

Executive Director's Annual Performance Review

Process

The Executive Director will have an annual evaluation. The first step will take place at the annual spring meeting of the Foundation at which the Executive Director will present annual performance goals and indicate the importance of each performance goal to the overall success of the Foundation. At that meeting, the trustees may amend the performance goals and their relative importance.

At the end of the calendar year, the trustees will evaluate the Executive Director's success in achieving the agreed-upon performance goals. The evaluation form will provide five choices for trustees to rate each performance goal. The choices are: 1 (Unacceptable), 2 (Needs Improvement), 3 (Satisfactory), 4 (Good) and 5 (Excellent).

Trustees will send their completed evaluations to the Foundation's Board Chair who will calculate the scores (rating x importance) for each performance goal and for the evaluation as a whole. The Board Chair will meet with the Executive Director to discuss the results of the evaluation and determine compensation for the coming year.

Evaluation Instructions for Trustees:

Indicate your rating of the Executive Director's success in achieving the annual performance goals. Use the following rating system:

1 Unacceptable

2 Needs Improvement

3 Satisfactory

4 Good

5 Outstanding

N/S Not Sure

Each performance goal has been assigned a percentage to indicate its relative importance to the success of the Foundation. The percentages total 100%. Your rating for a goal will be multiplied by the importance to determine its score. You may do the calculations or leave them for the Board Chair to do.

At the end of the document, add any comments you care to make. Do not sign your name.

Complete your Executive Director evaluation as soon as possible and return it to the Foundation's Board Chair.

Planning & Organizing: The Executive Director demonstrates an understanding of the Foundation's mission and priorities; establishes effective courses of action to implement the goals and objectives set forth in the strategic plan.

Judgement and Decisiveness: The Executive Director makes well-timed and sound decisions; meets deadlines; solves problems promptly; sets appropriate priorities for tasks.

Initiative: Sets high goals/standards of performance for self and others; originates action rather than only responding to the action of others.

Vision: Clearly articulates a vision for the future of the organization; considers issues that are broader and longer range.

Oral Communications: Gives and receives information effectively; clearly presents ideas/tasks; listens to others.

Written Communications: Expresses ideas in a clear and effective manner; prepares reports that are easily understood and responsive to the needs of the trustees; advances the Foundation's communications and information systems.

Analytical Ability: Sorts through and compares data from different sources; identifies key issues; secures needed information; is able to balance diverging and competing points of view.

Sensitivity: Demonstrates consideration for others; shows appreciation for the work done by others; makes effort to put people at ease; solicits feedback and opinions from others; accepts constructive criticism.

Adaptability & Resourcefulness: Maintains effectiveness in varying environments; reaches goals using various means available; is able to learn from successes and failures of the past in planning for the future.

Team Building & Conflict Resolution: Fosters collaborative work among trustees; is a good team player; facilitates work group effectiveness; resolves conflicting interests fairly.

Management: Effectively oversees day-to-day activities; manages successful grantmaking.

Financial Management: Demonstrates effective oversight of the financial health and well-being of the Foundation, including budgeting; ensures that the operations are soundly managed; clearly communicates financial information to trustees.

Professional Knowledge: Understands and stays abreast of current issues in the philanthropic and social investment fields and in the issues the Foundation has prioritized.

Trustee Relations: Works well with trustees individually and as a unit; is accessible and responsive; provides sufficient information for trustees to make thoughtful decisions; creates opportunities to involve trustees in various aspects of the Foundation's activities.

External Relations: Develops effective working relationships and networks with other funders; interacts well and respectfully with the grantee community; acts as a spokesperson for the Foundation on topical issues; enhances the Foundation's image in the philanthropic community and beyond.

Legal and Professional. Knows and follows the foundation's trust documents, policies, applicable state and federal laws and regulations, and the national standards for family foundations.

Accountability. Files necessary reports, participates in surveys, and answers inquiries from the public that demonstrates accountability to the community.

What one or two major strengths or significant achievements of the Executive Director would you like to highlight?

What weaknesses have there been in the Executive Director's performance?

What should be included in the organizational and/or personal goals for the Executive Director during the next year?

Other Comments or Suggestions: