
Date: September 29, 2009
To: Environmental Quality Commission
From: Joni Hammond, Deputy Director
Subject: Agenda Item Q, Informational Item: Director's annual performance evaluation
October 22-23, 2009 EQC Meeting

Purpose of Item The purpose of this agenda item is to update the Environmental Quality Commission on the proposed timeline and process for the annual performance evaluation for DEQ's director.

Background and Proposed Survey Process The Oregon Legislature passed a bill in 2007 to require annual reports on key performance measures from all state agencies. DEQ's key performance measures include fifteen performance measures for the EQC, which included conducting a review of the director. Director Pedersen started June 2008, and the commission agreed to evaluate him after at least one year in the position. The proposed evaluation timeline will allow for full review by internal and external stakeholders, and a final report will be issued in early January 2010.

The proposed survey questions and definitions are based on Director Pedersen's work plan, statements of directions and goals for DEQ, DEQ's Strategic Directions and past director's evaluations and goals. The survey will be online, and confidential to the level allowed under Oregon state law. The commission's assistant will send an email to all identified internal and external stakeholders, and ask for surveys to be completed during the month of November. Once the survey is closed, the commission will receive a draft version of the report, compiled from the results. The commission will review the draft report for the December 10-11, 2009 EQC meeting, and will discuss the draft report and the director's self-evaluation in executive session. With the commission's approval, or approval with changes, the final report of the director's annual performance evaluation will be completed and filed in January 2010.

EQC Involvement The commission will be actively involved in the process and reporting of the evaluation. The commission members will have the opportunity to complete the evaluation survey in November; will meet with Director Pedersen regarding his self-evaluation in December; and review and approve, or approve with changes, a draft report of the survey results in December 2009 and then issue the final report in January 2010. The final report will be retained in DEQ, EQC and state files. The commission's

assistant is responsible for the implementation of the survey tools for the evaluation and will be the main point of contact for all internal and external stakeholders throughout the evaluation process.

Attachments

- A. Proposed timeline for the evaluation process
- B. Draft list of internal and external stakeholders to answer the proposed survey
- C. Proposed survey questions and definitions

Approved:

Division: _____

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Proposed timeline for the 2009 annual review of DEQ's Director Pedersen

- **October 23, 2009** – Commission hears an informational update on the proposed process, timeline and survey questions and measures for the evaluation
- **November 2, 2009** – The online survey is available for all internal and external stakeholders. The commission's assistant sends an email to identified stakeholders for their call to complete the survey. Paper copies, telephone conversations or in-person interviews are available in alternative formats if requested.
- **November 20, 2009** – The online survey closes.
- **November 23-30, 2009** – The commission's assistant compiles the responses into a draft summary report. All responses are kept confidential to the fullest extent allowed under Oregon law.
- **December 1, 2009** – The commissioners are sent a copy of the draft summary report and the director's self-evaluation.
- **December 10-11, 2009** – The commissioners discuss, approve, approve with changes or reject the draft summary report. The commissioners discuss Director Pedersen's self-evaluation in executive session in two parts: a discussion of his report when he is absent, and then a discussion with him present.
- **January 2010** – Based on the commission's actions at the December 10-11, 2009 EQC meeting, the commission's assistant prepares a final evaluation document. The commission chair signs on behalf of the commission and the document is entered in EQC, DEQ and state files as necessary.

**Draft list of internal and external stakeholder groups for the 2009 annual review of
DEQ's Director Pedersen**

Internal

- All members of the Executive Management Team
- All managers and staff, statewide
- All commissioners of the Environmental Quality Commission
- AFSCME union representatives

External

- League of Women Voters
- American Lung Association
- Oregon Business Association
- Oregon Association of Counties
- Sierra Club (Oregon)
- Columbia Riverkeeper
- Portland General Electric
- Oregon Farm Bureau
- Governor's Natural Resources Policy Advisor
- Governor's Community Solutions Office Director
- Associated Oregon Industries
- League of Oregon Cities
- Association of Clean Water Agencies
- Oregon Environmental Council
- Willamette Riverkeepers
- Oregon Toxics Alliance
- Environment Oregon
- Pacific Rivers Council
- Northwest Pulp and Paper Association
- Northwest Environmental Advocates
- Northwest Environmental Defense Council
- American Electronics Association
- Oregon Concrete and Aggregate Producers Association
- Northwest Food Processors
- Oregon Refuse and Recycling Association
- Schnitzer Steel
- City of Portland Commissioner

Attachment B

Informational Item: Director's annual performance evaluation

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- Metro Councilor
- Oregon Food Processors Council
- Oregon Soft Drink Association
- Oregon Petroleum Marketers
- Oregon Beer and Wine Distributors Association
- Oregon Auto Dealers Association
- Port of Portland
- Burns Paiute Tribe
- Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians
- Confederated Tribes of Grand Ronde
- Confederated Tribes of Siletz
- Confederated Tribes of Warm Springs
- Cow Creek Band of Umpqua Indians
- Klamath Tribes
- Coquille Tribe
- Confederated Tribes of the Umatilla Indian Reservation
- Oregon Department of Administrative Services
- Oregon Water Resources Department
- Oregon Department of Agriculture
- Oregon Department of Forestry
- Oregon Department of Fish and Wildlife
- Oregon Department of State Lands
- Oregon Department of Land Conservation and Development
- Environmental Protection Agency Region 10
- Legislative Fiscal Office
- Environmental Council of the States
- Senator Dingfelder, Chair of the Senate Environment and Natural Resources Committee
- Representative Cannon, Chair of the House Environment and Water Committee

**Proposed survey questions and definitions for the 2009 annual review of DEQ's
 Director Pedersen**

The survey will be approximately 40 questions long, and be reflective of the director's work plan, DEQ's Strategic Directions, the director's stated goals and objectives and past directors' evaluations. All survey responses will be kept confidential to the extent allowed by law, and respondents are not required to disclose their specific identity when completing the survey. Technological verification methods will be used to increase the validity and reliability of the survey, but in no way are meant to preclude the honest and good faith efforts of stakeholders to complete the survey. Each section will have a field for open comments, and allow respondents to submit additional information that may not be captured by the survey questions and available responses.

Please evaluate Director Pedersen's performance from July 1, 2008 to July 1, 2009 using the following categories and qualifying statements.

Example:

<p>Sustainability</p> <ul style="list-style-type: none"> Promotes and models sustainability at DEQ. Communicates expectations and sustainability policies to staff in a timely and appropriate manner 	<p align="center"><u>Rating</u> <i>(enter rating here)</i></p> <p align="center"><i>(enter rating here)</i></p>
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Performance Ratings:

- 1: *Outstanding* - Performance at this level far surpasses expected performance and is among the top 10% of state agency managers
- 2: *Exceeds Expectation* - Performance at this level meets expectations and in some cases exceeds expectations
- 3: *Fully Meets Expectations* - Performance at this level meets expectations
- 4: *Improvement Needed* - Performance at this level is partially met but requires some improvement
- 5: *Unsatisfactory* - Performance at this level is unacceptable and requires a development plan
- N/A: *Do not know* – Lacks the information or knowledge to rate the director's level of performance for this question

<p>Leadership</p>	<p align="center"><u>Rating</u></p>
<ul style="list-style-type: none"> Establishes a high-performance climate by using techniques of coaching, leadership and mentoring. 	
<ul style="list-style-type: none"> Increases a group's energy and creative potential. 	
<ul style="list-style-type: none"> Maintains group cohesiveness and cooperation. 	

<ul style="list-style-type: none"> • Demonstrates working knowledge of staffing, compensation, performance management and employee relations processes. 	
<ul style="list-style-type: none"> • Demonstrates high ethical standards and fiscal accountability in managing public resources. 	
<p><i>(extra space for write-in comments)</i></p>	
<p>Strategic Thinking</p>	
<ul style="list-style-type: none"> • Decisions and actions reflect a high level of understanding of Oregon state government and the political environment in which the agency must function. 	
<ul style="list-style-type: none"> • Recognizes the environmental context in which the organization operates. 	
<ul style="list-style-type: none"> • Identifies challenges, opportunities and problems clearly and aids DEQ in the analysis of possible actions or responses as necessary. 	
<ul style="list-style-type: none"> • Understands current and future problems and challenges faced by the organization. 	
<ul style="list-style-type: none"> • Demonstrates ability to apply strategic objectives to departmental operations. 	
<ul style="list-style-type: none"> • Demonstrates progress toward accomplishing priorities, objectives and strategies as approved by the commission and expressed through DEQ's Strategic Directions. 	
<p><i>(extra space for write-in comments)</i></p>	
<p>Communications</p>	
<ul style="list-style-type: none"> • Speaks clearly and expresses self well in groups and in conversations with individuals. 	
<ul style="list-style-type: none"> • Demonstrates strong listening and writing skills, including grammar, organization and structure. 	
<ul style="list-style-type: none"> • Shares appropriate information on a timely basis. 	
<p><i>(extra space for write-in comments)</i></p>	
<p>Teamwork</p>	
<ul style="list-style-type: none"> • Works cooperatively. 	
<ul style="list-style-type: none"> • Contributes to the team by supporting and encouraging team members. 	
<ul style="list-style-type: none"> • Supports consensus decision-making by the team. 	
<p><i>(extra space for write-in comments)</i></p>	
<p>Customer or Constituent Service and Focus</p>	
<ul style="list-style-type: none"> • Identifies customers and constituents, both internally and externally. 	
<ul style="list-style-type: none"> • Anticipates and understands customer needs. 	
<ul style="list-style-type: none"> • Acts to meet customer needs. 	
<ul style="list-style-type: none"> • Continues to search for ways to increase customer satisfaction. 	
<p><i>(extra space for write-in comments)</i></p>	
<p>Personal Responsibility and Accountability</p>	
<ul style="list-style-type: none"> • Inspires self and others to set and maintain high standards of excellence. 	
<ul style="list-style-type: none"> • Works with high energy, focus and persistence. 	
<p><i>(extra space for write-in comments)</i></p>	
<p>Recruitment, Retention and Diversity</p>	

<ul style="list-style-type: none"> • Appoints, re-appoints, assigns and reassigns as necessary all subordinate offices and employees of the department, clearly prescribes their duties and fixes their compensation, subject to State Personnel Relations Law ORS 179.090. 	
<ul style="list-style-type: none"> • DEQ staff are highly qualified and responsive to DEQ's entire customer base, including EQC. 	
<ul style="list-style-type: none"> • Promotes internal understanding and awareness of diversity, recruitment and retention principles for all managers and administrative staff. 	
<p><i>(extra space for write-in comments)</i></p>	
<p>Partner and Stakeholder Relationships</p>	
<ul style="list-style-type: none"> • Effectively represents the agency and the State within the state, federal and local government organizational structures. 	
<ul style="list-style-type: none"> • Effectively builds, manages and maintains relationships with external stakeholders and partner organizations. 	
<ul style="list-style-type: none"> • Actively pursues or investigates new partnerships with external partners when appropriate. 	
<p><i>(extra space for write-in comments)</i></p>	
<p>Policy and Directives</p>	
<ul style="list-style-type: none"> • Understands and fairly implements DEQ policy for internal applications 	
<ul style="list-style-type: none"> • Understands and fairly implements DEQ policy for external applications 	
<ul style="list-style-type: none"> • Gives give clear direction to staff to ensure implementation of commission policy in a timely manner. 	
<ul style="list-style-type: none"> • Ensures, through subordinates, that staff field decisions are based on existing statutes, goals, executive orders, commission rules and DEQ policies. 	
<p><i>(extra space for write-in comments)</i></p>	
<p>Services and Relations to the Commission</p>	
<ul style="list-style-type: none"> • Ensures effective services to and relations with the commission through appropriate clerical and administrative support. 	
<ul style="list-style-type: none"> • Meeting materials are provided in an efficient, timely and relevant manner. 	
<ul style="list-style-type: none"> • The commission is kept informed of significant actions and events, so as to not be surprised by significant issues related to DEQ. 	
<ul style="list-style-type: none"> • Provides timely and relevant information on DEQ issues. Such information may include explanation of the State's interest when amending and adopting goals, rules, policies or guidelines. The Director also communicates opportunities within State government for training and educational experiences to enhance high-quality board service 	
<p><i>(extra space for write-in comments)</i></p>	

Metrics to support ratings

1. Outstanding

Performance/Goal Results

- Significantly exceeds goals.
- Always produces more than required.

- ❑ Project plans and actions serve as a model for effective staff and resource activities.
- ❑ Provides exceptional presentations that inform and educate.
- ❑ Resolves controversial and complex decisions.
- ❑ Implements creative solutions to long-standing or especially troublesome problems.

Supporting Skills

- ❑ Serves as a model for working productively.
- ❑ Always performs special assignments and projects or unanticipated activities and completes them ahead of deadlines.
- ❑ Works with an unusually high degree of energy, focus and persistence.
- ❑ Produces work at the highest level of accuracy.
- ❑ Works independently with broad direction and little, or no, follow-up.
- ❑ Develops highest quality products or services.
- ❑ Gives life to the agency.
- ❑ Motivates employees to exceed departmental goals while focusing on organization wide issues.
- ❑ Frequently helps others within DEQ, even when it is "not in the job description."
- ❑ Can always be relied upon to serve as the source of accurate information.
- ❑ Serves as a leader in team discussions, yet does not monopolize team discussions.
- ❑ Contributes constructive ideas and suggestions that have major impact.
- ❑ Significantly improves work area by leading collaboration and cooperation.
- ❑ Always assists coworkers in completing assignments, with the only goal of improving organization effectiveness.
- ❑ Displays exceptional skill at organizing and responding to complex project issues.
- ❑ Serves as a model for outstanding customer service.
- ❑ Is highly respected by peers and colleagues

2. Exceeds Expectations

Performance/Goal Results

- ❑ Often exceeds goals.
- ❑ Frequently produces more than required
- ❑ Handles controversial or complex decisions.

Supporting Skills

- ❑ Self-motivated and sets high productivity levels.
- ❑ Anticipates developments or delays and makes adjustments.
- ❑ Goes the extra mile to ensure that goals and objectives are met.
- ❑ Serves as a facilitator in ensuring clear and effective communication among involved parties.
- ❑ Meets targets, timetables and deadlines, and is often prepared ahead of schedule.

- ❑ Frequently handles difficult pressure situations and distractions.
- ❑ Motivates employees to exceed departmental goals and objectives.
- ❑ Can always be counted on to add something new or innovative to each project.
- ❑ Exhibits excellent oral and written communication to all levels of staff.
- ❑ Frequently performs special assignments and projects or unanticipated activities and appears to be positively challenged by them.
- ❑ Puts success of team above own interests.
- ❑ Takes great initiative to ensure that customer needs are exceeded.
- ❑ Serves as the ideal standard for collaboration and cooperation.
- ❑ Consistently analyzes all problems and crafts workable, creative solutions.
- ❑ Views problems as an opportunity to use new technology or implement better methods.

3. Fully Meets Expectations

Performance/Goal Results

- ❑ Meets all goals.
- ❑ Completes all regularly assigned duties.
- ❑ Performs all assignments regardless of distractions or pressure situations.
- ❑ Completes work with acceptable level of accuracy and professionalism.
- ❑ Is prompt and prepared for meetings and other scheduled events.
- ❑ Responds quickly and appropriately to unanticipated delays or developments.

Supporting Skills

- ❑ Recognizes and analyzes complex problems and takes action or recommends effective, creative solutions.
- ❑ Adjusts priorities as needed.
- ❑ Provides follow-up directives and continually communicates a shared vision.
- ❑ Recognizes, responds, and supports employees with changing conditions.
- ❑ Assists other management in communicating difficult issues.
- ❑ Develops project plans that are creative and innovative and makes good use of staff and organization resources.
- ❑ Actively participates in group discussions.
- ❑ Contributes constructive activities and suggestions that are implemented.
- ❑ Frequently helps others achieve their goals through support and/or assistance.
- ❑ Recognizes and analyzes problems and takes appropriate action.
- ❑ Researches and efficiently prepares products and activities at acceptable standards.
- ❑ Handles routine pressure situations and distractions of the job while maintaining normal workload.
- ❑ Demonstrates reliable and predictable attendance and/or punctuality.
- ❑ Rarely is gone due to unscheduled absences.

- ❑ Meets targets, timetables and deadlines.
- ❑ Works quickly and strives to increase productivity.
- ❑ Is prompt and prepared for meetings and other scheduled events.
- ❑ Responds to routine developments appropriately.
- ❑ Motivates employees to meet departmental goals and objectives.
- ❑ Provides direction to employees by clearly communicating a shared vision.
- ❑ Is flexible when dealing with changing conditions.
- ❑ Helps the team accomplish its goals.
- ❑ Assesses individuals' strengths and weaknesses and suggests methods for improvement.
- ❑ Proactively changes and communicates progress to all.
- ❑ Successfully manages project team activities.
- ❑ Follows policies, procedures and regulations.
- ❑ Ensures customer satisfaction through consistent or special effort in response to customer need.
- ❑ Provides requested assistance and information to others in a prompt and courteous manner.
- ❑ Works to enable understanding and obtains clarification when needed.
- ❑ Responds appropriately to questions.
- ❑ Demonstrates good presentation skills.
- ❑ Participates in team discussions.
- ❑ Performs special assignments and projects or unanticipated activities.
- ❑ Contributes ideas and suggestions.
- ❑ Volunteers to serve for special projects
- ❑ Takes initiative to understand new or more complex equipment, software or changes in operational procedures.
- ❑ Exhibits positive attitudes, especially during times of change and disruption.
- ❑ Recognizes and provides support and/or assistance to coworkers.
- ❑ Works actively to resolve conflicts.
- ❑ Demonstrates strong problem solving skills to ensure smooth operations.
- ❑ Consistently analyzes problems and applies logical solutions.
- ❑ Makes effective decisions on a timely basis.

4. Improvement Needed

Performance/Goal Results

- ❑ Assignments occasionally are not completed on time.

Supporting Skills

- ❑ Does not understand some basic functions or activities of the unit.
- ❑ Inconsistently organizes activities and information.
- ❑ Occasionally fails to make proficient use of technology.

- Inconsistently uses correct practices or procedures
- Is inconsistent in meeting targets, timetables or deadlines.
- Is inconsistent in promptness or preparation for meetings or other scheduled events.
- Some routine assignments and duties require supervisory guidance.
- Is inconsistent in completing assigned work.
- Recognizes problems, but requires some assistance to develop workable solutions.
- Occasionally unable to meet an acceptable standard of quality
- Is inconsistent in organization or maintaining operations.
- Occasionally communicates in an inappropriate manner.
- Occasionally and reluctantly performs special assignments and projects or unanticipated activities.
- Is inconsistent in making decisions on a timely basis.
- Is inconsistent in analysis of problems or application of logical solutions.
- Marginally courteous; may provide requested assistance and information to others in a less than prompt or courteous manner.

5. Unsatisfactory

Performance/Goal Results

- Assignments often not completed on time.

Supporting Skills

- Rarely performs special assignments and projects or unanticipated activities.
- Is often not at work due to unscheduled absences.
- Attendance and/or punctuality habits cause hardship for colleagues.
- Frequent errors.
- Low tolerance to pressure situations or distractions.
- Rarely motivates employees.
- Rarely available to staff.
- Rarely manages changing conditions.
- Project activities often need to be redone.
- Budget and staff time are not used in an effective manner.
- Rarely communicates.
- Rarely participates in team discussion.
- Rarely contributes ideas and suggestions.
- Reluctantly cooperates with others to achieve agency goals.
- Reluctantly accepts direction from supervisor.
- Minimally supports team leader.
- Rarely develops and maintains cooperative relationships with team or with others outside the work unit.

- ❑ Often the source of negative conflict.
- ❑ Unit and individual productivity is significantly disrupted by unreliable attendance and/or punctuality.
- ❑ Often does not meet requirements.
- ❑ Frequently does not meet targets, timetables or deadlines.
- ❑ Frequently lacks promptness or preparation for meeting or other scheduled events.
- ❑ Routine developments require supervision.
- ❑ Rarely recognizes problems or unable to recommend effective solutions.
- ❑ Frequent errors that have negative impact.
- ❑ Must be reminded about customer service standards.
- ❑ Rarely able to work under pressure situations or handle distractions.
- ❑ Rarely effective in organizing or maintain operations.
- ❑ Occasionally does not provide assistance and information to others in a prompt or courteous manner.