

February 10, 2005

To: LCOG Executive Committee

From: George Kloeppe

Subject: Executive Director Biennial Performance Review, Agenda Item 5

This subject was discussed by the Committee at the January meeting and the following general conclusions reached:

- Timing—Input should be sought from the Executive Director and agency stakeholders, beginning in March for consideration in late April or early May; recommendations for the Director’s goals and areas of emphasis for the coming biennium should be finalized by the Executive Committee in May and transmitted to the Board for final review and action at the June 23 meeting.
- A subcommittee of the Executive Committee should be utilized to assist the Chair in managing the Performance Review (Greg James and Patrick Lanning volunteered to participate on such a subcommittee).
- Input—Recognizing that the Performance Review provides an opportunity for comments and suggestions about the work of the *agency*, as well as the Director, input could be sought from several quarters; however, its real value is always dependent upon the questions asked. Therefore, different questions might be asked of different groups, e.g. the management team, Board members, agency CEOs, etc.

The Committee asked for a suggested “general design” for the Performance Review. Let me offer the following:

1. Convene the subcommittee to agree upon the questions to be asked and the people from whom responses will be sought (I can offer suggestions if any are needed). In general, ask **Board members and CEOs of member jurisdictions** about their views of the outcomes of LCOG's work and the style and responsiveness of the Director (and staff) to interactions with the membership. To this group of respondents, the focus should be upon LCOG's performance and my approach to supporting the Board and serving member needs. As a second level of inquiry, ask the **members of the expanded management team** for their observations about the effectiveness of my leadership style, techniques of management, communication, supervision, etc; seek suggestions for change and recommendations for goals for the coming 24 months. Administrative Coordinator, Ann Mortenson, is prepared to provide whatever confidential support that the subcommittee and/or the Chair and Executive Committee may require.
2. Ask the Executive Director to prepare and submit to the subcommittee and/or the Chair and Executive Committee a self evaluation that ties to the goals that were established by the Board in late 2003 and assesses personal performance and overall agency well being.
3. Set deadlines for the receipt of input that seem reasonable, but plan on having the subcommittee assess the input in late April or early May (after the April Board meeting when you might expect to receive some Board member responses). The Chair and/or the subcommittee should make recommendations on a general performance assessment statement, goals for the coming period and any compensation or employment agreement changes for the Executive Committee's consideration at its May 19 meeting. The Executive Committee's decision would then be communicated to the Board of Directors for confirmation at the June 23 meeting.

As indicated, Ann Mortenson will be available to provide staff support to the Performance Review, and LCOG's Human Resources Manager, Jim Walsh can also be called upon—if, for example, the subcommittee needed compensation information or contract language suggestions.

The biennial Performance Review is both an opportunity and an obligation. Under this agenda item, we can discuss it and set an appropriate course.