



# Oregon

Theodore R. Kulongoski, Governor

## Department of Land Conservation and Development

635 Capitol Street NE, Suite 150

Salem, Oregon 97301-2540

Phone: (503) 373-0050

Fax: (503) 378-5518

[www.oregon.gov/LCD](http://www.oregon.gov/LCD)



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TO: Land Conservation and Development Commission  
FROM: Richard Whitman, Director  
SUBJECT: Suggested Evaluation Criteria and Process

The commission's has an adopted policy and process for evaluating the department director. That policy provides that

“\* \* \* prior to the evaluation, LCDC shall:

1. Appoint a subcommittee consisting of LCDC members, which shall be responsible for preparing and managing the evaluation process.
2. Adopt criteria, or revise existing criteria, for the evaluation and develop any evaluation forms to be used.
3. Provide any additional direction to the subcommittee, such as whether to invite people other than LCDC members to participate in the evaluation.
4. Allow public comment on the criteria and process at a commission meeting.

The commission has appointed an evaluation subcommittee, and that group has asked me for suggested criteria and my thoughts about the evaluation process. The purpose of this memorandum is to provide my suggestions as to criteria and process.

The primary concern that I have with the evaluation process is that it provide constructive input to the commission and to me concerning what areas of departmental leadership and management are of concern, both within the department and externally, why, and what specific steps should be taken to address those concerns.

As a result, I would suggest that the process for evaluation include not only the commission subcommittee, but some means of gathering input from a sampling of department managers and staff, and from external participants in our land use system. To make this as efficient as possible, I would suggest that the process include a relatively brief, on-line survey of a sampling of managers, staff, and external persons that the department works with (Portland Metro uses a similar system for evaluating their key personnel, and may be able to provide some technical assistance in setting this up); that the subcommittee also hold brief interviews with a short list of key persons, and that the

subcommittee then synthesize the information from these sources into a written evaluation that would be presented to the director for written response(s), and then presented to the full commission.

Suggested Criteria (for Survey/Evaluation). Each criterion should be given a numeric score, and provided with a space for an open-ended response.

1. Public relations and communications:
  - Director encourages public participation in land use policy-making
  - Director works to foster public participation and engagement in the state-wide land use system.

Legislative relations:

- Director maintains good working relations with a wide range of Oregon legislators,
- Director is viewed as a problem-solver and resource.

Local government relations:

- Director maintains open and constructive communications with Oregon cities and counties;
- Director provides appropriate guidance to department staff;
- Director makes department and commission policies clear to local decision-makers;
- Director helps clarify and resolve problems to the degree within his control.

Agency leadership:

- Director appropriately identifies agency priorities and directs resources to accomplish those priorities;
- Director assists agency staff and the commission in the development of a strategic plan and policy agenda;
- Director fosters cooperation among staff and staff involvement in policy initiatives consistent with direction from the commission, the legislature and the Governor;
- Director fosters open, effective and constructive communication within the department, and between the department and external entities.

Budget development and execution:

- Director involves an appropriate range of interests in development of the agency's budget;

- Director provides leadership in implementation of the legislatively-approved budget;
- Director works with the agency management team to align resources with department and commission priorities.

Intergovernmental coordination:

- Director encourages and, where appropriate, provides leadership in coordinating state agency action affecting land use.

Action Plan Implementation:

- Director, in consultation with LCDC, develops a high-level action plan on an annual basis (current version attached);
- Director implements action plan within budget, legislative, and commission priority constraints.

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## Suggested Survey Recipients for Director Evaluation

### Internal

- At least two division managers
- At least two regional representatives
- At least two coastal program staff
- At least two Measure 49 program staff
- At least two planning services staff
- At least two operations services staff
- At least two persons in the Director's office

### CIAC

- At least two members

### Governor's Office

- Michael Carrier
- Ray Naff

### Other State Agency(ies)

- Matt Garrett
- Katy Coba or Marvin Brown

### Cities

- Susan Muir - Eugene
- Michael Dyal – Medford
- Jim Johnson – Vernonia

### Counties

- Doug McClain (former) Clackamas
- Nick Lelack – Deschutes
- Tom Bryan – Washington
- Al Switzer – Klamath

### Metro

- Robin McArthur
- Kathryn Harrington

### Legislature

- Representative Hanna
- Representative Nolan

- Senator Dingfelder
- Senator Telfer

AOC and LOC

- Art Schlack
- Linda Ludwig

Interest Groups

- At least four persons. Possible candidates include: Dave Hunnicutt, Mary Kyle McCurdy, John Chandler, Erik Kancler, Shaun Jillions.

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