

## **Criteria for Executive Director Performance Review**

1. Objectives for the year are developed jointly between the Board and the Executive Director. The Board and the Executive Director agree on the process for the performance review.
2. Self-assessment and Board assessment are based on the annual performance plan and its key areas of responsibility, as well as additional documents through the year. Based on accurate information, the performance review acknowledges the Executive Director's accomplishments, as well as making recommendations for improvement. The executive director's performance is assessed in relation to the Board's performance as well as the status of the organization. The performance review is based on a clear understanding and agreement about the roles and responsibilities of the Board and the Executive Director, as well as an agreed-upon job description.
3. The performance review document is finalized after the performance review meeting, which is an open dialogue, with the goal that all parties sign off on it.

## **Steps in Performance Review Process**

1. Performance review criteria, time line and process discussed and agreed upon by Board and Executive Director.
2. Executive Director provides self-assessment, based on current year's performance plan.
3. Preliminary review of self assessment by Immediate Past President and Executive Director
4. Executive Director's self-assessment and performance review assessment form distributed to Board members. Input may also be solicited from staff.
5. Board member assessments are compiled and distributed to Executive Committee.
6. Executive Committee completes review of Board member assessments and self-assessment; agrees on key points to be covered in the review meeting.
7. Performance review meeting: President, Immediate Past President and Executive Director
8. Report to Board regarding performance review
9. Performance review document completed, signed and filed.
10. Performance plan for next year completed and submitted to Executive Committee/Board for approval.

## EXECUTIVE DIRECTOR EVALUATION

Your executive director should strive to score at least three points on each characteristic. This evaluation is intended as a guideline, not a recommendation.

NOTE: If your staffer does not have responsibilities as indicated by each characteristic, he/she is functioning as administrative support, as opposed to being a functioning executive director.

**Points:**

**1 -- Very inadequate** -- Not acceptable.

**2 -- Needs strengthening** -- Limited performance, knowledge and/or experience. Needs professional growth experiences.

**3 -- Satisfactory performance** -- Good knowledge and/or experience. Results are satisfactory. Still could benefit from professional growth experiences.

**4 -- Above average performance** -- Comprehensive knowledge, skill and experience. Better than average results. Could contribute to professional growth programs for others.

**5 -- Superior performance** -- Outstanding.

### PUBLICATIONS

	Rating				
	1	2	3	4	5
Performance Characteristics:					
1. Demonstrates commitment to the development of society publications.					
2. Continually works to acquire sponsors for society publications.					
3. Is skillful in editing publications.					
4. Assumes responsibility for improvement of all publications.					
5. Is skillful in coordinating newsletter publishing in conjunction with physicians and other article contributors.					
6. Maintains high quality standards for publications.					
Totals					

Total number of rating points \_\_\_\_\_

### ANNUAL MEETING AND EXHIBITS MANAGEMENT

Performance Characteristics:	Rating				
	1	2	3	4	5
1. Actively plans and promotes the sale of exhibit booths.					
2. Is successful in securing and retaining exhibitors.					
3. Demonstrates skill in dealing with exhibit problems.					
4. Is fair and impartial in dealing with exhibitors.					
5. Is skillful in contracting Annual Meeting arrangements.					
6. Assumes active role in Annual Meeting promotion.					
7. Utilizes efficient Annual Meeting registration procedures.					
8. Demonstrates expertise in Annual Meeting operation and detail planning.					
Totals					

Total number of rating points \_\_\_\_\_

### GENERAL ADMINISTRATION

Performance Characteristics:	Rating				
	1	2	3	4	5
1. Is skillful in working with budget and finances					
2. Understands and utilizes efficient office practices and procedures.					
3. Is competent in managing personnel (includes outlining objectives and evaluation).					
4. Is effective in delegating authority and assigning responsibility.					
5. Demonstrates ability to communicate effectively -- orally and in writing.					
6. Understands and fulfills legal and policy responsibilities.					
7. Is skillful in preparing agendas and support data.					
8. Assumes responsibility for making decisions within policy framework.					
9. Anticipates problems and is resourceful in dealing with them.					
10. Understands and utilizes long-range planning techniques.					
11. Utilizes time effectively.					
Totals					

Total number of rating points \_\_\_\_\_

### MEMBERSHIP AND ASSOCIATION RELATIONSHIPS

Performance Characteristics:	Rating				
	1	2	3	4	5
1. Is knowledgeable of, and sensitive to, membership needs and concerns.					
2. Is responsive to requests by members.					
3. Demonstrates fairness in dealing with members.					
4. Maintains effective communication with members.					
5. Is effective in promoting and retaining membership.					
6. Is aware of and responds to concerns of affiliated associations.					
7. Creates favorable image of the society with other associations.					
8. Actively promotes good relations with other associations.					
Totals					

Total number of rating points \_\_\_\_\_

### PROFESSIONAL LEADERSHIP

Performance Characteristics:	Rating				
	1	2	3	4	5
1. Demonstrates commitment to improving the society.					
2. Keeps abreast of latest developments within the profession.					
3. Develops and recommends long-range goals and objectives for the society.					
4. Establishes and recommends priorities for programs and activities.					
5. Actively seeks out and evaluates alternative solutions.					
6. Encourages innovation and is amenable to change.					
7. Demonstrates leadership skill in policy development.					
8. Adheres to the code of professional ethics.					
9. Actively represents the Association as its spokesperson on legislative matters.					
10. Assumes a strong leadership role as spokesperson for the society in inter-association relationships.					
Totals					

Total number of rating points \_\_\_\_\_

## PERSONAL QUALITIES

Performance Characteristics:	Rating				
	1	2	3	4	5
1. Is open-minded and skilled in listening.					
2. Is sensitive to, and considerate of, others.					
3. Demonstrates integrity and loyalty.					
4. Manifests good judgment.					
5. Possesses the ability to get along well with people.					
6. Accepts constructive criticism well.					
7. Displays vigor, energy and enthusiasm.					
8. Manifests good grooming and a pleasant appearance.					
Totals					

Total number of rating points \_\_\_\_\_

Grand total of all six categories: \_\_\_\_\_

The following are guidelines for rating your executive director, based on the average scores given on the evaluation. These are a guideline, **not a recommendation**, for determining your executive director's ongoing status with your organization.

- To be judged satisfactory for continuation of his/her position, the executive director must average three points on the 51 characteristics rated, for a total of 153 points.
- A total score of more than 178 -- half way between average and above average -- qualifies the executive for an increase in salary.
- A total score of 204 points or more places him/her in the outstanding classification, and entitles your executive director to special merit pay consideration.

With any evaluation, the results should be conveyed to your executive director in a professional manner. This includes providing constructive criticisms and recommendations for improvements, as well as recognition of their exceptional efforts and strengths.