

Agenda Item Number 11.B.

Executive Director Performance Review Summary

Presenter: Patrick Lanning, Board Chair

Action Recommended: Accept and Approve Performance Review and Compensation Recommendation

Background:

- During a three-week evaluation period, staff members and key stakeholders were invited to participate in an online survey designed to collect input to assist in the evaluation of the executive director of LCOG. A total of 81 individuals participated, including 54 staff members and 27 key stakeholders.
- In comparing the results of the initial 2005 360 review to the 2007 review, there were marked improvements made in a number of areas. We believe this is, in part, due to the identification of some of these issues and the subsequent goal setting that occurred based on the feedback received in 2005. We believe the 360 helped the Executive Director to better meet the desired needs of staff and stakeholders. Some examples include:
 1. Both the 360 reviews (2005 and 2007) asked participants to rate the Executive Director's overall leadership on a five-point scale, with "5" being the highest ranking. There is a substantial increase in the number of participants that rated him "3" or higher in 2007. In addition, the number of individuals that rated him a "5" doubled in 2007, particularly in the key stakeholder group, in which the rating of "5" was selected most by participants.
 2. This year's summary includes a noteworthy reduction of comments relating to the Executive Director's visibility, an issue that emerged as one of the themes in the 2005 report. A number of participants expressed their desire for increased visibility, especially within the organization. This year there was a significant reduction in comments relating to visibility and what was a key emerging theme in 2005 did not even emerge as an issue in the 2007 report.
- Both groups of participants, the staff and the key stakeholders, talked about the Executive Director's clear and consistent leadership.

- Some key stakeholders see LCOG as leading the collaboration and communication between agencies. There was a strong endorsement of their work with problem solving, believing that the Executive Director has developed LCOG as the venue and resource for regional problem solving and facilitation of intergovernmental relationships. However there is a desire by stakeholders for LCOG to have greater leadership and influence with the “big three” jurisdictions.
- Nearly 2 to 1 of staff participants agreed or strongly agreed that the Executive Director met his goal to be more visible, available, and accessible to staff.
- When given the choice of HR, Senior Disabled Service, and Financial Stability, and asked to select the area where the Executive Director’s leadership has made the most positive impact, more staff participants chose the answer “all of the above” than any other area.

Areas for Continued Focus Based on the Results of the 360 Review

- Continue to build off the previous two-year’s goal of cultivating direct communication with staff, particularly regarding agency vision, strategic directions, and key decisions and especially focusing on front line, non-managerial staff and senior and disabled services.
- Continued work on showing leadership and involvement with the Senior and Disabled Services Department to establish an increase in communication and to further build relationships with the staff.

Additionally the Board would like the Executive Director to set goals in the following areas:

- The Executive Director leading the mentoring, coaching and training of upper management.
- Succession planning.
- Belief that the last two 360s have been valuable, especially administering them two times, providing baseline data to reflect upon and clearly see improvement. Anecdotal feedback informs us that staff and stakeholders appreciated the opportunities to provide feedback on the goals and efforts of the Executive Director. The board also discussed the possibility of using a similar tool to receive general feedback about the agency in a future year.

Executive Committee recommends the following actions:

1. Accept 2006/07 Performance Evaluation (summary included)
2. Approve Cost of Living Allowance increase consistent with other non-representative employees
3. Approve a 1.5% merit pay increase for 2007/08 and the potential for a 1.5% merit increase in 2008/09 based upon progress towards 2007/08 approved goals