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# Executive Director Evaluations & Board Assessment

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**Warm up!**  
**Turn to your neighbor and**  
**discuss...**



Your last  
performance  
review:

What made it a  
good experience?

Or a bad one?



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**1.**

# **The Case for Continuous Learning...**

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# Culture of Performance

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## **Responsible Stewardship and Accountability to Community**

- Understand and engage in conversations of organizational performance (\$ + mission impact)
- Integrate learnings back into the organization to support a culture of continuous learning and improvement

# Governance Obligation

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## **Duty of Care:**

- Assessments create a regular mechanism to define and measure performance
- Boards assess their own performance and contribution to the organization
- Boards assess the performance of their chief executive

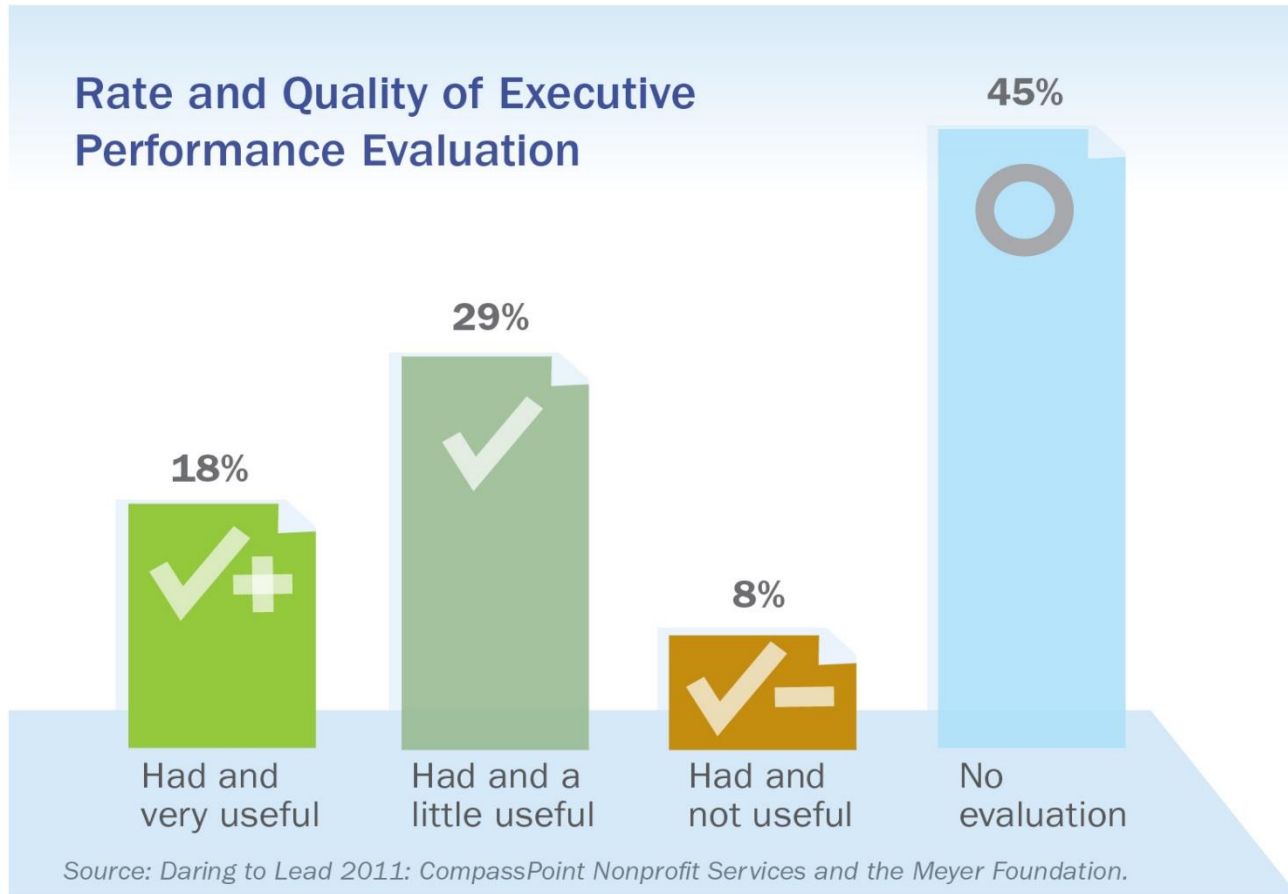
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**2.**

**Why do Executive  
Director Evaluations  
Matter?**

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# Daring to Lead 2011: Relevant Findings





## Daring to Lead 2011: Relevant Findings

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- 33% of current executives followed a leader who was fired or forced to resign.
- 17% of organizations have a documented succession plan.
  - However, EDs that have a succession plan are significantly more likely to have had a review (73%) AND are more likely to have found it useful 31%.

# Benefits to CEO

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- How am I doing?
- I didn't know...
- Reflect and celebrate accomplishments
- Basis for goal-setting

# Benefits to Staff

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- Feedback loop
- Accountability mechanism
- Credibility
- Boosts staff morale and satisfaction

# Benefits to Organization

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- Risk management
- Critical component of board's governance responsibilities
- Alignment to organizational needs and outcomes
- Strengthens board's oversight ability

# 3. The Elements



# What Performance Are We Measuring?



Job Functions: **The What**

(key responsibility areas)

Role competencies: **The How**

(skills, abilities, knowledge)

Results: **SMART Goals**

(measurable high-level targets)

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# What is the job: KRAs

<b>Sustainability Impact/ Financial Health</b>	<ul style="list-style-type: none"> <li>○ Ensure that there are viable strategies in place to achieve desired mission impact.</li> <li>○ Ensure that the organization generates sufficient resources to fund current work and invest in the organization's future.</li> </ul>
<b>External Relations</b>	<ul style="list-style-type: none"> <li>○ Work closely with Program Directors to ensure positive and collaborative relationships with essential community partners</li> <li>○ Attend community meetings are requested by Program Directors</li> </ul>
<b>Board of Directors</b>	<ul style="list-style-type: none"> <li>○ Work with Board President to set agendas, schedule meetings, and coordinate information to be shared with the board</li> <li>○ Prepare and assemble all reports and materials for Board</li> <li>○ Serve on all board committees, as appropriate</li> <li>○ Work with the board regarding personnel issues, policy issues and planning issues</li> </ul>
<b>Overall Administration</b>	<ul style="list-style-type: none"> <li>○ Directly supervises all Program Directors and Administrative Director</li> <li>○ Ensures overall compliance with program goals and objectives</li> <li>○ Provides guidance on personnel matters to Program Directors</li> <li>○ Work with Administrative Director to ensure overall compliance with agency policies, funding guidelines, accounting policies and procedures, etc.</li> </ul>
<b>Fund Development (oversight of development team, including Board, Program Directors, etc.)</b>	<ul style="list-style-type: none"> <li>○ Mentor/train agency staff to write/manage ongoing grants and re-applications</li> <li>○ Support and guide all fundraising efforts across the agency. ED will work closely with individual programs and board of directors to provide support and guidance as appropriate, however, will not coordinate the fundraising efforts for individual programs, only for the agency as a whole</li> <li>○ Develop corporate and foundation donors for programs and for agency as a whole where appropriate</li> <li>○ Develop and implement agency-wide strategies for fundraising</li> </ul>

# How to do it: Competencies

<b>Relationship Management</b>	Ability to represent organizational values within every relationship at work and to cultivate and maintain positive relationships with individuals, staff, clients, funders, and other partner organizations.
<b>Collaboration</b>	Works effectively with staff, volunteers and community partners, ensuring the employment of an inclusive, team approach whenever possible.
<b>Priority Setting</b>	Ability to manage and prioritize multiple, sometimes competing, tasks and deadlines to ensure that both values are being upheld and goals are being accomplished.
<b>Problem-Solving</b>	Ability to accurately and effectively assess problems and identify and implement solutions.
<b>Compassion</b>	Demonstrates genuine cares for staff and clients of the agency.
<b>Communication</b>	Demonstrates professional, clear and compassionate communication with staff, clients and community partners of the agency.
<b>Commitment</b>	Demonstrates commitment and dedication to the work we do, the clients we serve and the agency.
<b>Leadership</b>	Creating a climate of trust and mutual respect; supports shared leadership principles and distribution of decision-making, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.



# Desired Results

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## Goals and Expectations

S.M.A.R.T. (measurable high-level targets for the review period)

*Examples:*

- *Increase operating reserves by 5%*
- *Complete program expansion into Contra Costa county by 2015*
- *Lead 4 board development sessions on the culture of philanthropy*
- *Select and work with a leadership coach to enhance leadership skills and ability to address supervision challenges; seek staff feedback w/360 assessment*

# Process Steps

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1. Identify coordinator/lead person or group
  2. Decide performance criteria
  3. Outline and communicate process to board and staff
  4. Distribute survey
  5. Summarize information and present to board
  6. Review summary with ED
  7. Goal-setting
  8. Support
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# Process Steps

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## Step 1: Identify coordinator/lead person or group

### Possibilities Include:

- Individual on the board
- Task force
- Governance committee
- Executive committee
- External consultant

# Process Steps

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## Step 2 Decide Performance Criteria

1. Last review
2. Last Year's Goals
3. Performance dimensions:
  - ✓ *KRAs/ Key Responsibility Areas Core job functions*
  - ✓ *Job competencies (skills, abilities, knowledge, characteristics)*
  - ✓ *Organizational standards*
  - ✓ *Values*

# Process Steps

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## Step 3 Outline and communicate process to board and staff

- Timeline
- Tool used
- Guidance on how to provide meaningful feedback
- How feedback will be used
- Who will see the input
- Anonymous, not confidential
- Summary and review meeting
- Informs next year's goal setting

# Process Steps

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## Step 4 Distribute survey

- Accompany tool with background docs (job description, overview of process)
- Use online tool for easy use and compilation
- Allow for both qualitative and quantitative comments
- Everyone uses the same tool
- Multi-rater: staff, self-eval, potentially external partners and 100% of the board

# Process Steps

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## Step 5 Summarize feedback and present to board

- The lead summarizes results into a report
- Presents to the full board for “meaning making” and calibration
- Decide on high level themes and messages to underscore in review meeting

# Process Steps

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## Step 6 Meet with the ED

- In a small sub-group of the board (executive committee, governance committee, select reps)
- No staff present
- Discuss results
- Identify areas of strength, challenge, development needs and ID potential goals for next year



# Process Steps

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## Step 7 Goal-setting

- Based on review meeting, revise job dimensions as needed
- Develop new goals for next period
- Share with the full board and staff

# Process Steps

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## Step 8 Support

- Performance discussions should be ongoing, not once a year
- Discuss what support the ED needs to be successful in the role. Possibilities include:
  - Key board members
  - Professional development programs
  - Sabbatical
  - Coaching
  - Training
  - Peer mentorship

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# 4. Board Assessment

# What Performance Are We Measuring?

- ✓ **Governance Responsibilities:** The Board as a Whole
- ✓ **Board Structure and Composition**
- ✓ **Support Responsibilities:** Individual volunteerism/management support

# Governance Responsibilities

<b>Mission Impact</b>	The board understands the mission, purpose and intended impact of the organization.
<b>CEO</b>	The board monitors and evaluates the performance of the CEO on a regular basis, and delegates the day-to-day management to the CEO.
<b>Programs</b>	The board approves an annual operating plan, monitors implementation, and makes sure there are program evaluations to measure impact.
<b>Planning</b>	The board participates with staff in determining program and administrative strategies and overall long-term priorities.
<b>Financial Oversight and Viability</b>	The board safeguards assets from misuse, waste, and embezzlement through financial oversight and making sure that effective internal controls are in place. The board makes sure that organization has an overall fundraising strategy to support the effective delivery of services, and monitors the implementation of the funding plan. The board ensures a realistic budget that maximizes use of resources.
<b>Policies</b>	The board approves governing policies and reviews them periodically to ensure policies are up to date and relevant
<b>Legal</b>	The board ensures the organization is compliant with federal, state, and local regulations and fulfillment of contractual obligations, including payment of payroll taxes and filing of required reports.
<b>Evaluation</b>	The board regularly assesses whether the organization is achieving its purpose (effectiveness), at what cost (efficiency), and is meeting the needs of the community.
<b>Board effectiveness</b>	The board ensures effective governance through evaluation of the board itself, committees, and its leadership, and ensures the board's own continuity.

# Board Structure and Composition

The board has a clear policy on the responsibilities of board members in fundraising.

Board members clearly understand their board responsibilities, and fulfill them.

The board currently contains an appropriate range of expertise and diversity to make it an effective governing body.

The board regularly assesses its own work.

The board actively recruits, orients and trains new board members, and removes those members who are not fulfilling their agreed upon responsibilities.

The board encourages and supports individuals to treat fellow board members and staff with trust, respect, and understanding.

Board and committee meetings are interesting, well run, and effective.

The board has the necessary effective board leadership – an individual and/or group of individuals who are willing and able to help the board fulfill its governance and support functions.

# Individual Responsibilities

Fundraising: I participate with staff and fellow board members in raising adequate financial and other resources.

Public Relations: I act as an ambassador to the community on behalf of the organization and its clients.

Volunteerism: As needed, I volunteer to assist staff and/or recruit new volunteers.

Advises staff in areas of expertise: I act as a sounding board for the CEO and other executive staff upon request and when invited.

Credibility: I lend my name and personal reputation to the organization to use in brochures, grant proposals, and other marketing materials.

I understand and fulfill my governance and support responsibilities as a member of the board.

I am knowledgeable about organization's mission, programs and services.

I come prepared to board and committee members and follow through on commitments.

# Process Steps

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1. Identify task force or committee
2. Decide performance criteria
3. Outline and communicate process to board and staff
4. Distribute survey
5. Summarize information and present to board
6. Goal-setting for board development
7. Implications for revised process, structure, recruitment





**What is one thing you  
are taking away?**





**Thank you!**  
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**Resources Available:**

- Presentation Slides
  - Sample Board Assessment
  - Sample ED Evaluation
  - Sample ED Onboarding Plan
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