

## **Agenda Item Number 11.B.**

### **Biennial Performance Review of Executive Director**

**Presenter:** Gary Williams

**Action Recommended:** Accept Review Summary, Approve Executive Committee Recommendations

**Background:**

Attached is a memo from the Executive Committee, along with a summary of the results of the “360 Degree Review” of the performance of George Kloeppe. The Executive Committee utilized a subcommittee (Greg James, Patrick Lanning and myself) to work with Jeff DeFranko of True North Consulting in conducting the Review. After the data had been collected, the subcommittee met with DeFranko and then with Kloeppe on June 15. The results of the review and the subcommittee’s analyses were considered by the Executive Committee on June 16. The Executive Committee’s recommendations are included on pages 2 and 3 of the memo. The recommendations are preceded by six “emerging themes” identified by the Committee. Those “themes” closely mirrored George’s own reflection on the data, contained in a one-page memo to the Committee last week.

The Executive Committee appreciates the participation of Board members, as well as that of chief administrators, management team members and LCOG staff. In all, the input of 79 “stakeholders” was considered. That data provided a far more useful and extensive background for our consideration than has been available in the past. Thank you to all who contributed.

June 17, 2005

**To:** LCOG Board of Directors

**From:** LCOG Executive Committee, Gary Williams, Chair

**Subject:** Agenda Item 11.B, Biennial Performance Review of Executive Director

As you are aware, we opted to utilize the services of True North Consulting in the conduct of the biennial Performance Review of our Executive Director, George Kloeppe. At its meeting of June 16, the Executive Committee reviewed the data received from Board members, member government chief administrative officers, LCOG management team members and LCOG staff. Those data can be found on the attached summary report from True North Consulting entitled “360 Degree Evaluation: A Performance Review for Lane Council of Governments.”

From the data and with the help of True North Consulting, we have identified the following “emerging themes:”

1. The majority of the participants responding ranked George’s leadership of LCOG as a “3” or a “4” on a five-point scale with “4” being selected the most. This shows that the majority of participants felt George was doing a good job in his role as Executive Director.
2. The areas that were ranked as George’s strongest skills were Problem Solving & Decision Making, Communication, and Daily Management. Both board members and LCOG managers were uniform in their rankings of George’s strengths.
3. Communication was an area that was listed as one of George’s strengths. Most participants rated George as good or excellent on communicating important issues in a timely manner. He received the strongest feedback in this area from the member agencies. Although it was listed as a strength, it also surfaced as an area for continued focus. This was most notable for staff who expressed the

desire for more communication from George—specifically, a better understanding of where LCOG is going, what is the vision, and why strategic decisions are made.

4. Goals that have been met according to the feedback received include the following:
  - *Streamline and make more relevant the format and flow of Board meetings, assuring an appropriate balance between decision-making, information dissemination, and intergovernmental sharing.*
  - *Provide increased outreach to, and visitation of, member agencies, focusing on vision, strategic direction and outcomes.*
5. Goals that have required continuous focus in the upcoming biennium include the following:
  - *Provide hands-on leadership, support and direction to staff, particularly in the form of mentoring and coaching.*
  - *Be more visible, available, and accessible to staff.*
6. Key themes from each of the four groups for areas to move from “Good to Great” include:
  - Board Members: Increased dialogue and sharing between agencies
  - Member Agencies: More collaboration between agencies and LCOG support of their agency
  - LCOG Managers: Increased mentoring, coaching, and support
  - LCOG Staff: Increased visibility and communication, especially beyond the central office.

We believe that the approach taken to the collection of data in this biennial Performance Review has proven successful. We have discussed the results with George and he prepared an initial summary of his conclusions from the information provided. George will do a more extensive analysis and prepare proposed measurable goals for the Executive Committee’s consideration at its next meeting (September).

### **Recommendations:**

That the Board of Directors accept the Performance Review summary, both reflected here and in the attachment memo.

That in recognition of the needs of the position, the Executive Director be granted a cell phone allowance in the amount of thirty dollars (\$30) per month, such allowance to be added to his current compensation, effective July 1, 2005.

That the current policy (adopted by the Board of Directors in December 2003) of granting the Executive Director “the same COLA as provided for non-represented employees of LCOG” be retained unchanged.

That all other conditions of employment and compensation provisions applicable to the Executive Director position, as set forth in the Employment Agreement and agency policy, be retained unchanged.

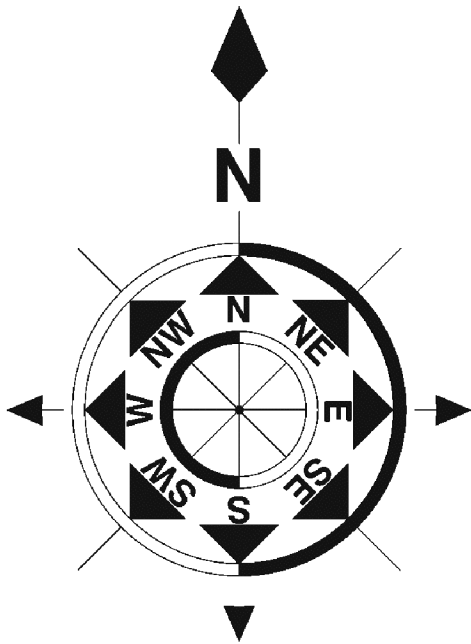
# 360° Evaluation

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A Performance Review for Lane Council of Governments

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Biennial Review  
June 2005



*“The key to improvement is reflection.”*

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- Jeff DeFranco
  - contact@360eval.com
  - 541.520.7393
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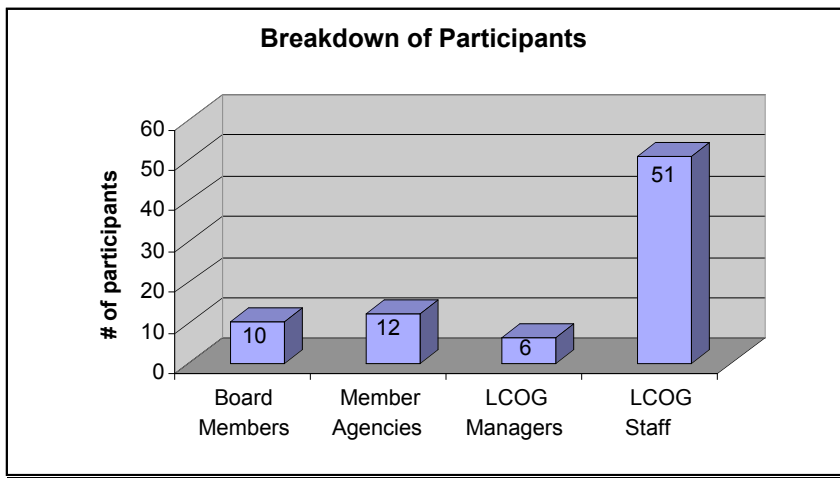
**TRUE NORTH**  
CONSULTING

# Evaluation Summary

A Performance Review for Lane Council of Governments – 360-Degree Evaluation

## I. Process and Participation

In May 2005, a biennial performance review of LCOG's Executive Director, George Kloeppele was conducted. To inform the evaluation feedback was solicited from multiple stakeholders, with a wide-variety of perspectives. Participants included four groups; internal stakeholders (57 participants), including the groups of LCOG staff and LCOG managers, and external stakeholders (22 participants), including the groups of Board members and member agency representatives. Members of these groups were offered an opportunity to provide feedback regarding Mr. Kloeppele's performance over the last two years. Each group answered a set of similar questions as well as a set of differentiated questions that were tailored to their specific group. Responses were collected from May 20 through June 3 with a total of 79 individuals participating. The breakdown of participants is as follows:



### Response Rate:

The following outlines the participation rate by each of the groups.

### Groups:

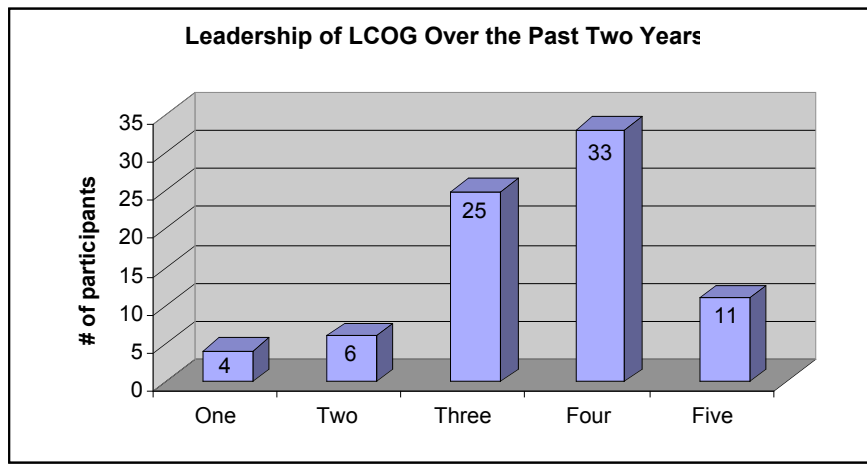
- Board Members 10/24 = 42%
- Regional Managers 12/30 = 40%
- LCOG Managers 6/8 = 75%
- LCOG Staff 51/189 = 27%

### TOTAL Participation:

85/251 = 34%

## II. Leadership Over Past Two Years

All participants were asked to rate Mr. Kloeppele's leadership of LCOG over the past two years on a scale of one to five, with "one" representing the lowest rating and "five" representing the highest rating. All participants in three out of four stakeholder groups rated Mr. Kloeppele a "three" or higher. The ten participants that scored a "one" or a "two" all came from the group LCOG staff. The graph below is an overview of the total responses to question number one.



# Evaluation Summary

## A Performance Review for Lane Council of Governments – 360-Degree Evaluation

The following chart displays the mean (average score) broken down by stakeholder group. It also provides the weighted average for the responses to question 1. The weighted average measures all four groups evenly regardless of the total number of responses by each group. The weighted average displays the most accurate and well-balance reflection of the perception of the leader’s performance across all stakeholder groups.

Stakeholder	Mean
Board Members	4.1
Member Agencies	3.92
LCOG Managers	3.5
LCOG Staff	3.3
<b>Weighted Average</b>	<b>3.71</b>
<b>Mode</b>	<b>4.0</b>

The mode (the number selected the most) provides information about which selection was chosen most often by all 79 participants. The mode for question one was “4.0”

Participants were asked to expand on the rating they selected in question one. Themes emerged that indicated that Mr. Kloeppe’s strengths include effective leadership and communication skills. The main area for continued focus was for Mr. Kloeppe to continue to provide visible leadership to staff. When asked to expand on the rating selected, the top four strengths and areas for continued focus were as follows:

### Strengths

- Proficient Leader (16)
- Communication (6)
- Effective Advocate (4)
- Knowledgeable (3)

### Areas for Continued Focus

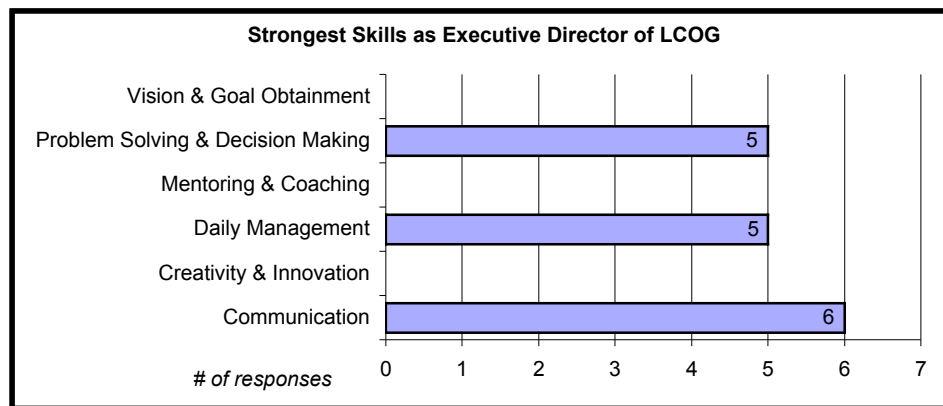
- Visibility (12)
- Keep Informed Locally (3)
- Explore New Ideas/Take Risks (3)
- More attention to internal issues (2)

### III. Communication

All four stakeholder groups were asked to rate Mr. Kloeppe’s performance in consistently communicating important issues in a timely manner. They rated him on a four point scale ranging from “poor” to “fair” to “good” to “excellent.” The overwhelming majority of the groups rated Mr. Kloeppe “good” or “excellent”, with the selection occurring the most across all participants being “good.”

### IV. Skills and Areas for Continued Focus

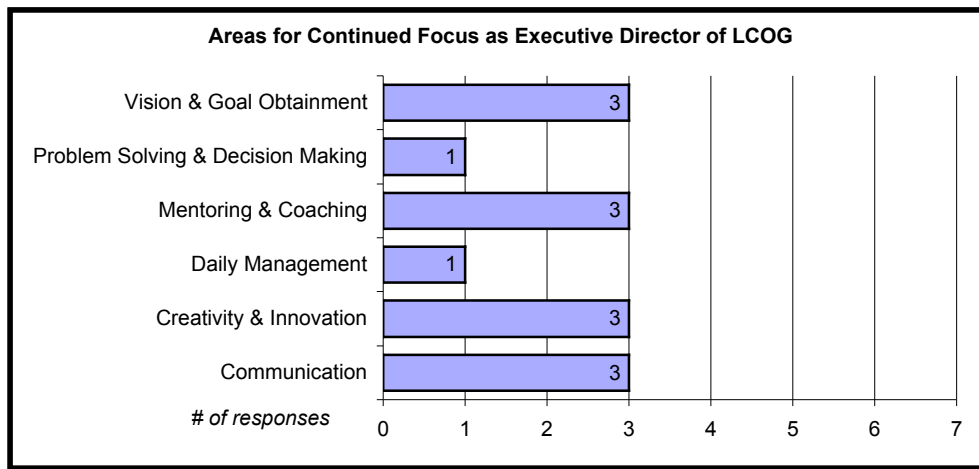
The two groups that work closest with Mr. Kloeppe, board members and LCOG managers, were asked to identify Mr. Kloeppe’s strongest skills as Executive Director of LCOG along with areas for continued focus in his leadership. Based on the results it was clear that participants felt uniformly about the areas that were his greatest strengths. The following chart lists the combined responses of both groups.



# Evaluation Summary

## A Performance Review for Lane Council of Governments – 360-Degree Evaluation

In addition, participants were asked to identify the areas for the greatest improvement and continued focus. The following areas were identified:



### V. Goal Objectives

Each group of participants were given one of Mr. Kloeppel's four goals and asked whether they strongly disagreed, disagreed, agreed, or strongly agreed the goal was met. The results were as follows:

#### **BOARD MEMBERS**

**Goal:** *Streamline and make more relevant the format and flow of Board meetings, assuring an appropriate balance between decision-making, information dissemination, and intergovernmental sharing.*

**Outcome:** The overwhelming majority agreed or strongly agreed that Mr. Kloeppel has met this goal.

#### **MEMBER AGENCIES**

**Goal:** *Provide increased outreach to, and visitation of, member agencies, focusing on vision, strategic direction and outcomes.*

**Outcome:** The overwhelming majority agreed or strongly agreed that Mr. Kloeppel has met this goal.

#### **LCOG MANAGERS**

**Goal:** *Provide hands-on leadership, support and direction to staff, particularly in the form of mentoring and coaching.*

**Outcome:** The responses to this question were split between disagreeing and agreeing that Mr. Kloeppel has met this goal.

# Evaluation Summary

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A Performance Review for Lane Council of Governments – 360-Degree Evaluation

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## V. Goal Objectives (Continued)

### LCOG STAFF

**Goal:** *Be more visible, available, and accessible to staff.*

**Outcome:** Slightly more than half of the participants indicated that they agreed or strongly agreed that Mr. Kloeppe had met this goal. Individuals who work closely with Mr. Kloeppe, such as those that work at LCOG's central office, rated him higher on visibility. The individuals who rated Mr. Kloeppe lower on this goal were employees in LCOG's satellite programs. They articulated a desire to receive more visitations and interaction with Mr. Kloeppe.

## VI. Two Year Focus

External stakeholders were asked what goals they would recommend that Mr. Kloeppe focus on for the upcoming two years to improve LCOG's service to its member agencies. The following themes emerged:

### **EXTERNAL STAKEHOLDERS** **(Board Members and Member Agencies)**

- Communication – 8
- Collaboration – 5
- LCOG Enhancement - 4

In addition, internal stakeholders were asked what goals they would recommend that Mr. Kloeppe focus on for the upcoming two years to improve his performance and LCOG's success. The following themes emerged:

### **INTERNAL STAKEHOLDERS** **(LCOG Managers and LCOG Staff)**

- Visible/Accessible/Involved – 33
- Communication - 12
- Efficiencies/Funding – 8
- Marketing/Planning - 8
- Succession Planning - 2

# Emerging Themes

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## A Performance Review for Lane Council of Governments – 360-Degree Evaluation

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