Performance Appraisal - Chief Executive Officer

Performance Definitions

Outstanding

Performance at this level is clearly unique and far in excess of established expectations. The employee consistently exceeds expectations in the outcomes achieved in work quality, quantity and timeliness. The employee exhibits leadership among peers in all dimensions of the field of work performed.

Significantly Exceeds Expectations

Performance at this level often exceeds established expectations and standards for work quality, quantity and timeliness. The employee exhibits mastery of most dimensions of the field of work performed.

Fully Capable

Performance at this level is satisfactory on the established expectations and standards for work quality, quantity and timeliness. The employee competently achieves the requirements of the position.

Needs Improvement

Performance at this level is minimally capable and below the level expected of the employee. Improvement is required in significant dimensions of the job in order to meet the expectations and standards for work quality, quantity and timeliness. The employee performing at this level may be denied merit increases until fully capable performance is demonstrated.

Unsatisfactory

Performance at this level is unacceptable. The employee often fails to achieve basic requirements of the position and has exhibited little or no improvement in job performance. The employee performing at this level should not be continued in this position; or where extenuating circumstances exist, should be retained only upon significant improvements within a fixed period of time to be defined by the Employer.

Performance Factors

1. Administration

a.Planning: Develops short and long range plans and goals to meet department objectives consistent with established priorities; sets appropriate priorities of needs and resulting services to be provided; anticipates and prepares for future requirements and devises contingencies; devises realistic plans

b.Budgeting and Economic Management: Prepares an appropriate budget and subsequently adheres to it; utilises finances, budgets, facilities, equipment, materials and products to minimise costs; actively practices cost containment.

c. Organisation of Work: Structures work in order to avoid crisis, promotes productivity, attains cost effectiveness, and delivers work on time. Involved in this process are the tasks of allocating work, delineating responsibilities, scheduling activities, and adequately preparing for meetings and presentations.

d. Compliance: Complies with established policies, procedures and directives; conducts department functions in accordance with applicable laws, statutes, and regulations.

e. Problem Solving and Decision-Making: Identifies problem and acts to rectify them by employing analytical thinking and sound judgement.

f. Evaluation and Control: Practices regular and systematic review of department operations to evaluate progress towards established goals; evaluates strategies employed in seeking those goals; implements remedial measures when necessary.

g. Risk (Liability) Management: Ensures that liability risk exposures are identified and treated when proposing new programs and services; evaluates and monitors established programs and services to identify areas which need revision due to changes in operation, legislation, policies and procedures; implements changes where needed to facilitate favourable loss experience; manages employee safety program, including appropriate training and corrective action when necessary.

2. Interpersonal

a. Oral Communication: Effectively communicates orally with individuals and groups, including public presentations; presents ideas in an organised, clear and concise manner, employs tact and discretion; listens well; offers appropriate feedback.

b. Written Communication: Prepares organised, clear, concise, accurate and informative letters, memos, reports and other documents which effectively fulfil content and timeliness requirements.

c. Coordination/Collaboration: Works well with others at various levels; keeps information flowing to the appropriate parties vertically (down as well as up)

d. Supervisory Control: Effectively hires, assigns, directs, controls, evaluates performance, counsels and disciplines all other functions necessary or incidental to supervision; practices compliance with employment law guidelines and mandates.

e. Leadership: Promotes cooperation and team work among employees; establishes high standards of conduct and job performance for subordinates; maintains open communication channels; delegates work; leads by example.

f. Staff Appraisal And Development: Provides good record of subordinate performance; reviews appraisal information with subordinates; aids subordinates in improving performance on current job; helps subordinates in setting up and implementing development plans and objectives; cross-trains employees; encourages subordinates to participate in training.

3. Individual

a. Effort and Initiative: Requires little work direction; exhibits persistence and initiative; puts forth a consistent, energetic effort; assumes full and complete responsibility for accomplishment of organisational functions.

b. Professional/Technical Competence: Realistic knowledge and competence of the field and applies up-to-date technical/professional principles, practices, and standards appropriate to the functions of the department; acts as a resource person upon whom others can draw; professional demeanour maintained on a consistent basis.

c. Innovation: Displays original and novel thought in creative efforts to improve on the status quo.

d. Objectivity: Assesses issues, problems and decision situations based on the merits of the case presented; personal loyalties, biases, etc., does not influence department decisions; personnel decisions made on the basis of equal opportunity and objective job-related criteria.

e. Credibility: Through successful performance, instils the feeling of trust and dependability.

f. Flexibility: Adapts well to change, both internally and externally.

4. Leadership

a. Coaching: Communicates a positive attitude; serves as a catalyst for action and encourages employees to try new things and to take calculated risks; provides honest feedback; minimises tension and defensiveness; creates an environment for success; teaches and guides employees rather than controls.

b. Empowering: Creates an awareness in others of their powers and self worth; involves others and shares powers in planning and decision-making; fosters leadership in others; challenges others to assume leadership roles and provides support by allowing them to risk, fail and learn; creates an environment in which others feel ownership for results and feel comfortable to take action to achieve desired results.

c. Modelling: Believes in public service; treats all with respect and dignity and creates an atmosphere of mutual respect and trust. Serves as a catalyst for action and is a team player, believes in oneself and looks at problems as opportunities; uses powers in a positive way; accepts responsibility for mistakes; insists on excellence (not perfection); communicates and reinforces by what they do - not what they say; adapts to changes as conditions and situations warrant.

d. Team Building: Builds group cohesiveness and pride; encourages cooperation; fosters and practices good communication, recognises and rewards individuals and team accomplishments and contributions; shares success and rewards; manages conflict, which is inevitable.

e. Visioning: Establishes and articulates a vision of what could be; looks to and plans for the future; accepts new challenges, keeps an open mind.

f. Self-Development: Is not static; prepares for the future; has the courage to identify and address shortcomings; is committed to self-improvement; manages personal stress in positive ways.

Annual Board Performance Review

Rank the Chief Executive Officer on the performance factors using the performance definitions									
5	**Outstanding**	**4**	**Significantly Exceeds Expectations**	**3**	**Fully Capable**	**2**	**Needs Improvement**	**1**	**Unsatisfactory**

1. Administration

Performance Factor	Performance From 5 (high) -1 (low)	Comments
Planning		
Problem Solving		
Organisation of Work		
Compliance		
Problem Solving and Decision Making		
Evaluation and Control		
Risk (Liability) Management		

2. Interpersonal

Performance Factor	Performance From 5 (high) -1 (low)	Comments
Oral Communication		
Written Communication		
Coordination / Collaboration		
Supervisory Control		
Leadership		
Staff Appraisal and Development		

3. Individual

Performance Factor	Performance From 5 (high) -1 (low)	Comments
Effort and Initiative		
Professional and Technical Competence		
Innovation		
Objectivity		
Credibility		
Flexibility		

4. Leadership

Performance Factor	Performance From 5 (high) -1 (low)	Comments
Coaching		
Empowering		
Modelling		
Team Building		
Visioning		
Self-development		

Overall Evaluation

Please tick one	
Outstanding	
Significantly exceeds expectations	
Fully capable	
Needs improvement	
Unsatisfactory	

What were the CEO's performance highlights in the past year?

What could have improved in the CEO's performance in the past year?

What should be the CEO's performance goals for the next year?

Evaluator's Signature :

Date

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