

W. G. A. melinda
WILLIAM VAN VACTOR, COUNTY ADMINISTRATOR
Performance Evaluation - 2004

1. **Communications** - Consider: Clear expression of thoughts and ideas in written and oral form; ability to listen and share information, understanding replies or directions from others; clarity, brevity, accuracy, and logic in writing.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[] Remained About the Same[x] Declined[]				

Comments/Examples: Articulate and knowledgeable

2. **Managerial Decision Making** - Consider: Application of logic and decision-making principles; selection of a decision from among the options; effects of decisions; sharing the decision with others as appropriate; following through with decisions.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[] Remained About the Same[x] Declined[]				

Comments/Examples: PERS situation, budget situation

3. **Leadership** - Consider: The amount and type of influence upon staff or supervisors; amount of influence upon work standards, styles and priorities; availability and accessibility to staff; setting and enforcing standards for quantity and quality of work.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[] Remained About the Same[x] Declined[]				

Comments/Examples: He's always available or will make himself available to answer questions or run through potential solutions.

4. **Organizing, Coordinating, Supervising** - Consider: Organization and coordination of people and resources to get a job done; scheduling and assigning tasks to and getting results from employees; coordination of own plans with those of others; development of systems to improve work methods.

	Exceeds			Needs		
Exceptional	Expectations	Successful		Improvement	Unsatisfactory	
10[x] 9[]	8[] 7[]	6[] 5[]		4[] 3[]	2[] 1[]	

During past year has: Improved[] Remained About the Same[x] Declined[]

Comments/Examples:

-
5. **Creativity** - Consider; Originality of ideas; being curious about and questioning even the "obvious;" inventiveness and imagination in solving problems or developing new procedures; generating new and unusual ideas; stimulating and encouraging others to develop new ideas; resourcefulness.

	Exceeds			Needs		
Exceptional	Expectations	Successful		Improvement	Unsatisfactory	
10[x] 9[]	8[] 7[]	6[] 5[]		4[] 3[]	2[] 1[]	

During past year has: Improved[] Remained About the Same[x] Declined[]

Comments/Examples:

-
6. **Planning--Short and Long Range** - Consider: Development and achievement of relevant objectives; commitment to County goals and objectives, as well as personal goals and objectives; translating goals and objectives into activities; designing, scheduling, and implementing short-and-long-range plans; scheduling workload within the plan; anticipating deviations from the plan.

	Exceeds			Needs		
Exceptional	Expectations	Successful		Improvement	Unsatisfactory	
10[x] 9[]	8[] 7[]	6[] 5[]		4[] 3[]	2[] 1[]	

During past year has: Improved[] Remained About the Same[x] Declined[]

Comments/Examples:

7. **Interpersonal Skills** - Consider: Quality of interactions including clarity and timeliness of communications, responsiveness and sensitivity to the needs of others, willingness and ability to confront conflict situations, effectiveness in giving and receiving feedback, open expression of feelings.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[] 9[x]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[x] Declined[]

Comments/Examples: Is available to staff, media and citizens. Judiciously confronts conflict situations as needed, which is difficult given the working environment.

8. **Budgeting Skills** - Consider: Translating plans, activities, and performance measures into budgets; executing plans and activities within the budget appropriation; following budget procedures and meeting budget deadlines.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[x] Declined[]

Comments/Examples: He initiated a budget process well in advance of deadline to help during a difficult budget year.

9. **Professional Development** - Consider: Maintaining high performance by initiating growth training; setting realistic objectives for employees; providing guidance and counseling to employees; keeping own skills and knowledge current.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[] 9[x]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[] Declined[]

Comments/Examples: Allows for staff to attend trainings, subcontract, etc. for growth purposes.

10. **Initiative** - Consider: Willingness attack problems, challenge the status quo; assertiveness and self-motivation; amount of personal responsibility taken for completion of work; commitment to goals when extra effort is required; quality of extra effort and results produced; work progress without complete direction.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[] 9[]	8[x] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[] Remained About the Same[x] Declined[]				

Comments/Examples: A decentralized government structure makes this a difficult task, but he performs it with tact and thoughtfulness

11. **Public Contact and Service Skills** - Consider: The image one projects of the County; the amount of assistance given to outside persons and groups; honesty, tact, and courtesy extended to citizens; awareness of and sensitivity to community needs and attitudes.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[x] Remained About the Same[] Declined[]				

Comments/Examples: During budget process, went on public speaking circuit and made himself available to media to discuss the budget situation. Has commitment to ensuring citizens are aware of the County's actions and issues.

12. **Integrity** - Consider: Adherence to a code of morals, ethics, and values; soundness of ideas; degree of honesty and consistency.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[] Remained About the Same[x] Declined[]				

Comments/Examples: BVV is a perfect example of a leader with integrity and honesty. He's fair. Because of this, his staff trust him.

13. **Implementation of Board Policy** - Consider: Administration of County consistent with Board policy; being consistent with the Board's short and long range goals; initiation of planning to achieve goals.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[x] Declined[]

Comments/Examples:

14. **Maintaining Positive Image for County** - Consider: Representation of County in a positive manner; available and visible to citizens; effective representation of County on intergovernmental bodies; effective media contact and relations.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[x] Declined[]

Comments/Examples:

15. **Board of Commissioner Decision-Making** - Consider: Participation in discussion, not decision-making; staff reports offer policy alternatives, with implications on issues; staff reports offer clear, concise recommendations; familiarity with staff reports.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[x] Declined[]

Comments/Examples:

16. **Diversity Factor** - Consider: Steps taken to support and enhance diversity; compliance with the Diversity Implementation Plan, including workforce diversity, customer service, and related county policies. (See Appendix 4-20 in the Diversity Implementation Plan for diversity performance indicators).

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[] 9[x]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[]		Remained About the Same[x]		Declined[]

Comments/Examples:

17. **Other Comments:**

17. **Overall Rating**

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[x]		Remained About the Same[]		Declined[]

Rated by: Melinda Kletzok

Date: 11/30/04

General Comments on Bill's Overall Performance: It is a delight to work for Bill. He's intelligent, informed, accessible and sets a good example with his honesty and integrity. He treats the staff with respect and sets a tone for an extremely positive working environment.

You feel Bill should be doing more of the following: he's doing a great job now.

You feel Bill should keep on doing the following: He's been working on making the County more proactive in doing the budget. He should continue this effort

1/11/1550

WILLIAM VAN VACTOR, COUNTY ADMINISTRATOR
Performance Evaluation - 2004

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	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[] 9[x]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[] Remained About the Same[x] Declined[]				

Comments/Examples:

2. **Managerial Decision Making** - Consider: Application of logic and decision-making principles; selection of a decision from among the options; effects of decisions; sharing the decision with others as appropriate; following through with decisions.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[] 9[x]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[] Remained About the Same[x] Declined[]				

Comments/Examples:

3. **Leadership** - Consider: The amount and type of influence upon staff or supervisors; amount of influence upon work standards, styles and priorities; availability and accessibility to staff; setting and enforcing standards for quantity and quality of work.

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Exceptional 10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[] Remained About the Same[x] Declined[]				

Comments/Examples:

4. **Organizing, Coordinating, Supervising** - Consider: Organization and coordination of people and resources to get a job done; scheduling and assigning tasks to and getting results from employees; coordination of own plans with those of others; development of systems to improve work methods.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[] 9[x]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[] Remained About the Same[x] Declined[]				

Comments/Examples:

5. **Creativity** - Consider; Originality of ideas; being curious about and questioning even the "obvious;" inventiveness and imagination in solving problems or developing new procedures; generating new and unusual ideas; stimulating and encouraging others to develop new ideas; resourcefulness.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[] 9[x]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[] Remained About the Same[x] Declined[]				

Comments/Examples:

6. **Planning--Short and Long Range** - Consider: Development and achievement of relevant objectives; commitment to County goals and objectives, as well as personal goals and objectives; translating goals and objectives into activities; designing, scheduling, and implementing short-and-long-range plans; scheduling workload within the plan; anticipating deviations from the plan.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[] 9[x]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[] Remained About the Same[] Declined[]				

Comments/Examples:

7. Interpersonal Skills - Consider: Quality of interactions including clarity and timeliness of communications, responsiveness and sensitivity to the needs of others, willingness and ability to confront conflict situations, effectiveness in giving and receiving feedback, open expression of feelings.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[] 9[x]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[x] Declined[]

Comments/Examples:

8. Budgeting Skills - Consider: Translating plans, activities, and performance measures into budgets; executing plans and activities within the budget appropriation; following budget procedures and meeting budget deadlines.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[x] Declined[]

Comments/Examples:

9. Professional Development - Consider: Maintaining high performance by initiating growth training; setting realistic objectives for employees; providing guidance and counseling to employees; keeping own skills and knowledge current.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[x] Declined[]

Comments/Examples:

10. **Initiative** - Consider: Willingness attack problems, challenge the status quo; assertiveness and self-motivation; amount of personal responsibility taken for completion of work; commitment to goals when extra effort is required; quality of extra effort and results produced; work progress without complete direction.

	Exceeds			Needs		
Exceptional	Expectations	Successful	Improvement	Unsatishfactory		
10[] 9[x]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]		
During past year has: Improved[] Remained About the Same[x] Declined[]						

Comments/Examples:

11. **Public Contact and Service Skills** - Consider: The image one projects of the County; the amount of assistance given to outside persons and groups; honesty, tact, and courtesy extended to citizens; awareness of and sensitivity to community needs and attitudes.

	Exceeds			Needs		
Exceptional	Expectations	Successful	Improvement	Unsatishfactory		
10[] 9[x]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]		
During past year has: Improved[] Remained About the Same[x] Declined[]						

Comments/Examples:

12. **Integrity** - Consider: Adherence to a code of morals, ethics, and values; soundness of ideas; degree of honesty and consistency.

	Exceeds			Needs		
Exceptional	Expectations	Successful	Improvement	Unsatishfactory		
10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]		
During past year has: Improved[] Remained About the Same[x] Declined[]						

Comments/Examples:

13. **Implementation of Board Policy** - Consider: Administration of County consistent with Board policy; being consistent with the Board's short and long range goals; initiation of planning to achieve goals.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has:	Improved[]	Remained About the Same[x]	Declined[]	

Comments/Examples:

14. **Maintaining Positive Image for County** - Consider: Representation of County in a positive manner; available and visible to citizens; effective representation of County on intergovernmental bodies; effective media contact and relations.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[x] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has:	Improved[]	Remained About the Same[]	Declined[]	

Comments/Examples:

15. **Board of Commissioner Decision-Making** - Consider: Participation in discussion, not decision-making; staff reports offer policy alternatives, with implications on issues; staff reports offer clear, concise recommendations; familiarity with staff reports.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[] 9[x]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has:	Improved[]	Remained About the Same[]	Declined[]	

Comments/Examples:

16. **Diversity Factor** - Consider: Steps taken to support and enhance diversity; compliance with the Diversity Implementation Plan, including workforce diversity, customer service, and related county policies. (See Appendix 4-20 in the Diversity Implementation Plan for diversity performance indicators).

Exceptional	Exceeds	Successful	Needs	Unsatisfactory
10[] 9[x]	Expectations		Improvement	
	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[x]		Remained About the Same[]		Declined[]

Comments/Examples:

17. **Other Comments:**

17. **Overall Rating**

Exceptional	Exceeds	Successful	Needs	Unsatisfactory
10[] 9[x]	Expectations		Improvement	
	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[]		Remained About the Same[x]		Declined[]

Rated by: Melissa Zimmer

Date: November 29, 2004

General Comments on Bill's Overall Performance:

I continue to enjoy working with Bill. I feel he is a wonderful leader who is always available for any type of questions or issues that I might have. He supports me in my position and is always complimentary which makes my job easier.

He has the skills to try to bring the center of the Board together and that has been a challenge all year with this Board. He also has a great working relationship with the Board and I feel that makes things easier in the running of Lane County.

He makes Lane County a wonderful place to work and I am grateful that we have a leader like Bill Van Vactor hope I he is around for years to come.

You feel Bill should be doing more of the following:

You feel Bill should keep on doing the following:

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WILLIAM VAN VACTOR, COUNTY ADMINISTRATOR

Performance Evaluation - 2004

1. **Communications** - Consider: Clear expression of thoughts and ideas in written and oral form; ability to listen and share information, understanding replies or directions from others; clarity, brevity, accuracy, and logic in writing.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[] 9[]	8[X] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[X] Remained About the Same[] Declined[]

Comments/Examples: I have sought Bill's advice on numerous matters involving a variety of difficult challenges. He has always provided prompt, candid, sound and friendly advice. I value his counsel and the working relationship we've developed over the last six months.

2. **Managerial Decision Making** - Consider: Application of logic and decision-making principles; selection of a decision from among the options; effects of decisions; sharing the decision with others as appropriate; following through with decisions.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[] 9[]	8[X] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[X] Remained About the Same[] Declined[]

Comments/Examples:

-
3. **Leadership** - Consider: The amount and type of influence upon staff or supervisors; amount of influence upon work standards, styles and priorities; availability and accessibility to staff; setting and enforcing standards for quantity and quality of work.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[] 9[]	8[X] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[X] Remained About the Same[] Declined[]

Comments/Examples: The department managers have different backgrounds, concerns, needs, and resources. Coordinating and focusing such a diverse group can be a challenge. Bill has become increasingly successful in this arena; he's learned how to pull our group together so we pull as a team. I'm grateful for the quality of his leadership.

4. **Organizing, Coordinating, Supervising** - Consider: Organization and coordination of people and resources to get a job done; scheduling and assigning tasks to and getting results from employees; coordination of own plans with those of others; development of systems to improve work methods.

		Exceeds			Needs				
Exceptional		Expectations		Successful		Improvement		Unsatisfactory	
10[]	9[]	8[X]	7[]	6[]	5[]	4[]	3[]	2[]	1[]

During past year has: Improved[] Remained About the Same[?] Declined[]

Comments/Examples: These skills are essential to leadership. If Bill were not successful in these areas, he would not be effective as a leader – and he is.

5. **Creativity** - Consider; Originality of ideas; being curious about and questioning even the "obvious;" inventiveness and imagination in solving problems or developing new procedures; generating new and unusual ideas; stimulating and encouraging others to develop new ideas; resourcefulness.

		Exceeds			Needs				
Exceptional		Expectations		Successful		Improvement		Unsatisfactory	
10[]	9[]	8[X]	7[]	6[]	5[]	4[]	3[]	2[]	1[]

During past year has: Improved[X] Remained About the Same[] Declined[]

Comments/Examples:

6. **Planning--Short and Long Range** - Consider: Development and achievement of relevant objectives; commitment to County goals and objectives, as well as personal goals and objectives; translating goals and objectives into activities; designing, scheduling, and implementing short-and-long-range plans; scheduling workload within the plan; anticipating deviations from the plan.

		Exceeds			Needs				
Exceptional		Expectations		Successful		Improvement		Unsatisfactory	
10[]	9[X]	8[]	7[]	6[]	5[]	4[]	3[]	2[]	1[]

During past year has: Improved[X] Remained About the Same[] Declined[]

Comments/Examples: It's difficult to follow county goals, as they are not clearly articulated and followed by our commissioners as a group. Given that difficult framework, or lack thereof, Bill has done an exceptional job of maintaining fiscal awareness and inter-department morale. It's been a very difficult year. Bill made the best of a nearly impossible assignment.

7. **Interpersonal Skills** - Consider: Quality of interactions including clarity and timeliness of communications, responsiveness and sensitivity to the needs of others, willingness and ability to confront conflict situations, effectiveness in giving and receiving feedback, open expression of feelings.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[] 9[X]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[X] Remained About the Same[] Declined[]

Comments/Examples: As I said earlier, Bill has always been prompt, courteous, candid, and concise in response to my questions or requests for assistance.

8. **Budgeting Skills** - Consider: Translating plans, activities, and performance measures into budgets; executing plans and activities within the budget appropriation; following budget procedures and meeting budget deadlines.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[] 9[X]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[X] Remained About the Same[] Declined[]

Comments/Examples: Bill has been great. He's kept his eye on the ball, and reminded us regularly and persuasively of the grim reality of our budget. He's offered realistic solutions. He has given everybody all the information necessary to make good decisions. That's all he can do.

9. **Professional Development** - Consider: Maintaining high performance by initiating growth training; setting realistic objectives for employees; providing guidance and counseling to employees; keeping own skills and knowledge current.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[] Declined[]

Comments/Examples: I am not competent to provide input on this question.

10. **Initiative** - Consider: Willingness attack problems, challenge the status quo; assertiveness and self-motivation; amount of personal responsibility taken for completion of work; commitment to goals when extra effort is required; quality of extra effort and results produced; work progress without complete direction.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[] 9[X]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[] Declined[]

Comments/Examples: I have never seen Bill shrink from a difficult task. From my perspective, he does well even when he's given conflicting direction.

11. **Public Contact and Service Skills** - Consider: The image one projects of the County; the amount of assistance given to outside persons and groups; honesty, tact, and courtesy extended to citizens; awareness of and sensitivity to community needs and attitudes.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[] 9[X]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[X] Remained About the Same[] Declined[]

Comments/Examples:

12. **Integrity** - Consider: Adherence to a code of morals, ethics, and values; soundness of ideas; degree of honesty and consistency.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[X] Declined[]

Comments/Examples:

13. **Implementation of Board Policy** - Consider: Administration of County consistent with Board policy; being consistent with the Board's short and long range goals; initiation of planning to achieve goals.

Exceptional		Exceeds		Successful		Needs		Unsatisfactory	
		Expectations				Improvement			
10[]	9[X]	8[]	7[]	6[]	5[]	4[]	3[]	2[]	1[]
During past year has: Improved[] Remained About the Same[X] Declined[]									

Comments/Examples:

14. **Maintaining Positive Image for County** - Consider: Representation of County in a positive manner; available and visible to citizens; effective representation of County on intergovernmental bodies; effective media contact and relations.

Exceptional		Exceeds		Successful		Needs		Unsatisfactory	
		Expectations				Improvement			
10[]	9[]	8[X]	7[]	6[]	5[]	4[]	3[]	2[]	1[]
During past year has: Improved[] Remained About the Same[X] Declined[]									

Comments/Examples: This is a constant challenge, as county decisions regularly cause public relations challenges. Bill is a great representative and he does a fine job with this difficult task.

15. **Board of Commissioner Decision-Making** - Consider: Participation in discussion, not decision-making; staff reports offer policy alternatives, with implications on issues; staff reports offer clear, concise recommendations; familiarity with staff reports.

Exceptional		Exceeds		Successful		Needs		Unsatisfactory	
		Expectations				Improvement			
10[]	9[X]	8[]	7[]	6[]	5[]	4[]	3[]	2[]	1[]
During past year has: Improved[] Remained About the Same[] Declined[]									

Comments/Examples: Bill provides high-quality, complete information to the decision-makers.

16. **Diversity Factor - Consider:** Steps taken to support and enhance diversity; compliance with the Diversity Implementation Plan, including workforce diversity, customer service, and related county policies. (See Appendix 4-20 in the Diversity Implementation Plan for diversity performance indicators).

Exceptional	Exceeds		Needs	
10[] 9[]	Expectations	Successful	Improvement	Unsatisfactory
	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[]		Remained About the Same[]		Declined[]

Comments/Examples: **I am not competent to provide input on this question.**

17. **Other Comments:**

17. **Overall Rating**

Exceptional	Exceeds		Needs	
10[] 9[X]	Expectations	Successful	Improvement	Unsatisfactory
	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[X]		Remained About the Same[]		Declined[]

Rated by: Alex Gardner, District Attorney

Date: November 29, 2004

General Comments on Bill's Overall Performance:

Many of my answers on this form reflect my perception that Bill has improved as a manager, but I need to acknowledge that he may have always been strong in all of these areas. Prior to this year, I hadn't had an opportunity to work with Bill directly, and I did not fully appreciate the difficulty of the tasks assigned to him.

Bill may well have the most difficult and thankless job in the county, as his direction comes from a group of people who seldom agree, and he is often perceived as being responsible for decisions over which he has little influence. On balance, I believe Bill approaches his job with great patience, competence, and grace. I think we're lucky to have him.

You feel Bill should be doing more of the following:

You feel Bill should keep on doing the following:

GILSTRAP Zoanne M

From: SORENSON Peter
Sent: Monday, November 22, 2004 11:16 AM
To: GILSTRAP Zoanne M
Cc: SORENSON Peter
Subject: RE: Evaluation of County Administrator

dear zoe,

these are my comments on the evaluation of the county administrator for year 2004. please share these comments with staff and commissioners.

bill van vector is a talented lawyer and experienced as lane county government's county administrator. i would suggest that he spend less time in board meetings and more time attending to the business of the county's department directors. other than that suggestion, i can't think of much to add. he is an honest and caring person who tries to do the best for the people of lane county. i especially appreciate the kindness he displays when dealing with staff and the public. i believe his contract should be renewed for calendar year 2005, with a cost of living adjustment.

thanks,

pete

peter sorenson
lane county commissioner
south eugene district

-----Original Message-----

From: GILSTRAP Zoanne M
To: *LC Department Directors; GARDNER Alex R; MORRISON Anna M; DWYER Bill J; GREEN Bobby; HAMPTON Don E; SORENSON Peter
Cc: GARNICK Dave L; MASHAW Ethel C; ARNOLD John R; BLACKBURN Kay; DODSON Malinda J; KLETZOK Melinda A; ZIMMER Melissa; DAVENPORT Mike; THURSTON Peter W; NELSON Teresa L; BIEDA Tony S; VANVACTOR William A
Sent: 11/22/2004 10:01 AM
Subject: FW: Evaluation of County Administrator

On behalf of Commissioner Green:

>Please complete the attached evaluation for Bill Van Vector and return
>it to Zoe Gilstrap by Tuesday, December 1. The Board will discuss
>Bill's evaluation at the December 8 meeting.
>
>Bill has requested an opportunity to review the completed forms to
>learn about where he may need to improve job skills, etc. If there are
>evaluation changes from prior years, you may wish to note them and
>elaborate on your assessment.
>
>You do have the option to send the evaluation anonymously, or if you
>wish to share the confidential information, please give me a call or
>drop by.
>
>If you don't have time to complete the evaluation form, I would
>appreciate a short email with comments.
>
>Again, your cooperation in returning the evaluation or e-mail to Zoe
>Gilstrap by December 1 will be greatly appreciated.

Malinda

WILLIAM VAN VACTOR, COUNTY ADMINISTRATOR

Performance Evaluation - 2004

1. **Communications** - Consider: Clear expression of thoughts and ideas in written and oral form; ability to listen and share information, understanding replies or directions from others; clarity, brevity, accuracy, and logic in writing.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[X] Declined[]

Comments/Examples:

Bill is very clear in expressing himself and takes direction from others well. I have also observed that he takes the initiative to initiate and guide the communication process. He is a very good listener who exercises a great deal of patience.

2. **Managerial Decision Making** - Consider: Application of logic and decision-making principles; selection of a decision from among the options; effects of decisions; sharing the decision with others as appropriate; following through with decisions.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[X] Declined[]

Comments/Examples:

Bill consistently exercises good judgement in making appropriate decisions for the good of the organization and the citizens of Lane County. He has consistently demonstrated his ability to draw from a wide range of information, rules and regulations in an effort to assist the Board. He also relies on his talented team of staff to share in the decision making process and in the implementation of decisions.

3. **Leadership** - Consider: The amount and type of influence upon staff or supervisors; amount of influence upon work standards, styles and priorities; availability and accessibility to staff; setting and enforcing standards for quantity and quality of work.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[X] Declined[]

Comments/Examples:

Bill continues to meet one on one with department heads at regularly scheduled monthly meetings. He is flexible and accommodating to the schedules of others and exudes a standard of leadership that promotes continuity across the organization in alignment with the goals of the organization.

4. Organizing, Coordinating, Supervising - Consider: Organization and coordination of people and resources to get a job done; scheduling and assigning tasks to and getting results from employees; coordination of own plans with those of others; development of systems to improve work methods.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[X] Declined[]

Comments/Examples:

In working with Bill on PSCC coordination, it has been my observation that Bill is very skilled at bringing people together. He is organized and efficient in meeting timelines and knows which resources to utilize in order to achieve optimal results in accomplishing tasks.

5. Creativity - Consider; Originality of ideas; being curious about and questioning even the "obvious;" inventiveness and imagination in solving problems or developing new procedures; generating new and unusual ideas; stimulating and encouraging others to develop new ideas; resourcefulness.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[X] Remained About the Same[] Declined[]

Comments/Examples:

In consideration of the challenges that the budget has created, I believe Bill has relied on his creativity more than ever in an effort to achieve County objectives while also meeting the needs of citizens. His involvement with the Service Stabilization Task Force and the Public Safety District are just two examples.

6. Planning--Short and Long Range - Consider: Development and achievement of relevant objectives; commitment to County goals and objectives, as well as personal goals and objectives; translating goals and objectives into activities; designing, scheduling, and implementing short-and-long-range plans; scheduling workload within the plan; anticipating deviations from the plan.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[X] Declined[]

Comments/Examples:

The Strategic Plan, Strategic Objectives, Performance Measures, and aligning these with the County budget process are all examples of goals being developed with long term planning in mind. Bill's oversight of these objectives is consistent and interactive among key department contacts. Bill is very skilled at bringing the right people together to assist in the development and implementation of the work it takes in the short-term to achieve the long-term outcomes.

7. **Interpersonal Skills** - Consider: Quality of interactions including clarity and timeliness of communications, responsiveness and sensitivity to the needs of others, willingness and ability to confront conflict situations, effectiveness in giving and receiving feedback, open expression of feelings.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[X] Declined[]

Comments/Examples:

Bill is consistently timely and detailed in his responses to others. He is thoughtful and empathetic and remains professional in dealing with difficult or challenging situations. He is respectful and sensitive toward the personal lives of employees and is supportive of family obligations outside the workplace.

8. **Budgeting Skills** - Consider: Translating plans, activities, and performance measures into budgets; executing plans and activities within the budget appropriation; following budget procedures and meeting budget deadlines.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[X] Declined[]

Comments/Examples:

With the limitations and challenges that the County budget process promises, Bill offers a unique balance of sensitivity to citizens, employees, and community programs. In short, he does the best he can with the tools he has to work with. (See comments in #6)

9. **Professional Development** - Consider: Maintaining high performance by initiating growth training; setting realistic objectives for employees; providing guidance and counseling to employees; keeping own skills and knowledge current.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[X] Declined[]

Comments/Examples:

Bill is very supportive of career development and education & training of employees.

10. **Initiative** - Consider: Willingness attack problems, challenge the status quo; assertiveness and self-motivation; amount of personal responsibility taken for completion of work; commitment to goals when extra effort is required; quality of extra effort and results produced; work progress without complete direction.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[] Remained About the Same[X] Declined[]				

Comments/Examples:

Bill is a task-master!

11. **Public Contact and Service Skills** - Consider: The image one projects of the County; the amount of assistance given to outside persons and groups; honesty, tact, and courtesy extended to citizens; awareness of and sensitivity to community needs and attitudes.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[] Remained About the Same[X] Declined[]				

Comments/Examples:

Bill works with people from other agencies on a routine basis and all interactions I have witnessed have been positive, professional, & courteous. His annual budget message is always sensitive to the citizens of Lane County and very much reflects his awareness of the community's needs and attitudes. Bill represents the County very well.

12. **Integrity** - Consider: Adherence to a code of morals, ethics, and values; soundness of ideas; degree of honesty and consistency.

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has: Improved[] Remained About the Same[X] Declined[]				

Comments/Examples:

It has been my observation that Bill values ethics and is very honest. He will not give an answer without necessary and accurate information. I have come to know that he is very consistent in this regard.

13. **Implementation of Board Policy** - Consider: Administration of County consistent with Board policy; being consistent with the Board's short and long range goals; initiation of planning to achieve goals.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has:	Improved[]	Remained About the Same[X]	Declined[]	

Comments/Examples:

(Refer to #'s 4, 5, 6 & 15)

14. **Maintaining Positive Image for County** - Consider: Representation of County in a positive manner; available and visible to citizens; effective representation of County on intergovernmental bodies; effective media contact and relations.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has:	Improved[]	Remained About the Same[X]	Declined[]	

Comments/Examples:

Bill regularly attends Board meetings and represents Lane County in a positive, ethical, & professional manner. He works closely with the Public Information Officer to ensure positive representation of the County, as well as remains available for communication with the Register Guard and other media representatives.

15. **Board of Commissioner Decision-Making** - Consider: Participation in discussion, not decision-making; staff reports offer policy alternatives, with implications on issues; staff reports offer clear, concise recommendations; familiarity with staff reports.

	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory
Exceptional 10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]
During past year has:	Improved[]	Remained About the Same[X]	Declined[]	

Comments/Examples:

Bill is always prepared to participate and offer input on all the above scenarios. If he doesn't have the information before him, he is quick to follow through with complete and accurate information.

16. **Diversity Factor** - Consider: Steps taken to support and enhance diversity; compliance with the Diversity Implementation Plan, including workforce diversity, customer service, and related county policies. (See Appendix 4-20 in the Diversity Implementation Plan for diversity performance indicators).

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[X] Remained About the Same[] Declined[]

Comments/Examples:

Bill is a CEO on the Diversity and Human Rights Committee (DHRC) and is a member of the Diversity Task Force at Lane County. In addition, this year, he was instrumental in conducting a climate survey to assist Lane County in measuring how we are doing with diversity. His support of, and leadership surrounding diversity, has helped improve the working conditions for employees and services and communication with the citizens of Lane County.

Other Comments:

17. Overall Rating

	Exceeds		Needs	
Exceptional	Expectations	Successful	Improvement	Unsatisfactory
10[X] 9[]	8[] 7[]	6[] 5[]	4[] 3[]	2[] 1[]

During past year has: Improved[] Remained About the Same[X] Declined[]

Rated by: Malinda Dodson

Date: November 23, 2004