

## **ANNUAL EVALUATION OF THE EXECUTIVE DIRECTOR**

Because the executive director is so central to the success or failure of the agency, evaluation of the executive director by the board is an important component of the board's responsibilities. But too often evaluations (and job descriptions) are undertaken only when the board has become unhappy with their chief executive. An annual, written evaluation both documents the executive director's achievements and shortcomings, and helps the executive director understand areas for improvement or where the board is insufficiently informed. Typically, a committee of the board (often the board officers) leads the evaluation process, reports on the evaluation to the entire board, and recommends salary for the next year.

Because the executive director acts both directly and indirectly through others to manage the organization, evaluating the executive director's performance is inevitably linked to evaluating the agency's performance as a whole. As a result, many boards incorporate evaluation of the executive director into the annual review of organizational performance and goal-setting for the coming year (see the Board Café's April 1999 issue on a "360 Degree Assessment of the Agency").

Most boards of directors involve only other board members directly in the evaluation process. Others choose to utilize feedback from the staff on the executive director's work as well. Still others go outside the agency to gather information regarding the performance of both the agency and the executive director, for example, to funders, collaborating agencies, volunteers, and clients.

Although survey-type assessments are easy to use, they have some important shortcomings. First, they are based on the perceptions of board members, who frequently have very limited views of the executive director's performance. A failing executive can hide problems from the board more readily than from staff, clients, or funders. A second shortcoming is that the quantitative nature of the questionnaire tends to attribute the same level of importance to all activities, and success with smaller tasks can inappropriately compensate for a big failure. For example, if an executive director does wonderful program and community work, but has incurred a huge deficit leading the agency to the brink of bankruptcy, the problem will only show up as one or two negative "grades" and won't affect the "grade point." Because of these shortcomings, it's important to see the Annual Assessment not as the evaluation itself, but as the starting point for a discussion.

Regardless of the evaluation process used, don't forget that executive directors need feedback all year round. Like any employee, executive directors need praise and acknowledgment for work well done, and immediate feedback when problems arise. In the best situations, the board president and officers have established good working relationships with the executive director where constant feedback flows in both directions. The annual formal evaluation is an important component of, not a substitute for, that relationship.

This Assessment is best used as a "first draft" for your own tool. You might add questions related to publishing, or meeting with the press, or adapt these questions to your own organization's work.

## Executive Director's Annual Assessment

Please rate your assessment of each category of performance as Remarkable, Satisfactory, Unsatisfactory or Unknown

### **Agency Wide: Program Development and Delivery**

(Circle one)

- |  |           |
|--|-----------|
| a. Ensures that the agency has a long-range strategy which achieves its mission, and toward which it makes consistent and timely progress.                                   | R S U Unk |
| b. Provides leadership in developing program and organizational plans with the Board of Directors and staff  | R S U Unk |
| c. Meets or exceeds program goals in quantity and quality  | R S U Unk |
| d. Evaluates how well goals and objectives have been met   | R S U Unk |
| e. Demonstrates quality of analysis and judgment in program planning, implementation, and evaluation   | R S U Unk |
| f. Shows creativity and initiative in creating new programs  | R S U Unk |
| g. Maintains and utilizes a working knowledge of significant developments and trends in the field (such as AIDS, developmental disabilities, sustainable agriculture, etc.). | R S U Unk |

*Comments:*

### **Administration and Human Resource Management**

- |   |           |
|---|-----------|
| a. Divides and assigns work effectively, delegating appropriate levels of freedom and authority   | R S U Unk |
| b. Establishes and makes use of an effective management team  | R S U Unk |
| c. Maintains appropriate balance between administration and programs  | R S U Unk |
| d. Ensures that job descriptions are developed, and that regular performance evaluations are held and documented                                      | R S U Unk |
| e. Ensures compliance with personnel policies and state and federal regulations on workplaces and employment  | R S U Unk |
| f. Ensures that employees are licensed and credentialed as required, and that appropriate background checks are conducted.                            | R S U Unk |
| g. Recruits and retains a diverse staff   | R S U Unk |
| h. Ensures that policies and procedures are in place to maximize volunteer involvement  | R S U Unk |
| i. Encourages staff development and education, and assists program staff in relating their specialized work to the total program of the organization. | R S U Unk |
| j. Maintains a climate which attracts, keeps, and motivates a diverse staff of top quality people   | R S U Unk |

*Comments:*

### **Community Relations**

- |  |           |
|--|-----------|
| a. Serves as an effective spokesperson for the agency; represents the programs and point of view of the organization to agencies, organizations, and the general public. | R S U Unk |
| b. Establishes sound working relationships and cooperative arrangements with community groups and organizations.   | R S U Unk |

*Comments:*

### **Financial Management and Legal Compliance**

- |   |           |
|---|-----------|
| a. Assures adequate control and accounting of all funds, including developing and maintaining sound financial practices                       | R S U Unk |
| b. Works with the staff, Finance Committee, and the board in preparing a budget; see that the organization operates within budget guidelines. | R S U Unk |
| c. Maintains official records and documents, and ensures compliance   | R S U Unk |

with federal, state and local regulations and reporting requirements (such as annual information returns; payroll withholding and reporting, etc.)

d. Executes legal documents appropriately R S U Unk

e. Assures that funds are disbursed in accordance with contract requirements and donor designations R S U Unk

*Comments:*

### **Fundraising**

a. Develops realistic, ambitious fundraising plans R S U Unk

b. Meets or exceeds revenue goals, ensuring that adequate funds are available to permit the organization to carry out its work R S U Unk

c. Successfully involves others in fundraising R S U Unk

d. Establishes positive relationships with government, foundation and corporate funders R S U Unk

e. Establishes positive relationships with individual donors R S U Unk

*Comments:*

### **Board of Directors**

a. Works well with board officers R S U Unk

b. Provides appropriate, adequate, and timely information to the board R S U Unk

c. Provides support to board committees R S U Unk

d. Sees that the board is kept informed on the condition of the organization and all important factors influencing it. R S U Unk

e. Works effectively with the board as a whole R S U Unk

*Comments:*

Are there specific performance objectives, either for the executive director or for the agency as a whole, which you would suggest we add for the coming year?

Are there any other comments you would like to make?

The above Assessment is excerpted from *Boardroom Dancing: A Practical Handbook for Nonprofit Boards*, published in 1999 by CompassPoint Nonprofit Services.

# **XYZ Association Executive Director Evaluation**

## **Background:**

The Executive Committee reviewed the evaluation process used last year and have decided to simply update the evaluation tool, which is attached.

## **Process:**

The XYZ executive director evaluation is a multi-part process designed to elicit constructive feedback from key XYZ stakeholders and employees to provide a 360 degree evaluation of the executive director's ability to and success in leading the organization.

The process includes:

- ! a comprehensive performance evaluation and the 'open-ended questions' form to be completed by each member of the XYZ Board of Directors
- ! a comprehensive self-evaluation including review of goals by the executive director
- ! an 'open-ended questions' form evaluation to be completed by several XYZ staff
- ! compilation of all evaluation materials by the XYZ president in collaboration with the Executive Director Evaluation Task Force
- ! a discussion of the evaluation and recommendations for changes in compensation for the XYZ executive director by the XYZ Board of Directors
- ! coordination of compensation matters with ANA by the XYZ President
- ! delivery / discussion of the XYZ board's evaluation to the executive director by the XYZ president

## **Time frame:**

- |                |  |
|----------------|--|
| February 21    | All final forms distributed to identified individuals                  |
| March 21       | Evaluations due to the XYZ president (including self-evaluation)       |
| April 14       | Compilation and review by the Executive Director Evaluation Task Force |
| April 25 or 26 | Discussion of the results by the XYZ board                             |
| April          | Evaluation given to the executive director by the XYZ president        |

## **XYZ Executive Director Evaluation Board of Directors Assessment Form**

### **Introduction / Instructions:**

*Evaluation of the ED is one of the three major functions of a Board of Directors. (Vision / Strategy [ensuring qualified management, Financial Leadership, Governance). The evaluation form should take 30 - 60 minutes to complete. All responses should be directed to President Cecilia Mulvey, who will remove any identifying data prior to compiling a summary, which will be reviewed by the task force before it is shared with the executive director.*

*Each section begins with a brief description of an important area of responsibility. Please read the description in each section carefully before answering the questions. The questions measure your level of satisfaction with how well the executive director is carrying out various aspects of each responsibility.*

*If you are working with a hard copy, circle the number representing the degree to which you are satisfied or not satisfied with the executive director's performance in each responsibility mentioned. If you are working with an electronic version, you might eliminate all numbers except your response. The answers will include a number (1- 4) or an indication that the respondent is unable to answer (NS for not sure or NA for not applicable).*

*At the end of each section and at the conclusion of the assessment are a number of open-ended questions. Please take the time to answer these questions, because your responses will be especially helpful when the board and executive director look for ways to strengthen the executive director's performance and that of the organization as a whole. These comments will be shared with the executive director.*

*All responses will be kept confidential and will be compiled in a summary for review by the board and use in the evaluation interview with the ED. Before **March 21, 2003**, send completed forms, to the XYZ president:*

Address of President

*Attach additional pages of explanation, if desired. Timeliness is essential to ensure the prompt completion of the process.*

### **Ratings:**

1 = Very Dissatisfied

2 = Dissatisfied

3 = Satisfied

4 = Very Satisfied

NS = Not Sure

NA = Not applicable

### **Annual Goals**

*The executive director has adopted successful progress toward attainment of the 2002-2005 Strategic Goals established by the XYZ Board of Directors as her annual goals. Please rate your level of satisfaction with the executive director's progress in pursuing or achieving each area. If you are not satisfied that the executive director has made sufficient progress in any specific goal area, please explain your response below. You may also use the space below to note special accomplishments.*

<b>How satisfied are you with the XYZ ED's:</b>							
1.1	progress in pursuing or achieving the strategic goal A	1	2	3	4	NS	NA
1.2	progress in pursuing or achieving the strategic goal B	1	2	3	4	NS	NA
1.3	progress in pursuing or achieving the strategic goal C	1	2	3	4	NS	NA
1.4	progress in pursuing or achieving the strategic goal D	1	2	3	4	NS	NA
1.5	progress in pursuing or achieving the strategic goal E	1	2	3	4	NS	NA
1.6	progress in pursuing or achieving the strategic goal F	1	2	3	4	NS	NA
<b>Comment on specific goal areas:</b>							



**Accomplishment of Management Objectives**

*Working with the board, the executive director establishes operational objectives that support the strategic plan. The executive director is responsible for leading staff in the implementation of the strategic plan and any annual plans.*

<b>How satisfied are you that the XYZ ED:</b>						
3.1	selects and cultivates qualified senior staff, models effective behaviors and skills, and builds morale among staff and volunteers?	1	2	3	4	NS NA
3.2	ensures that there are appropriate systems in place to facilitate day-to-day operations of the organization in the areas of:					
	a. development and delivery of programs?	1	2	3	4	NS NA
	b. education and outreach?	1	2	3	4	NS NA
	c. policy development?	1	2	3	4	NS NA
	d. administration and operations?	1	2	3	4	NS NA
	e. resource development?	1	2	3	4	NS NA
<b>What are the major strengths of the executive director in this area:</b>						
<b>Suggestions for improvement:</b>						

**Program Management**

*A nonprofit organization carries out its mission by offering specific programs and services. The executive director leads the staff in managing and administering these programs and services. This requires a thorough knowledge of the organization's mission area as well as an understanding of technical, operational, and ethical issues.*

<b>How satisfied are you that the XYZ ED:</b>						
4.1	demonstrates substantive knowledge regarding XYZ 's programs and services?	1	2	3	4	NS NA
4.2	works with the board to develop appropriate policies to ensure the efficiency and effectiveness of programs?	1	2	3	4	NS NA
4.3	sets high standards of quality for XYZ 's programs?	1	2	3	4	NS NA
4.4	recommends new programs and the modification or discontinuation of current programs, as appropriate, to the board?	1	2	3	4	NS NA
<b>What are the major strengths of the executive director in this area:</b>						
<b>Suggestions for improvement:</b>						

**Effectiveness in Partnering and Resource Development**

*The executive director, in partnership with the board and appropriate staff, is responsible for developing and implementing appropriate financial development strategies. The executive director and board use their combined strengths, knowledge, and relationships to help the organization achieve its objectives.*

<b>How satisfied are you that the XYZ ED:</b>						
5.1	has a clear understanding of the current and future financial resources needed to realize XYZ 's mission?	1	2	3	4	NS NA
5.2	is innovatiive in the creation of partnerships with other businesses and organizations that contribute to the organization's resources?	1	2	3	4	NS NA
5.3	guides revenue-generating activities in order to provide adequate income for the organization?	1	2	3	4	NS NA
5.4	works well with staff and board members to secure adequate income and strong personal commitments from those who have an interest in the organization?	1	2	3	4	NS NA
<b>What are the major strengths of the executive director in this area:</b>						
<b>Suggestions for improvement:</b>						

## Fiscal Management

*Ensuring that income is managed wisely is especially important for a nonprofit organization operating in the public trust. It is the role of the executive director to see that solid planning and budgeting systems are in place and that the organization's goals and strategic plans serve as the basis for sound financial planning. In addition, it is the executive director's responsibility to ensure that qualified staff are hired to accurately monitor, assess, and manage the financial health of the non-profit.*

<b>How satisfied are you that the XYZ ED:</b>						
6.1	is knowledgeable regarding financial planning, budgeting, and management of the organization's investments and understands the organization's overall financial picture?	1	2	3	4	NS NA
6.2	has established a system linking strategic and operational planning with the organization's budgeting process?	1	2	3	4	NS NA
6.3	presents financial reports to the board on a regular basis and submits an annual budget for board review, revision and approval?	1	2	3	4	NS NA
6.4	facilitates the ability of the board to monitor the organization's finances and operations in relation to the approved budget and to make informed financial decisions?	1	2	3	4	NS NA
<b>What are the major strengths of the executive director in this area?</b>						
<b>Suggestions for improvement:</b>						

## Operations Management

The executive director is responsible for the day-to-day management. The executive director works with staff to develop, maintain, and use the systems and resources that facilitate the effective operation of the organization.

<b>How satisfied are you that the XYZ ED:</b>						
7.1	is knowledgeable regarding the operations of an effective office environment?	1	2	3	4	NS NA
7.2	works effectively with ANA to ensure that the organization has in place:					
	a. sound risk management policies including adequate insurance coverage?	1	2	3	4	NS NA
	b. appropriate personnel policies and staffing?	1	2	3	4	NS NA
	c. plans for the appropriate use of technology and technological systems?	1	2	3	4	NS NA
7.3	ensures compliance with all legal and regulatory requirements?	1	2	3	4	NS NA
<b>What are the major strengths of the executive director in this area:</b>						
<b>Suggestions for improvement:</b>						

**The Executive Director / Board Partnership**

*The executive director and the board must work together as partners. Each arm of leadership draws upon its own unique strengths and abilities. The executive director and the board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information. The board is responsible for creating a written job description for the executive director that is clear and agreed to by all parties.*

<b>How satisfied are you that the XYZ ED:</b>						
8.1	is clear about the differences between his or her role and that of the board?	1	2	3	4	NS NA
8.2	is an effective partner with the board in leading XYZ	1	2	3	4	NS NA
8.3	has been delegated the authority necessary to manage the organization effectively?	1	2	3	4	NS NA
8.4	raises issues and questions and provides adequate information to inform board discussions?	1	2	3	4	NS NA
8.5	receives an annual review in a timely and thoughtful way that articulates specific strengths and areas for improvement?	1	2	3	4	NS NA
<b>What are the major strengths of the executive director in this area:</b>						
<b>Suggestions for improvement:</b>						

## The Board / Staff Relationship

*Because many organizational issues require a partnership of board and staff to be addressed affectively, it is important that the board, the executive director, and staff members assigned to assist the board in carrying out its work have a good and strong working relationship.*

<b>How satisfied are you that the XYZ ED:</b>							
9.1	has established appropriate systems for dialogue and communication between the board and staff to ensure that the board maintains a good knowledge of the organization?	1	2	3	4	NS	NA
9.2	and other appropriate staff have built effective working relationships with the members of the board who are responsible for specific aspects of organizational governance?	1	2	3	4	NS	NA
9.3	has a collegial working relationship with the staff and the board?	1	2	3	4	NS	NA
<b>What are the major strengths of the executive director in this area:</b>							
<b>Suggestions for improvement:</b>							

## External Liaison and Public Image

*The executive director and board members are key players in establishing and maintaining positive relationships with the many groups that support the work of the nonprofit.*

<b>How satisfied are you that the XYZ ED:</b>						
10.1	maintains a positive professional reputation in the nursing community and is a good ambassador?	1	2	3	4	NS NA
10.2	cultivates effective relationships with:					
	a. community and business leaders?	1	2	3	4	NS NA
	b. constituent member associations?	1	2	3	4	NS NA
	c. specialty nursing organizations?	1	2	3	4	NS NA
	d. other constituents, such as customers?	1	2	3	4	NS NA
	e. regulatory bodies and public officials?	1	2	3	4	NS NA
	f. relevant professional organizations?	1	2	3	4	NS NA
10.3	is an articulate and knowledgeable spokesperson for XYZ ?	1	2	3	4	NS NA
10.4	is knowledgeable about the public policy dimension of the XYZ 's work, and provides strong advocacy for the XYZ 's interests?	1	2	3	4	NS NA
10.5	Is well regarded by her professional peers in credentialing and nursing?	1	2	3	4	NS NA
<b>What are the major strengths of the executive director in this area:</b>						
<b>Suggestions for improvement:</b>						



6. Have any legal or ethical issues arisen with regard to XYZ operations? How were these brought to successful resolution?
  
  
  
  
  
  
  
  
  
  
7. What are areas in which the board could provide better support to the executive director?
  
  
  
  
  
  
  
  
  
  
8. What should be the organizational goals for the executive director for the coming year?
  
  
  
  
  
  
  
  
  
  
9. What should be the personal development goals for the executive director for the coming year?
  
  
  
  
  
  
  
  
  
  
10. Additional comments:

Print/type name: \_\_\_\_\_ Date: \_\_\_\_\_  
Signature: \_\_\_\_\_

# CEO Individual Evaluation

Name of Evaluator: \_\_\_\_\_ Date: \_\_\_\_\_

<u>Rating Scale</u>	
1 = <u>Unsatisfactory</u> :	Performance is clearly below the acceptable level.
2 = <u>Marginal</u> :	Job performance meets minimum job requirements, but significant improvement is needed.
3 = <u>Competent</u> :	The CEO's performance fully meets the job requirements.
4 = <u>Commendable</u> :	The CEO's performance exceeds job requirements.

## I ADMINISTRATIVE SKILLS

- |     |  |   |   |   |   |
|-----|--|---|---|---|---|
| (a) | The CEO adequately prepares the board of directors by developing appropriate agendas with adequate discussion time and providing accompanying support material well in advance of the meeting. | 1 | 2 | 3 | 4 |
| (b) | The CEO assists the board by helping formulate policy and setting direction for the association.   | 1 | 2 | 3 | 4 |
| (c) | The CEO ensures board approved association policies are implemented.   | 1 | 2 | 3 | 4 |
| (d) | The CEO completes work assignments capably in a timely and efficient manner with minimum supervision by the president or board.  | 1 | 2 | 3 | 4 |
| (e) | The CEO competently oversees the staff, and provides a positive environment conducive to good morale.  | 1 | 2 | 3 | 4 |

<b>ADMINISTRATIVE SCORE AVERAGE</b> <i>Calculate by adding the ratings for this section, then divide by 5.</i> _____
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## II FINANCIAL SKILLS

- |     |  |   |   |   |   |
|-----|--|---|---|---|---|
| (a) | The CEO exercises good judgment in managing the financial affairs of the association.                    | 1 | 2 | 3 | 4 |
| (b) | The CEO works closely with staff, the Finance Committee and board in developing a balanced budget.       | 1 | 2 | 3 | 4 |
| (c) | The CEO effectively oversees and manages the budget.   | 1 | 2 | 3 | 4 |
| (d) | The CEO ensures financial statements are provided to the Finance Committee and board in a timely manner. | 1 | 2 | 3 | 4 |

### **FINANCIAL SCORE AVERAGE**

*Calculate by adding the ratings for this section, then divide by 4.* \_\_\_\_\_

## III INTERACTION WITH VOLUNTEERS, MEMBERS & RELATED GROUPS

- |     |  |   |   |   |   |
|-----|--|---|---|---|---|
| (a) | The CEO fosters an atmosphere that welcomes the input and participation of association members.                                | 1 | 2 | 3 | 4 |
| (b) | The CEO demonstrates a clear understanding that the association is directed by the volunteer leadership, not the CEO or staff. | 1 | 2 | 3 | 4 |
| (c) | The CEO instills a strong member service orientation in the staff.   | 1 | 2 | 3 | 4 |
| (d) | The CEO deals effectively with the different personalities of volunteer leaders.   | 1 | 2 | 3 | 4 |
| (e) | The CEO keeps the president and board well informed about association activities and operations.                               | 1 | 2 | 3 | 4 |
| (f) | The CEO has a good grasp and understanding of issues affecting the athletic training profession and the association.           | 1 | 2 | 3 | 4 |
| (g) | The CEO represents NATA effectively to related organizations and outside groups.   | 1 | 2 | 3 | 4 |

### **VOLUNTEER, MEMBER & RELATED GROUP INTERACTION SCORE AVERAGE**

*Calculate by adding the ratings for this section, then divide by 7.* \_\_\_\_\_

**IV PERSONAL ATTRIBUTES**

- |     |  |   |   |   |   |
|-----|--|---|---|---|---|
| (a) | The CEO projects a personal image that reflects positively on the association and the profession.  | 1 | 2 | 3 | 4 |
| (b) | The CEO abides by professional standards of conduct.   | 1 | 2 | 3 | 4 |
| (c) | The CEO is perceived to maintain a healthy balance of work and personal priorities.  | 1 | 2 | 3 | 4 |
| (d) | The CEO communicates effectively with employees, volunteer leaders and members verbally and in writing.  | 1 | 2 | 3 | 4 |
| (e) | The CEO is a self-starter, with the drive and initiative to successfully achieve goals and capitalize promptly on new ideas.                           | 1 | 2 | 3 | 4 |
| (f) | The CEO participates in professional development activities and volunteer leadership positions to sharpen his or her skills in association management. | 1 | 2 | 3 | 4 |
| (g) | The CEO is perceived as a leader in the association management profession and has established a strong peer network.                                   | 1 | 2 | 3 | 4 |

**PERSONAL ATTRIBUTES SCORE AVERAGE**  
*Calculate by adding the ratings for this section, then divide by 7. \_\_\_\_\_*

**EVALUATION TALLY**

<b>I</b>	Administrative score average	_____
<b>II</b>	Financial score average	_____
<b>III</b>	Volunteer, member & related group interaction score average	_____
<b>IV</b>	Personal attributes score average	_____
	<b>Total</b>	_____
	<b>Overall rating this evaluation (Total ÷ 4)</b>	_____

Evaluator's signature: \_\_\_\_\_

**STATE XYZ ASSOCIATION  
EXECUTIVE DIRECTOR EVALUATION**

NAME \_\_\_\_\_ DATE \_\_\_\_\_

Check One:  Annual     New Employee     Termination     Other \_\_\_\_\_

Date of Last Review \_\_\_\_\_ Date Employee Began Position \_\_\_\_\_

Next Scheduled Review \_\_\_\_\_

**JOB CONTENT**

**A. ADMINISTRATION**

1. Processing and maintenance of records, finances, applications, dues notices mailings, lists, etc.  
Example \_\_\_\_\_
2. Management of office, phone, responses to inquiries.  
Example \_\_\_\_\_
3. Support for Board & Committee meetings – including a. advance work, b. participation c. follow-up.  
Example \_\_\_\_\_
4. Responsibility for year-round organizational functioning – e.g. reports, budgets, board vacancies, nominating process, etc.  
Example \_\_\_\_\_
5. Coordination with components  
Example \_\_\_\_\_

NA	NO	MM	M	A	L	ML





8. Dependability – honesty, responsibility, attendance, punctuality

Example \_\_\_\_\_

9. Industriousness – quantity of output

Example \_\_\_\_\_

NA	MO	MM	M	A	L	ML

**D. SUMMARY RATINGS**

1. ADMINISTRATION

2. GOVERNMENT RELATIONS

3. PUBLIC INFORMATION/PUBLIC ADVOCACY

4. CHARACTERICS

NA	NO	MM	M	A	L	ML

SUMMARY OF COLUMNS

COMMENTS AND ADDITIONAL INFORMATION (Attach Additional Sheets)

**E. EMPLOYEE'S STATEMENT:**

I, the undersigned, acknowledge that this evaluation has been thoroughly explained to me and I understand it will be placed in my personnel record. My signature does not necessarily signify my agreement with the contents. I further understand that I have the right to appeal any part of this evaluation through the procedure established in the Personnel Policy.

Please explain any portion of the evaluation with which you do not agree (attach additional sheets)

\_\_\_\_\_  
EMPLOYEE'S SIGNATURE

\_\_\_\_\_  
DATE

\_\_\_\_\_  
SUPERVISOR'S SIGNATURE

\_\_\_\_\_  
DATE

# STATE XYZ ASSOCIATION EXECUTIVE DIRECTOR EVALUATION

## **PURPOSE:**

1. To set standards for performance that will be commonly understood by employee and supervisor and to provide periodic feedback to staff about how s/he measures up to these standards.
2. To set goals for work improvement with a mechanism for periodically assessing progress toward these goals.
3. To provide a forum for working through differences of opinion regarding work between supervisor and staff.
4. To identify staff development needs.
5. To provide a basis for personnel action (promotion, dismissal, transfer, merit increases).

## **INSTRUCTIONS:**

1. When required:  
Annual Review – by March 1 of each year  
New Employee – at end of probationary period  
Other – when an employee performs in an exceptional manner or falls below standards.
2. Who will prepare – Personnel Committee
3. Specific characteristics of job performance will be rated on the following scale:

MM – Much more than adequate

M – More than adequate

A – Adequate

L – Less than adequate

ML – Much less than adequate

NA – Not Applicable

NO – No knowledge

Space is left after each characteristic for “Example”. This space may also be used for comments. Examples/comments may be made for rating of “Adequate” and above.

For each rating of “Less than adequate” or “Much less than adequate”, a comment or example must be given to explain the rating. In addition, a plan to raise performance to the “adequate” level must be developed by supervisor and employee.

*(Please note: While this evaluation was prepared for job performance, an executive job applicant could utilize the subjects and goals as questions during the recruitment process to assess required job duties and expectations of the board during the job interview).*

## **Executive Director Guidelines for the Annual Performance Evaluation**

As stated in the Employment Agreement signed by the Executive Director and the Presidents in September 2003:

“The performance of the Executive will be reviewed annually by the Federation's Presidents based upon performance criteria and goals provided in writing to the Executive at the beginning of the period under review. Between 15 August and 15 November each year, the Executive will provide the Presidents with a written self- evaluation of the current year’s performance. The Presidents will provide the Executive with a draft evaluation letter for comments before 15 December.”

### **Performance Criteria:**

The following criteria will be used to assess performance in each major area, and with respect to specific goals:

- **extraordinary performance:** this level allows recognition of truly exceptional accomplishments (this category will be used infrequently and is reserved for truly outstanding accomplishments, such as receiving a career professional award)
- **exceeds expectations:** this level recognizes attainment of specific new or challenging goal(s), generally set in the prior year by agreement between the Executive Director and the Presidents
- **meets expectations:** this is the baseline for the job as given in the position description
- **fails to meet expectations:** identifies areas for discussion of goals and potential obstacles to success

### **Timeline for Evaluation:**

15 August to 15 November – Executive Director provides Presidents with a written self-evaluation and proposed goals for following year

15 December, or before – Presidents provide Executive Director with a draft evaluation letter

15 January, or before - Presidents provide Executive Director with approved goals for calendar year

To be included in the planning and evaluation package submitted by the Executive Director for the 2004 calendar year:

1. A completed “**Summary of Major Activities and Significant Accomplishments for Calendar Year 2004**” using the template provided in this document
2. A draft “**Planning and Goals for Calendar Year 2005**” using the template provided in this document. Provide expected or anticipated outcomes for specific goals whenever possible.
3. A copy of the “**Major Goals and Recommendations for 2004**”, from the Annual Evaluation letter for 2004 (LCS pasted it into this document).

**Estuarine Research Federation – Executive Director  
 Summary of Major Activities and Significant Accomplishments - CY2004**  
 (table taken from the 2004 evaluation letter)

<b>Executive Director FTE Allocation:</b>	<b>% of time</b>
<b>General Operations:</b>	
Headquarters - Routine Business	
Development and Fundraising	
<b>Governing Board:</b>	
General Business	
Board Meetings	
<b>Publications/Communications:</b>	
Newsletter	
Web site	
Journal	
Liaisons with other organizations	
<b>Conferences:</b>	
2003	
2005	
2007	
2009	
<b>Membership:</b>	
General Business	
<b>Other:</b>	
New initiatives	

**Estuarine Research Federations – Executive Director  
*Planning and Goals for Calendar Year 2005***

**Planned Allocation of Effort:**

<b>Total HQ FTEs supervised:</b>	
<b>Executive Director FTE Allocation:</b>	<b>% of time</b>
<b>General Operations:</b>	
Headquarters - Routine Business	
Development and Fundraising	
<b>Governing Board:</b>	
General Business	
Board Meetings	
<b>Publications/Communications:</b>	
Newsletter	
Web site	
Journal	
<b>Conferences:</b>	
2003	
2005	
2007	
2009	
<b>Membership:</b>	
General Business	
<b>Other:</b>	
(specify)	

**Give a summary of major activities and significant accomplishments relative to the goals and recommendations for 200\_ (current year).**

General Operations:

Publications/Communications:

Meetings and Conferences:

Membership:

Other:

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**Major Goals and New Initiatives *Planned* for 200\_ (next year):**

General Operations:

Publications/Communications:

Meetings and Conferences:

Membership:

Other:

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**Major Goals and Recommendations for 200\_ (current year):**

(from the 200\_ (year before current year) Annual Evaluation letter, included for reference)

General Operations:

Publications/Communications:

Meetings and Conferences:

Membership:

Journal:

Other: