

Executive Director Performance Evaluation

Executive Director's Name: _____

Evaluation Period: _____ to _____ Evaluated By: _____

General Responsibility of the Executive Director: To serve as the chief operating officer of the Arts Council of the Morris Area; report to the President and the Board of Trustees; direct and administer all programs, operations and policies; supervise professional staff; and manage the annual budget.

- Rating Scale:**
1. Significantly below standard--unsatisfactory performance, seriously fails to meet established standards, cannot perform without direction
 2. Below standard--inconsistent performance, rarely exceeds established standards, requires supervision
 3. Standard--satisfactory performance, consistently meets but rarely exceeds established standards, requires assistance when major problems occur
 4. Above standard--above average performance, usually exceeds established standards, does not require direction, can anticipate and deal with problems independently
 5. Significantly above standard--exceptional performance, exceeds established standards, in full command of all aspects of the position

RATING

SECTION A: RELATIONS WITH BOARD OF DIRECTORS/GOVERNANCE

Low High

- | | | | | | |
|---|---|---|---|---|---|
| 1. Communicates necessary information openly and honestly in a timely and organized fashion. | 1 | 2 | 3 | 4 | 5 |
| 2. Establishes and maintains positive and effective working relationships with each member and each committee of the Board. | 1 | 2 | 3 | 4 | 5 |
| 3. Conforms to Board policies and directives. | 1 | 2 | 3 | 4 | 5 |
| 4. Demonstrates an understanding of differences between the administrative role of Executive Director and the policy-making role of the Board. | 1 | 2 | 3 | 4 | 5 |
| 5. Synthesizes information and frames issues and questions in a manner for the board to make appropriate decisions | 1 | 2 | 3 | 4 | 5 |
| 6. Makes periodic reports to the Board regarding all important aspects of the organization's functions and operations, highlighting both achievements and areas of concern. | | | | | |

Comments, Section A: _____

SECTION B: STRATEGIC PLANNING

- | | | | | | |
|--|---|---|---|---|---|
| 1. Works with the Board to develop a Long Range Plan every 5 years. | 1 | 2 | 3 | 4 | 5 |
| 2. Oversees the strategic planning process. | 1 | 2 | 3 | 4 | 5 |
| 3. Oversees development of annual action plans for Board approval. | 1 | 2 | 3 | 4 | 5 |
| 4. Implements new programs and services growing out of the strategic planning process. | 1 | 2 | 3 | 4 | 5 |

Comments, Section B: _____

SECTION C: PROGRAM DEVELOPMENT & MANAGEMENT

- | | Low | | | | High |
|---|------------|---|---|---|-------------|
| 1. Develops, implements and supervises programs and services that are consistent with the organization’s mission and strategic plan. | 1 | 2 | 3 | 4 | 5 |
| 2. Develops, implements and supervises programs and services that meet the needs of the organization’s constituents and the community. | 1 | 2 | 3 | 4 | 5 |
| 3. Ensures accessibility of services to the organization's constituencies. | 1 | 2 | 3 | 4 | 5 |
| 4. Ensures ongoing program supervision and training for all program staff. | 1 | 2 | 3 | 4 | 5 |
| 5. Maintains a system of quality program record-keeping and documentation of all activities. | 1 | 2 | 3 | 4 | 5 |
| 6. Encourages and supports all staff in updating their skills and knowledge necessary to ensure the most appropriate and effective services possible. | 1 | 2 | 3 | 4 | 5 |

Comments, Section C: _____

SECTION D: FINANCIAL MANAGEMENT

- 1. Oversees development of and works with the board to finalize the annual organizational budget. 1 2 3 4 5
- 2. Oversees the preparation of regular reports to the Board regarding the financial condition and fiscal operation of the organization. 1 2 3 4 5
- 3. Oversees the development and management of the organization’s funds and financial strategies in conjunction with the Board. 1 2 3 4 5
- 4. Ensures adequate financial oversight in filing IRS 990's and the annual audit. 1 2 3 4 5
- 5. Ensures that the organization's business is operated in accordance with Generally Accepted Accounting Principles and procedures; takes actions to improve the organization's business practices based on annual recommendations from an independent auditor. 1 2 3 4 5

Comments, Section D: _____

SECTION E: FUND DEVELOPMENT

- 1. Oversees the development and management of all fundraising strategies as agreed upon by the Board. 1 2 3 4 5
- 2. Oversees development and execution of a long range fund raising and resource development plan. 1 2 3 4 5
- 3. Oversees development of and monitors an annual fund development plan. 1 2 3 4 5
- 4. Oversees grant writing, insuring requests are prepared in the quantity and quality required and that they are submitted on a timely basis. 1 2 3 4 5
- 5. Meets and otherwise communicates with funders as needed. 1 2 3 4 5

Comments, Section E: _____

SECTION F: STAFF MANAGEMENT AND RELATIONS

	Low				High
1. Sets clear performance expectations and goals for team members.	1	2	3	4	5
2. Establishes clear patterns of authority, responsibility, supervision and communication with staff, including periodic staff meetings, staff planning retreats, and individual supervision.	1	2	3	4	5
3. Delegates authority and monitors results appropriately.	1	2	3	4	5
4. Communicates necessary information in a timely and organized manner and invites and responds to staff needs and feedback in a timely manner.	1	2	3	4	5
5. Facilitates learning and development by mentoring and finding suitable external opportunities for the staff.	1	2	3	4	5
6. Develops and utilizes an effective set of personnel policies and procedures.	1	2	3	4	5
7. Develops and utilizes an effective system of performance appraisal for all staff.	1	2	3	4	5
8. Provides coaching and feedback.	1	2	3	4	5
9. Develops and utilizes a well-planned, fair and effective system for hiring, motivating and maintaining a highly qualified staff.	1	2	3	4	5
10. Provides an open door environment where team members are comfortable discussing their concerns.	1	2	3	4	5
11. Oversees and utilizes a fair process of progressive disciplinary actions when warranted by employee actions and identifies and deals with personnel issues quickly and effectively.	1	2	3	4	5

Comments, Section F:

SECTION G: LEADERSHIP AND RELATIONS WITH STAFF

- | | | | | | |
|--|---|---|---|---|---|
| 1. Establishes and maintains positive and effective working relationships with all staff. | 1 | 2 | 3 | 4 | 5 |
| 2. Models behaviors and attitudes which promote individual responsibility, programmatic and professional excellence and creative initiative. | 1 | 2 | 3 | 4 | 5 |
| 3. Facilitates teamwork and collaboration. | 1 | 2 | 3 | 4 | 5 |
| 4. Encourages innovative thinking and solutions and effectively incorporates the ideas and contributions of others. | 1 | 2 | 3 | 4 | 5 |
| 5. Shares knowledge with others. | 1 | 2 | 3 | 4 | 5 |
| 6. Delivers on commitments. | 1 | 2 | 3 | 4 | 5 |
| 7. Demonstrates an ability to foresee problems and utilize preventive problem solving strategies. | 1 | 2 | 3 | 4 | 5 |

Comments, Section G: _____

SECTION H: COMMUNITY RELATIONS

- | | Low | | | | High |
|---|------------|---|---|---|-------------|
| 1. Develops effective working relationships within the arts and cultural community to ensure that the organization remains a significant player within the community. | 1 | 2 | 3 | 4 | 5 |
| 2. Develops effective working relationships and a presence within the non-arts and cultural community to ensure that the arts are represented in the community-at-large and for the constituencies the organization serves. | 1 | 2 | 3 | 4 | 5 |
| 3. Maintains affiliation with professional associations relevant and beneficial to the successful operation of the arts council. | 1 | 2 | 3 | 4 | 5 |
| 4. Serves as the chief spokesperson for the organization. | 1 | 2 | 3 | 4 | 5 |
| 5. Leads the communications effort with the organization's many constituencies. | 1 | 2 | 3 | 4 | 5 |
| 6. Insures the Arts Council is marketed and positioned properly to help it achieve its mission. | 1 | 2 | 3 | 4 | 5 |

Comments, Section H: _____

SECTION I: ARTS ADVOCACY

- | | | | | | |
|---|---|---|---|---|---|
| 1. Represents the needs of the organization and advocates for the needs of its constituencies to funding and regulatory bodies at the local, state, and federal levels. | 1 | 2 | 3 | 4 | 5 |
| 2. Communicates effectively about, and advocates for, issues affecting the arts, the organization and the community. | 1 | 2 | 3 | 4 | 5 |
| 3. Takes active steps to educate the local public regarding issues relating to the organization's activities. | 1 | 2 | 3 | 4 | 5 |
| 4. Encourages liaison activities by all staff with representatives of government, other providers, community members and members of the media. | 1 | 2 | 3 | 4 | 5 |
| 5. Actively works to promote cooperative activities between the arts council and others. | 1 | 2 | 3 | 4 | 5 |
| 6. Participates in community, state and federal professional organizations, boards, and societies. | 1 | 2 | 3 | 4 | 5 |

Comments, Section I: _____

SECTION J: CONDUCT OF BUSINESS

- | | Low | | | | High |
|--|------------|---|---|---|-------------|
| 1. Ensures that the organization conducts all business at the highest standard of integrity and ethics. | 1 | 2 | 3 | 4 | 5 |
| 2. Ensures that the organization, its staff and its programs operate in compliance with all applicable local, state, and federal laws and regulations. | 1 | 2 | 3 | 4 | 5 |
| 3. Develops, maintains, and fulfills contracts with other organizations when required and/or appropriate. | 1 | 2 | 3 | 4 | 5 |

Comments, Section J: _____

OVERALL RATING:

1 2 3 4 5

GOALS FOR THE COMING YEAR:

- 1. _____
- 2. _____
- 3. _____
- 4. _____

JOB-RELATED STRENGTHS:

- 1. _____
- 2. _____
- 3. _____
- 4. _____

PLANS TO STRENGTHEN PERFORMANCE:

- 1. _____
- 2. _____