

**(Name of Board/Commission)**  
**Executive Director Performance Evaluation**

**Performance Evaluation For:** \_\_\_\_\_

**Rating Period:** \_\_\_\_\_ **Next Rating Period:** \_\_\_\_\_

1. **LEADERSHIP.** (Sample statement – Employee is able to establish goals aligned with agency priorities, creates a climate that motivates employees to perform, ensures work product accountability is established and work output is accomplished by those responsible...)

Rating:            \_\_\_\_\_ Exceeds Performance Expectations  
                      \_\_\_\_\_ Meets Performance Expectations  
                      \_\_\_\_\_ Does Not Meet Performance Expectations

Comments:

2. **MANAGERIAL.** (Sample statement – Employee is able to plan, organize and problem-solve to achieve desired results and meet goals. Makes decisions and takes responsibility for them. Accurately predicts and forecasts future needs and prepares strategies on how to deal with them. Creates an environment to manage change and takes appropriate calculated risks...)

Rating:            \_\_\_\_\_ Exceeds Performance Expectations  
                      \_\_\_\_\_ Meets Performance Expectations  
                      \_\_\_\_\_ Does Not Meet Performance Expectations

Comments:

3. **INTERPERSONAL SKILLS.** (Sample statement – Employee keeps appropriate people informed, clearly expresses ideas and information verbally and in writing, effectively leads groups to consensus, works well with others to accomplish team objectives, identifies situations needing persuasion/negotiation and effectively reaches conclusions, actively listens...)

Rating:            \_\_\_\_\_ Exceeds Performance Expectations  
                      \_\_\_\_\_ Meets Performance Expectations  
                      \_\_\_\_\_ Does Not Meet Performance Expectations

Comments:

4. **PEOPLE MANAGEMENT.** (Sample statement – Employee actively ensures the organization is moving toward the achievement of performance management and performance standards, coaches and mentors staff to develop and improve the performance of staff...)

Rating:            \_\_\_\_\_ Exceeds Performance Expectations  
                      \_\_\_\_\_ Meets Performance Expectations  
                      \_\_\_\_\_ Does Not Meet Performance Expectations

Comments:

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5. **POLITICAL AND BUREAUCRATIC SKILLS.** (Sample statement – Employee demonstrates ability to successfully navigate and operate in a highly visible and contentious environment, responds to multiple constituents who have disparate interests and conflicting agendas, provides liaison between groups...)

Rating:                     Exceeds Performance Expectations  
                               Meets Performance Expectations  
                               Does Not Meet Performance Expectations

Comments:

6. **INDIVIDUAL CHARACTERISTICS.** (Sample statement – Employee demonstrates effective judgment, professionalism, responsiveness, creativity, decisiveness, initiative and political awareness...)

Rating:                     Exceeds Performance Expectations  
                               Meets Performance Expectations  
                               Does Not Meet Performance Expectations

Comments:

7. **ADMINISTRATION.** (Sample statement – Employee recognizes need for policy change or establishment and effectively develops policies, procedures and controls necessary to carry out mission and goals of board/commission...)

Rating:                     Exceeds Performance Expectations  
                               Meets Performance Expectations  
                               Does Not Meet Performance Expectations

Comments:

**Other comments.** This section is not rated, but available to the Board/Commission to include other observations and comments not covered by the above categories.

**Goals For Next Rating Period.**

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**Overall Rating.**

- \_\_\_\_\_ Exceeds Performance Expectations – Performance at this level significantly and consistently exceeds the established job requirements and performance measures, goals and expectations in this category. Work is of the highest caliber.
  
- \_\_\_\_\_ Meets Performance Expectations – The employee at this level is a fully competent performer and consistently meets, and may sometimes exceed, the job requirements, performance measures and expectations of this category.
  
- \_\_\_\_\_ Does Not Meet Performance Expectations – The employee at this level clearly fails to meet the job requirements, performance measures and expectations of this category. This level of performance requires an immediate need for improvement of performance.

\_\_\_\_\_  
Name of Reviewer

\_\_\_\_\_  
Signature of Reviewer

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name of Employee

\_\_\_\_\_  
Signature of Reviewer

\_\_\_\_\_  
Date

**(Name of Board/Commission)**  
**Executive Director Performance Evaluation**

**External Stakeholder Input Form**

(Name of Board/Commission) is committed to developing the Executive Director to his/her full potential. In order to further this effort, you are being asked to provide input information. Your answers to these questions are important. If, for any reason, you feel you cannot answer a question or have no basis for comment, please check "Not rated".

\_\_\_\_\_  
Name of Executive Director

\_\_\_\_\_  
Date

In working with this person, it appears that he/she:

1. Establishes goals aligned with agency priorities?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
2. Makes decisions and takes responsibility for them?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
3. Effectively leads groups to consensus?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
4. Identifies situations needing persuasion/negotiation and effectively reaches conclusion?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
5. Demonstrates ability to successfully navigate and operate in a highly visible and contentious environment?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
6. Provides liaison between groups, effectively communicates with outside partners?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
7. Demonstrates effective judgment, decisiveness and responsiveness?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
8. Demonstrates professionalism, creativity, initiative and political awareness?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
9. Recognizes need for policy change or establishment and effectively develops policies, procedures and controls necessary to carry out mission and goals of Board/Commission?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
10. Meets the needs of the business and provides adequate services?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_

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10. In your opinion, is the level of communication between your organization and this individual at a satisfactory level?

Consistently    Usually    Sometimes    Rarely    Not rated

Comments: \_\_\_\_\_

11. Does this individual bring in the appropriate groups and ensure each organization involved has the necessary information to make effective decisions?

Consistently    Usually    Sometimes    Rarely    Not rated

Comments: \_\_\_\_\_

12. Demonstrates the ability to determine the impact that an issue might have on another organization and makes effective recommendations based upon the information available?

Consistently    Usually    Sometimes    Rarely    Not rated

Comments: \_\_\_\_\_

Additional Comments:

\_\_\_\_\_  
Name of Reviewer

\_\_\_\_\_  
Signature of Reviewer

\_\_\_\_\_  
Date

**(Name of Board/Commission)**  
**Executive Director Performance Evaluation**

**Internal Staff Input Form**

(Name of Board/Commission) is committed to developing the Executive Director to his/her full potential. In order to further this effort, you are being asked to provide input information. Your answers to these questions are important. If, for any reason, you feel you cannot answer a question or have no basis for comment, please check "Not rated".

\_\_\_\_\_  
Name of Executive Director

\_\_\_\_\_  
Date

In working with this person, it appears that he/she:

1. Establishes goals aligned with agency priorities?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
2. Creates a climate that motivates employees to perform?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
3. Makes decisions and takes responsibility for them?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
4. Creates an environment to manage change and takes appropriate calculated risks?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
5. Effectively leads groups to consensus?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
6. Identifies situations needing persuasion/negotiation and effectively reaches conclusion?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
7. Ensures organization is moving toward the achievement of performance management and performance standards?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
8. Demonstrates ability to successfully navigate and operate in a highly visible and contentious environment?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_
9. Demonstrates effective judgment, decisiveness and responsiveness?  
 Consistently    Usually    Sometimes    Rarely    Not rated  
Comments: \_\_\_\_\_

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10. Demonstrates professionalism, creativity, initiative and political awareness?  
\_\_\_\_ Consistently    \_\_\_\_ Usually    \_\_\_\_ Sometimes    \_\_\_\_ Rarely    \_\_\_\_ Not rated  
Comments: \_\_\_\_\_

11. Recognizes need for policy change or establishment and effectively develops policies, procedures and controls necessary to carry out mission and goals of Board/Commission?  
\_\_\_\_ Consistently    \_\_\_\_ Usually    \_\_\_\_ Sometimes    \_\_\_\_ Rarely    \_\_\_\_ Not rated  
Comments: \_\_\_\_\_

12. What do you like most about working with this individual?  
Comments: \_\_\_\_\_

13. In your opinion, what are his/her strongest abilities in relation to the job?  
Comments: \_\_\_\_\_

14. Are there any areas in which you feel he/she could be better? If yes, what are they and what type of improvement do you feel is necessary?  
Comments: \_\_\_\_\_

Additional comments:

\_\_\_\_\_  
Name of Reviewer

\_\_\_\_\_  
Signature of Reviewer

\_\_\_\_\_  
Date