



## *CPO Evaluation*

# Participants Guide

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### Topic Objectives

This course addresses the evaluation of the Chief Professional Officer (CPO), a key board responsibility.

By the end of this course, you will be able to:

- Describe the importance of evaluating the CPO
- Evaluate the CPO

In a survey of Clubs conducted in 2008 with BoardSource, it was revealed that 70 percent of boards conducted an annual CPO evaluation. The process used was not dealt with in the survey.

### Lesson Titles

Within this course we will cover the following lessons:

- CPO Evaluation

## LESSON 1: CPO EVALUATION

### Why Evaluate the CPO?

The board has authorized the CPO to act on its behalf in managing and leading the organization. Since the board is ultimately accountable for the Club's performance, it needs to ensure that the Club has the appropriate executive leadership.

It is not fair to a CPO not to let him or her know what the board thinks of his or her performance. Personal and professional growth is supported by perceptive and caring feedback covering both strong points and areas needing improvement.

### Goals of a Formal CPO Evaluation

A properly administered CPO performance evaluation can benefit the CPO, the board, and the entire Club.

The primary goals are:

- To provide insight about the CPO's strengths, limitations, and overall performance in the context of the organization and its environment.
- To clarify expectations between board and CPO regarding roles and responsibilities; also to clarify expectations among board members related to the CPO's responsibilities and performance.
- To foster growth and development of both CPO and Club.

### CPO Evaluation

To reduce the potential for confusion or misunderstandings, the board and CPO should agree on evaluation purposes and processes (including when in the year the evaluation will take place).

Annual goals and objectives, mutually discussed and agreed on, should serve as the primary — but not exclusive — criteria in performance reviews.

The CPO evaluation should be based on the CPO job description, organizational goals, and CPO goals.

The CPO's performance should not automatically be equated with the Club's performance because there may be conditions over which the CPO has no control. Examples of a measure used to evaluate the CPO might be expanding the donor base from X to Y or reducing staff turnover from B percent to A percent.

### Steps in the CPO Evaluation Process

It is interesting to note that simply relying on the CPO's job description to provide the benchmarks or key elements for performance evaluation is often found to be inadequate or even unworkable. There are several reasons for this, including the inherent limitations of typical job descriptions that generally fail to capture what really characterizes effective leadership in a particular organization. Leadership is difficult to reduce to a job description for the purpose of performance evaluation.

BGCA has its own universal performance management system as outlined in the handout: *Process for Implementing and Conducting a Chief Professional Officer Performance Review*.

The basic steps in the CPO evaluation process include:

- First, build support for the process. The evaluation of the CPO is one of the board's most important governance responsibilities. The BGCA process calls for the executive Committee to provide input into the review along with the CVO – but boards may want to consider having 100 percent participation.
- Next, the CVO leads the assessment process. BGCA provides an assessment tool. [NOTE: More information on the CVO's role in CPO evaluation can be found in the BGCA *Chief Volunteer Officer (CVO) Guide*.]
- The CPO completes self-assessment on the performance measures and provides a copy to CVO.
- Next, the CVO seeks feedback from members of the executive committee and board members on the performance measures for the CPO.
- Then, the CPO and CVO meet to discuss the rating.
- After agreement, the CVO 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 CPO and the CVO/executive committee mutually determining the new key performance standards for the upcoming year.

### **Process for Implementing and Conducting a Chief Professional 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 Professional Officer – Chief Volunteer Officer – 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 Professional Officer and the Chief Volunteer Officer/Executive Committee **mutually determine the following:**
  - Target areas for leadership development (Source: Chief Professional 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)

## Basics of Board Governance: CPO Evaluation

- Once the target areas for leadership development and organization development/improvement are approved, the Chief Professional Officer and the Chief Volunteer Officer 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 Professional Officer and the Chief Volunteer Officer/Executive Committee rate performance using the CPO Performance Review document.
  - Chief Professional Officer completes self-assessment on the performance measures and provides copy to Chief Volunteer Officer.
  - Chief Volunteer Officer seeks feedback from members of the Executive Committee on the performance measures for the Chief Professional Officer.
  - Chief Professional Officer and Chief Volunteer Officer meet to discuss the rating.
  - After agreement, the Chief Volunteer Officer 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 Professional Officer and the Chief Volunteer Officer/Executive Committee mutually determining the new key performance standards for the upcoming year.

## Basics of Board Governance: CPO Evaluation

### Common Pitfalls in CPO Evaluations

Boards and the facilitators of CPO evaluations should be aware of common pitfalls in CPO evaluations.

#### Halo Effect

- Preoccupation with one outstanding quality.

#### Personality Over Performance

- Tendency to rate personality traits above performance. This is why a general “management skills” evaluation -- alone -- is inadequate. Such a tool needs to be paired with more quantifiable criteria.

#### Subjectivity

- Substituting personal likes and dislikes for objective appraisal of performance. Results-oriented goals can help avoid this problem. The acronym SMART (Smart, Measurable, Attainable, Results Oriented, Time Based) has been invented to help people write effective objectives. More information can be found in the **handout** on SMART.

#### Leniency Tendency

- Reluctant to rate someone unfavorably. May surface if CPO has subsistence salary, works 24 hours a day, and is passionate about mission (because board doesn't feel it can question such dedication).

#### Severity Tendency

- Inclination to rate as unfavorably as possible. Be careful of aggressive critics, unless they offer recommendations for solutions.

#### General Tendency

- Avoidance of judgment by picking middle ground, rating on the average. Not productive or constructive.

#### Dramatic Incident Effect

- Judgment on basis of single incident, ignoring total performance. Can work for or against CPO, depending on whether incident was a highlight or a total flop.

### How often to conduct a CPO evaluation?

Why should board evaluate the CPO annually? Because organizations and CPOs and their contexts change, the CPO needs formal feedback from the board on his or her performance on an annual basis. Annual evaluation serves three major and interrelated purposes:



### **Ensures CPO Accountability for Club Management**

### **Support the CPO in Doing an Excellent Job**

### **Evaluation is Needed to Ensure Appropriate CPO Leadership for the Future**

1. The board must hold the CPO accountable for the outcomes of his/her work and for acting in accordance with the policies established and with the values that are espoused by the Club. By conducting regular CPO performance evaluations, the board makes sure that there is agreement between the board and the CPO concerning what should be expected in terms of job performance, and determines the level to which the CPO has lived up to expectations.
2. CPOs are in a lonely position; they have no peers inside the organization. Often they do not know how others feel about their work. Some will assume that if there is no negative feedback from the board, everything is fine. Others in the same position may assume that since there is no feedback the board must not be particularly pleased with their work. Either situation can result in abrupt departures and put the Club at risk. Problems may grow into crises and result in forced resignations or the CPO finding a new position where his or her contributions will be more appreciated. They also deserve appreciation both for effort and for accomplishment.
3. The board needs to be aware that the Club's leadership needs may change over time. The board must determine whether there is still a good match between what the CPO has to offer and what the organization needs. If there is not, the board needs to take action. Either the board will need to find a new CPO or work with the CPO to correct the situation. With regular and careful performance evaluations, sudden or painful CPO departures can usually be avoided.

The timing may be linked to the organization's annual calendar and planning cycle. Evaluation is needed at the "right" time of year.

A new CPO should be evaluated after 90 days in the position in order to recognize early achievements and to identify gaps in CPO skills or knowledge (an appraisal form is included in the handouts).

## Chief Professional Officer Performance Plan

<b>Employee:</b>	Jane Doe
<b>Job Title:</b>	Chief Professional Officer
<b>Supervisor:</b>	Chief Volunteer Officer/Board of Directors
<b>Review Period:</b>	January 1, 2008 – December 31, 2008

Demonstration of Values			
Performance Goal	How Measured	Comments	Rating

Organization Performance Metrics (Quantitative Measures)

Standards of Organizational Effectiveness (Indicators for Quality of Operations)

Leadership Development (Practices and Behaviors from 360-degree Feedback Report)

## Basics of Board Governance: CPO Evaluation

**Compliance** (Federal, state, and local regulations; no material findings in management letter; and Boys & Girls Clubs of America's Requirements for Membership and Operating Standards)


### 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.

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## Basics of Board Governance: CPO Evaluation

Select One	PERFORMANCE SCALE		
	Distinguished	<i>D</i>	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.
	<b>Commendable</b>	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.
	<b>Proficient</b>	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.
	<b>Further Development Necessary</b>	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.
	<b>Unsatisfactory</b>	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.

Chief Volunteer Officer Comments	Employee Comments
Chief Volunteer Officer Signature Date	Employee's Signature Date

## Common Pitfalls in CPO Evaluation Process

- **Halo effect**
  - CPO can do no wrong.
- **Personality over performance**
  - Rating is based on the degree to which the individual likes or does not like the CPO.
- **Subjectivity**
  - Rating is based on the individual's own needs, wishes, or perspective.
- **Leniency tendency**
  - Rating tends to be on the high side, based on a "glass is half full" approach
- **Severity tendency**
  - Rating tends to be on the low side, based on a "glass is half empty" approach
- **General tendency**
  - Individual is unwilling or unable to think carefully and make a judgment; "it's OK"
- **Dramatic incident effect**
  - Rating is a reaction to the CPO's behavior or performance in a recent event rather than to the whole evaluation period

## SMART Objectives

### Goals and Objectives Defined

Often people interchange the terms goals and objectives; therefore there is a need to define the terms.

**Goals** are the large statements of what you hope to accomplish. They create the setting for what you are proposing. Very similar to purpose, a goal is an end that you strive to attain.

**Objectives** are operational. They are specific measurable items you will accomplish in your project. They describe the action needed to achieve the goal. Your objectives will form the basis for the activities of your project and will serve as the basis for the evaluation of your project.

- Goals are broad. Objectives are narrow.
- Goals are general intentions. Objectives are precise.
- Goals are intangible. Objectives are tangible.
- Goals are abstract. Objectives are concrete.
- Goals can't be validated without objectives. Objectives can be validated because they are measurable.

### Writing SMART Objectives

Objectives contain the information needed to accomplish your project's goal. The acronym SMART has been invented to help people write effective objectives.

#### Specific

- Well defined.
- Clear to anyone that has a basic knowledge of the project.

An objective must be specific with a single key result. If more than one result is to be accomplished, more than one objective should be written. Just knowing what is to be accomplished is a big step toward achieving it.

What is important to you? Once you clarify what you want to achieve, your attention will be focused on the objective that you deliberately set. You will be doing something important to you.

#### Measurable

- Know when the objective has been achieved.

Only an objective that affects behavior in a measurable way can be optimally effective. If possible, state the objective as a quantity. Avoid statements of objectives in generalities. Infinitives to avoid include to know, to understand, to enjoy, and to believe.

**Action verbs** are observable and better communicate the intent of what is to be attempted. They include “to write, to apply, to recite, to revise, to contrast, to install, to select, to assemble, to compare, to investigate, and to develop.

### **Attainable**

- You have the knowledge, resources and time to complete the task.

Many objectives are realistic. Yet, the time it takes to achieve them may be unrealistic. For example, it is realistic to want to lose ten pounds. However, it is unrealistic to want to lose ten pounds in one week. What barriers stand between you and your objective? How will each barrier be overcome and within what time frame?

### **Result Oriented**

- It makes a difference.

The objective should be central to the goals of the organization. The successful completion of the objective should make a difference. How will this objective help the organization move ahead? Is the objective aligned with the mission of the organization?

### **Time Based**

- Enough time to achieve the goal.
- Not too much time, which can affect project performance

The objective should be traceable. Specific objectives enable time priorities to be set and time to be used on tasks that really matter. Are the time lines you have established realistic? Will other competing demands cause delay? Will you be able to overcome those demands to accomplish the objective you've set in the time frame you've established?

### **CPO Evaluation**

Since the board is ultimately accountable for the Club's performance, it needs to ensure that the Club has the appropriate executive leadership. Regular evaluation of the CPO serves three major and interrelated purposes: to ensure accountability, to support the current CPO in doing an excellent job, and to ensure that the Club has the executive leadership needed for the foreseeable future.

#### **Evaluation is needed to ensure appropriate executive accountability.**

The board has authorized the CPO to act on its behalf in managing and leading the Club. The board must therefore hold the CPO accountable for the outcomes of his/her work and for acting in accordance with the policies established and with the values that are espoused by the Club. By conducting regular CPO performance evaluations, the board

- makes sure that there is agreement between the board and the CPO concerning what should be expected in terms of job performance
- determines the level to which the executive has lived up to expectations

#### **Evaluation is needed because the CPO deserves it.**

CPOs are in a lonely position; they have no peers inside the Club. Often they do not know how others feel about their work. Some will assume that if there is no negative feedback from the board, everything is fine. Others in the same position may assume that since there is no feedback the board must not be particularly pleased with their work. Either situation can result in abrupt departures and put the Club at risk. Problems may grow into crises and result in forced resignations or the executive finding a new position where his or her contributions will be more appreciated. Evaluations are needed because CPOs deserve to know if their boards are not happy with certain aspects of their work in order to strengthen their performance. They also deserve appreciation both for effort and for accomplishment.

#### **Evaluation is needed to ensure appropriate executive leadership for the future.**

The board needs to be aware that the Club's leadership needs may change over time. As the Club grows and the internal and external environments present new challenges, the skills, experience, and personal characteristics needed to lead the Club forward will change. The board must determine whether there is still a good match between what the CPO has to offer and what the Club needs. If there is not, the board needs to take action. Either the board will need to find a new CPO or work with the executive to correct the situation. Maybe the job description needs to change or more staff is needed because the demands on the executive have become excessive. Maybe an executive coach or participation in some form of training or education would strengthen the executive's skills. With regular and careful performance evaluations, sudden or painful executive departures can usually be avoided.



# Basics of Board Governance: CPO Evaluation



## Chief Professional Officer 90-Day Introductory Period Appraisal

<b>Chief Professional Officer:</b>	
<b>Hire Date:</b>	
<b>Chief Volunteer Officer:</b>	

Please review current performance using this scale and measure against job description requirements:	<b>Rating Scale:</b> <ul style="list-style-type: none"> <li>4 = Excellent (mastery level in this skill)</li> <li>3 = Good (high proficiency level in this skill)</li> <li>2 = Satisfactory (basic proficiency level in this skill)</li> <li>1 = Unsatisfactory (little or no proficiency in this skill)</li> </ul>		
<b>SKILLS/RESPONSIBILITIES</b>	<b>RATING</b>	<b>STRENGTHS</b>	<b>STATE NEEDED IMPROVEMENTS</b>
Understanding of Job Description Responsibilities:			
Quality of Work:			
Job Knowledge:			
Organizing/Planning:			
Productivity:			
Reliability/Attendance:			
Working Relationships:			
Judgment:			
Initiative:			
Customer Service:			
Supports Mission/Values:			

## Basics of Board Governance: CPO Evaluation

Supervision/development of staff (as applicable):			
Professional Development:			
90-Day Key Performance Measures:			
Comments:			

\_\_\_\_\_ Attached is the accountability plan for the remainder of the year.

Chief Professional Officer Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Chief Volunteer Officer Signature: \_\_\_\_\_ Date: \_\_\_\_\_