



# Oregon

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## MEMORANDUM



**Date:** April 28, 2003

**To:** All DLCD Staff

**From:** Nan Evans, Interim Director *Nan Evans*  
DLCD Management Team:  
Ann Beier, Bob Bailey, Rob Hallyburton, Bob Rindy, Lainie Smith, Shelia Preston

**Subject:** Performance Excellence and Public Service

The new DLCD Management Team has agreed on performance expectations about “how” we will operate to achieve excellence in all we do and “how” we will exhibit our commitment to public service. We will hold ourselves and each staff member in our divisions to these standards. These performance expectations will also be guidelines in staff evaluations. We are asking nothing of you that we do not ask of ourselves.

We know first hand that DLCD employees are highly motivated, talented, caring, and thoughtful professionals who want to do the very best for Oregon’s citizens and communities for this and future generations. We expect that all staff will act from a professional conviction about the value of the work we are doing and, at the same time, we expect that you will all be open to questions and explorations about how we implement the statewide land use planning system; responsive to suggestions for improvements, even if these suggestions result in changes to historic practices; and creative about developing and evaluating new and alternative approaches.

Many of the performance expectations we identify below are not new to DLCD employees. We are offering these thoughts as an effort to pay conscious attention to the factors that will continue to make the state land use planning system effective and DLCD a success. We also expect that as time goes by we may want to add or refine these expectations.

***Our basic performance expectations for excellent public service by all DLCD staff include:***

**“Getting to yes”**

Be a collaborative problem solver. Listen to the interests of others and work to find solutions that respect those interests within the requirements of the laws and regulations. Be clear about what is required and what are options for improvement. Do not impose your personal judgments or opinions about “the right way” or “the best way” upon others.

**“How before no”**

We will not retreat from the requirements of law and regulations, nor can we expect that those we say “no” to like the answer, but what we do before we say “no” and how we say it is important. Before saying “no”, we need to explore collaboratively the options that would meet the needs of another party while still complying with the laws and regulations. When we must say “no” because of the requirements of law or regulation, fully explain why and offer ideas or paths to resolution. Saying “no” because we think we know a better way to solve a problem than the way being proposed by a local jurisdiction, is not appropriate if the choice of the local jurisdiction meets local needs and the requirements of the law and regulations. If we have to say “no”, saying it, stringing people along is not good public service either.

**“The Golden Rule”**

We are in public service, which means just that, we have an extra burden of responsibility on us to be respectful, knowledgeable, courteous and helpful. In other words, treat everyone with whom we work (including each other) as we want to be treated, look for solutions to problems, and do not raise unnecessary barriers or challenges. Be fair and respectful of all, regardless of whether you agree or not. Act to engender trust so that others will trust you as well. Positive public images and impressions of DLCD and the statewide land use program can be driven primarily by professional, high quality interactions with individual DLCD staff (and the converse is also true). Our credibility is directly tied to how we treat people. . And, remember that more often than not “perception is reality”.

**“The Perfect is the Enemy of the Good”**

Although we all may want to strive for the perfect solution or situation, the search for the perfect solution often results in failure. The perfect solution may be completely impossible to implement, engender such negativity that active resistance prevents any action, create a situation in which retaliation or retribution is taken in the future on a seemingly unrelated issue, or simply take so long to identify and analyze that nothing ever happens to solve a real problem. Often a “good” solution actually achieves much more than the “perfect” solution. So, we encourage you to take risks to find the “good”.

**“The Big Picture”**

The world we live in is probably best characterized by webs of interactions. And, the land use system certainly touches many of those interconnecting strands. Remember “that everything is connected to everything else” when you develop plans, strategies, and decision options. Be

mindful of how your decision or action might have policy implications for the rest of the agency. Work as a team to identify and work with as many of the interrelationships as you can.

### **“Set Priorities – Continuously and Follow Through with Actions”**

We all have much more to do than we possibly have time to do. Set priorities for everything based on our strategic initiatives, good customer service, regulatory deadlines, and critical agency needs. If you need help in setting priorities, ask. Once priorities are set, try to meet them. If something must “fall off the table”, do so in a way that develops and maintains agency credibility.

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### **In addition, the Director and the DLCD Management Team expect that all DLCD staff, including ourselves, will:**

- Be truthful, straightforward and forthcoming in all dealings at all times.
- Exhibit impeccable ethics in carrying out state duties and managing the resources of the state.
- Set aside personal opinions and biases and put the good of the agency and the state first in making decisions or recommendations.
- Provide the director, the managers and staff members with all relevant information needed to make a decision.
- Keep confidential information confidential.
- Engage in constructive discussions and deliberations. When a decision is made, support that decision publicly (both internally and externally).
- Be problem solvers, not problem creators and always seek ways to do things better. Take the initiative to make things better.
- Be proactive in resolving issues and differences with other staff members.
- Strive to learn and grow by new experiences.
- Seek the opinions of peers and appreciate what you can learn from them.
- Deliver on commitments and assignments.
- Actively keep the flow of communications open, provide follow-ups on meetings attended and share what is learned with others.

### **Specific, additional expectations for managers are to:**

- Be the best managers of others that you can be; strive for the respect and admiration of those you manage; manage fairly and objectively,
- Provide opportunities for staff to improve skills.
- Set clear performance expectations for the people you manage; develop clearly defined, prioritized work programs and tasks with your staff.
- Provide your staff with the available resources to do the job; manage for results; and hold staff accountable for the delivery of products and the completion of tasks.
- Produce only the highest quality products and ensure that your staff does the same.
- Be leaders. Enthusiastically engage in defining and advancing the agency’s vision and goals.
- Contribute positively to the management team
- Communicate executive and management decisions to all staff.

- Provide positive feedback and constructive criticism.
- Know and abide by all agency policies, executive directives, and the Union contract.
- Attend regular management team meetings (currently every Monday, 1:30 – 3:00 PM) and contribute constructively “for the good of the order”. Bring others on your staff to the management team meetings as needed.
- Review and approve all staff work to be submitted to the Commission before it is sent to the Director’s Office.

**And, finally, here are some specific “operational” expectations for all DLCD staff:**

- Use Groupwise to keep your calendar, keep it up to date, and allow access to it by all members of the management team, your division staff and the receptionist.
- Return all phone calls and e-mails in a timely manner, within 24 to 48 hours.
- Respond to correspondence and “official” e-mails requesting a response within two weeks of receipt. If a detailed response will take longer, call or send a short note to let the person know we have received the inquiry and a date by which time a full response will occur.
- Do not leave issues or problems hanging. Follow-up is key to agency and personal credibility. Ask for help to resolve issues you can’t handle alone.
- Meet all deadlines for preparation of Commission material.