



Sample Evaluation Form to Use with Executive Director of a Literacy Program

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Note: I recommend that the executive director be given this form in advance of the formal evaluation to complete as a self-assessment. Staff should be allowed to evaluate their supervisor, too.

Evaluation Scale: Using the following scale, rate the executive director and include pertinent comments about the job performance.

Excellent: Consistently exceeds standards; performance in area is highly professional.

Very good: Very professional; always meets standards.

Satisfactory: Meets standards but does not exhibit initiative or high degree of professionalism.

Needs improvement: Has weakness in this area and needs to make improvement; needs to upgrade skills and should develop a plan of action to achieve this.

Unsatisfactory: Has serious weakness in this area and must take steps to improve. Note: If this weakness is exhibited in other competencies, this may be grounds for disciplinary action or possible dismissal, if subject has been counseled in the past and/or has received similar evaluations. This policy should be reflected in the personnel manual.

Competencies expected:

Management Skills

1. Day-to-day management of literacy program operations, staff, and volunteers, i.e. supervisory skills. Manages program efficiently and provides support and guidance to staff, volunteers, and students.

Evaluation and comments:

2. Monitors budget and adheres to budget constraints.

Evaluation and comments:

3. Effectiveness of fundraising and grantsmanship efforts.

Evaluation and comments:

4. Accountability: meets deadlines for required reports, grant proposals, employee performance evaluations, etc.

Evaluation and comments:

5. Relationship with board of directors: maintains a cordial, constructive relationship fostering teamwork and open communication. Keeps board informed about program activities, funding opportunities, staff accomplishments, and personnel problems. Works with board to achieve goals and objectives established in strategic planning process.

Evaluation and comments:

6. Knowledge of literacy and changing trends in the field. Keeps abreast of literature, attends appropriate conference and meetings, takes advantage of training opportunities (as funds allow). Shares information with board and staff and encourages them to attend workshops and conferences.

Evaluation and comments:

Public Relations and Community Outreach

1. Is an effective, enthusiastic spokesperson for the literacy program and regularly disseminates information about the affiliate's services, achievements, and needs.

Evaluation and comments:

2. Seeks and maintains collaborative efforts with appropriate community agencies to better reach and serve those in need of literacy assistance.

Evaluation and comments:

Personal Characteristics

1. Dependability

Evaluation and comments:

2. Creativity

Evaluation and comments:

3. Flexibility

Evaluation and comments:

4. Ability to work with others

Evaluation and comments:

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