



## LCOG Executive Director Performance Evaluation

- 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**      N/A    5    4    3    2    1

- 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

**Comments:**

## MANAGEMENT

### Fiscal Management

N/A  5  4  3  2  1

- 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

N/A  5  4  3  2  1

- 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

N/A  5  4  3  2  1

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

N/A  5  4  3  2  1

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

### Change Management

N/A  5  4  3  2  1

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

**Comments:**

## VISION/MISSION

### Communications

N/A  5  4  3  2  1

- 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

N/A  5  4  3  2  1

- 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

N/A  5  4  3  2  1

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

### Comments:

## ACCOUNTABILITY

### Building Trust

N/A  5  4  3  2  1

- Understands others interests, needs and concerns
- Develops, maintains and strengthens partnerships with others inside **and** outside the agency

### The Community

N/A  5  4  3  2  1

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

### Credibility / Ethics

N/A  5  4  3  2  1

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

Comments:

**COMMUNICATIONS**

Conflict Management

N/A  5  4  3  2  1

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

Communicating in Writing

N/A  5  4  3  2  1

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

Communicating Verbally

N/A  5  4  3  2  1

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

Listening

N/A  5  4  3  2  1

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

Facilitation

N/A  5  4  3  2  1

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

Comments:

## STAFF DEVELOPMENT/SUCCESSION PLANNING

### Delegation

N/A  5  4  3  2  1

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

### Develops Employees

N/A  5  4  3  2  1

- 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

N/A  5  4  3  2  1

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

### Comments:

## PERSONAL DEVELOPMENT

### Initiative

N/A  5  4  3  2  1

- Identifies what needs to be done and takes action

### Flexibility

N/A  5  4  3  2  1

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

### Emotional Intelligence

N/A  5  4  3  2  1

- Exhibits consideration of the feelings of others
- Demonstrates an appreciation of the differences in people and opinions

### Performing Under Stress

N/A  5  4  3  2  1

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

Comments:

**LEADERSHIP**

N/A  5  4  3  2  1

- 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.

Comments:



**Comments:**

What do you feel are the Executive Director's strengths?

What do you feel are the Executive Director's areas for growth?

**Additional Comments:**