



**Washington State
Department of Transportation**

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Management Performance Review

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| Employee's Name: STACY C TRUSSLER (000398041) | |
| Job Classification: WMS Band 04 (WMS04) | |
| Organization Code: 336000 | |
| Appraisal Type: Trial Service | |
| Evaluation Period: 8/27/2010 | To: 5/31/2011 |
| Supervisor's Name: BRIAN JOSEPH SMITH | |
| Date Completed: 12/2/2011 | |

Job Expectations & Training and Development

Manage the Urban Planning Office staff, budget and work activities ensuring a safe and productive work environment.

Work with local elected and agency officials to identify transportation needs and solutions in the Central Puget Sound, and represent WSDOT interests in regional and local decisionmaking.

Act as the Secretary's designee to the PSRC Transportation Policy Board, and as alternate to the Executive Board.

Coordinate planning activities with other units within WSDOT Including WSF, Freight Division, Capital Program Development and Management, Public Transportation.

Direct UPO staff in HOV and general purpose system development, multi-modal planning, grant application and execution, PSRC STIP and TIP development, climate change and sustainability planning.

Represent WSDOT at various regional and sub-regional boards and committees such as the RSC, RPEC, SCATB, RAMP, SeaShoreTF, ETP and ICC.

Provide technical and policy assistance to PSRC and represent WSDOT interests and policies in MTP development and updates.

Take Training courses required for managers (sexual harassment), read information regarding diversity awareness and disabilities and complete on-line courses on information security, ethics, workplace violence, security awareness, introduction to purchasing. Assure that staff completes required training.

Complete all performance evaluations for direct reports on-time, and ensure direct reports complete evaluations for their employees by making this a performance criterion.

Competency: Business Expertise and Knowledge

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TRU030341

Rating: Significantly Above Standards

Comments\Justification: Stacy is adapting to the planning discipline well. She has excellent technical knowledge of and experience with project programming, design, environmental documentation, construction administration and traffic modeling. Stacy is applying this to the less concrete world of system and corridor planning and regional coordination. where the decisions that lead to project level improvements are made in an environment of what if's, financial constraints, competing objectives and desired outcomes, policies and politics. She has embraced the Moving Washington strategies for guiding investments.

Competency: Developing Staff Members

Rating: Above Standards

Comments\Justification: Stacy sets high standards for herself and staff. She has concentrated on establishing the sort of work practices expectations desired in any discipline as she herself becomes more experienced in the planning environment. Her background in the engineering realm has had a positive impact on work performance in UPO.

Stacy has recognized gaps in the UPO team's performance and she working on ways to improve performance. She has become more sensitive to the need to ensure that staff understand her expectations in terms of work practices and products as an expression of the "assist, then insist" style of supervision. Stacy has forthrightly identified, addressed, and corrected problematic issues with individual staff members including misuse of telework, poor attendance, making decisions outside of assigned authority, CTR misuse, ethics violations, and other matters.

Competency: Internal & External Communications

Rating: Above Standards

Comments\Justification: Stacy has developed respect and good working relationships with her planning and programming peers. She is also developing effective professional relationships with external partners, including local agency council members and senior staff and PSRC senior staff. Stacy effectively represents WSDOT in numerous technical and political settings..

Stacy's communications are well-organized, direct and to the point.

Internally, she realizes that effective communication requires recognizing that people bring different experiences (baggage), cultural backgrounds and messaging styles and concerns into the conversation that can provide barriers or positive assistance.

Stacy is learning that in the planning world of PSRC, there are many different players with many differing world views, beliefs and agendas. Those world views are often as important to recognize as the facts of a given issue, because to their holders, they are often more important than the facts. Communications often have to be nuanced to hold the listeners' attention and create the opportunity for true two way communication.

Stacy's sense of humor is refreshing in profession whose communications are too often mind-numbingly technical, boring , dense, self-righteous and self-consciously serious.

Competency: Leadership

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| Rating: Above Standards |
| <p>Comments\Justification: Stacy leads with integrity, trust, and accountability. She is leading organizational and cultural change within UPO.</p> <p>Stacy has adapted her organization's structure and activities to the realities of budget challenges. She has identified core "hedgehog" functions (such as transportation system modeling and corridor studies) and focused on those activities about which her staff are passionate, her staff have particular expertise, and which drive availability of resources.</p> |

Competency: Safety

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| Rating: Meets Standard of Performance Expectations |
| <p>Comments\Justification: Stacy consistently follows WSDOT's safety policies. The Urban Planning Office had no reportable injuries during the rated period.</p> <p>Stacy is working to highlight the Moving Washington safety approaches within corridor planning studies.</p> |

Competency: Manages Job Demands and Sets Appropriate Priorities

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| Rating: Significantly Above Standards |
| <p>Comments\Justification: Stacy does an excellent job of managing personal job demands and priorities, and helping her staff do the same. She backs up from deadlines to ensure that sufficient time is allotted for presentation rehearsals, product reviews, etc.</p> <p>She is becoming comfortable delegating responsibility to key staff (and following up) on assignments.</p> |

Competency: Solving Issues and Decision Making

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| Rating: Above Standards |
| <p>Comments\Justification: Stacy resolves many technical and staff issues at her level as appropriate.</p> <p>She engages her manager in decision-making by raising issues in a timely manner allowing framing the issue, discussing mitigating factors, and analyzing alternative courses of action</p> <p>Stacy works effectively with external agencies on politically sensitive issues. This doesn't mean that all parties accept positions and input that may be contrary to their own. This requires tact on Stacy's part, and timely notification up the WSDOT command chain of possible "blow-back".</p> |

Competency: Staff Interactions and Relations

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| Rating: Meets Standard of Performance Expectations |
| <p>Comments\Justification: Stacy is becoming more comfortable providing both positive and negative feedback to her staff. She can seek to provide more opportunities to provide honest positive feedback and praise for those of her staff that are adapting to new expectations and management styles. She should look for more opportunities for positive mentoring moments.</p> <p>She engages well with her peers and superiors. Stacy accepts constructive criticism and acts to correct problems quickly and professionally. Stacy is working closely with her Deputy to improve his communication and supervisory and management skills.</p> |

Competency: Success Orientation

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| Rating: Above Standards |
| <p>Comments\Justification: Stacy is totally results focused. She seeks guidance when appropriate, but takes the initiative to address issues when needed.</p> <p>Stacy is working to instill provide project management skills and discipline within her team, to ensure products are delivered on time, in budget and as scoped.</p> <p>She seeks new responsibilities and capabilities to keep the Urban Planning Office relevant to WSDOT's mission in the Central Puget Sound.</p> |

CQ/ Position Description Reviewed

CQ was reviewed in 2010 but will be revised as appropriate this year to reflect new WMS review guidance.

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Annual Ethics Law Review

Stacy completed her ethics refresher training 10/2009 and we discussed ehtics 12/2/2011

1) Limitations on Gifts –

The Employee IS in a Section Four Relationship, as defined by the State Ethics Law, by virtue of the employee's job or position.

2) Outside Business Interests

The Employee DOES NOT have business interests (either another job or ownership in a company) outside WSDOT.

EMPLOYEE FEEDBACK

Managing the Urban Planning Office is excellent experience for me. I find that I am able to apply my broad WSDOT experience, from environmental, design, through construction, to the very beginning of the transportation field: planning.

In my first year as the UPO Director, my focus was to bring existing management practices in alignment with WSDOT policies. This work did not come easy. I facilitated frank discussions with unpleasant facts and unpleasant corrective measures.

In my second year as the UPO Director, my focus is three-fold. First, my staff desire that UPO be considered more relevant within WSDOT: they reminisce about the good 'ol days when UPO had high profile responsibilities. I am motivated to achieve this goal for my staff. Second, to implement relevancy, my focus is to strengthen UPO's ability to perform on scope, on schedule, and on time. And third, my focus is for UPO to lead implementation of Moving Washington. Moving Washington is our Secretary's vision, yet the specifics to implement are undefined.

I recognize that I represent a change agent to UPO, and there is a human relationship to change. Just as the nature of change varies, so do my staff's responses and reactions to it. Some staff feel encouraged and appreciate that I have high expectations, while other staff feel that I am too strong handed. To effectively lead change, I recognize that the "change" itself does not need managing as much as do the people involved with it. With increased awareness to my own and my staff's differing change styles and preferences, I can help UPO do more than just handle change – I can create an organization that leads it.

APPROVER FEEDBACK

I, Amy Arnis, have reviewed this Appraisal and, in my judgment, the process has been properly followed.

Rated Employee: _____

Date: 12-30-11

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| Supervisor/Manager: | <u>Brian Johnson</u> | Date: | <u>12/2/2011</u> |
| Reviewing Manager: | <u>Amy Harris</u> | Date: | <u>2-10-2012</u> |
| Human Resources: | <u>Rachel Borchley</u> | Date: | <u>2-10-12</u> |

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