



EXECUTIVE DIRECTOR PERFORMANCE EVALUATION

Ratings on Job Performance:

- 5 = Exceeds expectations
- 4 = Above average performance
- 3 = Satisfactory performance
- 2 = Needs to take action to improve
- 1 = Performance is substandard

- NC = No Chance to Observe
- NK = No Knowledge

Leadership of the Organization		5	4	3	2	1	NC	NK
1	Provides good overall leadership							
2	Provides the association a program of sound organization and management							
3	Is decisive, able to reach timely decisions and initiate action							
4	Follows through on commitments and obligations for projects according to the association's mission, goals and overall philosophy							
5	Is knowledgeable about association projects							
6	Is committed to the success of the association							

Relationship with the Board		5	4	3	2	1	NC	NK
7	Provides the Board with adequate information to make sound decisions							
8	Initiates and facilitates the decision-making process as needed							
9	Maintains effective communication, both written and verbal, with the Board regarding projects and administration							
10	Is accessible to the Board, either personally or through designated staff members							
11	Plans and organizes agendas and materials for presentation to the Board in a concise, clear and comprehensive manner							
12	Follows up on all problems and issues brought to his attention							

13	Responds positively to suggestions and guidance by the Board in areas of program development, problem solving and future direction							
14	Proposes organizational goals prior to each fiscal year							

Relationship with Committees		5	4	3	2	1	NC	NK
15	Provides Committees with adequate information to make sound decisions							
16	Initiates and facilitates the decision-making process as needed							
17	Maintains effective communication, both written and verbal, with Committees regarding projects and administration							
18	Is accessible to Committees, either personally or through designated staff members							
19	Plans and organizes agendas and materials for presentation to Committees in a concise, clear and comprehensive manner							
20	Follows up on all problems and issues brought to his attention							
21	Responds positively to suggestions and guidance by Committees in areas of program development, problem solving and future direction							
22	Proposes Committee goals prior to each fiscal year							

Relationship with Members		5	4	3	2	1	NC	NK
23	Responds to member requests in a timely and courteous fashion							
24	Resolves member concerns quickly and satisfactorily							
25	Communicates professionally with members							

Outreach		5	4	3	2	1	NC	NK
26	Has established and maintained a positive image with stakeholders							
27	Accurately represents the association, its goals, policies, interests and positions to stakeholders							
28	Represents the association in a positive, professional manner							
29	Actively promotes the association by being sufficiently visible and accessible through personal appearances, use of media,							

	written communications, etc.							
30	Identifies and cultivates potential strategic partners							
31	Works professionally and effectively with existing strategic partners							
32	Follows up on commitments to strategic partners							
33	Ensures the association is perceived as a valuable and contributing partner							

Functional Skills		5	4	3	2	1	NC	NK
34	Understands marketing and applies marketing principles to the promotion of the association and its products/services							
35	Develops/edits marketing pieces that are clear and direct							
36	Monitors the success of marketing campaigns							
37	Understands the association's educational programs and their requirements							
38	Monitors the quality and success of the educational programs							
39	Provides appropriate guidance to students and staff on educational issues							
40	Is a resource to the Board on the educational programs and related issues							
41	Understands the principles of good governance as they relate to the association							
42	Applies good governance principles to the operation of the association, its Board and its Committees							
43	Prepares and maintains appropriate minutes for the Board and Committees							
44	Demonstrates an understanding of finance and budget							
45	Develops and maintains/supervises a sound budget							
46	Achieves budgetary revenue and expense targets or adequately accounts for variances							
47	Where he does not meet budgetary targets, determines the reasons therefore and incorporates them into subsequent budgets							
48	Demonstrates an understanding of strategic and business planning							
49	Develops and monitors achievement of targets in strategic and business plans							
50	Communicates plans and goals clearly to the Board, Committees and staff							
51	Provides suitable updates on strategic and							

	business plans to the Board and Committees							
52	Works cooperatively with the Board and Committees on strategic and business plan execution							

General Skills		5	4	3	2	1	NC	NK
53	Understands "big picture" issues, including the association's relationships with external and internal stakeholders							
54	Pays attention to details and commitments							
55	Shows an understanding of issues facing the association							
56	Demonstrates an ability to learn and understand new material quickly, and to apply such knowledge							
57	Is able to explain issues clearly and concisely							

