



Because the World is Counting on Us.

EXECUTIVE DIRECTOR

ANNUAL EVALUATION

TEMPLATE

Template and Process

There are lots of templates out there that can be very helpful in the annual performance evaluation of the Executive Director, but the key to a successful process in which there is open and honest communication about what is working and what could be working better is how you use it.

The attached template is the simplest version of an evaluation and the bare minimum when it comes to a performance evaluation — a self-evaluation on the part of the staff leader and input from each and every board member.

As an organization matures and grows, you'll want input from staff and further along from external stakeholders (funders, donors, volunteers, colleagues in the sector).

We find that the more complex the process is, the more a board will procrastinate. Here's all you need to know to make this work smoothly and have the review be productive and constructive.

TIMING

A board chair should reach out to an E.D. 2 months before the anniversary date to outline the process and to make it clear that the conversation and any resulting compensation adjustment will happen no later than 2 weeks before the actual anniversary date.

This timing and the communication are so very important and highly respectful of the Executive Director. Far too often, this part of the responsibility of the board is delayed and a delay lands poorly with the staff leader who feels disrespected.

TIMELINE

8 weeks before anniversary:	• Board Chair outreach to E.D. • Description of the process • Review of the instrument that will be used
6 weeks before:	• Discussion #2 – any adjustments to the instrument • Instrument finalized and provided to E.D
5 weeks before:	• Survey Monkey out to board members
4 weeks before:	• All board surveys due • Self-evaluation due
3 weeks before:	• A core group reviews ◦ the board surveys ◦ the self-evaluation ◦ agrees on key points in board survey ◦ reviews these against self-evaluation ◦ begins drafting the board evaluation summary and talking points about where there is alignment and where there is not
2 weeks before:	• E.D. receives the evaluation document for review
1 week before:	• E.D. and board chair review all documents in a lengthy conversation • Board chair writes a summary of the outcome of this conversation that provides a cover document for the self-evaluation and the board evaluation. This goes into the E.D.'s file – can make good sense to have the E.D. sign the document.

The template that follows is used in two ways.

1. First, the E.D. fills it out as a self-evaluation.
2. And then the questions are converted into an online survey instrument that summarizes the results.

EXECUTIVE DIRECTOR SELF-EVALUATION TEMPLATE

Scale of 1 to 5 is used to rate each element.

5 = greatly exceeds expectations

3 = meets expectations

1 = does not meet expectations in this area at all

VISION / MISSION / STRATEGY

The Chief Executive is charged with working with the board to set vision and strategy for the organization.

The E.D. has engaged in a process to understand the history of the organization in terms of its vision and strategy.	
The E.D. demonstrates a clear understanding of the strategic role the organization plays in its sector.	
The E.D. engages with the board in discussions regarding the organization's future strategy.	
The E.D. has a sense of what must change and what must remain the same in order to accomplish the organization's mission and realize its vision.	
The E.D. has made substantive progress toward building a strong vision for the future.	
Strengths?	
How can the E.D. be stronger in this area?	

STAFF MANAGEMENT / OPERATIONS

As board members, you have limited interaction with many staff and solid interaction with key staff leaders (Development, Finance, for example). Please answer these questions to the best of your ability.

The E.D. selects and cultivates qualified, diverse staff.	
The E.D. has developed a system for setting goals and objectives with senior staff and monitoring the accomplishment of these goals through a clear annual performance review process.	
The E.D. establishes and leads an effective management team.	
The E.D. spends an appropriate amount of time in the area of management and administration.	
The E.D. runs an organization that is compliant with all relevant workplace and employment laws.	
The E.D. leads the staff in maintaining a climate of excellence, accountability, and respect.	
Strengths?	
How can the E.D. be stronger in this area?	

PROGRAM MANAGEMENT

1-5 plus N/A

The E.D. demonstrates substantive knowledge regarding the organization's work.	
The E.D. works with the board to develop appropriate policies to ensure the efficiency and effectiveness of programs.	
The E.D. ensures that the staff manages all programs effectively.	
The E.D., through effective oversight and staffing, sets high standards of quality for the organization's programs.	
The E.D. is strategic and thoughtful regarding the addition of or changes to the program palette for the organization and engages the board in discussion in this area.	
Strengths?	
How can the E.D. be stronger in this area?	

FUNDRAISING AND RESOURCE DEVELOPMENT

Here, the board is evaluating both the staff's ability to drive resources to the organization as well as to provide support to the board in the fulfillment of its own fundraising responsibilities.

The E.D. has a clear understanding of the current and future financial resources needed to realize the organization's mission.	
Working in concert with the board and development staff, the E.D. implements a fundraising program that meets the goals established for the organization.	
The E.D. provides the necessary support and tools for the board to meet its fundraising obligation.	
The E.D. is an effective fundraiser – has asked for contributions and secured gifts.	
The E.D. demonstrates the skills and attributes to cultivate donors and has an effective communications strategy for stewardship.	
Strengths?	
How can the E.D. be stronger in this area?	

FISCAL MANAGEMENT/STEWARDSHIP

Here, the board is evaluating both the staff's ability to manage the finances of the organization as well as the staff's partnership with the board in the fulfillment of its own responsibilities around fiscal management.

1-5 plus N/A

The E.D. is knowledgeable regarding financial planning, budgeting, management of the organization's investments and endowment, and understands the place of each in the organization's overall financial picture.	
The E.D. links the organization's budget process with strategic and operational goals.	
The V.P. of Finance and the Board Treasurer, under the leadership of the E.D., have an effective partnership.	
The E.D. presents financial reports to the board on a regular basis and submits an annual budget for board review, revision, and final approval.	
The E.D. ensures that a clear and accurate accounting system is maintained, allowing the board to monitor the organization's finances and operations in relation to the approved budget, enabling the board and staff to make informed financial decisions.	
Strengths?	
How can the E.D. be stronger in this area?	

THE E.D. / BOARD RELATIONSHIP

Nonprofit organizations thrive in a shared leadership model when the board and staff work together in a partnership. Here, you are evaluating the E.D.'s relationship with the board and how well the board and E.D. work together to lead the organization.

1-5 plus N/A

The E.D. is clear about their role in the organization relative to the board.	
The E.D. provides the board with ongoing communication, enabling them to be effective champions of the organization.	
The E.D. is actively engaged in identifying board prospects.	
The E.D. provides the board and its committees with the appropriate level of support in order to carry out their responsibilities.	
The E.D. informs the board of both strategic opportunities and challenges that allow for robust board discussion.	
The E.D. prepares for and works with the board chair to design and execute productive and effective board meetings.	
The E.D. has established collegial relationships with the board.	
The E.D. is engaged with board members both individually and as a group.	
Strengths?	
How can the E.D. be stronger in this area?	

EXTERNAL VISIBILITY / COMMUNITY LEADERSHIP

The E.D. is the public face of the organization. A key responsibility is to be an effective ambassador, to lead in an array of visibility opportunities within the movements, and to be held in high regard by professional colleagues.

1-5 plus N/A

The E.D. is a strong public ambassador for the organization.	
The E.D. is a strong public speaker who can motivate and inspire audiences.	
The E.D. is a strong thought leader on the critical issues of your sector.	
The E.D. has secured positive exposure in the media for the organization and critical issues in your sector.	
The E.D. is well regarded by their professional peers in the organization's sphere and is seen as collegial and as a team player.	
Strengths?	
How can the E.D. be stronger in this area?	

OPEN ENDED QUESTIONS

- What are the three major strengths of the E.D.?
- Where do you see room for improvement in the performance of the E.D.?
- What have been the E.D.'s most significant accomplishments this past year?
- In the last year, what challenges has the organization faced and how has the E.D. handled them?
- The success of a nonprofit E.D. is linked to the effectiveness of the organization's board. How would you characterize the role the board has played in supporting the E.D. this past year and are there areas in which the board can play a stronger role in partnering with the E.D. to ensure their success? If so, please elaborate.