

State of Oregon

Department of Environmental Quality

Memorandum

**Date:** June 29, 2018

**To:** Environmental Quality Commission

**From:** Leah Feldon, Deputy Director 

**Subject:** Agenda item L, Action item: Director's evaluation process  
July 11-13, 2018, EQC meeting

**Why this is important** The commission performs the annual evaluation of DEQ's director. Director Whitman started service Feb. 14, 2017, and this item is an opportunity for the commissioners to discuss and take action on a process to perform his review in 2018.

**Background** The Environmental Quality Commission holds the responsibility for DEQ's rulemaking and other policy activities, and also holds the responsibility for the hiring of DEQ's director. One element of this responsibility is the need for performance review.

Past agency and commission best practices dictate an annual review for the DEQ director; however, staff and commissioner changes in 2016 and 2017 made it difficult to accomplish this review. DEQ recommends that the commission establish a subcommittee of two commissioners to develop and implement a review process for Director Whitman, to be completed in 2018.

**Proposed methods and mechanisms for review** Past commissions and DEQ directors have engaged in a review process known as a 360 review – people at levels above, below and equal to DEQ's director are given an opportunity to provide feedback on the director's performance in selected areas associated with service as director. The individuals asked for feedback tended to be from a list generated by the director to include peers in and outside of state government, direct reports at DEQ and other partners. The review process is also intended to provide an opportunity for the director to offer self-reflection, generally using the same metrics as those for reviewers.

The process to distribute and collect the responses has varied. Some commissions have solicited email via emailed surveys, sent and collected by a commissioner, or by online survey mechanism. Some commissions have used a combination of emailed surveys, online survey mechanisms and on-paper evaluative tools.

For ease of collection and retention, DEQ recommends that the commissioners use electronic means to solicit and receive feedback. DEQ also recommends that the commission meet with Director Whitman, and consult with the DEQ Human Resources staff, to establish a list of people to solicit for feedback and to ensure compliance with state and agency personnel rules and laws.

**DEQ  
recommendation  
and EQC motion**

DEQ recommends that the Oregon Environmental Quality Commission:

- Appoint two commissioners to serve as the subcommittee for the review of Director Whitman
- Direct the subcommittee to engage with DEQ Human Resources and other staff as needed to develop and implement a plan for Director Whitman's review process, to be completed in 2018

**Next steps**

DEQ will schedule meetings and provide staff support for Director Whitman's review process as directed or requested by the commission.

**Attachments**

A. 2015 DEQ director performance evaluation sheet

Report prepared by Stephanie Caldera  
*Commission assistant*

**DEQ director performance evaluation: 2015**

*As part of Feb. 2-3, 2016, EQC meeting*

**Rating scale: 0-5**

- 5: Exceptional performance
- 4: Above average
- 3: Meets all requirements related to job
- 2: Meet some but not all requirements
- 1. Few requirements met
- 0: No requirements met

**Management responsibilities/skills**

1. Communication with EQC members

Rating: \_\_\_\_\_

*Comments:*

2. Planning, organizing, executing work

Rating: \_\_\_\_\_

*Comments:*

3. Personal/professional development

Rating: \_\_\_\_\_

*Comments:*

4. Leadership in budget development

Rating: \_\_\_\_\_

*Comments:*

5. Project accomplishment

Rating: \_\_\_\_\_

*Comments:*

6. Communication with public

Rating: \_\_\_\_\_

*Comments:*

7. Relations with staff

Rating: \_\_\_\_\_

*Comments:*

8. Intergovernmental/interagency relations

Rating: \_\_\_\_\_

*Comments:*

9. Community relations

Rating: \_\_\_\_\_

*Comments:*

**Personal/interpersonal skills**

1. Leadership

Rating: \_\_\_\_\_

*Comments:*

2. Integrity

Rating: \_\_\_\_\_

*Comments:*

3. Cooperation

Rating: \_\_\_\_\_

*Comments:*

4. Diplomacy

Rating: \_\_\_\_\_

*Comments:*

5. Decisiveness

Rating: \_\_\_\_\_

*Comments:*

6. Judgment

Rating: \_\_\_\_\_

*Comments:*

7. Coping with stress

Rating: \_\_\_\_\_

*Comments:*

8. Speaking ability

Rating: \_\_\_\_\_

*Comments:*

9. Writing ability

Rating: \_\_\_\_\_

*Comments:*

**Additional comments related to job responsibilities:**

### **1. Communication**

A manager with strong communication skills is able to instruct as well as he listens. Managers who can communicate effectively can process information and then relate it back to their teams clearly. Effective managers should be able to understand, decipher and relate the organization's vision back to their employees in order to main productivity. Conversely, ineffective communicators will miss the point of what they're being told, won't be able to recognize the impact on their team or will fail to share the message with their team.

### **2. Leadership**

Leadership is a crucial attribute that many managers lack despite their job title. It is common practice for companies to promote employees who provide the best individual results, but sometimes the best salesman doesn't make the best manager. True leaders are able to instill trust, provide direction and delegate responsibility amongst team members.

### **3. Adaptability**

The ability to adapt also contributes to a manager's effectiveness. When a manager is able to adjust quickly to unexpected circumstances, he is able to lead his team to adapt as well. Adaptability also means that a manager can think creatively and find new solutions to old problems.

### **4. Relationship building**

Effective managers should strive to build personal relationships with their teams. Employees are more likely to exceed expectations when they trust their manager. When managers establish a relationship with employees, it builds trust and employees feel valued. Valued employees are more willing to get the job done right and apply extra effort when needed.

### **5. Developing others**

The best managers know when their employees need more development and how to ensure that those developmental opportunities are successful. Developing others involves cultivating each individual's talents and motivating them to channel their talents toward productivity.

### **6. Developing themselves**

Finally, an effective manager is aware of their own personal development. In order to successfully develop and lead others, mangers must seek improvement in themselves. A manager who is willing to continue to grow and learn and use their natural talents to the best of their ability will be able to encourage the same behavior in employees.

Effective management is comprised of several key components, and is not easily achieved. Organizations need to recognize the traits associated with successful management and then promote employees based on those traits. The highest achieving employees do not always make the best managers, but employees that naturally exude these six attributes are sure to be effective and successful in management roles.