



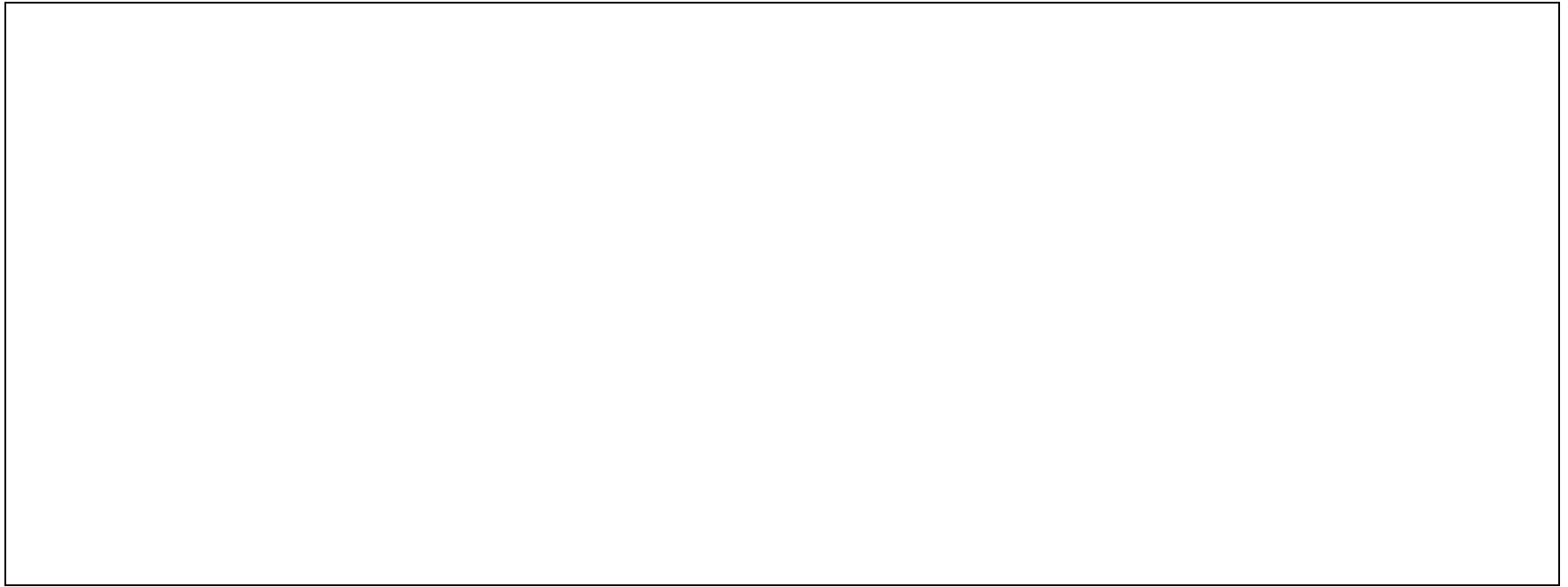
# Executive Director Evaluation Survey Form

## Process

- A. The Board should assign a small group or one person to managing the Executive Director's ("ED") evaluation. This can be the officers, or a task force created for the job. The annual evaluation should occur following the completion of the MES annual financial audit. In the event that board members, who evaluated the ED in any given year, will complete their terms prior to the issuance of the MES annual audit, then the Board may complete the ED's evaluation prior to the issuance of the MES annual financial audit. The Board may revise the ED's evaluation, as appropriate, following the issuance of the MES annual financial audit.
- B. The ED should go over the process and instrument(s) with that committee prior to the start. This can be as simple as an email or as deep as a group discussion about goals of the evaluation.
- C. The Board can collect the information from respondents. Rather than compile an "average," it's important to report how many Board members marked "outstanding," how many marked "needs improvement," and so forth. Having all Board members mark "fine" is quite different from half of them marking "outstanding" while another half mark "improvement needed."
- D. An executive session of the Board should be held (perhaps 1 hour without any staff present) to discuss the survey results and comments in general.
- E. Relay the information to the ED: by the Board chair or another assigned member or two.
- F. Provide the ED a chance to respond (in person or in writing) to the full Board.
- G. The review and the response (if there is one) are placed in the ED's personnel file.



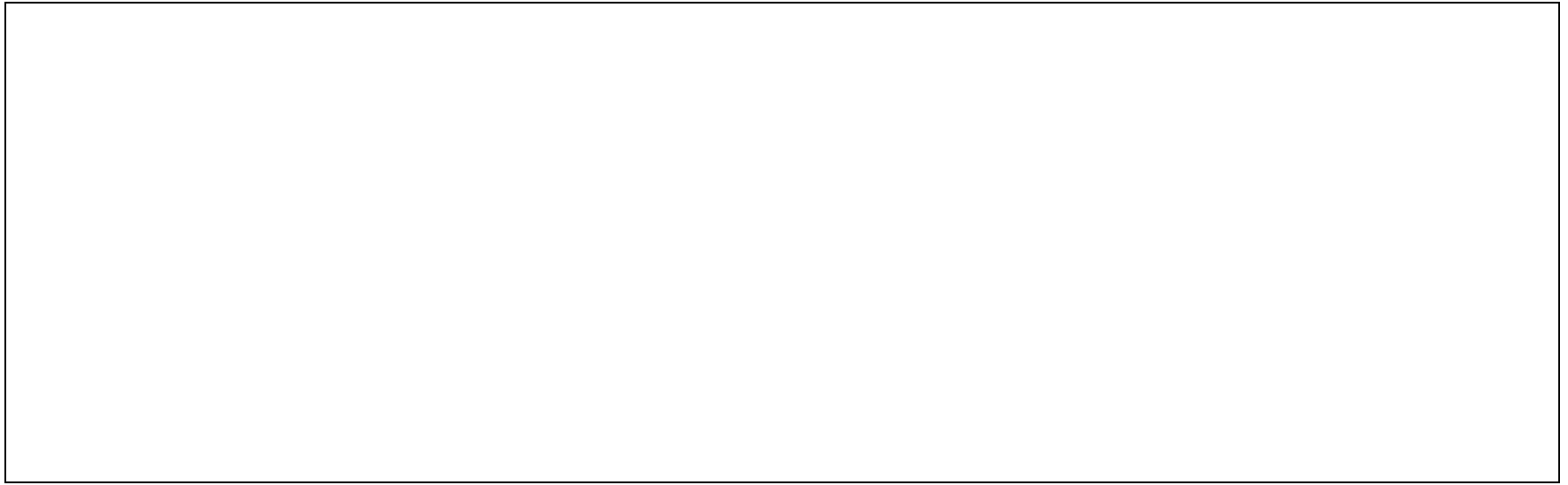
1. OVERALL ORGANIZATIONAL PERFORMANCE	OUTSTANDING	VERY GOOD	FINE	IMPROVEMENT NEEDED	N/A
a. Maintains the highest standard of integrity and places loyalty to the Constitution, the laws and ethical principles above private gain.					
b. Works with the Board and management staff to develop strategies for achieving mission goals and financial viability.					
c. Appropriately provides both support and leadership to Board.					
d. Demonstrates quality of analysis and judgement related to progress, opportunities, and need for changes.					
e. Maintains and utilizes a working knowledge of significant developments and trends in the field.					
f. Builds respect and profile for the organization in its various constituencies.					
g. Establishes ambitious goals for excellence and impact and initiates, maintains, and adapts programs with excellence and impact.					
h. Assures that MES has in place: <ul style="list-style-type: none"> <li>a. Sound risk management policies including adequate insurance coverage</li> <li>b. Programs and staffing to maintain maximum environmental and safety compliance</li> <li>c. Appropriate personnel policies and systems for staffing</li> <li>d. Appropriate space management plans</li> <li>e. Plans for the appropriate use of technology and technological systems</li> <li>f. Dedicated research efforts.</li> </ul>					
i. Comments on overall organizational performance:					



2. COMMUNITY LEADERSHIP	OUTSTANDING	VERY GOOD	FINE	IMPROVEMENT NEEDED	N/A
a. Serves as an effective spokesperson. Represents the organization well to its constituencies, including clients, government agencies, elected and appointed officials, and the general public.					
b. Establishes and makes use of working relationships with organizations and individuals in the field.					
c. Sees that communication vehicles are recognized, developed and utilized well.					
d. Comments on community leadership:					

<b>3. ADMINISTRATION AND HUMAN RESOURCES</b>	OUTSTANDING	VERY GOOD	FINE	IMPROVEMENT NEEDED	N/A
a. Establishes and leads an effective management team.					
b. Recruits and retains a diverse staff (as the organization has identified diversity).					
c. Maintains appropriate balance between programs and administration.					
d. Ensures compliance with all provisions of the Maryland Environmental Service Act as well as relevant workplace and employment laws and policies.					
e. Sees that employees are licensed and credentialed as required and that appropriate background checks are conducted.					
f. Leads staff in maintaining a climate of excellence, accountability, and respect.					
g. Models effective behaviors and skills, and builds morale among staff.					
h. Ensures that there are appropriate systems in place to facilitate the day-to-day operations					
i. Comments on administration and HR:					

4. FINANCIAL SUSTAINABILITY AND MISSION IMPACT	OUTSTANDING	VERY GOOD	FINE	IMPROVEMENT NEEDED	N/A
a. Is knowledgeable regarding budgeting and management of MESs resources.					
b. Cooperates with the Treasurer and Deputy Treasurer to assure adequate control and accounting of all funds, including maintaining sound financial practices.					
c. Cooperates with the Treasurer and Deputy Treasurer to ensure that a clear and accurate accounting system is maintained, allowing the Board to monitor MES' finances and operations in relationship to the approved budget and to make informed financial decisions.					
d. Sees that program and activities are developed, executed, modified, and dismantled to maximize mission impact.					
e. Works with the staff, Treasurer, and Deputy Treasurer and the Board to prepare budgets, monitor progress, and initiate changes (to operations and/or to budgets) as appropriate.					
f. Sees that official records and documents are retained; sees to compliance with federal state and local regulations.					
g. Assists the Board in developing and implementing a strategic plan and an operating plan.					
h. Jointly with the Chair and Secretary of the Board, conducts official correspondence for the organization, and jointly with designated officers, executes legal documents appropriately.					
i. Comments on financial sustainability and mission impact:					





<b>5. BOARD OF DIRECTORS</b>	OUTSTANDING	VERY GOOD	FINE	IMPROVEMENT NEEDED	N/A
a. Understands the differences between the respective roles of Executive Director and the Board.					
b. With the Board Chair, appropriately involves/does not involve board members in agency management decisions.					
c. Provides appropriate leadership to the Board.					
d. Sees that Board members are kept fully informed in a timely way on the condition of the organization and important factors influencing it.					
e. Sees that Board and its committees are appropriately supported.					
f. Works with the Board officers to ensure that the Board is effective as a body.					
g. Comments on the Board:					

**6. Are there additional comments you would like to make that are not within the above categories?**