

Executive Director Performance Planning and Evaluation Process

Introduction

Attached you will find a revised Executive Director Performance Evaluation form. We have revised the form for two reasons: first, to simplify it and secondly, to make it more user-friendly.

Attached you will find:

- Evaluation form, with goals, to be completed by the reviewer.
- Evaluation Input form.

Process

- 1- The reviewer (i.e. BoD, BoD chair, Executive Committee or HR committee) will sit down with the ExD at the beginning of the review process. The initial discussion will focus on providing an overview of the process (including the form), and initiating the discussion on the development of two ministry goals for the next year.
- 2- A second meeting should be scheduled, if needed, within 30 days to finalize the performance plan. Once the process and goals are agreed to, the evaluation period begins.
- 3- Ideally there will be quarterly reviews, but a six-month review may be more realistic.
- 4- The interim, quarterly or six month, review(s) are intended to discuss the ExD's performance progress to date. Both progress and areas of concerns will be discussed in order to minimize or eliminate any surprises at the annual performance review.
- 5- Thirty days before the formal annual review the "Evaluation Input Form" should be sent to all those who will be providing input, i.e. BoD members, staff, key volunteers, etc., to the review process. Their input should be provided within 15 days.
- 6- A designated person (i.e. BoD chair, HR committee, etc.) will take the input received from #5 and summarize it, completing the performance review form.
- 7- The results of #6 above should be reviewed by the BoD, HR committee and revised/approved.
- 8- A meeting should be scheduled and the results of # 7 should then be discussed with the Executive Director.
- 9- The results of #8 should be covered with the full BoD.
- 10- The process then repeats itself for the next annual review period.

| If your chapter has any questions, please contact your NFD for assistance.

PERFORMANCE EVALUATION FOR EXECUTIVE DIRECTOR

Evaluation For: _____ Evaluation By: _____

The following rating was used to evaluate your performance in each area:

1. Unsatisfactory / 2. Needs Attention / 3. Basic / 4. Proficient / 5. Distinguished / N/B: No Basis for Judgment

“Christian discipleship precedes Christian leadership.” (Ogden and Meyer, Leadership Essentials), 2007, p. 8

A	SPIRITUAL LEADERSHIP	1	2	3	4	5	N/B
1	Pursues a full surrender to God’s will.						
2	Shows evidence of personal spiritual growth.						
3	Provides spiritual leadership for the team and builds disciples.						
4	Models a disciplined spiritual life and a commitment to prayer.						
5	Loves the Body of Christ and others.						
6	Has a positive spiritual impact on others.						
7	Demonstrates a teachable spirit.						

Comments (optional): _____

B	CHARACTER	1	2	3	4	5	N/B
1	Integrity: Demonstrates honesty & forthrightness in carrying out responsibilities & interactions with others.						
2	Teachable spirit: Demonstrates openness to receive feedback from others.						
3	Judgment: Able to assess situations & circumstances, form sound conclusions and make actionable recommendations.						
4	Initiative/Drive: Sets appropriate goals & develops required plans to ensure implementation. Is focused and tenacious regarding goals.						
5	Stability: Maintains a positive attitude and focus in the face of pressures and stresses.						
6	Thoughtfulness/concern for others: Is courteous, considerate of others. Demonstrates a warm, sensitive & friendly attitude towards others.						
7	Flexibility: Demonstrates an openness to consider different ideas, thoughts & approaches.						

Comments (optional): _____

1. Unsatisfactory/ 2. Needs Attention / 3. Basic/ 4. Proficient / 5. Distinguished / N/B: No Basis for Judgment

“A Christian leader is a person with a God-given capacity and the God-given responsibility to influence a specific group of God’s people toward God’s purpose for the group.” (J. Robert Clinton, The Making of a Leader)

C	ORGANIZATIONAL LEADERSHIP	1	2	3	4	5	N/B
1	Provides a compelling vision for ministry development and implementation. Thinks and plans strategically.						
2	Creates a continuous learning environment for the chapter through their personal development (Leadership/Ministry).						
3	Inspires confidence by demonstrating operational competence.						
4	Creates and nurtures a positive, safe and secure working environment that values collaboration and teamwork.						
5	Demonstrates sound decision-making & listening skills.						
6	Works collaboratively to develop a comprehensive funding strategy.						
7	Develops a Comprehensive Communications Strategy that propagates YFC throughout the community.						
8	Is intentional about building relationships and trust.						
9	Recruits quality staff and volunteers.						
10	Plays a key role, working with the Board, in the preparation of a chapter’s strategic plan. (Board members only)						
11	Plays a key role in the preparation of annual budget with the Board. (Board members only)						
12	Assists in policy development & ensures timely implementation. (Board members only)						
13	Facilitates Board development through personal outreach to individual Board members to determine/assess unique talents/gifts in an effort to maximize Board potential" (Board members only)						

Comments (optional): _____

D	ORGANIZATIONAL MANAGEMENT	1	2	3	4	5	N/B
1	Mission is clearly defined, communicated, monitored and fulfilled.						
2	Demonstrates accountability for program spending & managing the annual budget (Income & Expense).						
3	Practices sound financial stewardship of all YFC resources.						
4	Ensures proper & timely supervision of staff & volunteers.						
5	Ensures that ministry programs are evaluated & assessed.						
6	Ensures staff & volunteer are trained, developed & recognized.						
7	Resolves disagreements and/or conflict skillfully.						
8	Ensures team has required resources to do their job.						
9	Ensures timely two-way communications throughout the organization.						
10	Builds and maintains donor relationships.						
11	Develops meaningful networking relationships with churches, community agencies and other appropriate organizations.						

Comments (optional) _____

KEY MINISTRY GOALS

GOAL:

1ST QUARTER REVIEW:

2ND QUARTER REVIEW:

3RD QUARTER REVIEW

4TH QUARTER REVIEW

GOAL:

1ST QUARTER REVIEW:

2ND QUARTER REVIEW:

3RD QUARTER REVIEW

4TH QUARTER REVIEW

E. SUMMARY COMMENTS

1. Areas of greatest strength

2. Areas for further consideration

3. Other comments/thoughts

Executive Director's Comments

Executive Director's Signature: _____ Date: _____

EXECUTIVE DIRECTOR EVALUATION INPUT FORM

Evaluation For: _____ Evaluation By: _____

The following rating was used to evaluate your performance in each area:

2. Unsatisfactory / 2. Needs Attention / 3. Basic / 4. Proficient / 5. Distinguished / N/B No Basis for Judgment

“Christian discipleship precedes Christian leadership.” (Ogden and Meyer, Leadership Essentials), 2007, p. 8

A	SPIRITUAL LEADERSHIP	1	2	3	4	5	N/B
1	Pursues a full surrender to God’s will.						
2	Shows evidence of personal spiritual growth.						
3	Provides spiritual leadership for the team and builds disciples.						
4	Models a disciplined spiritual life and a commitment to prayer.						
5	Loves the Body of Christ and others.						
6	Has a positive spiritual impact on others.						
7	Demonstrates a teachable spirit.						

Comments (optional): _____

B	CHARACTER	1	2	3	4	5	N/B
1	Integrity: Demonstrates honesty & forthrightness in carrying out responsibilities & interactions with others.						
2	Teachable spirit: Demonstrates openness to receive feedback from others.						
3	Judgment: Able to assess situations & circumstances, form sound conclusions and make actionable recommendations.						
4	Initiative/Drive: Sets appropriate goals & develops required plans to ensure implementation. Is focused and tenacious regarding goals.						
5	Stability: Maintains a positive attitude and focus in the face of pressures and stresses.						
6	Thoughtfulness/concern for others: Is courteous, considerate of others. Demonstrates a warm, sensitive & friendly attitude towards others.						
7	Flexibility: Demonstrates an openness to consider different ideas, thoughts & approaches.						

Comments (optional): _____

1. Unsatisfactory/ 2. Needs Attention / 3. Basic/ 4. Proficient / 5. Distinguished / N/B No Basis for Judgment

“A Christian leader is a person with a God-given capacity and the God-given responsibility to influence a specific group of God’s people toward God’s purpose for the group.” (J. Robert Clinton, The Making of a Leader)

C	ORGANIZATIONAL LEADERSHIP	1	2	3	4	5	N/B
1	Provides a compelling vision for ministry development and implementation. Thinks and plans strategically.						
2	Creates a continuous learning environment for the chapter through their personal development (Leadership/Ministry).						
3	Inspires confidence by demonstrating operational competence.						
4	Creates and nurtures a positive, safe and secure working environment that values collaboration and teamwork.						
5	Demonstrates sound decision-making & listening skills.						
6	Works collaboratively to develop a comprehensive funding strategy.						
7	Develops a Comprehensive Communications Strategy that propagates YFC throughout the community.						
8	Is intentional about building relationships and trust.						
9	Recruits quality staff and volunteers.						
10	Plays a key role, working with the Board, in the preparation of a chapter’s strategic plan. (Board members only)						
11	Plays a key role in the preparation of annual budget with the Board. (Board members only)						
12	Assists in policy development & ensures timely implementation. (Board members only)						
13	Facilitates Board development through personal outreach to individual Board members to determine/assess unique talents/gifts in an effort to maximize Board potential" (Board members only)						

Comments (optional): _____

D	ORGANIZATIONAL MANAGEMENT	1	2	3	4	5	N/B
1	Mission is clearly defined, communicated, monitored and fulfilled.						
2	Demonstrates accountability for program spending & managing the annual budget (Income & Expense).						
3	Practices sound financial stewardship of all YFC resources.						
4	Ensures proper & timely supervision of staff & volunteers.						
5	Ensures that ministry programs are evaluated & assessed.						
6	Ensures staff & volunteer are trained, developed & recognized.						
7	Resolves disagreements and/or conflict skillfully.						
8	Ensures team has required resources to do their job.						
9	Ensures timely two-way communications throughout the organization.						
10	Builds and maintains donor relationships.						
11	Develops meaningful networking relationships with churches, community agencies and other appropriate organizations.						

Comments (optional): _____
