



Eight steps to a successful executive director evaluation

Use this outline as your checklist when you begin your administrator's evaluation that way you won't miss any steps.

1. ___ Job description. You can't conduct an effective evaluation without a comprehensive job description.
2. ___ Choose who will evaluate your administrator. This decision can mean the difference between an effective and ineffective evaluation. Will it be the full board, a committee or your chairperson? Each option has its strengths and weaknesses.
3. ___ The evaluation form. Without the appropriate evaluation tool, your evaluation won't provide you with the information you're looking for. Pick the evaluation form and process that's right for you and your administrator.
4. ___ Set up a reasonable schedule for the evaluation. To make the evaluation process as beneficial as possible, be sure to take the time to do it well.
5. ___ Evaluate professional performance only. It's important to keep in mind that you are evaluating how well your administrator does his or her job-and nothing else. Remind yourself to keep personal issues out of the evaluation.
6. ___ Include your administrator in the process from beginning to end. Your administrator's input is important at all stages of the evaluation. From reviewing the job description to responding to your assessment, he or she should be a partner in the process.
7. ___ Write goals that will help your administrator in the future. Based on your findings during the evaluation, you and your administrator should decide upon reasonable goals that he or she will be expected to meet in the upcoming months.
8. ___ Evaluate your performance as an evaluator. At the end of each assessment process, you'll want to stop, review how well the evaluation proceeded and make notes about how you can improve the evaluation.



Job Description

Position Title: Director

Reports To: Chairperson of Board

Purpose of Position: To provide leadership and overall management through administering the school accordance with the church and school's stated purpose..

Key Responsibility Area: Board Relations Specific Duties:

1. Keeps board informed on issues that affect programs.
2. Works with all board committees.
3. Provides orientation to new board members.
4. Attends regular board and committee meetings.
5. Acts as agent of the board as designated.

Key Responsibility Area: Financial Management

Specific Duties:

1. Provides overall control and direction for all funding.
2. Maintains relationships with funding sources.
3. Prepares annual budget.
4. Ensures adequate system of control and financial accounting.
5. Develops and recommends programs that will ensure school's financial future.
6. Provides leadership for all approved efforts related to school funding.

Key Responsibility Area: Public Relations/Community Relations

Specific Duties:

1. Interprets the school's function to all aspects of the congregation and community.
2. Maintains appropriate relations with national, state and local groups.
3. Provides information for school and congregation newsletters.

Key Responsibility Area: Administration

Specific Duties:

1. Provides control and direction for personnel functions.
2. Provides staff training to increase staff skills and knowledge.
3. Provides overall control, direction and evaluation of physical assets of the school.
4. Plans, organizes, controls and evaluates administrative function of the school.
5. Evaluates personnel.
6. Provides supervision.

Key Responsibility Area: Program

Specific Duties:

1. Develops services that meet congregation and community needs.
2. Implements services.
3. Evaluates services provided in relation to goals and objectives

Key Responsibility Area: Volunteer Management

Specific Duties:

1. Assists in development of a volunteer program that expands school's capacity to provide services.
2. Provides leadership training to volunteers.
3. Develops recognition of volunteers.
4. Evaluates effectiveness of volunteer program.



Director Evaluation Form

Directions: This evaluation form is based on a director's job description. As you read through each section, check off the items he or she does well. Leave blank any items where improvement is needed.

Relationship with the board:

- % Keeps board informed of organization activities, progress and problems
- % Is receptive to board member ideas and suggestions
- % Makes sound recommendations for board action
- % Facilitates the decision-making process for the board
- % Accepts board criticism as constructive suggestion for improvement
- % Gives constructive criticism in a friendly, firm and positive way
- % Follows up on all problems and issues brought to his or her attention

Comments:

Management skills and ability:

- % Maintains a smooth-running administrative office
- % Prepares all necessary reports and keeps accurate records
- % Communicates clearly
- % Proposes organizational goals and objectives prior to each fiscal year
- % Plans well in advance
- % Is progressive in attitude and action
- % Adequately follows through on set plans

Comments:

Services to people served:

- % Understands and stays current with the needs of staff, children and families.
- % Focuses all activities on serving people's needs
- % Accepts criticism from the people served and responds appropriately

Comments:



Fiscal management:

- % Prepares a balanced budget
- % Completes the year with a balanced budget
- % Displays common sense and good judgment in business transactions
- % Adequately monitors physical plant expenses

Comments:

Personal and professional attributes:

- % Projects professional demeanor
- % Participates in professional activities

Comments:

Community and public relations:

- % Represents the school in a positive and professional manner
- % Actively promotes the school to the congregation and the public.

Comments:

Effective leadership of staff:

- % Hires and maintains competent staff members
- % Encourages staff development
- % Follows personnel policies closely
- % Maintains high staff productivity

Comments:

Board member's signature:

Date



PERSONAL SKILLS AND DEVELOPMENT

5. What are your greatest strengths?

6. What are your most serious limitations?

7. What areas of your work are most personally rewarding to you? Why?

8. What areas of your work are least personally rewarding? Why?



9. What are your short-term personal development goals for the next year? How do you plan on achieving them?

10. What are your longer-term personal development goals?

11. In the last year, what difficult issues have faced the school, and how did you bring them to resolution?

12. Have any legal or ethical issues arisen with regard to the operations of the school? How did you bring these to successful resolution?

13. Other comments: