
PROCESS FOR IMPLEMENTING AND CONDUCTING A CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW

Boys & Girls Clubs of America has designed a new uniform performance management system that utilizes the following key elements:

- Includes hard and soft measures
- Incorporates organizational values
- Compliance is an overarching requirement
- Core elements of the system include:
 - Demonstration of Values
 - Organization performance metrics (quantitative measures)
 - Leadership effectiveness (practices and behaviors from feedback report)
 - Standards of Organizational Effectiveness (indicators of quality of operations)
- Dual aspects:
 - Enhance focus of goal setting
 - Increase precision of performance evaluation
- Strived for simplicity in the content and process
- Promoting “dialogue” within a new system (i.e., Chief Executive Officer – Board Chair – Management and Youth Development Professionals – Regional Service Directors)

To implement the uniform performance management system, Boys & Girls Clubs of America recommends the following process guidelines:

- **Annually, the Chief Executive Officer and the Board Chair/Executive Committee mutually determine the following:**
 - Target areas for leadership development (Source: Chief Executive Officer Leadership Model).
 - Target areas for organization development/improvement (Source: Standards of Organizational Effectiveness).
 - Establish key performance standards for organization performance, such as:
 - ❑ Average Daily Attendance
 - ❑ Frequency of Visits
 - ❑ Membership Retention
 - ❑ Budget Management
 - ❑ Staff Retention
 - ❑ Growth in Income
 - ❑ Growth in Registered Members
 - ❑ Growth in Total Youth Served
 - ❑ Additional Measures (Organization specific)
- **Once the target areas for leadership development and organization development/improvement are approved, the Chief Executive Officer and the Board Chair meet on a monthly basis to review progress on the targets and metrics.** A balanced scorecard document should be developed to monitor progress and shared with the Board leadership.
- **At the end of the 12-month cycle, the Chief Executive Officer and the Board Chair/Executive Committee rate performance using the CEO Performance Review document.**
 - Chief Executive Officer completes self-assessment on the performance measures and provides copy to Board Chair.
 - Board Chair seeks feedback from members of the Executive Committee on the performance measures for the Chief Executive Officer.
 - Chief Executive Officer and Board Chair meet to discuss the rating.
 - After agreement, the Board Chair forwards the rating to the Executive Committee.
 - Immediately following the completion of the performance review and the recommendation from the Executive Committee to the Board of Directors, the process of establishing performance measures for the coming year starts over again with the Chief Executive Officer and the Board Chair/Executive Committee mutually determining the new key performance standards for the upcoming year.

Chief Executive Officer Performance Plan

Employee:	
Job Title:	Chief Executive Officer
Supervisor:	Board Chair/Board of Directors
Review Period:	January 1, 20XX – November 30, 20XX

Performance Goal	How Measured	Comments	Rating
Integrity	<ul style="list-style-type: none"> • Demonstrates highest standards of personal/professional conduct. • Communicates openly and respectfully. • Makes decisions that are fiscally and ethically responsible. • Accepts responsibility for actions. 	•	
Excellence	<ul style="list-style-type: none"> • Improves services and performance. • Supplies investors with accurate and timely information. Expands knowledge and cutting-edge expertise. • Mission, purpose and primary goals are clearly stated and communicated to all. 	•	
Leadership	<ul style="list-style-type: none"> • The Board of Directors is composed of recognized community leaders who influence community and financial resources. • Staff is evaluated annually on their results in meeting the goals and objectives of organization. • Successful in developing collaborations with outside agencies and engaged in community. 	•	

Organization Performance Metrics (Quantitative Measures)
<ul style="list-style-type: none"> Meet or Exceed Average Daily Attendance Goal Based on 20XX Actual improve by 5% by 12-30-20XX Grow Teen Membership by 10% over 20XX by 12-30-20XX Secure 1 school based outreach partner, providing BGCA program to 50 youth/target audience during school hours by 12-30-20XX

Standards of Organizational Effectiveness (Indicators for Quality of Operations-What id the following produce?)
<ul style="list-style-type: none"> By December 31, 20XX, the organization will implement the comprehensive, written Board development plan, including identification, selection, recruitment, orientation, evaluation, and recognition of Board volunteers. By December 31, 20XX, the organization will implement the written resource development plan that details stewardship and cultivation strategies to retain existing donors and increase new donors. By December 31, 20XX, the organization will develop and implement a comprehensive human resource plan that includes updated job descriptions, human resource policies, performance management system, and salary administration program.

Leadership Development (Include # hours of training-training on Formula for Impact-More Kids? More Often? Improved Funding? Impact?)
<ul style="list-style-type: none"> Staff Leadership Team will register in Advanced Leadership Program provided by Boys & Girls Clubs of America. Staff will attend local and national training opportunities. Board members will attend local and national training opportunities.

Compliance (Will develop and adopt a set of financial mgt policies and procedures)
<ul style="list-style-type: none"> Organization will conduct business and maintain financial records in compliance with standard accounting and auditing procedures. Organization will comply with local, state, and national reporting requirements, standards and regulations. Will maintain minimum requirements for membership with the Boys & Girls Clubs of America.

Extenuating Circumstances

If applicable, explain unusual circumstances, unexpected projects and/or responsibilities, or unforeseen situations that may have contributed to the employee's workload and overall performance for the previous year.

- o **Establish staff and board outcomes aligned to strategic plan by 6-3-2-XX and Assessment by 12-30-20XX**

Select One	PERFORMANCE SCALE		
Distinguished	D	Performance consistently exceeds position requirements and management expectations. Resourcefulness and depth of knowledge are of the highest quality. Assignments are accomplished in an exceptional manner with minimal direction and are characterized by outstanding achievements. Assumes responsibility for projects outside of Chart of Work. Serves as a role model, performing with the highest degree of integrity and collaboration. Performance is clearly distinguished above others and significantly contributes to the organization's goals. Recognized as exceeding requirements by those served and supported.	
Commendable	C	Performance is consistently characterized by high quality and quantity of work that exceeds expectations. The employee demonstrates outstanding skills, abilities and professionalism. Assignments are accomplished in a highly effective manner with limited guidance and direction. New projects are enthusiastically assumed.	
Proficient	P	Performance meets all or most management expectations. Employee demonstrates good knowledge of job duties and assignments are accomplished effectively and on time with normal supervisory guidance. Performance is effective, consistent and dependable.	
Further Development Necessary	FDN	Performance does not consistently meet expectations. Continued development is necessary in key areas of performance. Requires guidance and supervision to ensure goals are met. Possesses the potential to improve with training and experience.	
Unsatisfactory	UN	Performance falls substantially short and clearly below the acceptable level with respect to key functions of the job. Few, if any, of the expected key results were achieved. Consistently performs below standards for the position. Immediate and substantial improvement is necessary.	

Board Chair Comments		Employee Comments	
Board Chair Signature	Date	Employee's Signature	Date