

Executive Director - Annual Performance Appraisal Form

Your Name:

Date:

Instruction: Please fill out a rating for each section (exceeds standard, meets standard, doesn't meet standard, or unknown). Comments for each section are optional. At the end of the form, hit the submit by email button.

Staff Management

Supervise, train, motivate and develop staff	
Hire & Train	Lead or assist in hiring process by implementing a hiring timeline, posting the position announcement in diverse arenas, develop basic job responsibilities Lead or assist in hiring process by implementing a hiring timeline, posting the position announcement in diverse arenas, develop basic job responsibilities, interview prospects, communicate with members of staff on their role during and after the hire, and convey to prospective candidates an understanding of their role within the organization; negotiate salaries.
Rating	<input style="width: 800px; height: 25px;" type="text"/>
Comments:	
Supervise & Develop	Promote cohesion with all staff; coach staff on supervision challenges, negotiate performance-based raises.
Rating	<input style="width: 800px; height: 25px; background-color: #ADD8E6;" type="text"/>
Comments:	
	Communications & Development staff: Hold regular meetings to monitor progress, assist with goal development, completion and problem-solving, and create and support professional development opportunities.
Rating	<input style="width: 800px; height: 25px; background-color: #ADD8E6;" type="text"/>
Comments:	
	Program staff: meet annually with each staff member to gain input on organization and to discuss areas of growth/opportunity, create and support advancement opportunities.
Rating	<input style="width: 800px; height: 25px; background-color: #ADD8E6;" type="text"/>
Comments:	
	Accountability: Communicate expectations for all staff, provide feedback and address areas for performance improvement; hold scheduled performance review meetings; carry out exit interviews.
Rating	<input style="width: 800px; height: 25px; background-color: #ADD8E6;" type="text"/>
Comments:	

	Motivate: Implement informal and formal structures that ensure employees are valued and recognized
Rating	
Comments:	
Staffing Structure	Work with deputy director and other relevant staff in developing and carrying out a staffing structure that addresses organizational goals and is fiscally responsible.
Rating	
Comments:	
Professional Development	Seek out and attend professional development opportunities that assist in personal, professional, and organizational growth; share relevant information with board of directors and staff
Rating	
Comments:	
Performance Management	Create and implement organization-wide performance management process, including timelines, documentation, expectations, and structure that ensures employees are meeting expectations, setting appropriate goals, and being recognized for work.
Rating	
Comments:	
Employee Record-Keeping	Maintain electronic and paper files for employees, including current resumes, meeting notes, background checks, auto insurance (if relevant), and tax and benefits information.
Rating	
Comments:	

Organizational Development

Ensure Strategic Alignment	Initiate, sponsor, and implement organizational change; regularly assess organizational strengths, weaknesses, opportunities, and threats within the context of the external environment, the funding and youth development communities.
Rating	
Comments:	
Develop & Foster Organizational Culture	Engage in ongoing reflection on internal and external organizational culture; regularly discuss organizational culture with staff and board of directors; ensure external and internal messaging is relevant to all organizational stakeholders.
Rating	
Comments:	
Fiscal Management, Monitoring, Planning	Ensure fiscal responsibility through a timely budget process, regular communication with the deputy director and board of directors via the Finance and Executive Committees, monthly monitoring of all expense and revenue detail, and transparent communication with staff, board of directors, America SCORES, and to the extent relevant, funders.
Rating	
Comments:	
	Align annual fiscal goals with strategic goals and short-term and long-term organizational plans.
Rating	
Comments:	
Risk Management	Assist in the creation and implementation of policies and procedures that ensure a safe working environment for employees, a safe program for students and coaches, and a safe volunteering environment for external stakeholders and members of the board of directors.
Rating	
Comments:	
Oversee Organizational Operations	Develop and maintain IT infrastructure – work with Deputy Director to ensure current and forward-moving technology systems that contribute to a positive and efficient working environment.
Rating	
Comments:	

	Develop and manage information systems – work with Deputy Director, Communications and Events Director, and Development Associate to ensure efficiency in technology as it has to do with all organizational information, including programmatic, donor, and stakeholder maintenance.
Rating	
Comments:	
	Build effective relationships with vendors – seek out, hire, and retain vendors who are integral in sustaining the organization; ensure all payment and communication is timely and professional; communicate with staff and board of directors if needed on vendor relationships.
Rating	
Comments:	
	Develop and manage office policies and procedures – work with Deputy Director to regularly assess, update, and communicate office policies and procedures; regularly solicit feedback from staff on existing policies and procedures; if necessary, communicate with board of directors for changes and modifications if policies and procedures are relevant to the overall governance of the organization.
Rating	
Comments:	

Board of Directors

Assist BOD in legal & fiscal oversight	With the Board Development Committee, initiate board members with all relevant legal and fiscal information on the organization; regularly communicate with Executive and Finance Committees fiscal health of the organization; present legal dilemmas in a timely and professional manner to the Executive Committee.
Rating	
Comments:	
Manage Relationships w/ Individuals & Committees	Regularly meet with individual board members to ensure open lines of communication, input, and constructive conversation on the organization’s goals and vision.
Rating	
Comments:	

	Ensure all board committees have annual action plans, meeting timelines, and deliverables based on strategic plan; involve staff as appropriate.
Rating	<input type="text"/>
Comments:	
Establish relationships between BOD, staff, other stakeholders	Create informal and formal interactions between board members and staff, volunteers, and stakeholders; cultivate board and staff partnership where appropriate and ensure both board and staff members are aware of the roles and responsibilities of the other party.
Rating	<input type="text"/>
Comments:	
Assist with developing policies & procedures	Regularly meet with the board chair to discuss organizational goals, strategic alignment, and executive director goals; work with executive committee annually to update policies and procedures as they have to do with the overall governance of the organization.
Rating	<input type="text"/>
Comments:	

Ensure all board committees have annual action plans, meeting timelines, and deliverables based on strategic plan:

Resource Development

Outline & execute development plans	Create annual short-term resource development plans based on historical information and strategic vision for the organization; Create long-term resource development goals based on long-term vision and survey of external environment; work with fundraising committee, board chair, communications and development team, and deputy director to ensure resource development plan is realistic, transparent, and contextual.
Rating	<input type="text"/>
Comments:	
Oversee event committees, staff, BOD	Ensure all fundraising activities have aligned goals, defined leaders, action plans, and contingency plans.
Rating	<input type="text"/>
Comments:	
Cultivate & maintain donors	Regularly communicate with donors on organizational goals, progress, and strategic plans; cultivate regularly through meetings, phone calls, and informal discussions; assess ongoing levels of support and make adjustments to cultivation accordingly.
Rating	<input type="text"/>
Comments:	

Outreach

Plan & implement communication strategies	Assist the Communications and Events Director create and implement an annual communications strategy. This includes conveying communication goals to staff, volunteers, and board of directors, assigning point persons for carrying out the strategy, and following through on methodologies to ensure.
Rating	<input type="text"/>
Comments:	
Participate in & maintain networks	Program-centered: Attend, participate, and communicate back to organization relevant programmatic information from external networks; involve staff in all program-related networks as appropriate.
Rating	<input type="text"/>
Comments:	
	Advocacy: Regularly assess areas for organizational advocacy and create action plans to achieve that end; maintain a presence in decision-making networks that affect the health of the organization; when appropriate, express organizational stance and desired outcomes in professional, non-violent, advocacy-oriented manner.
Rating	<input type="text"/>
Comments:	
	Funding: Attend, participate, and communicate back to organization relevant funding information from external networks; involve staff in all funding-related networks as appropriate.
Rating	<input type="text"/>
Comments:	

Program Management & Development

Oversee	Program evaluation: give input on program evaluation process when necessary; incorporate program evaluation in annual donor cultivation and communication strategy.
Rating	<input type="text"/>
Comments:	
	Special events: welcome attendees, personally welcome board members, special guests, and assist in all areas as needed.
Rating	<input type="text"/>
Comments:	

	School Relationships: Principal relationships – serve as point person if an incident arises that needs direct communication from DC SCORES; assist program staff in achieving principal communication-related goals.
Rating	<input type="text"/>
Comments:	
	Assist with: - Develop and integrate program policies and procedures - Setting program vision/direction - Program growth/size
Rating	<input type="text"/>
Comments:	
Develop Relationships	Attend trainings and welcome coaches; participate in trainings 2 times per year; informally check-in with coaches during program visits, special events, and trainings.
Rating	<input type="text"/>
Comments:	
Conduct Site & Game Day Visits	Regularly attend DC SCORES daily programming and game days; serve as the DC SCORES representative at game days – problem-solving, communicating with DC SCORES staff, coaches, and students.
Rating	<input type="text"/>
Comments:	

America SCORES

Work with Leadership	Work with leadership of America SCORES and other sites in strategic decision-making for affiliates and national organization - Regularly attend conferences and meetings to ensure effective affiliate / national communication and development of and adherence to strategic decisions; regularly communicate to staff and board of directors pertinent affiliate / national information.
Rating	<input type="text"/>
Comments:	
	Communicate programmatic, financial, fundraising or governance information to and from America SCORES
Rating	<input type="text"/>
Comments:	

	Ensure participation in America SCORES initiatives – regularly communicate with staff and board of directors about America SCORES initiatives and opportunities and expectations for involvement; monitor organizational involvement and assess ongoing benefit of participation.
Rating	
Comments:	

Organizational Involvement

	General office duties as assigned - carry out administrative duties as assigned
Rating	<input type="text"/>
Comments:	
	Contribute to DC SCORES team - Actively participate in DC SCORES annual goals, initiatives, events, and day-to-day functioning with a team-centered approach; be open to giving and receiving constructive feedback; be open to fulfilling necessary jobs or roles if needed.
Rating	<input type="text"/>
Comments:	
	Participate in continuous learning and professional development opportunities - Seek out and attend professional development opportunities that contribute to personal and professional growth within your role at DC SCORES.
Rating	<input type="text"/>
Comments:	
	Carry out responsibilities as outlined in the strategic plan - Incorporate pertinent strategic planning initiatives into annual work plan; work with staff to complete team and individual responsibilities as they pertain to your job description; regularly communicate with executive director and communications and development team modifications and successes as they pertain to the strategic plan.
Rating	<input type="text"/>
Comments:	

That concludes the job standards section. Finally, please fill out the personal attributes section.

Personal Attributes

Quality

Completes high quality work according to specifications. Thoroughly follows standards and procedures. Keeps complete records. Pays attention to details. Has a strong sense of quality and knows how to achieve it.

Job Knowledge

Possesses skills and knowledge to perform the job competently.

Communication

Organizes and expresses ideas and information clearly, using appropriate and efficient methods of conveying the information. Is an active listener, seeking to understand and clarify.

Interpersonal Skills

Is sensitive to the needs, feelings and capabilities of others. Approaches others in a non-threatening and pleasant manner and treats them with respect.

Interpersonal Relationships

Works with peers / supervisors / direct reports to complete team and individual goals. Communicates clearly and effectively to ensure personal and organizational growth.

Teamwork

Works on projects as part of a team, exchanging ideas and contributing skills that complement those of the other team members. Fulfills commitments to team members.

Ethics

Maintains high level of character and a professional attitude. Is able to conform and promote the company's standards of conduct.

Initiative

Strives to learn and improve. Seeks out ways to better themselves and the company. Takes on responsibilities. Does not remain idle – is hard working. Self-motivated.

Additional
Comments:

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