.</li> <li>• Prioritized consistency and quality in service delivery to instill confidence in customers and maintain the port's reputation for exceptional service.</li> </ul> <p>9c. Fosters and models a commitment to customer service:</p> <ul style="list-style-type: none"> <li>• Actively promoted a culture of customer service excellence by leading by example and emphasizing the importance of customer satisfaction.</li> <li>• Inspired staff to prioritize customer needs and exceed expectations in service delivery, reinforcing the organization's commitment to outstanding customer service.</li> </ul> <p>9d. Builds customer confidence and increases customer satisfaction:</p> <ul style="list-style-type: none"> <li>• Contributed to building trust and confidence among customers through proactive engagement and attentive service.</li> <li>• Played a vital role in enhancing overall customer satisfaction and loyalty to the port by consistently meeting or exceeding customer expectations.</li> </ul>	<p style="text-align: center;"><b>A</b></p>

<p>9e. Makes customers and their needs a primary focus:</p> <ul style="list-style-type: none"> <li>• Demonstrated a genuine dedication to understanding and addressing the needs of customers, placing their concerns and requirements at the forefront of decision-making processes.</li> <li>• Ensured that port operations were aligned with customer expectations and preferences by making customer satisfaction a priority throughout FY 2023.</li> </ul> <p>9f. Developing and sustaining productive customer relationships:</p> <ul style="list-style-type: none"> <li>• Actively worked to cultivate and sustain productive relationships with customers, seeking opportunities for feedback, collaboration, and partnership.</li> <li>• Laid the groundwork for long-term, mutually beneficial relationships with key stakeholders and customers by fostering open communication and mutual respect.</li> </ul>	
<p><b>10. Decision Making/Problem Solving</b></p> <p>10a. Identifies and understands issues, problems and opportunities.</p> <p>10b. Make timely and rational decisions based on analysis of relevant information/data</p> <p>10c. Accepts responsibility for decisions and takes proper action when necessary.</p> <p>10d. Uses effectively approaches for choosing a course of action or developing appropriate actions.</p> <p>10e. Takes action that is consistent with available facts, constraints, and probable consequences.</p> <p><u>Supportive information:</u></p> <p>10a. Identifies and understands issues, problems, and opportunities:</p> <ul style="list-style-type: none"> <li>• Demonstrated a keen ability to identify and grasp complex issues and opportunities within the port's operations, facilitating effective problem-solving and decision-making processes.</li> <li>• Proactively sought out and analyzed relevant information to gain a comprehensive understanding of various issues and challenges, enabling informed decision-making and strategic planning.</li> </ul> <p>10b. Makes timely and rational decisions based on analysis of relevant information/data:</p> <ul style="list-style-type: none"> <li>• Consistently made timely and well-informed decisions by analyzing relevant data and information, ensuring that critical issues were addressed promptly and effectively.</li> <li>• Applied rational decision-making processes, weighing various factors and considering potential outcomes to make sound decisions that aligned with the port's objectives and priorities.</li> </ul> <p>10c. Accepts responsibility for decisions and takes proper action when necessary:</p> <ul style="list-style-type: none"> <li>• Took ownership of decisions made within the scope of responsibilities, demonstrating accountability and integrity in accepting both positive and negative outcomes.</li> <li>• When necessary, took proactive steps to rectify and address any adverse consequences of decisions, ensuring that corrective actions were implemented promptly and effectively.</li> </ul>	<p><b>A</b></p>



<p>10d. Uses effective approaches for choosing a course of action or developing appropriate actions:</p> <ul style="list-style-type: none"> <li>• Employed strategic and systematic approaches to evaluate alternative courses of action and develop effective solutions to complex challenges and opportunities.</li> <li>• Leveraged a combination of analytical thinking, creativity, and collaboration to devise innovative strategies and action plans that aligned with the port's goals and objectives.</li> </ul> <p>10e. Takes action that is consistent with available facts, constraints, and probable consequences:</p> <ul style="list-style-type: none"> <li>• Ensured that decisions and actions were grounded in factual evidence, considering relevant constraints and potential consequences to mitigate risks and maximize positive outcomes.</li> <li>• Acted with prudence and foresight, balancing short-term objectives with long-term sustainability to ensure that actions were aligned with the port's overall strategic direction and objectives.</li> </ul>	
<p><b>11. Work Environment/Safety</b></p> <p>11a. Promotes and supports a respectful workplace; comply with laws, policies and procedures.</p> <p>11b. Models ethical behavior and decision making and ensures compliance.</p> <p><u>Supportive information:</u></p> <p>11a. Promotes and supports a respectful workplace; complies with laws, policies, and procedures:</p> <ul style="list-style-type: none"> <li>• Actively fosters a culture of respect and inclusivity within the workplace, emphasizing the importance of treating all employees with dignity and professionalism.</li> <li>• Demonstrates a commitment to upholding and enforcing relevant laws, policies, and procedures to ensure a safe and respectful work environment for all staff members.</li> </ul> <p>11b. Models ethical behavior and decision-making and ensures compliance:</p> <ul style="list-style-type: none"> <li>• Leads by example in ethical conduct and decision-making, consistently demonstrating integrity, honesty, and transparency in all interactions and transactions.</li> <li>• Takes proactive measures to ensure that all activities and operations adhere to ethical standards and regulatory requirements, promoting a culture of compliance and accountability throughout the organization.</li> </ul>	<p><b>A</b></p>

**PART II: JOB SPECIFIC PERFORMANCE OBJECTIVES**

Instructions: Part II creates the performance deliverable which will be measured. The General Manager and Board of Directors should identify below between 5 and 8 significant deliverables in the form of major initiatives or projects. They may include annual program objectives or project-related work. The intent is that there should be some collaboration between the General Manager and Board of Directors when assigning the deliverables and they should be prioritized if at all possible, with the most important in block 1, next most important in block 2, etc. If more than 8 deliverables require listing, those in excess of 8 may be listed in the back of the last page. (NOTE: It is typical for some priorities to change over the course of the year, and it also foreseeable that some objectives set at the beginning of the cycle may prove unachievable for reasons outside the General Manager’s control.)



<b>Job Specific Performance Objectives</b>	<b>Rater’s Rating</b>
<p><b>1. Objective:</b>  <b>Operational Efficiency:</b> Streamline port operations by implementing new technology solutions, aiming to reduce turnaround time for vessels by 10% within the next fiscal year and improving the efficiency and security of gate operation to alleviate heavy traffic within the container yard.</p> <p>Such technology solutions may involve the upgrade of the Terminal Operating System, the potential procurement of a Gate Operating System and the integration of such information technology systems with the Financial Management System, as well as, the development of a Port Community Portal. The Port Community Portal digital platform will serve as a central hub for communication and collaboration providing our partners with real time access to information, data and resources related to Port activities.</p>	<p><b>A</b></p>
<p><b>Expected Results:</b> Expectation to see a decrease in vessel turnaround time and provide cost efficiency for both the Port and private truckers in retrieving or staging containers within the terminal yard as a result of implementing new technology solutions and process improvements.</p>	
<p><b>Actual Results:</b> A 10% reduction in vessel turnaround time achieved and provide an efficiency and security of gate operation through the successful implementation of technology upgrades and process optimizations.</p>	

Job Specific Performance Objectives	Rater's Rating
<p><b>2. Objective:</b>  <b>Financial Management:</b> Achieve a target increase in annual revenue of 10% through the implementation of strategic pricing initiatives and the identification of new revenue streams, to include real estate development. Look at opportunities that the Port may want to pursue in decreasing its operating expenses. Continue to maintain the designation of low risk auditee and address all deficiencies pointed out in the audit reports.</p>	A
<p><b>Expected Results:</b> Expectation to see a measurable increase in annual revenue resulting from strategic pricing adjustments and the identification of new revenue streams. Such identification of new revenue streams will include the review of the present terminal tariff and determine if services are being captured and charged appropriately, to include working sessions with Operations, Maintenance and Finance staff.                      For real estate development, Commercial staff to review recent appraisals and determine if new rates should be presented to be in line with the appraisal values of the property and actively entertain inquiries on potential development of Port properties.                      Identify specific operating expenses which can be reduced without jeopardizing the services provided to employees and customers.</p>	
<p><b>Actual Results:</b> Successfully surpassed the target, achieving an increase in annual revenue of 10% through strategic pricing adjustments, development of new revenue streams to include review of real estate appraisals &amp; potential real estate development and reduction of operating expenses.</p>	
<p><b>3. Objective:</b>  <b>Stakeholder Engagement:</b> Continue commitment to enhance relationships with key stakeholders, including government agencies, shipping companies, and local businesses, fostering collaboration and support for port initiatives.</p>	A
<p><b>Expected Results:</b> Strengthened partnerships and increased support from key stakeholders demonstrated through collaborative efforts and positive feedback and prioritizing the concerns by stakeholders in providing excellence in customer service.</p>	
<p><b>Actual Results:</b> Improved customer service relations to effectively and efficiently meet the needs of our stakeholders—both private and government organizations.</p>	
<p><b>4. Objective:</b>  <b>Strategic Planning:</b> Develop and implement a comprehensive strategic plan for port modernization and expansion to include equipment acquisition, aligning with long-term economic development goals for Guam and the region. Actively pursue federal grants to assist in the implementation of the strategic plan for the Port's modernization and expansion.</p>	A

<p><b>Expected Results:</b> Successful development and implementation of a strategic plan that aligns with economic development goals and positions the port for future growth. Such implementation shall include the deliverables prepared together with the Port's Owner Agent Engineer and Port staff.</p>	
<p><b>Actual Results:</b> Comprehensive strategic plan developed and successfully implemented, aligning with economic development goals and positioning the port for sustainable growth and expansion.</p>	
<p><b>5. Objective:</b>  <b>Develop Management's Succession Planning:</b> Creation of a detailed succession plan outlining potential candidates for key management positions, including identified skill gaps, development strategies, and timelines for implementation.</p>	<p><b>A</b></p>
<p><b>Expected Results:</b> The expected outcome is a comprehensive succession plan delineating potential candidates for key management positions, skill gaps, and tailored development strategies. This plan will establish clear timelines for implementation, including training programs and mentoring initiatives, ensuring effective talent management and leadership continuity within the organization.</p>	
<p><b>Actual Results:</b> Successfully developed and implemented a comprehensive succession plan for management roles, including the identification of potential candidates, assessment of skill gaps, and establishment of development strategies. The plan outlines clear timelines for succession activities and ensures continuity in leadership roles within the Port.</p>	
<p><b>6. Objective:</b>  <b>Conduct Annual Organizational Climate Survey:</b> The objective is to conduct the annual Organizational Climate Survey to assess the overall workplace environment and employee satisfaction levels.</p>	<p><b>A</b></p>
<p><b>Expected Results:</b> The expected outcome is to gather comprehensive feedback from employees regarding various aspects of the organization, including satisfaction levels, communication effectiveness, leadership, and areas needing improvement. This data will enable the identification of strengths and weaknesses within the organization and facilitate the development of targeted strategies to enhance employee engagement and organizational performance.</p>	
<p><b>Actual Results:</b> Conducted an organizational climate survey, analyzed the feedback, and implemented targeted initiatives to address identified concerns, resulting in improved employee satisfaction and a positive work environment.</p>	

Job Specific Performance Objectives	Rater's Rating
<p><b>7. Objective:</b>  <b>Foster Community Engagement.</b> The objective of fostering community engagement is to actively involve the Port Authority of Guam (PAG) with the local community, establishing strong connections and partnerships to support each other mutually.</p>	<p><b>A</b></p>
<p><b>Expected Results:</b> Implementation of initiatives to support the local community and businesses, enhancing the organization's role as a vital economic lifeline.</p>	
<p><b>Actual Results:</b> Implemented measures post-Typhoon Mawar to provide support to the local community and businesses, reinforcing the organization's significance as an economic lifeline during challenging times.</p>	
<p><b>8. Objective:</b>  <b>Port Sustainability Portfolio.</b> The objective of creating a Port Sustainability Portfolio is to develop a comprehensive and strategic plan that outlines initiatives and actions aimed at promoting sustainability practices within the Port Authority of Guam, aligning with environmental stewardship goals and international standards.</p>	<p><b>A</b></p>
<p><b>Expected Results:</b> The creation of the Port Sustainability Portfolio, coupled with securing the \$700,000 Port Sustainability Grant and establishing a milestone partnership with WSP and Jacobs, is expected to result in a detailed roadmap that identifies key areas for sustainability improvement, such as energy efficiency, waste management, and environmental conservation. The portfolio will include actionable steps, timelines, and performance metrics to measure progress towards achieving sustainability objectives.</p>	
<p><b>Actual Results:</b> Following extensive research, stakeholder consultations, and collaboration with relevant partners, PAG successfully developed the Port Sustainability Portfolio and secured the \$700,000 Port Sustainability Grant in partnership with OLCC. Additionally, PAG established a milestone partnership with WSP, subcontracting Jacobs to conduct zero waste and carbon index studies. These initiatives mark significant progress towards enhancing environmental sustainability practices across port operations, reducing ecological footprint, and promoting long-term environmental stewardship.</p>	

The General Manager and the Board of Directors have met, discussed and agreed to the above initiatives as measurable deliverables for the performance cycle.

<b>Employee' Signature:</b> 	<b>Date:</b> April 18, 2024
<b>Acting Board Chairperson Signature:</b> 	<b>Date:</b> April 18, 2024

**PART III: SUMMARY OF OVERALL PERFORMANCE:**

The space below is provided for a narrative summary of the General Manager's performance over the immediate cycle to be completed by the Board of Directors (Rater).

<p>Port Authority of Guam General Manager Evaluation Report Fiscal Year 2023</p>
<p><b>Introduction</b></p> <p>The Fiscal Year 2023 has been pivotal for Port Authority of Guam (PAG), showcasing the GM's adept leadership amid ongoing economic restructuring and significant natural challenges. This report assesses the GM's performance across various dimensions, including financial management, operational efficiency, strategic vision, and resilience in the face of adversity.</p>
<p><b>Operational Achievements and Leadership</b></p> <ul style="list-style-type: none"><li>• <b>Typhoon Mawar Response:</b> The GM's leadership was instrumental in PAG's rapid response and recovery from Typhoon Mawar within 4 days of its passing and ensuring minimal disruption and maintaining the integrity of the supply chain.</li><li>• <b>Strategic Vision and Modernization:</b> Guided by the GM, PAG made substantial progress in its modernization efforts, including the rehabilitation of key infrastructure and the adoption of new technologies to enhance operational efficiency.</li></ul>
<p><b>Financial Stewardship</b></p> <ul style="list-style-type: none"><li>• <b>Financial Performance:</b> Under the GM's guidance, PAG achieved a notable improvement in its financial position, with a net position increase of \$6.3 million (23.7%) from 2022 to 2023. The GM's strategic financial management also ensured an unmodified (clean) audit opinion for FY 2023.</li><li>• <b>Revenue Management and Operational Efficiency:</b> Despite a challenging economic environment, the GM steered PAG towards a slight increase in operating revenues, effectively managing operating expenses and capitalizing on net non-operating revenues through interest income and government grants.</li></ul>

**Resilience and Strategic Adaptability**

- **Economic and Natural Disaster Challenges:** The GM adeptly navigated PAG through the complexities of post-COVID-19 economic adjustments and the devastating impact of Typhoon Mawar, demonstrating exceptional crisis management and strategic adaptability.
- **Infrastructure Resilience and Development:** The GM prioritized investments in capital assets and infrastructure projects crucial for PAG's modernization vision, enhancing the port's resilience and operational capabilities.

**Sustainability, Community Engagement, and Future Direction**

- **Sustainability Initiatives:** The GM's commitment to environmental stewardship was evident in PAG's continued investment in sustainable projects and initiatives, aligning with the broader goal of efficient and sustainable port operations.
- **Community Support and Engagement:** Following Typhoon Mawar, the GM implemented measures to support the local community and businesses, highlighting PAG's role as a vital economic lifeline.
- **Future Outlook and Initiatives:** Looking forward, the GM's focus on strategic procurement delegation, training, and modernization initiatives positions PAG for sustained growth and resilience. The national recognition for leadership underscores the GM's impact on PAG and its strategic direction.

**Conclusion**

The Fiscal Year 2023 was marked by significant achievements under the GM's leadership, despite unprecedented challenges. The GM's strategic vision, financial acumen, and unwavering commitment to PAG's mission have fortified the port's position as a critical commercial hub in Guam and Micronesia, setting a solid foundation for future success and innovation.

**PART IV: OVERALL PERFORMANCE EVALUATION RATING: (Please checkmark ✓)**

  A   Exceptional Performance

       Superior Performance

       Average Performance

       Acceptable Performance

       Needs Improvement

**PART V: PERFORMANCE DEVELOPMENT PLAN:**



In the blocks below, the Board of Directors should make specific recommendations designed to identify strategies to enhance the General Manager’s current competencies (first block) or correct performance issues (second block).

Professional Growth Strategies:  Continue collaboration and coordination with the local community, industry and federal partners, and regional international counterparts to obtain support for the Port’s short and long-term growth objectives.
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Remedial Strategies:  Continue to acquire training certifications from port organizations, e.g., Association of Port Authorities, etc.
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**PART VI: SIGNATURES:**

The General Manager and Board of Directors are required to sign the instrument after completing it and concluding the performance interview. The General Manager is only attesting to having been afforded the opportunity to review the evaluation and discuss the evaluations with the Board of Directors. The General Manager’s signatures does not necessary indicate that he/she agrees with the Board of Directors’ measurement of his/her performance. Employee’s comments are optional.

<b>Acting Board Chairperson’s Signature:</b> 	<b>Date:</b> April 18, 2024
<b>Employee’ Signature:</b> 	<b>Date:</b> April 18, 2024

<b>Employee comments:</b>	<b>Date:</b>
I would like to discuss with the Board of Directors: [ ] Yes [ ] No	
<b>Acting Board Chairperson’s Signature:</b>	