



## Executive Director Performance Evaluation

Name: \_\_\_\_\_

Review Period: \_\_\_\_\_

### Rating definitions

**5 = Outstanding Performance**

Consistently and significantly exceeded goals, expectations or standards; contributions were extraordinary; served as a role model to others

**4 = Exceeds Performance Expectations**

Met and often exceeded all goals, expectations, or standards; contributions were beyond what was expected for the role

**3 = Meets Performance Expectations**

Met and occasionally exceeded all goals, expectations, or standards; contributions were in line with what was expected for the role; a successful, fully competent performer

**2 = Requires Minor Improvements to Meet Performance Expectations**

Did not consistently meet goals, expectations, or standards; contributions were below minimum job expectations; development was needed in one or more critical areas

**1 = Requires Significant Improvement to Meet Performance Expectations**

Did not meet goals, expectations, or standards; contributions were below minimum job expectations; development was needed in all critical areas

AREA OF REVIEW	RATING	COMMENTS
<b>1. Financial Performance</b>		
<ul style="list-style-type: none"> <li>◆ Maintains System's financial integrity</li> <li>◆ Manages System in cost-effective manner</li> <li>◆ Performance of the investment program met or exceeded the investment policy benchmark</li> </ul>		
<b>2. Leadership</b>		
<ul style="list-style-type: none"> <li>◆ Provides clear direction for all areas of organization</li> <li>◆ Provides for effective and efficient day-to-day management of the System</li> <li>◆ Maintains management focus and consistency within the organization</li> <li>◆ Identifies and resolves problems appropriately</li> <li>◆ Participates in industry groups</li> </ul>		
<b>3. Organizational Development</b>		
<ul style="list-style-type: none"> <li>◆ Appropriately deploys executive staff</li> <li>◆ Recruits and maintains quality staff</li> <li>◆ Encourages teamwork among staff</li> <li>◆ Maintains high level of staff morale</li> <li>◆ Fosters effective operating systems and programs</li> <li>◆ Responds to changes of direction as events warrant</li> <li>◆ Supports adequate training and compensation levels for staff</li> <li>◆ Manages and maintains turnover at acceptable level</li> </ul>		
<b>4. Public Relations</b>		
<ul style="list-style-type: none"> <li>◆ Respects System reputation and upholds image</li> <li>◆ Maintains appropriate legislator relations</li> <li>◆ Maintains appropriate media relations</li> <li>◆ Maintains appropriate relations with covered employers</li> <li>◆ Maintains appropriate relations with other relevant stakeholders</li> </ul>		

AREA OF REVIEW	RATING	COMMENTS
<b>5. Member/Retiree Relations</b>		
<ul style="list-style-type: none"> <li>◆ Participates with member and employer groups as necessary for speaking, education, planning or other relevant purposes</li> <li>◆ Demonstrates a strong customer service orientation</li> <li>◆ Maintains friendly, cooperative and equitable relationships with members, retirees and their respective organizations</li> <li>◆ Refrains from criticizing members, retirees or their respective organizations</li> <li>◆ Needs of members and retirees are assessed and responded to accordingly</li> <li>◆ Communication with members and retirees</li> </ul>		
<b>6. Personal and Professional Development</b>		
<ul style="list-style-type: none"> <li>◆ Maintains high standards of ethics and honesty in all personal and professional matters</li> <li>◆ Demonstrates ability to work well with individuals and groups</li> <li>◆ Maintains poise and emotional stability in all professional duties</li> <li>◆ Maintains professional attire and is well groomed</li> <li>◆ Uses language effectively in working with staff, Board and membership</li> <li>◆ Speaks/writes well, expresses ideas in a logical and forthright manner</li> <li>◆ Mentors staff effectively</li> <li>◆ Responds on timely basis to issues and problems as they arise</li> <li>◆ Encourages quality performance throughout organization</li> <li>◆ Is active in public fund/investment community</li> </ul>		
<b>7. System Objectives</b>		
<ul style="list-style-type: none"> <li>◆ Leads system in development and accomplishment of strategic/business planning initiatives and objectives</li> <li>◆ Finalizes board meeting changes/executive board meeting requests</li> <li>◆ Ensures compliance with federal and state statutes, regulations and rules, along with Governance Policies</li> <li>◆ Ensures appropriate accounting and control procedures are utilized</li> </ul>		

AREA OF REVIEW	RATING	COMMENTS
<b>8. Board Relations</b> <ul style="list-style-type: none"> <li>◆ Maintains environment that fosters quality working relations among board members</li> <li>◆ Is readily accessible to board members</li> <li>◆ Keeps board members well informed regarding all events, initiatives and fund operations</li> <li>◆ Seeks and accepts constructive criticism of his/her work</li> <li>◆ Supports board policy and actions to the membership, staff and public</li> <li>◆ Accepts direction from Board</li> <li>◆ Assists and supports board members in the execution of fiduciary responsibility</li> <li>◆ Remains impartial toward board members, treating all equitably</li> <li>◆ Refrains from criticizing board members</li> <li>◆ Goes immediately and directly to the Board when he/she feels an honest, objective difference of opinion exists between him/her and any or all board members, in effort to resolve such differences promptly</li> <li>◆ Maintains good working relationship with Board</li> </ul>		
<b>9. Overall Evaluation</b>		

Additional Performance Evaluation Comments:

Objectives for Improving Performance:

Composite Performance Rating:

Completed by: \_\_\_\_\_ Date: \_\_\_\_\_