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## CEO PERFORMANCE REVIEW PROCESS

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Boys & Girls Clubs of America (BGCA) has designed a performance management system. Key elements:

- Hard and soft measures
- Incorporation of organizational values
- Compliance as an overarching requirement
- Uniform performance standards specific for Club leaders, including:
  - ⇒ Demonstration of Values
  - ⇒ Organizational 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
- Simplicity in content and process
- Promotes “dialogue” within the process (i.e., CEO, Board Chairman, Management and Youth Development Professionals, Directors of Organizational Development)

*To implement the performance management system, BGCA recommends the following process guidelines:*

**1. Annually, the CEO and Board Chairman/Executive Committee mutually determine:**

- ✓ Target areas for leadership development (Source: CEO 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)

**2. CEO and Board Chairman meet monthly to review progress on targets and metrics for agreed-upon leadership and organization development/improvement target areas.**

A balanced scorecard document should be developed to monitor progress.

**3. At the end of the 12-month cycle, the CEO and Board Chairman/Executive Committee rate performance using the CEO Performance Review document.**

- 1) CEO completes self-assessment on performance measures and provides copy to Board Chairman.
- 2) Board Chairman seeks feedback from members of the Executive Committee on the performance measures for the CEO.
- 3) Chief Executive Officer and Board Chairman meet to discuss the rating.
- 4) After agreement, the Board Chairman forwards the rating to the Executive Committee.
- 5) Immediately following the completion of the performance review process, the CEO and the Board Chairman/Executive Committee mutually determining the new key performance standards for the upcoming year.

## Chief Professional Officer Performance Plan

<b>Employee:</b>	Jane Doe
<b>Job Title:</b>	Chief Executive Officer
<b>Supervisor:</b>	Board Chairman/Board of Directors
<b>Review Period:</b>	January 1, 20xx – December 31, 20xx

Demonstration of Values	How Measured	Comments	Rating
Performance Goal			

Organization Performance Metrics (Quantitative Measures)

Standards of Organizational Effectiveness (Indicators for Quality of Operations)

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

Compliance (Federal, state, local regulations; no material findings in management letter; BGCA Membership Requirements & Operating Standards)

<b>Extenuating Circumstances</b>
<b>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.</b>

Select One	PERFORMANCE SCALE		
<b>Distinguished</b>	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.	
<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.	

Board Chairman's Comments		Employee Comments	
<b>Board Chairman's Signature</b>	<b>Date</b>	<b>Employee's Signature</b>	<b>Date</b>