



## Template: Performance Evaluation Form - Executive Director/ Chief Executive Officer

Note: This document is provided for information purposes only. Health professional associations making use of this resource should revise and modify it for use in their specific circumstances.

This performance evaluation can be adapted for the position of senior administrative staff.

[The Association of Ob/Gyn of XXX]

[ADDRESS]

Please note: If no performance objectives have been set for the first performance evaluation, skip Section 1 and proceed with the next sections.

<b>Date of the evaluation:</b>
<b>Name of the Executive Director/Chief Executive Officer:</b>
<b>Name of the evaluators:</b>
<b>Period covered by this evaluation:</b>
<b>SECTION 1: KEY OBJECTIVES AND PERFORMANCE EVALUATION</b>
<b>Key objectives of the Executive Director/Chief Executive Officer's job description:</b>  1.  2.  3.  4.  5.  6.

Key objectives defined and agreed to by the Executive Director/Chief Executive Officer and the Board/Executive Committee for this evaluation period	
Key objectives	Performance indicators
1.	
2.	
3.	
4.	
5.	
<b>SECTION 2: PERFORMANCE EVALUATION — COMMENTS</b>	
<p>Provide comments on the performance of the Executive Director/Chief Executive Officer with regard to the following (insert comments in bullet form):</p> <p>Remember:</p> <ul style="list-style-type: none"> <li>• Keep in mind the Executive Director/Chief Executive Officer's performance objectives agreed to for this period;</li> <li>• Focus on performance and not personality;</li> <li>• List achievements and difficulties/weaknesses;</li> <li>• Include examples where possible.</li> </ul>	
Skills	To consider when assessing
Direction	
<b>Leadership</b>  <b>Comments:</b>	The Executive Director/Chief Executive Officer: <ul style="list-style-type: none"> <li>• Participates in the creation and the promotion of the association's mission, vision and values;</li> <li>• Initiates and follows through with change;</li> <li>• Is visible, approachable and earns respect;</li> <li>• Inspires and motivates others;</li> <li>• Builds a high performance team, which includes volunteer members and staff;</li> <li>• Demonstrates the high standards of integrity, honesty and fairness expected;</li> <li>• Carries forward decisions of the governing body.</li> </ul>
<b>Strategic thinking and planning</b>  <b>Comments:</b>	<ul style="list-style-type: none"> <li>• Identifies strategic aims and anticipates future demands, opportunities and constraints;</li> <li>• Demonstrates knowledge and sensitivity of stakeholders' needs, within and outside the association;</li> <li>• Translates strategic aims into practical and achievable plans;</li> <li>• Makes decisions in a timely manner, even in uncertain circumstances.</li> </ul>
<b>Delivery of results</b>	<ul style="list-style-type: none"> <li>• Defines results, taking into account the needs of the stakeholders, within and outside the</li> </ul>

<b>Comments:</b>	association; <ul style="list-style-type: none"> <li>• Delivers results on time, on budget and according to the agreed upon standards;</li> <li>• Demonstrates strong project and contract management skills;</li> <li>• Ensures that others organise their work to achieve the objectives set out;</li> <li>• Encourages feedback on performance and makes improvements based on them;</li> <li>• Makes clear and considered recommendations to the governing body.</li> </ul>
<b>Management and Communication</b>	
<b>Management of people</b>  <b>Comments:</b>	<ul style="list-style-type: none"> <li>• Consults volunteer members and staff and identifies their training needs;</li> <li>• Establishes and communicates clear work standards and expectations;</li> <li>• Gives recognition to and helps volunteer members and staff develop their full potential;</li> <li>• Addresses constructively and appropriately poor performance;</li> <li>• Builds trust, good morale and cooperation within the team;</li> <li>• Delegates effectively, making the best use of skills and resources within the team;</li> <li>• Recognises the importance of face-to-face communication and responds to feedback from volunteer members and staff.</li> </ul>
<b>Communication</b>  <b>Comments:</b>	<ul style="list-style-type: none"> <li>• Negotiates effectively and is able to handle difficult situations;</li> <li>• Is concise and persuasive orally and in writing;</li> <li>• Listens to what is said and is sensitive to the reactions of others;</li> <li>• Demonstrates ability to deliver presentations and to deal with the media;</li> <li>• Communicates effectively with the President and other Board/Executive Committee members.</li> </ul>
<b>Management of financial and other resources</b>  <b>Comments:</b>	<ul style="list-style-type: none"> <li>• Negotiates, commits and realigns resources to meet key priorities;</li> <li>• Leads processes to access new resources and to use them more effectively;</li> <li>• Ensures administrative systems and processes are in place to monitor and control resources;</li> <li>• Manages contracts and relationships with suppliers and funders effectively.</li> </ul>
<b>Personal Contribution</b>	
<b>Personal effectiveness</b>	<ul style="list-style-type: none"> <li>• Takes a firm stance when circumstances</li> </ul>

<b>Comments:</b>	warrant; <ul style="list-style-type: none"> <li>• Is aware of personal strengths and weaknesses and their impact on others;</li> <li>• Pursues adopted strategies with energy and commitment;</li> <li>• Adapts quickly and is flexible to new demands and changes;</li> <li>• Manages own time well to meet competing priorities;</li> <li>• Offers objective advice to the Board/Executive Committee without fear or favour.</li> </ul>
<b>Expertise</b>  <b>Comments:</b>	<ul style="list-style-type: none"> <li>• Has in-depth knowledge and experience related to the work of the association;</li> <li>• Knows when and how to find and use sources of expertise, within and outside the association;</li> <li>• Understands the environment within which the association evolves, including parliamentary and political processes;</li> <li>• Applies best practices from other sectors and organisations;</li> <li>• Understands how policy impacts on operations, staff, volunteers and others who may be involved with the association.</li> </ul>
<b>Intellect and judgement</b>  <b>Comments:</b>	<ul style="list-style-type: none"> <li>• Generates original ideas with practical applications;</li> <li>• Focuses on key issues and principles;</li> <li>• Defends logic of own position but also responds positively to reasoned alternatives;</li> <li>• Encourages creative thinking by others;</li> <li>• Delegates decisions appropriately.</li> </ul>
<b>SECTION 3: Way Forward</b>	
<p><b>This section should be developed conjointly by the evaluator(s) and the Executive Director/Chief Executive Officer after the above sections have been shared and discussed with the individual.</b></p> <p><b>Remember:</b></p> <ul style="list-style-type: none"> <li>• The key objectives for the next period should be linked to the association's strategic priorities.</li> <li>• When completing the training and development plan, consider activities such as coaching, mentoring by someone within the association, courses, conferences or further education, etc.</li> </ul>	
<p><b>Job description:</b> Does the job description still reflect the current duties and responsibilities of the Executive Director/Chief Executive Officer? Does it need updating? If yes, how will this be done (please specify)?</p>	

<b>Key Objectives for Next Period</b>				
Key objectives		Timelines		Performance indicators
1.				
2.				
3.				
4.				
5.				
<b>What major difficulties can the Executive Director/Chief Executive Officer potentially face in progressing toward achievement of these objectives?</b>				
<b>What other resources are needed to achieve these objectives?</b>				
<b>Personal training and development plan</b>				
Training or development needs	Action(s)	Timeline	Responsibility	Estimated budget
<b>Executive Director/Chief Executive Officer's Comments</b>				
<b>Evaluators' Comments</b>				

Signatures:

\_\_\_\_\_  
**President or other Board/Executive Representatives**

**Date:** \_\_\_\_\_

\_\_\_\_\_  
**Executive Director/Chief Executive Officer**

**Date:** \_\_\_\_\_