

2018 Executive Annual Review - No Self-Appraisal

Employee Name

Joel Vettel

Reviewer**Position**

Executive Director

Supervisor**Hire Date**

07/01/2005

Review Date

11/22/2019 **TYPO**

Company Name

Park District of City of Fargo (2672)

Job Specific Section - Exec

Job Specific requirements are rated based on the following scale; Needs Development - Regularly fails to meet requirements; performance must improve to meet expectations of the position. Meets Expectations - Able to perform 100% of duties satisfactorily; normal guidance and supervision required. Exceeds Expectations - Frequently exceeds job requirements; all planned objectives were achieved above the established standards and accomplishments were made in unexpected areas.

Strategic Initiative

Demonstrates a company-wide and industry perspective as it relates to potential competitive advantages and interrelationships with the community, with business leaders, and with other Park and Recreational entities.

Comments from Employee**Comments from Reviewer****2 - Meets Expectations**

Joel has a great vision and drive for making the Park District a major player in the community and region. Joel has a good relationship with the leaders of our community – business and governmental. Joel regularly met and often exceeded expectations in driving strategic initiatives. Block 9 and the Sports Complex are two examples of initiatives that Joel has been driving. On the flip side, his lack of interest/involvement with NRPA and NDRPA has become a big concern especially in the last year. The relationships with the other Park and Rec top leaders in our community appear to be strained. For example, at the Sports Summit the two other P&R execs were not invited to speak. This reflects poorly on Fargo Parks and outwardly appears we have no interest in collaborating with West Fargo and Moorhead. It appears that relationships are not being built outside of prominent community members. Seeking out members of our community, whether it be daycare providers, local sports organizations, or individual users, must be part of the typical work week. Joel needs to prioritize his time and ensure that all of the areas are being represented.

Lead and Develop Others

Leads their team to achieve desired department and company outcomes. Earns the trust and confidence of coworkers and customers through honest communication, ethical behavior and professionalism in all interactions. Works with staff individually to build on their strengths and improve on their weaknesses.

Comments from Employee**Comments from Reviewer****1 - Needs Development**

It became clear this fall that Joel had lost the trust of some of his directors. It appeared as if this was a result of the organizational chart change, where the Deputy Director was taken out of the deputy role, separating the director group into two camps. Joel is very good at planning development trainings and in a large group general training. Joel believes in providing leadership training to staff in the form of paying an outside company to provide this. While this can be helpful, costs and usefulness need to be carefully considered. Joel has shown a general lack of sincerity in relation to his staff though and that has caused those trainings to lack the value they could have. In hindsight, the hiring of Sagency and turning over the entire interview process during the reorganization back-fired and should serve as a lesson moving forward. We heard from directors after the fact that the interviews turned into more of an interrogation without your involvement which lead to them not trusting the process. As you get more engaged with the staff, they will feel more comfortable with you and you will be able to lead those discussions and make the appropriate decisions on your own. Joel needs to get to know his staff better and take more time to interact with employees of all levels to better understand their individual skills and challenges. This will go a long way to better understand how his staff can support him and how he can better support the staff. Finding ways to help staff succeed is part of being a good leader. An example of a missed opportunity was the pumpkin juggling at Rheault Farm. This would have been a good opportunity for Clay or another staff member show off the Fall Festival while at the same time having the opportunity to become more comfortable in front of the camera Joel has recently recognized and demonstrated solid leadership in rectifying this issue. He has also displayed solid

leadership in his handling of the recent HR issue. Kudos for recognizing the issues and working to correct them. We recognize that it will take time to rebuild the trust of the staff but it appears that we're heading in the right direction.

Problem Solving/Create Solutions

Recognize problems and evaluates costs, risks, and benefits to decide the proper course of action that is best for the company and supports our core values.

Comments from Employee

Comments from Reviewer

1 - Needs Development

Unfortunately, Joel spent most of the year not truly engaged with his entire team of directors and in turn did not recognize and remedy problems as they arose. We get the sense that the directors didn't feel like their opinions or expertise really mattered when it came time to problem solving. Joel seems unsure of his abilities in developing and supporting projects fully which seems to be more a lack of confidence and support. Part of this could be the transition of the commissioners and the evolving of directors through the restructuring process. Better communication with staff and commissioners to help him understand where people stand and why could help his confidence level when developing new projects and enhancing current programs/facilities. There appears to be great hesitation in making a decision. Some decisions can be made and acted on quickly. For example, the email for Jim was delayed. A simple email stating that Jim has resigned from his position effective December 31st and thanking him for his years of service was all that was needed. Instead, the email was delayed waiting for Jim's input. Because of this, employees found out through the grapevine. Joel appears to look to others to make decisions rather than provide his own recommendation. They don't have to be overly detailed, but an idea as to what the Executive Director recommends or thinks should happen should be the norm. There are ideas that are put into action that the Executive Director should see as potential problems. Cutting Penny and Pals without realizing how important she has been to the community and Midwest Kidfest would be one example. Another example would be the recent plan to have staff trained to issue parking tickets. How does this meet our core purpose and vision? As the Executive Director, a decision having such potentially negative impact from the public should be reviewed and all consequences weighed. We feel that Joel is able to make tough decisions when directed to do so and want to get to the place that he can make these decisions with our support.

Demonstrate business/job knowledge

Understands company core purpose, job duties and responsibilities, possesses necessary job knowledge and technical skills, maintains job knowledge is current.

Comments from Employee

Comments from Reviewer

1 - Needs Development

Joel has shied away from some core job duties, i.e. financial management, land development, and facility development, while focusing on other noncore duties in the community. Joel has not taken an interest in Parks and Recreation since getting the job and has kept the right people with him to answer questions. Unfortunately, at the state level, he has some repair to do learn the field and gain the respect of the other communities. The Executive Director should be visiting facilities and parks every day. These visits, on his own, should include interaction with the public as well as observing. How are our parks being used? Are they congested? What things could use improvement? Are the facilities being well-maintained? Networking with other park professionals, participating in forums, visiting with staff to learn about their jobs and how our district operates should be a regular part of your work week. We feel that Joel possesses the necessary skill set for the position but needs to devote more time to the primary duties which will in turn build confidence in those skills.

Drive Results

Focuses on meeting or exceeding objectives and expectations to meet the core purpose and vision of the company.

Comments from Employee

Comments from Reviewer

2 - Meets Expectations

While there has been some progress with big wins such as the Block 9 project, there must also be focus on the simple things. Joel is quick to want to please the "big players" rather than focusing on what is best for the District and our consumers. The main priority needs to be on the community and the individual consumers. Focus more on not just "meeting or exceeding objectives" and be genuine of your relationships. Those things will come naturally as a result of your team feeling genuinely valued and appreciated. This will take more time with some of the employees, but we see the difference even in the last month.

Employee Specific Section - Ex

Employee Specific attributes important in his/her position; Needs Development - Regularly fails to meet requirements; performance must improve to meet expectations of the position. Meets Expectations - Able to perform 100% of duties satisfactorily ; normal guidance and supervision required. Exceeds Expectations - Frequently exceeds job requirements; all planned objectives were achieved above the established standards and accomplishments were made in unexpected areas.

Collaborate with Executive Team

Work collaboratively with other department heads and the Executive Director to work as one team. Lead by example in breaking down silos. Build other departments up and never throw them under the bus.

Comments from Employee

Comments from Reviewer

1 - Needs Development

Joel works with department heads to accomplish a goal. Unfortunately, the staff feels that the focus is on bettering his own status and accomplishing the next big goal for his benefit. The staff feels that genuine "behavior" is only exhibited toward them when something is wanted to accomplish the next goal. If you are not valued in the next goal, you can often be ignored. Joel missed on understanding his job duties in relationship to working with his Deputy and all other directors. The resulting fracture at the Director level became more and more apparent. Joel has been working to rebuild that trust. Joel relies on and values the knowledge and ability of his directors. I'm not sure his staff feels this recognition. Team building with each director to better understand them as individuals and their positions with the park district may help him to build a stronger team moving forward. Ideas from the Directors should be welcomed and encouraged. Directors with the backing of the Executive Director are crucial to the district. It is vital that they know they can freely bring ideas and recommendations to the Executive. It is equally important that they feel their ideas and recommendations are being heard and thoughtfully considered. Don't be quick to place blame or find fault. An example is Penny and Pals as there was an immediate need to find out who was at fault rather than making amends with Penny. It doesn't matter who made the poor decision. What matters is how we recover and improve. It matters how we will work towards better communication with our staff in order to avoid similar negative results. There was a perception that Joel was aligned with two other directors and the rest were considered to be on a lower level. We also felt at times that the commissioners were the ones being thrown under the bus in situations as decisions had been made without our knowledge, i.e. Penny and Pals.

Communicate and Influence

Understand and communicate effectively with others using a variety of contexts and formats, which include writing, speaking, reading listening and interpersonal skills Effectively leverages all communication methods (written, oral, electronic including social media) to achieve business results.

Comments from Employee

Comments from Reviewer

2 - Meets Expectations

Joel has gotten much better with communication throughout the year. He has learned over time that sending detailed emails is important. It's important to engage the commissioner's early on in the process to gauge our direction before moving forward with certain decisions. Communication with large groups or with VIP's is good. However, we would caution making promises in order to win over these people or groups. Committing to things before the consequences and costs have been weighed can be costly to the reputation and the pocketbook of the Park District. Communicating also means listening to staff. The Friday Focus is a good way share an overview of the week with the staff. Is it necessary to send the notes from every meeting to the entire staff? Can these be posted on our intranet and people can seek them out if they want to read them? The communication with the frontline staff has improved dramatically in the past several weeks. This needs to become a habit. These relationships are important to your success. Joel has been excellent in communicating, keeping us up to date on any issues that are happening and has been very responsive to specific questions.

Recognize & Show Appreciation to Others

Provides various means of recognition to staff for exceeding expectations, reaching a goal or meeting a set milestone. Utilizes Impressions in Paylocity as a way of showing appreciation for others work and efforts across the company.

Comments from Employee

Comments from Reviewer

2 - Meets Expectations

A sincere personal detailed thank you goes much further than a generic email or acknowledgement on a microphone in front of a large group. As Joel gets the team back together it'll be easier and more genuine to recognize employees on a more one-on-one basis. Joel seems quick to give praise to others for work completed. This has improved in the past several weeks.

Managing Conflict

Listens well, diffuses conflict before it starts, finds solutions to problems in a constructive manner, handles difficult people.

Comments from Employee

Comments from Reviewer

2 - Meets Expectations

Some comments we have heard is that Joel prefers to avoid conflict. While we would all prefer to not engage with conflict, at times the leader needs to do so in order to keep the conflict from building and boiling over. A case in point is the fractured organizational chart that moved the Deputy Director out of the deputy position, fracturing his role in the organization. Joel and Dave Leker did not always agree on issues which can be healthy in an organization. However, instead of dealing with the conflict, it looks like the Deputy position was changed in order to reduce conflict. An example of a failed conflict resolution was the issue involving vacation time at the benefits fair. This entire issue was handled poorly and dragged on longer than it should have. Was the individual who became confrontational with a commissioner ever reprimanded or spoken to about the situation? Issues involving staff behavior need to be addressed within hours of the occurrence. We feel that most times when Joel is aware of conflict he does a good job of mitigating it and now that Joel is recently more engaged with the staff those issues will be recognized earlier. Outside conflicts seemed to be handled better than with internal ones involving the staff. Getting to know the staff better and paying more attention to what is happening around him will help to better handle conflict among his staff and better help him to resolve issues more quickly.

Promote Innovation and Change

Generates new ideas, supports change, provides innovative solutions, solves problems creatively. Identifies opportunities to create value for their team, the company and the customer. Supports new ideas and changes in processes, procedures and/or policies through positive reinforcement of those changes with his/her staff. Leads by example.

Comments from Employee

Comments from Reviewer

2 - Meets Expectations

We have gone through massive and needed changes. Unfortunately, we have gone too fast and people have gotten lost, left behind, and felt undervalued. We feel comfortable that we've decided to slow things down to get everyone back onboard moving forward together. We got the sense that changes weren't always endorsed by the staff and it turns out commissioners, however it seemed to move forward prematurely and end up being more of an issue than if it would have gone through the proper channels to begin with.

Accountability

A personal choice to rise above one's circumstances and demonstrate the ownership necessary for achieving desired results through both successes and failures.

Comments from Employee

Comments from Reviewer

2 - Meets Expectations

We believe now that Joel has realized what was going on was not working, that he has taken responsibility and will channel his energy to improve. Several directors have mentioned that his sincere apologies have been very much appreciated and we're on the right course now. From an accountability perspective, there has never been any doubt about Joel's ability to own issues. Clearly he has shown above and beyond accountability in handling these most recent issues

Core Values Section

Overall rating on four Core Values; Needs Development - Regularly fails to meet requirements; performance must improve to meet expectations of the position. Meets Expectations - Able to perform 100% of duties satisfactorily ; normal guidance and supervision required. Exceeds Expectations - Frequently exceeds job requirements; all planned objectives were achieved above the established standards and accomplishments were made in unexpected areas.

Intentional Leadership

We are relentless about getting great results while helping the people around us reach their full potential.

Comments from Employee

Comments from Reviewer

1 - Needs Development

Joel probably outkicked his coverage by trying to do too much, too fast. So, he needs to slow down on some fronts but at the same time he also needs to know when to speed up by letting go of issues that don't appear as if they are going to be successful. The sports complex is a case in point. At some point, we need Joel's leadership in deciding whether or not it's time to end the project or continue forward with it. We got the sense that the staff felt that Joel valued them when it would benefit him. A true leader develops the people around them and their development is a reflection of his leadership. Joel needs to be more aware of what is happening with his staff and how it is affecting the park district functionality as a whole. Joel has

shown improvement in this area as of late.

Passion

We are committed to being the best and passionately serving our community.

Comments from Employee

Comments from Reviewer

3 - Exceeds Expectations

Joel brings a high level of passion and sincerity to his job every day. Joel is very passionate about what he values. Joel is very passionate about making the park district great for our community. Being passionate but also valuing what others feel and express are important as well.

Sincerity

We show genuine care and concern for our teammates and the clients we serve.

Comments from Employee

Comments from Reviewer

1 - Needs Development

Joel has recently recognized his lack of sincerity and the fact that almost every staff member at the Park District was aware of it. Learning names, valuing feedback, and valuing people for themselves are crucial for the organization. We as a board got to know each other personally and value each other as people on our trip together, which unified us as a board. If Joel had spent time with us truly engaged on that trip, he would have benefitted as well. Joel is sincere and we believe he now understands where it needs to be directed.

Solution Engineers

We don't let barriers stand in our way, we figure out ways to deliver excellence for clients of all ages, backgrounds and abilities.

Comments from Employee

Comments from Reviewer

2 - Meets Expectations

Joel supports the notion of being creative in solving problems, however we've been informed that in most situations if it didn't align with his ideas that it wasn't taken to heart. Joel needs to improve at thoroughly analyzing the situation and making a recommendation for his team to carry out.

Comments Section

Comments

Comments

Comments

Comments from Employee

Comments from Reviewer

We believe that Joel will persevere through this difficult time and lead his team into the future. The park district staff transitioned to a new executive director and to a new structure while it continues to grow. Many of the missteps can be attributed to these changes and getting ahead of them in the future will take meaningful focus. We give you credit for recognizing your shortcomings and putting a valiant effort forth to make personal improvements. This hasn't been easy and many people would not have taken the advice and worked so diligently to make personal improvements. We look forward to a year with positive accomplishments for the entire Park District.

Corrective Action Section

Performance or Behaviors needing change are recapped here. Any rated item marked as a "needs" must have a goal for 2019 in the "individual goals" section.

Performance or Behaviors to be changed

Please summarize the performance or behavior(s) to be changed:

Comments from Employee

Comments from Reviewer

Get to know the staff better • Ask open ended questions to get productive feedback • Shadow the staff to better understand their challenges and successes • Be truly involved in the activities and randomly visit with the staff • Prioritize the park district in your life. Don't give up everything out the position, but make the position near the top of your priorities. When with someone, make it a point to really focus on listening to that person. It appears that you are always looking for someone "better" or "more important" to visit. Work on just being with people. There doesn't always need to be an agenda. A reasonable goal for 2019 would be to meet with each of the leaders of the local associations and organizations. JO Volleyball, Tri-City Soccer, FM Athletics, Fargo Soccer, Fargo Youth Hockey, etc. Learn about their organizations, their members, and what their needs are from the Fargo Park District. Building genuine relationships is crucial to positive progress. Meet with individual staff members each week. This should be just you and the employee or two employees. Work your way through the full-time staff. When you meet with them, leave your phone in the car and take real time to find out about what is important to them. What ideas do they have for the parks? How can we help them do their job better? Obtain NRPA CPRP or CPRE certifications as soon as you are eligible.

Goals Section

Peer Feedback

This section includes peer feedback to be considered during review.

Impressions Section

This section includes impressions to be considered during review.

Appraisal

Overall Score

1.65 / 3.00

Job Specific Section - Exec					
Name	Employee Rating	Reviewer Rating	Section Weight	Employee Weight Score	Reviewer Weight Score
Strategic Initiative	Not Rated	2 - Meets Expectations	35.00%	0.00	0.51
Lead and Develop Others	Not Rated	1 - Needs Development			
Problem Solving/Create Solutions	Not Rated	1 - Needs Development			
Demonstrate business/job knowledge	Not Rated	1 - Needs Development			
Drive Results	Not Rated	2 - Meets Expectations			
Total:	0.00 / 3.00	1.40 / 3.00	35.00%	0.00	0.51

Employee Specific Section - Ex

Name	Employee Rating	Reviewer Rating	Section Weight	Employee Weight Score	Reviewer Weight Score
Collaborate with Executive Team	Not Rated	1 - Needs Development			
Communicate and Influence	Not Rated	2 - Meets Expectations			
Recognize & Show Appreciation to Others	Not Rated	2 - Meets Expectations			
Managing Conflict	Not Rated	2 - Meets Expectations			
Promote Innovation and Change	Not Rated	2 - Meets Expectations			
Accountability	Not Rated	2 - Meets Expectations			
Total:	0.00 / 3.00	1.83 / 3.00	35.00%	0.00	0.67

Core Values Section

Name	Employee Rating	Reviewer Rating	Section Weight	Employee Weight Score	Reviewer Weight Score
Intentional Leadership	Not Rated	1 - Needs Development			
Passion	Not Rated	3 - Exceeds Expectations			
Sincerity	Not Rated	1 - Needs Development			
Solution Engineers	Not Rated	2 - Meets Expectations			
Total:	0.00 / 3.00	1.75 / 3.00	25.00%	0.00	0.47

Comments Section

Name	Employee Rating	Reviewer Rating	Section Weight	Employee Weight Score	Reviewer Weight Score
Comments	Not Rated	Not Rated			
Total:	0.00 / 3.00	0.00 / 3.00	0.00%	0.00	0.00

Corrective Action Section

Name	Employee Rating	Reviewer Rating	Section Weight	Employee Weight Score	Reviewer Weight Score
Performance or Behaviors to be changed	Not Rated	Not Rated			
Total:	0.00 / 3.00	0.00 / 3.00	5.00%	0.00	0.00

Goals Section

Name	Goal Weight	Employee Rating	Reviewer Rating	Section Weight	Employee Weight Score	Reviewer Weight Score
Total:		0.00 / 3.00	0.00 / 3.00	0.00%	0.00	0.00

Review Status

Employee Review Status

Comments

Complete - 12/31/2018

Electronic Signature - Incomplete

X

Joel Vettel

Reviewer Review Status

Comments

Complete - 12/31/2018

Electronic Signature - 12/31/2018

X

Final Reviewer Review Status

Comments

Complete - 12/31/2018