

Executive Performance Review/Evaluation – Keep These in Mind

- **Do:**

- Recognize this is a key board governance responsibility, so own it!
- Be aware of legal parameters of Montana – VERY employee friendly
- Have Executive do a self-evaluation that mirrors the one the board will do
- Treat it as an opportunity for growth and development
- Conduct annually and synchronize with budgeting process (if raises are possible)
- Document concerns and areas for correction (if you let that person go later, and no concerns were raised in the written evaluation, you are lacking backup)
- Tie back to attainment of key indicators, strategic goals and objectives (the parts the executive can control/influence)
- Focus on WHAT got accomplished, with feedback about their personal behaviors that support success (or don't)
- Utilize the job description and planning documents as frameworks to evaluate performance
- Consider carefully the use of input processes from staff or volunteers – parameters must be clear, fair to all, and not an opportunity for “payback”
- Use as one element in considering the compensation package
- Hear what the Executive needs from the board to be more successful
- Balance accountability with support and trust
- Get feedback from all board members and meet in executive (closed) session to discuss and reach consensus
- Manage process through a committee or sub-group (usually Executive Committee)
- Present in person a written document with a place to comment and sign
- Have two people talk through the document with the Executive (chair/president and their incoming successor is ideal)
- Keep a confidential copy in personnel records AND in board records

- **Don't:**

- Make it adversarial or political
- Rely only on average scores; give qualitative feedback too
- Wait till the annual review to give important feedback – call concerns out to the chair or executive, as appropriate
- Focus on the micro process – look at results in the big picture