

*Case Management Society of New England  
74 Buckboard Rd., Duxbury, MA 02332  
Tel.: 603-329-7481  
Email: CMSNE@comcast.net  
Website: [www.CMSNE.org](http://www.CMSNE.org)*

**Policy # 37-14**

**Date: 1/15/15**

**Policy and Procedure: Executive Director Evaluation Process**

**Definition:** This document outlines the policy and procedure used to perform and conduct the annual performance evaluation of the chapter Executive Director.

**Policy:** The chapter president, with contributions from certain members of the Board of Directors, is responsible for performing a written evaluation of the executive director's performance over the past 12 months. This annual evaluation process allows for feedback that highlights both excellent performance and areas for improvement. The written evaluation is also used in part as a basis for determining any salary adjustment.

1. The chapter president should request that the Executive Director complete the prescribed evaluation tool (see attached tool) and return it no later than December 1. This evaluation should include a summary of the year's accomplishments, highlights, new initiatives, and challenges.
2. The president, treasurer, and committee chairs of the annual conference and building strategies conference should use the evaluation tool to submit feedback on the executive director's performance to the chapter president no later than December 1. Depending on the election cycle, the immediate past-president would be responsible for performing the evaluation, while mentoring the newly elected president to the process.
3. The president uses the feedback from the executive director and others to complete the annual evaluation tool. The evaluation tool should also contain 2-3 performance goals for the coming year, based on feedback received on the evaluation tools.
4. The annual performance evaluation is delivered by the chapter president using the evaluation tool. The evaluation is performed no later than January 31.
5. The compensation committee (president, vice-president, treasurer) reviews the performance evaluation and Board discusses and approves salary increase at March Board Meeting to be effective April 1.

Signed:

*Rosemary F. Zawia, RN, BSN, CCM*

Rosemary Zawia, President 2013-15

Date: 1/15/15

**Employee Name:**

**Date of Review:**

**Position:** Executive Director CMSNE

**Individual Completing Review:**

Desired Competencies		Employee's Performance		Comments
<b>Personal Characteristics</b>	<b>Team-Orientation</b> Performs as team member; eagerly contributes and works with others. Accepts suggestions and constructive criticism. Respects other volunteers.	<input type="checkbox"/>	Not Achieving Expectations	
		<input type="checkbox"/>	Partially Achieving Expectations	
		<input type="checkbox"/>	Achieving Expectations	
		<input type="checkbox"/>	Exceeding Expectations	
		<input type="checkbox"/>	Outstanding	
		<input type="checkbox"/>	Other:	
		<input type="checkbox"/>		
	<b>Customer-Orientation</b> Provides professional customer service, always ensuring that customers' needs are given top priority.	<input type="checkbox"/>	Not Achieving Expectations	
		<input type="checkbox"/>	Partially Achieving Expectations	
		<input type="checkbox"/>	Achieving Expectations	
		<input type="checkbox"/>	Exceeding Expectations	
		<input type="checkbox"/>	Outstanding	
		<input type="checkbox"/>	Other:	
		<input type="checkbox"/>		
	<b>Sales-Orientation</b> Embraces growth opportunities for the organization. Seeks opportunities / provides support for CMSNE growth.	<input type="checkbox"/>	Not Achieving Expectations	
		<input type="checkbox"/>	Partially Achieving Expectations	
		<input type="checkbox"/>	Achieving Expectations	
		<input type="checkbox"/>	Exceeding Expectations	
		<input type="checkbox"/>	Outstanding	
		<input type="checkbox"/>	Other:	
		<input type="checkbox"/>		
	<b>Reliability</b> Work is consistent. Meets or exceeds deadlines. Maintain excellent attendance.	<input type="checkbox"/>	Not Achieving Expectations	
		<input type="checkbox"/>	Partially Achieving Expectations	
		<input type="checkbox"/>	Achieving Expectations	
		<input type="checkbox"/>	Exceeding Expectations	
		<input type="checkbox"/>	Outstanding	
		<input type="checkbox"/>	Other:	
		<input type="checkbox"/>		
	<b>Communication</b> Expresses ideas and provides information effectively, both within CMSNE and externally, and both verbally and in writing.	<input type="checkbox"/>	Not Achieving Expectations	
		<input type="checkbox"/>	Partially Achieving Expectations	
		<input type="checkbox"/>	Achieving Expectations	
		<input type="checkbox"/>	Exceeding Expectations	
		<input type="checkbox"/>	Outstanding	
		<input type="checkbox"/>	Other:	
		<input type="checkbox"/>		
	<b>Initiative, Innovation, Creativity</b> Constantly seeks out new and better ways to perform job and assist customers. Offers creative ideas. Eagerly accepts change.	<input type="checkbox"/>	Not Achieving Expectations	
		<input type="checkbox"/>	Partially Achieving Expectations	
		<input type="checkbox"/>	Achieving Expectations	
		<input type="checkbox"/>	Exceeding Expectations	
		<input type="checkbox"/>	Outstanding	
		<input type="checkbox"/>	Other:	
		<input type="checkbox"/>		
	<b>Cost Conscious</b> Acts in manner to control costs and increase profit margin.	<input type="checkbox"/>	Not Achieving Expectations	
		<input type="checkbox"/>	Partially Achieving Expectations	
		<input type="checkbox"/>	Achieving Expectations	
		<input type="checkbox"/>	Exceeding Expectations	
		<input type="checkbox"/>	Outstanding	
		<input type="checkbox"/>	Other:	
		<input type="checkbox"/>		

	<p><b>Professional Image</b> Portrays self and organization in professional, positive manner.</p>	<input type="checkbox"/> Not Achieving Expectations <input type="checkbox"/> Partially Achieving Expectations <input type="checkbox"/> Achieving Expectations <input type="checkbox"/> Exceeding Expectations <input type="checkbox"/> Outstanding <input type="checkbox"/> Other:	
	<p><b>Self Sufficiency</b> Able to make effective decisions, assumes responsibilities, and act with little direction from supervisor. Able to prioritize assignments.</p>	<input type="checkbox"/> Not Achieving Expectations <input type="checkbox"/> Partially Achieving Expectations <input type="checkbox"/> Achieving Expectations <input type="checkbox"/> Exceeding Expectations <input type="checkbox"/> Outstanding <input type="checkbox"/> Other:	

Desired Competencies		Employee's Performance	
<b>Technical Skills</b>	<b>Knowledge</b> Possesses and applies technical knowledge and skills to accomplish tasks and goals. Keeps abreast of current developments. Exhibits ability to learn and apply new skills.	<input type="checkbox"/> Not Achieving Expectations <input type="checkbox"/> Partially Achieving Expectations <input type="checkbox"/> Achieving Expectations <input type="checkbox"/> Exceeding Expectations <input type="checkbox"/> Outstanding <input type="checkbox"/> Other:	
	<b>Comprehensiveness</b> Assignments are thorough and complete in detail.	<input type="checkbox"/> Not Achieving Expectations <input type="checkbox"/> Partially Achieving Expectations <input type="checkbox"/> Achieving Expectations <input type="checkbox"/> Exceeding Expectations <input type="checkbox"/> Outstanding <input type="checkbox"/> Other:	
<b>Leadership Characteristics</b>	<b>Problem Solving Skills</b> Identifies problems, analyses the causes, proposes solutions.	<input type="checkbox"/> Not Achieving Expectations <input type="checkbox"/> Partially Achieving Expectations <input type="checkbox"/> Achieving Expectations <input type="checkbox"/> Exceeding Expectations <input type="checkbox"/> Outstanding <input type="checkbox"/> Other:	
	<b>Planning / Organizing</b> Demonstrates good time management and organizational skills to plan and prioritize tasks and to complete projects.	<input type="checkbox"/> Not Achieving Expectations <input type="checkbox"/> Partially Achieving Expectations <input type="checkbox"/> Achieving Expectations <input type="checkbox"/> Exceeding Expectations <input type="checkbox"/> Outstanding <input type="checkbox"/> Other:	
	<b>Decision Making and Follow Through</b> Makes sound decisions and ensures that plans and instructions are carried out.	<input type="checkbox"/> Not Achieving Expectations <input type="checkbox"/> Partially Achieving Expectations <input type="checkbox"/> Achieving Expectations <input type="checkbox"/> Exceeding Expectations <input type="checkbox"/> Outstanding <input type="checkbox"/> Other:	
	<b>Training</b> Develops volunteers so they are effective in their assignments and ready for potential growth opportunities. Provides cross training as appropriate.	<input type="checkbox"/> Not Achieving Expectations <input type="checkbox"/> Partially Achieving Expectations <input type="checkbox"/> Achieving Expectations <input type="checkbox"/> Exceeding Expectations <input type="checkbox"/> Outstanding <input type="checkbox"/> Other:	
	<b>Motivation</b> Delegates and motivates effectively. Guides volunteers so that they work together toward a common objective.	<input type="checkbox"/> Not Achieving Expectations <input type="checkbox"/> Partially Achieving Expectations <input type="checkbox"/> Achieving Expectations <input type="checkbox"/> Exceeding Expectations <input type="checkbox"/> Outstanding <input type="checkbox"/> Other:	

**Goals for the upcoming Year:**

**Overall Performance Comments:**

**Board Member Comments:**

\_\_\_\_\_  
CMSNE Board Member

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date