NUMERICAL RESULTS

THIS IS A COPY OF THE QUESTIONS FROM THE SURVEY. NEXT TO EACH QUESTION IS THE AVERAGE NUMERICAL ANSWER, BASED ON THE 1 TO 5 SCALE.

LCOG Executive Director Performance Evaluation
July 2022 – June 2023

5 → EXEMPLARY	Consistently performed in a manner demonstrating an exceptional level of knowledge and skill exceeding what is normally expected in performing this function and merits recognition.
4 → EXCEEDS EXPECTATIONS	Consistently performed in a manner that meets and frequently exceeds expectations. The performance is distinctly better than what is normally expected in performing this function.
3 → EFFECTIVE	Consistently meets normal expectations and is performed in a competent and skilled manner. Performance is fully satisfactory in its performance without any significant exceptions.
2 → DEVELOPING	Performed at a level that is expected of a person who is learning and gaining experience in this function. Skill and performance are near or steadily approaching full proficiency.
1 → IMPROVEMENT NEEDED	Improvements are needed to bring performance to a consistent and effective level to meet expectations.
N/A → DON'T KNOW	Did not observe this area.

ADVISING/ASSISTING THE BOARD OF DIRECTORS
4.7

- Preparation for Board meetings – Agenda and supporting materials

- Quality of content and clarity of the Board Reports

- The adequacy and timeliness of presentations of major plans and programs, along with alternative courses of action for Board review and action

- The quality of assistance in getting answers and resolving problems brought to the attention by individual Board members

- Reports progress and outcomes to the Board and offers strategies for mid-course corrections and adjustments as necessary

MANAGEMENT

Fiscal Management

5.0

- Develops LCOG programs, resource plans, and budgets for projects and divisions
- Monitors expenditures and resources to ensure spending is within budget or makes appropriate modifications

Risk Management

4.89

- Takes actions in which the benefits in efficiency and effectiveness in service and reliability are weighed against potential risks
- Establishes internal controls which address potential risks of inefficiency, ineffectiveness, fraud, abuse, or mismanagement

Performance Management

4.75

Works with employees to set and communicate performance standards. Provides specific performance feedback

- Supports and corrects employee efforts to achieve agency's goals
- Clarifies responsibilities, authority and expectations
- Provides timely guidance and feedback to help employees accomplish tasks or solve problems

Problem Solving

4.9

- Approaches problems by determining their significance, collecting data and making sound decisions

Change Management

4.7

- Demonstrates support for innovation and organization changes needed to improve the agency's effectiveness
- Develops, plans and follows through on change initiatives

VISION/MISSION

Communications

4.3

- Ensures the Board is kept informed about developments, issues and plans
- Ensures that important information is shared with employees and others as appropriate

Thinks Strategically

5.0

- Formulates strategies that are achievable, cost-effective and meet agency goals and mission
- Provides analysis of policy issues; develops proposals and develops plans that address consumer and stakeholder concerns

Long Term Vision

4.6

- Communicates clear and relevant information of where the agency should be in 3, 5, 10, or 20 years

ACCOUNTABILITY

Building Trust

4.8

- Understands others interests, needs and concerns

- Develops, maintains and strengthens partnerships with others inside **and** outside the agency

The Community

4.9

- Makes consumers and stakeholders and their needs a primary focus
- Develops and sustains positive regional relationships

Credibility / Ethics

4.9

- When confronted with ethical dilemmas, acts in a way that reflects relevant law, policy and procedures, agency values and personal values
- Meets commitments and takes responsibility for actions

COMMUNICATIONS

Conflict Management

4.8

- Recognizes differences of opinion, brings them out into the open for discussion and looks for, if possible, win-win solutions

Communicating in Writing

4.7

- Presents information, analysis, ideas and positions in writing in a clear manner to the Board and others within and outside the agency

Communicating Verbally

4.9

- Makes clear and informational oral presentations to the Board and others within and outside the agency

Listening

5.0

- Responds to statements and comments of others in a way that reflects understanding of the content and intent

Facilitation

5.0

- Uses facilitation skills to lead a group to consensus, effectively solving problems and accomplishing tasks

STAFF DEVELOPMENT/SUCCESSION PLANNING

Delegation

4.57

- Assigns decision-making and work functions to maximize agency and individual effectiveness

Develops Employees

4.71

- Shares information, advice and suggestions to help employees and others to be more successful; promotes training and educational opportunities
- Collaboratively works and meets with direct reports to set performance objectives and discuss progress

Provides Support

4.71

- Recognizes and rewards employees for their achievements
- Acknowledges and thanks employees for their contributions in completing work and meeting patron needs

PERSONAL DEVELOPMENT

Initiative

4.9

- Identifies what needs to be done and takes action

Flexibility

5.0

- Makes effective decisions and achieves desired results when unplanned changes occur

Emotional Intelligence

4.9

- Exhibits consideration of the feelings of others

- Demonstrates an appreciation of the differences in people and opinions

Performing Under Stress

4.9

- Keeps functioning effectively under critical and tight deadlines, heavy workloads and/or other pressures
- Can effectively handle several challenging problems or tasks concurrently

- Demonstrates support for the Board and its direction to the Management Team and employees, consumers and outside stakeholders/agencies

- Appropriately challenges and engages in healthy dialogue with the Board regarding matters in which   there were dissenting opinions

- Appropriately demonstrates support for the Management Team in their recommendations and management of their divisions, departments, and with stakeholders/agencies and/or consumers

- Accepts personal responsibility and accountability for agency decisions, initiatives and results to employees, external stakeholders/agencies and consumers.