



Performance Evaluation Process

Executive Director

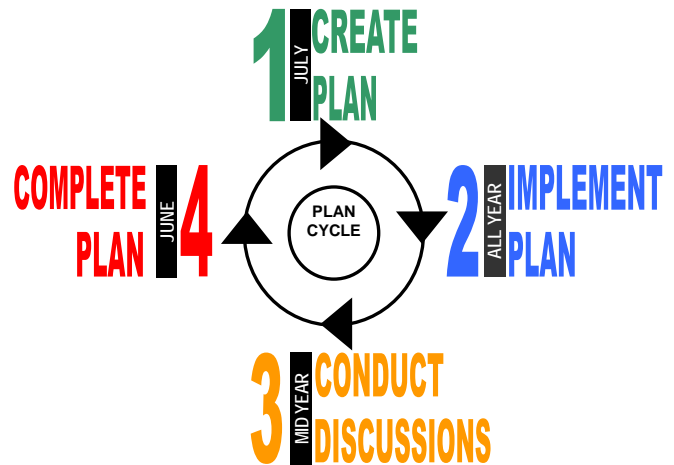
Performance Plan Cycle

From: 7/1/06 To: 6/30/07

Performance planning at the National Contract Management Association is a collaborative effort between the Board of Directors and the Executive Director. The main objective of the performance evaluation process is to encourage self-discovery, professional development, and performance improvement. For the Board, assessing the performance of the Executive Director is an essential function of the board. The board must actively support the Executive Director over the program year as he/she works to implement the plan. The board has delegated the execution of this assessment to the Executive Director Assessment Committee.

The Performance Planning cycle is aligned with the program year as depicted in the graphic, Plan Cycle.

The Executive Director and the Committee meet periodically during the cycle to measure progress to goals and to revise the plan as necessary to meet changing business needs.



Evaluators:

Executive Director:		Past President:	
National President:		:	
President-Elect:		:	

1. Goals and Results: *Identify 2-3 goals that are critical to the achievement of the Association's objectives for the year and aligned with the Strategic Plan. Record progress toward achieving each goal as you move through the cycle. List the name of the Strategic Plan goal supported. Indicate the percent of the goal that was completed. **Develop goals at the beginning of the cycle and complete the remainder of this section at the end of the cycle.***

		Strategic Goal	Percent Complete
Goal 1:			
Progress:			
Goal 2:			
Progress:			
Goal 3:			
Progress:			

2. CORE COMPETENCIES: *Indicate whether the Executive Director met your expectations in the following areas. Complete at the end of the cycle.*

Guide for determining overall rating in each standards category:

Below expectations – not all core competencies are demonstrated

Meets expectations – all core competencies are met

Exceeds expectations – all core competencies are met or exceeded and additional standards are met

Standards Category	Results			Overall Rating Standards Category
Governance and Board Relations Works with board leadership to ensure appropriate governance and oversight of the Association.	<i>Association Performance Standard</i>	<i>Met Standard</i>	<i>Did Not Meet Standard</i>	<input type="checkbox"/> Below expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Exceeds expectations
	Engaged the board in meaningful strategic thinking about NCMA	<input type="checkbox"/>	<input type="checkbox"/>	
	Developed appropriate goals and objectives to advance the mission	<input type="checkbox"/>	<input type="checkbox"/>	
	Has in place a clear mission statement and strategic plan.	<input type="checkbox"/>	<input type="checkbox"/>	
	Used the mission of NCMA as a guide in making decisions	<input type="checkbox"/>	<input type="checkbox"/>	
<p><u>Additional standards met:</u></p> <p><u>Comments:</u></p>				
Financial Management Ensures the strong financial performance of the Association.	No loss of operating funds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Below expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Exceeds expectations
	Develops realistic budgets and stays within them.	<input type="checkbox"/>	<input type="checkbox"/>	
	Maintains needed cash flow.	<input type="checkbox"/>	<input type="checkbox"/>	
	Receives a “clean” financial audit.	<input type="checkbox"/>	<input type="checkbox"/>	
	Raises enough revenue to accomplish significant program goals.	<input type="checkbox"/>	<input type="checkbox"/>	
<p><u>Additional standards met:</u></p> <p><u>Comments:</u></p>				
Service Delivery Leads the efforts to deliver effective NCMA services to stakeholders.	Maintains or expands programs per plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Below expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Exceeds expectations
	Program evaluations demonstrate effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	
	Meets yearly program goals and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	
<p><u>Additional standards met:</u></p>				

Comments:

Administration Ensures the Association effectively manages its work force.	<i>Association Performance Standard</i>	<i>Met Standard</i>	<i>Did Not Meet Standard</i>	<input type="checkbox"/> Below expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Exceeds expectations
	Maintains or increases productivity of staff.	<input type="checkbox"/>	<input type="checkbox"/>	
	No undue staff turnover; no ongoing personnel complaints.			
	Maintains sufficient and effective volunteers.	<input type="checkbox"/>	<input type="checkbox"/>	
	Maintains professional surroundings and safe working environment.	<input type="checkbox"/>	<input type="checkbox"/>	
	Ensures Association policies are kept current and easily accessible.	<input type="checkbox"/>	<input type="checkbox"/>	

Additional standards met:

Comments:

Communications and Public Relations Effectively demonstrates Association cooperation and collaboration with all other Contracting Professional associations.	Advocates for the profession.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Below expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Exceeds expectations
	Collaborates with similar professional associations.	<input type="checkbox"/>	<input type="checkbox"/>	
	Ensures Association's response to inquiries outside the Association on contracting matters.	<input type="checkbox"/>	<input type="checkbox"/>	
	Supports training events and mutual-aid collaborations with similar Associations	<input type="checkbox"/>	<input type="checkbox"/>	

Additional standards met:

Comments:

3. PERSONAL LEADERSHIP QUALITIES: *Evaluate each area. Complete at the end of the cycle.*

<p>Leadership Skills Behaviors to consider in determining the rating for this category:</p> <ul style="list-style-type: none"> • Seeks new and more efficient means for performing the job • Speaks clearly, logically, and convincingly to individuals and groups • Presents a positive image of the Association when communicating with others • Develops and applies new skills and knowledge to maintain proficiency in areas of responsibility • Makes member satisfaction a top priority • Develops others through coaching and counseling, training, and other resources • Exhibits courage and willingness to rethink ideas to solve problems and create opportunities 	<input type="checkbox"/> Below expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Exceeds expectations
<p>Interpersonal Skills Behaviors to consider in determining the rating for this category:</p> <ul style="list-style-type: none"> • Listens respectfully to staff and customers • Considers the best interest of those we serve and the Association, whether acting alone or with teammates • Seeks and builds collaborative relationships • Supports others through appreciative and constructive feedback • Takes pride in the accomplishments of the team • Talks directly to an individual when there is a concern or problem, avoids triangular communication 	<input type="checkbox"/> Below expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Exceeds expectations

4. Overall Assessment of Performance: *Complete at the end of the cycle.*

Guide for determining overall rating:

Review each section of the Performance Plan. Overall rating must be supported by individual ratings.

<input type="checkbox"/> Below expectations	<input type="checkbox"/> Met expectations	<input type="checkbox"/> Exceeded expectations
<p>Performance did not fully meet job requirements and expectations. Desired values and behaviors were not consistently demonstrated. Consider: a) the majority of individual rating areas were below expectations or b) critical individual rating areas were below expectations.</p>	<p>Performance consistently met and occasionally exceeded job requirements and expectations. Desired values and behaviors were consistently demonstrated. Consider: a) the majority of individual rating areas met expectations or b) critical individual rating areas met expectations.</p>	<p>Performance demonstrated full mastery of all job requirements and consistently exceeded expectations. Desired values and behaviors were exemplified through role modeling and always demonstrated. Consider: a) the majority of individual rating areas exceeded expectations or b) critical individual rating areas exceeded expectations.</p>

5. Additional Comments

Comments to be provided should include overall summary of performance plan results, any personal development considerations based on plan results and any follow up development activities.

<p>Beginning of cycle</p>	<p>Date:</p>
<p>Executive Remarks:</p>	<p>Committee Chair Remarks:</p>

Mid-year	Date:
Executive Remarks:	Committee Chair Remarks:
Year-end	Date:
Executive Remarks:	Committee Chair Remarks:

6. End of Cycle Signatures: Executive Director signature acknowledges that a Performance Plan review occurred but does not imply agreement with all content. ***Complete at the end of the cycle.***

Executive's Signature		Date:	
National President's Signature		Date:	
		Date:	

7. Verification of Executive Director Compensation: National President and the Executive Director Assessment Committee discuss the compensation of the Executive Director at the conclusion of each cycle. ***Complete at the end of the cycle.***

<input type="checkbox"/> National President verification	Executive Director Assessment Committee verification <input type="checkbox"/> National Past President <input type="checkbox"/> National President-Elect <input type="checkbox"/> <input type="checkbox"/>
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