

Executive Director Performance Review

Board Toolkit

October 2012

The board's role in growing and developing the organization includes assessment of the Executive Director. The performance review process is ongoing throughout the year and involves: setting goals, clarifying roles and expectations, seeking development opportunities, providing appropriate feedback and conducting a formal evaluation. At its core, this process is about ensuring high level leadership capability for the success of the organization.

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SAMPLE PROCESS

Vantage Point Executive Director Performance Review

Goal

To ensure we are a model organization for providing appropriate feedback to the Executive Director – in order to ensure high level leadership capability

Integrity of the Process

An external expert in data analysis will be recruited to collate all material in order to ensure honest feedback and appropriate, positive use of information.

Groups to Provide Feedback

- All board members
- The ED - self (same tool as board)
- Leadership team of employees (same tool as board)
- Selected community leaders
- All employees & volunteers through satisfaction survey

Steps/Timeline

1. Chair convenes ED Development Committee to lead process – Oct
2. ED provides names of those to be surveyed: executive team employees and 5 key community leaders (see next section for process for determining community leaders) who are influential and will provide honest critical feedback – Oct
3. Chair provides copy of current year ED goals to internal respondents (board, staff, ED) – Nov
4. Chair provides survey to board members, ED & staff leadership team - Nov
5. ED asks community leaders if they will take part in her performance review. If any decline, the ED must identify replacement respondents – Nov
6. Chair forwards survey to selected community leaders – Nov
7. Employee satisfaction survey conducted with all employees – Nov
8. All material returned to Data Analysis Expert (volunteer) – Dec
9. Data Analyst provides report to Chair and ED Development Committee – Jan
10. ED reports to board on previous year – Feb
11. Performance Review Summary and Analysis presented to the board by Data Analyst - Feb
12. ED Development Committee presents results to the ED with appropriate remuneration adjustments – Feb
13. ED and Chair draft ED goals for next year
14. Board reviews, comments and approves next year ED goals

Process for determining community leaders:

1. When conducting a comprehensive survey of the Executive Director's performance, the Board will seek survey results from at least five individuals selected by the Executive Director. These participants will advise the Board about their perspective about the ED's performance as seen by Vantage Point's external stakeholders.
2. The Board will decide who will provide such feedback to the board. However, the Board will accord significant deference to the Executive Director's recommendations and will not deny the Executive Director's recommendation without good reason, which it will communicate to the ED.
3. The ED will recommend individuals who will provide feedback to the board regarding the ED's performance in the past two years. While the ED exercises complete discretion as to who he or she will recommend to the board, the ED will select, and the Board will prefer, to select individuals who collectively represent a fair representation of the following stakeholders:
 - Vantage Point's major funders;
 - Vantage Point's major or significant customers;
 - Organizations or individuals, who are not employees or contractors of Vantage Point, who work closely with the Executive Director to deliver Vantage Point programs or who engage in public advocacy activities with the Executive Director;

The individuals selected have sufficient exposure to the Executive Director to provide a fair assessment of the Executive Director's skills and performance

TEMPLATE: TERMS OF REFERENCE

Executive Director Development Committee

Goal: To ensure a model organization for attracting and retaining high level paid employees

Role: The Role is focused on assessing the critical function of the ED, the qualities and skill sets required of this position, and through the year determining ongoing development opportunities.

Core Values for Guiding the Committee

1. We value a culture of “appreciative inquiry” which includes valuing innovation.
2. We value a culture of mutual respect, diversity, and learning

Membership¹

- The committee will be convened by the Chair of the Board
- Incoming Chair
- Past Chair
- Other ED on Board
- HR expertise
- ED

Objectives

- To review and amend role of the ED
- To liaise with the Board of Directors
- To determine performance as outlined in a predetermined template
- To determine development opportunities for the ED

Responsible to: Chair of the Board

Meeting Schedule: The Committee will meet in person a minimum of once per year and as often as required, dependent on work to be completed.

¹ Members of the Committee sit as individuals and not as representatives of their organization.

TEMPLATE: EXECUTIVE DIRECTOR EVALUATION SURVEY #1

For Board, Self and Leadership Staff

Date: _____

Thank-you for completing this survey by [DATE]. Your feedback as a member of the Board [or self or leadership staff] is very important. We believe the process of growing and developing the organization includes the assessment of the ED. It clarifies roles and expectations for the ED and Directors. This process is in place to obtain the Board's [or self or leadership staff's] perception of ED strengths, opportunities for improvement, and overall performance.

Section One: Executive Director Strategic Goals

(Note: The following section should focus on your organization's strategic goals. These might be long-term, 3-5 year goals. Keep in mind that this is about progress made if they are long-term goals, rather than simply completion).

Please mark the appropriate response below the goal and then continue to the table and post your comments beside the applicable objectives.

Goal:	Exceeded	Met	Not Met
[Goal one]			
[Goal two]			
[Goal three]			
[Goal four]			
[Goal five]			

*To be filled out by
Executive Director
prior to distribution
of survey*

Based on the above major goals, the ED of this organization will achieve these specific objectives this year.

Objective	Related to Goal #	Measures	Targets	Initiatives	Reviewers Comments

To be filled out by Executive Director prior to distribution of survey

Section Two: Key Competency Areas

There are four key competency areas derived from the job description for the ED and from research that finds common competency requirements for leaders in organizations. Each key competency area contains several sub areas that are key components of the ED Role. Each competency area includes a definition to consider while responding to that area.

For each question in section two, please circle one response, and then provide your comments related to that competency category in the box provided.

Category One – Leadership

1. Integrity and honesty – the ED avoids saying one thing and doing another; acts consistently with words; follow through on promises and commitments; models the core values; leads by example

Exceeds Meets Needs Development Not Applicable

2. Practices self-development – makes constructive efforts to change and improve based on feedback from others; seeks feedback and development opportunities actively; models self-development for staff and volunteers

Exceeds Meets Needs Development Not Applicable

3. Inspires and motivates staff and volunteers – energizes people to go the extra mile; has the ability to get people to stretch and reach goals, perhaps beyond what they originally thought possible; inspires commitment, high energy and a winning attitude

Exceeds Meets Needs Development Not Applicable

4. Develops others – is genuinely concerned about the development of staff and volunteers’ career and development goals; gives individuals an appropriate balance of positive and corrective performance feedback; supports others’ growth and success; takes interest in the work of others

Exceeds Meets Needs Development Not Applicable

Please provide any comments on the above competency category of Leadership that supports or further explains your responses:

Category Two – Technical/Professional

1. Entrepreneurial – promotes the organization in a positive manner that gets results oriented to the strategic plan.

Exceeds Meets Needs Development Not Applicable

2. Innovation – encourages innovation and new ideas; consistently generates creative, resourceful solutions to problems; constructively challenges the usual approach of doing things and finds new and better ways to get the job done; creates of culture of learning that drives individual development; encourages new ideas and works to improve them; encourages staff and volunteers to find innovative ways to accomplish their goals.

Exceeds Meets Needs Development Not Applicable

3. Financial Management – obtains funding and manages finances in a manner that is consistent with the strategic plan and the values of the organization.

Exceeds Meets Needs Development Not Applicable

4. Governance Practices – understands and models solid governance practices; through research, learning, and consultation, works to strengthen governance capacity and communicates this information to the Board; helps ensure objectives are realized, resources are well managed, important relationships are nurtured, and interests of stakeholders are reflected in decisions.

Exceeds Meets Needs Development Not Applicable

5. Program Management – ensures program results through effective management practices; provides clear communication and provides solid coaching to staff and volunteers that enable them to meet the program goals and achieve results.

Exceeds Meets Needs Development Not Applicable

6. Strategic Planning – participates effectively in the strategic planning process; recommends adjustments to the strategic plan where appropriate throughout the year; reports appropriately on the status of the organization's ongoing work to meet the goals of the strategic plan.

Exceeds Meets Needs Development Not Applicable

Please provide any comments on the above competency category of Technical/Professional that supports or further explains your responses:

Category Three – Interpersonal Skills

1. Communication – provides staff and volunteers with a definite sense of direction and purpose; helps people understand how their work contributes to the strategic plan and the stakeholder groups; communicates clearly, concisely, and adequately with stakeholder groups.

Exceeds Meets Needs Development Not Applicable

2. Relationship Management – is trusted by staff, volunteers, and stakeholder groups; balances concern for productivity and results with sensitivity for employees' needs/problems; are approachable and friendly; handles difficult situations constructively and tactfully.

Exceeds Meets Needs Development Not Applicable

3. Partnership Management – forms partnerships with significant community groups that develop results oriented initiatives that benefit the community. Follows through on commitment to partnership groups by ensuring the results meet the goals set out in the initiatives.

Exceeds Meets Needs Development Not Applicable

Please provide any comments on the above competency category of Interpersonal Skills that supports or further explains your responses:

Category Four – Change Management

1. Develops strategic perspectives – understands how work relates to the organization’s strategic plan; able to translate the vision and objectives into challenging and meaningful goals for others; takes the long view where appropriate; can be trusted to balance short-term and long-term needs of the organization

Exceeds Meets Needs Development Not Applicable

2. Champions change – Is the champion for appropriate projects or programs; able to present them so that others support them; is an effective marketer for the staff and volunteer groups projects and programs.

Exceeds Meets Needs Development Not Applicable

3. Connects internal groups with the outside world – demonstrates the ability to represent the staff and volunteer groups to internal and external stakeholders; helps staff and volunteers understand how meeting stakeholders’ (clients’) needs is central to the mission and goals of the organization

Exceeds Meets Needs Development Not Applicable

4. Change Communication – Is proactive in change-related communications; drives clarity of message related to change both internally and externally to the Board, staff, volunteers, stakeholders and joint partners.

Exceeds Meets Needs Development Not Applicable

Please provide any comments on the above competency category of Change Management that supports or further explains your responses:

Section Three: General Comments

For the questions in section three, please provide any comments you deem relevant and important to the performance of the ED in future.

1. Please describe the two most important areas of focus for the ED for the next year:
2. Please describe one thing that if the ED did this over the next year it would make a significant difference to the success of the organization: (note- this should be different from items in the first question)
3. Please provide up to three comments on your overall ratings in the first section of this review (ED Strategic Objectives) that clarifies your responses:

References:

- Executive Directors Performance Review, author, and date unknown.
- Vantage Point, (2009). Job Description, Executive Director
- Wills, K, (2006). Resilience, Change & Organizations, thesis. Royal Roads University.
- Zenger, J. H., & Folkman, J. (2002). The extraordinary leader: Turning good managers into great leaders. New York: McGraw-Hill.

TEMPLATE: EXECUTIVE DIRECTOR EVALUATION SURVEY #2

For Community Leaders

You are being asked to complete this survey for the Executive Director of Vantage Point. Your contribution to completing this survey will help this executive continue to reach their personal goals. Thank you for taking the time to complete the survey. This is not a judgment of whether or not you think this person is good or not good at their job. Rather, we are asking how you think this person could be more effective in the role. We are focusing our questions on two specific areas:

- 1) What the ED does well or needs to improve on when building relationships with your organization
- 2) How the ED represents their organization in the community.

ITEM	DO A LOT MORE OF	DO A LITTLE MORE OF	CONTINUE AS IS	DO A LITTLE LESS OF	DO A LOT LESS OF
Meets with me on a regular basis.					
Invests time to develop our relationship					
Develops joint programs collaboratively					
Outlines a clear partnering relationship of mutual benefit					
Is an expert in the sector					
Invests in herself to maintain her expertise					
Shares knowledge appropriately					
Creates an environment that encourages innovation					
Creates an atmosphere that supports the open expression of ideas					
Creates an environment that builds trust					
Demonstrates a recognition of the various psychological and emotional needs of others					

ITEM	DO A LOT MORE OF	DO A LITTLE	CONTINUE AS IS	DO A LITTLE	DO A LOT LESS OF
Follows through effectively when new directions or procedures are introduced					
Creates a sense of urgency to accomplish goals					
Identifies underlying cause of current challenges					
Shares vital information in a timely manner					
Represents the organization in a positive manner to constituencies					
Tells the story of the organization to constituencies					
Gives a clear picture of the direction in which the organization is headed					
Shares strategic perspectives with external partners that contribute to developing and implementing new programs					
Is a role model for the organization's values					
Showcases skills of employees of the organization					
Showcases skills of volunteers of the organization					

Please share your thoughts on the following questions:

- How does the Executive Director represent the organization in the community?
- What specifically does the Executive Director do to serve and further your relationship with their organization?

Additional Comments:

Please share any comments you may have that support your responses or is additional information that you feel is important. Please remember that this survey is intended to provide constructive feedback in a positive manner and try to form your comments with that in mind.

Thank-you for completing this survey. We very much appreciate your responses and comments.

TEMPLATE: EMPLOYEE AND VOLUNTEER ENGAGEMENT SURVEY

For All Salaried Employees and Volunteers

Date: _____

I am completing this survey as:

- a) Employee
- b) Volunteer

QUESTIONNAIRE

Employee and Volunteer Opinion Survey on Quality of Engagement

INSTRUCTIONS: This survey was designed to get feedback from you regarding your work experiences at our organization. The results of this survey will enable us to identify what we do well as an organization as well as identify areas that may require improvement. Your responses will be completely anonymous. The report of survey results will be in general terms and will not identify individuals. Please respond to each numbered item in the table below. Please note that question 6 is for employees only and question 7 is for volunteers only. Otherwise all questions are for all respondents. We very much appreciate your feedback!

	ITEM	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1	Considering everything, I am satisfied working/volunteering for this organization right now.					
2	I am doing something I consider satisfying and worthwhile in my role.					
3	My role is challenging and interesting.					
4	I am proud to be part of this organization.					
5	I am committed to seeing this organization succeed.					
6	I see myself working as <u>an employee</u> for this organization three years from now.					
7	I see myself working as a <u>volunteer</u> for this organization one year from now.					

	ITEM	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
8	I am confident we can face the business challenges of the future.					
9	I am treated with dignity and respect.					
10	I have the freedom I need to do my job.					
11	I am involved with decisions that affect my role.					
12	The work I do is very important to the success of the organization.					
13	I am expected to produce significant but reasonable results.					
14	I am satisfied with my opportunity for growth and development.					
15	I believe my career/volunteer aspirations can be achieved at this organization.					
16	I am satisfied with the level of balance between my role at this organization and personal life.					
17	I have the flexibility to arrange my responsibilities at this organization so that I can meet my business objectives and balance my family and personal needs.					

- Please identify at least 2 or 3 things this organization could be doing to improve as an organization:
- Please identify at least 2 or 3 things you like about working for this organization:
- Please note whether you talk about your work/volunteer role at this organization with people external to the organization and if so, what do you generally tell people.

Thank you for your time and feedback!

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