

**COLORADO & DENVER BAR ASSOCIATION**

**PERFORMANCE EVALUATION FORM**

**EXECUTIVE DIRECTOR**

For Period: July 1, 2003 to June 30, 2004

Please evaluate the executive director's overall performance for the period using the following scale:

- 0 = Unable To Evaluate
- 1 = Unsatisfactory
- 2 = Needs Improvement
- 3 = Meets Expectations
- 4 = Exceeds Expectations

**1. OFFICER, BOARD AND MEMBER RELATIONS**

**RANKING**

- A. Does the executive director effectively advise and assist the officers and other bar leaders in the discharge of their duties? \_\_\_\_\_
- B. Do you view the executive director as a resource? \_\_\_\_\_
- C. Is the executive director approachable and easy to work with? \_\_\_\_\_
- D. Does the executive director encourage communication and consensus building? \_\_\_\_\_
- E. Is the executive director viewed by members as an effective manager of the associations? \_\_\_\_\_
- F. Does the executive director keep officers and boards advised of events affecting policy, budget and office operations? \_\_\_\_\_
- G. How effective is the executive director in coordination of meetings, agendas, minutes and plans for execution? \_\_\_\_\_
- H. Does the executive director keep the leadership informed of developments and issues affecting the legal profession and the associations? \_\_\_\_\_
- I. Overall, do you view the executive director as an effective manager of the associations? \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. MANAGEMENT AND ADMINISTRATION OF STAFF

RANKING

Please evaluate the executive director's performance in the following areas of management and administration of staff:

- A. Recruiting, training and hiring \_\_\_\_\_
- B. Leadership/Motivation \_\_\_\_\_
- C. Promotion and compensation \_\_\_\_\_
- D. Supervision \_\_\_\_\_
- E. Communication \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. FINANCIAL MANAGEMENT & BUDGET CONTROL

Please evaluate the executive director's performance in the following areas of financial management:

- A. Oversees development of budget \_\_\_\_\_
- B. Supervises accounting and financial reporting \_\_\_\_\_
- C. Exhibits concern for and addresses financial health of the associations \_\_\_\_\_
- D. Engages in long-range financial planning \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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4. ASSOCIATION ACTIVITIES AND PLANNING

RANKING

- A. Does the executive director effectively oversee the associations' programs? \_\_\_\_\_
- B. Is the executive director effective in identifying major issues affecting the associations? \_\_\_\_\_
- C. Does the executive director plan and accomplish short-term goals? \_\_\_\_\_
- D. Does the executive director plan and accomplish long-term goals? \_\_\_\_\_
- E. Does the executive director encourage planning by departments, officers and the associations? \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. PERSONAL PERFORMANCE ISSUES

- A. Is the executive director effective in achieving results? \_\_\_\_\_
- B. Is the executive director's attendance at meetings adequate? \_\_\_\_\_
- C. Is the executive director open and willing to take on additional duties? \_\_\_\_\_
- D. Does the executive director exhibit enthusiasm, energy and commitment to the associations and his job? \_\_\_\_\_
- E. Does the executive director balance the need to make decisions for the associations with the need to follow appropriate organizational decision-making procedures? \_\_\_\_\_
- F. Is the executive director willing to make decisions? \_\_\_\_\_
- G. Are the executive director's decisions well thought out and based on appropriate research? \_\_\_\_\_
- H. Are tasks accomplished in a timely manner? \_\_\_\_\_
- I. Are projects and meetings well planned? \_\_\_\_\_
- J. Do officers receive assistance in organizing their agenda and projects? \_\_\_\_\_

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5. PERSONAL PERFORMANCE ISSUES (CONT)

RANKING

- J. Are staff resources efficiently managed? \_\_\_\_\_
- K. Does the executive director receive the respect of officers? \_\_\_\_\_
- L. Does the executive director receive the respect of staff? \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. COMMUNICATION SKILLS

ORAL SKILLS

- A. Is the executive director skilled in giving impromptu as well as prepared presentations? \_\_\_\_\_
- B. Are presentations organized and professional? \_\_\_\_\_
- C. Is the executive director capable of speaking to large and small groups? \_\_\_\_\_
- D. Can the executive director be relied upon to be a spokesperson for the associations when appropriate? \_\_\_\_\_

WRITTEN SKILLS

- A. Are all forms of materials well written (i.e., general correspondence, Board/Committee reports and outlines of association policies and procedures)? \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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