



A FIO PARTNERS PERSPECTIVE:

Developing a Model of Executive Director Performance Appraisal

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There are four basic steps to developing a model for ED or CEO performance appraisal. (1) design the base of information on which the appraisal will take place; (2) determine the criteria for judging performance; (3) conduct the appraisal involving appropriate Board leadership; and (4) develop a performance enhancement plan and support it appropriately with resources.

Step One: Gather information

Consider the following possible inputs:

- Board member survey
- Key informant interviews
- Staff climate survey and/or norm check results
- Key documents review: audit, financial statements, strategic plan
- Executive Director state of the agency report
- Third party evaluation reports
- Exit interviews
- 360 process for direct reports

Step Two: Determine model for generating discussion about performance

The criteria provided are designed as a basis for discussion between the committee and the Executive Director. There are five types of criteria: Model 1 focuses on essential functions or key responsibilities; Model 2 focuses on key skills involved in carrying out the Executive's Director's role; Model 3 focuses on key attributes or characteristics displayed by the Executive Director; Model 4 focuses on key aspects of organizational health; and Model 5 is based on specific accomplishments that have been previously negotiated.

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