

IPA Policy Manual

Chapter 2 – Board of Directors Governance

2.1 Evaluation of Executive Director

The following tool shall be utilized for the evaluation of the Executive Director

THE IPA ANNUAL GOAL DEVELOPMENT AND EXECUTIVE DIRECTOR EVALUATION CYCLE

January	<p>At the January Board meeting, the IPA Executive Director will present the Board of Directors with a mid-year report on the processes and progress toward its goals. The board will use the report to make any changes in goals or strategies for the remainder of the fiscal year, as it deems necessary and appropriate. The Board will also use this report, in part, to complete the evaluation of the Executive Director that will be distributed to the Board at the January Board meeting and reviewed at the May Board meeting.</p> <p>At the January meeting of the Board, copies of the evaluation forms will be distributed to the Board of Directors and reviewed. Following the meeting, Board members will complete the evaluation forms and return them to the President-Elect via U.S. mail. The President-Elect will then compile the results.</p>
April	<p>The Executive Director may complete an evaluation of work and progress toward (Board/President/Personal) Goals. This report will be given to the Board for review at the May meeting.</p>
May	<p>At the May Board meeting, the President-Elect will review the composite results of the Executive Director's evaluation with the Board of Directors. In addition, the President-Elect, President and Past-President will report the evaluation results to the Executive Director.</p> <p>A copy of the evaluation results will be given to the Executive Director for placement in the Executive Director's personnel file.</p> <p>The Board of Directors and Executive Director will use the May meeting as the time to begin identifying goals for the coming year.</p>
August	<p>During the August Leadership Conference, goals, performance indicators, strategies, and resources will be developed and approved.</p>
October	<p>If necessary, finalize goal development. The Executive Director will report on the status of the processes and progress towards the Board's goals.</p>

December

The Executive Director will have the IPA Staff complete an assessment survey on the Executive Director's performance. The Executive Director will compile the results and report the results to the IPA Staff and Board of Directors at its January meeting.

GENERAL PRINCIPLES OF PERFORMANCE EVALUATION

The IPA Board of Directors and its Executive Director believe that:

- Evaluation is an essential part of a systematic approach to leadership and a necessary element of a planned improvement process.
- Evaluation should build positive relationships, affirm achievement, and improve competence.
- The dialog between the Board of Directors and the Executive Director should be positive, optimistic, and encouraging.
- There should be an agreement between the Executive Director and the Board of Directors on the steps and content of the process.
- Evaluation should be a sequence of opportunities for dialog conducted in a continuous cycle, and never a single event isolated from other Board of Directors-Executive Director discussions.
- Evaluation should improve performance of the Executive Director and IPA Staff.
- Evaluation outcomes should be specific plans for improving individual and collective performance.
- Evaluation by the Board of Directors should be according to clearly articulated standards of performance and supported by documentation.
- Evaluation of the Executive Director should be coordinated with the planning and goal-setting process of the IPA.

PURPOSES OF PERFORMANCE EVALUATION

The purposes of the performance evaluation are to:

- Fulfill the Board's obligation to employ appropriate and effective leadership.
- Document the performance of the Executive Director.
- Identify and reinforce the performance strengths of the Executive Director.
- Identify performance weaknesses of the Executive Director and provide specific changes for improvement.
- Document the Executive Director's role in pursuing annual Board of Directors, President, and Executive Director Goals.
- Establish a factual, documented basis for employment contract adjustments and extensions.
- Improve the effectiveness and efficiency of the Association.
- Increase the Board's and Executive Director's understanding of the scope of the duties and responsibilities of the Executive Director.
- Improve the relationship and teamwork between the Board of Directors and the Executive Director.
- Foster the professional growth of the Executive Director.
- Establish planning and goal setting as part of the IPA's governance and management procedures.
- Establish self-assessment as one of the Board of Director's periodic tasks.

**THE PLANNING PROCESS SHOULD ANSWER SEVERAL QUESTIONS, ADDRESS SEVERAL
ISSUES, AND USE THE CURRENT STRATEGIC PLAN AS A GUIDE
(May Meeting/August Leadership Conference)**

What are the needs of the IPA?

- a. Identify a current need of the IPA members.
- b. Identify an existing concern with the IPA.
- c. List a strength of the IPA that can be improved.
- d. Which of the items listed above are within the scope of the IPA to meet?
- e. What plans or programs need to be established to fulfill the needs?

Goals/objectives
performance indicators
strategies
resources

What are the future needs of the IPA?

- a. Identify a future need of the IPA members.
- b. Identify a potential concern for the IPA.
- c. List a strength of the IPA that can be improved.
- d. Which of the items listed above are within the scope of the IPA to meet?
- e. What plans or programs need to be established to fulfill the needs?

Goals/objectives
performance indicators
strategies
resources

Reality Check Action Steps

1. Fully look at each idea to make sure the assumptions behind it are understood.
2. Critique each idea with positive and negative consequences.
3. Look at alternative courses of action to achieve the same result.
4. Combine those ideas that speak to the same topic.
5. Discussion toward consensus.
6. Prioritize.
7. Final consensus.
8. Reality check.

**PROCEDURES
FOR THE
PERFORMANCE APPRAISAL
OF THE
EXECUTIVE DIRECTOR**

The Performance Appraisal Form will be provided to each IPA Board member in January. Each Board member will complete the form and return it to the IPA President-Elect in the self-addressed stamped envelope no later than the first of April.

The IPA President-Elect will have the individual responses tabulated on the summary composite form for the May meeting. Each Board member will receive a copy of the composite form. The IPA Board of Directors will first meet without the Executive Director to discuss the composite results of the Performance Appraisal. The President-Elect, President, and Past-President will then meet with the Executive Director to review the composite results of the Performance Appraisal and will use it to give direction to the Executive Director as to his personal/organizational goals and activities.

A great deal of the Board of Director's responsibility involves maintaining and improving the quality of management. One of the primary methods used in completing this responsibility is to work with the Executive Director in improving effectiveness. This evaluation should be viewed as constructive and assessed against the IPA vision, mission, long and short-range goals. This formal evaluation report will be used by the Executive Director as a guide for change and improvement to maximize his abilities to the benefit of the IPA.

Please respond to the statements by assigning each of them a number from 1 to 4, representing your opinion as to the degree to which the Executive Director's performance over the past evaluation cycle is best. Comments are welcome in blanks provided. Comments must be made if a ranking is 1 for a category.

KEY TO RECORDED JUDGMENT OF MAJOR CATEGORIES

- NB No Basis for Judgement
- 1 Unsatisfactory
- 2 Satisfactory
- 3 Very Satisfactory
- 4 Excellent

PERFORMANCE APPRAISAL of _____, Executive Director

Board of Director Member's Name _____

(This form is to be returned directly to the IPA President-Elect, who in turn will use it to complete the composite evaluation. The composite form is the only form that will be seen by the Executive Director.)

THE EXECUTIVE DIRECTOR:

RATING

- 1. Provides leadership to the IPA and its Board of Directors _____
- 2. Makes clear recommendations to the Board of Directors _____
- 3. Makes recommendations to the Board of Directors based on sound logic and information _____
- 4. When appropriate, provides the Board of Directors with options, before making recommendations _____
- 5. Provides the Board of Directors with timely and accurate information _____
- 6. Operates the IPA with sound financial decisions _____
- 7. Operates the IPA within established policies and administrative regulations _____
- 8. Provides leadership to the IPA committees _____
- 9. Provides the IPA committees with timely and accurate information _____
- 10. Supervises and evaluates the staff in an effective and professional manner _____

- 11. Is flexible in meeting the changing needs of the IPA and its Board of Directors _____
- 12. Is an effective communicator _____
 - a. Person to person _____
 - b. Small groups _____
 - c. Large groups _____
 - d. In writing _____
 - d. By telephone _____
 - e. Association materials _____
 - f. Other _____
- 13. Is an effective counselor in matters relating to personal and professional needs of the IPA members _____
- 14. Promotes active involvement of the membership in IPA activities _____
- 15. Professionally represents the IPA with: _____
 - a. other state associations _____
 - b. other associations in the state _____
 - c. the ISBE _____
 - d. the General Assembly and Governor's Office _____

RATINGS AVERAGE

(Please use other side of page if additional space is needed for questions 16 and 17.)

16. My specific recommendations for improvement of performance of the Executive Director are:

17. My recommendations for future IPA goals are: _____

This performance appraisal was reviewed by the Executive Director and the IPA Governing Board on

Date

Executive Director's Signature

File: Executive Director's Personnel File

IPA President-Elects Signature

Adopted: October 15, 2006