

**Attachment 2**

**EXECUTIVE DIRECTOR EVALUATION 2008-09 (SHORT FORM)**

**JOB SKILLS:** Effectively utilizes knowledge and skills necessary to perform effectively as Executive Director. Exercises good judgment. Applies innovation where relevant. Seeks guidance as appropriate. Actively develops and improves professional skills and competencies. Keeps current on trends in governmental, non-profit corporation, bar association, public protection, professional regulation and other areas relevant to position.

**Above Average** \_\_\_    **Average** \_\_\_    **Needs Improvement** \_\_\_

**COMMENTS (please provide comments especially for a “Needs Improvement” rating):**

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**MANAGEMENT PERFORMANCE:** Effectively plans, directs and oversees the State Bar operation and its programs. Seeks to innovate and improve State Bar management practices and organizational culture and climate to optimize effectiveness. Meets the reasonable demands of the Board of Governors and the State Bar’s constituencies for information and assistance related to the State Bar’s operation. Demonstrates flexibility, creativity and an optimistic perspective. Maintains a sound organizational structure for the State Bar’s operational needs. Handles a variety of tasks well, and "shifts gears" with relative ease.

**Above Average** \_\_\_    **Average** \_\_\_    **Needs Improvement** \_\_\_

**COMMENTS (please provide comments especially for a “Needs Improvement” rating):**

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**LEADERSHIP:** Effectively serves as the spokesperson for the State Bar when called upon to do so or appropriately delegates responsibility to respond to the media, the Legislature, the membership and other constituencies. Responds effectively to the Board and to constituent groups regarding the State Bar’s operation. Effectively persuades and influences others to appropriate courses of action. Instills confidence in the State Bar and provides effective assistance to the Board and direction to State Bar staff. Effectively monitors the organizational culture and climate of the State Bar and its Board and designs positive interventions as appropriate. Uses management styles and techniques appropriately. Encourages teamwork and accountability among Board members and staff. Establishes and furthers the State Bar’s reputation for integrity in performing its responsibilities.

**Above Average** \_\_\_    **Average** \_\_\_    **Needs Improvement** \_\_\_

**COMMENTS (please provide comments especially for a “Needs Improvement” rating):**

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**TEAMWORK AND COLLABORATION:** Collaborates effectively with others (including the Board of Governors, the Senior Management Team, and other constituencies) to achieve optimal results. Uses others effectively as resources. Is open to new ideas and offers assistance to others. Values and enhances teamwork. Understands and practices concepts related to team-building.

**Above Average** \_\_\_    **Average** \_\_\_    **Needs Improvement** \_\_\_

**COMMENTS (please provide comments especially for a “Needs Improvement” rating):**

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**FISCAL ACCOUNTABILITY:** Assures that the budget parameters of the Board of Governors are administered in a prudent and responsible manner for the entire State Bar operation. Provides the Board with information necessary to its budget planning. Assures staff adherence to budget limitations by all parts of the State Bar’s operation. Uses financial resources effectively.

**Above Average** \_\_\_    **Average** \_\_\_    **Needs Improvement** \_\_\_

**COMMENTS (please provide comments especially for a “Needs Improvement” rating):**

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**STRATEGIC PERSPECTIVE/PLANNING:** Effectively coordinates the Board’s planning initiatives. Assures staff compliance with the planning effort. Formulates and implements, consistent with Board-adopted institutional policy, long-term and short-term goals and plans. Develops and implements standards and systems to evaluate performance of the State Bar against Board adopted goals. Participates in and supports institutional strategic planning objectives and priorities. Assures alignment of State Bar operational units and sub-entities with the institutional strategic planning goals of the Board. Organizes resources and exercises follow-up and control to assure completion of goals consistent with overall institutional needs. Initiates corrective action timely to avoid delays and problems.

**Above Average** \_\_\_    **Average** \_\_\_    **Needs Improvement** \_\_\_

**COMMENTS (please provide comments especially for a “Needs Improvement” rating):**

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**BOARD/CONSTITUENCY RELATIONS:** Effectively orients and educates new Board members. Keeps the Board and its officers fully informed on matters of significance which may or will affect the State Bar. Provides leadership guidance to the Board. Responds to Board inquiries and requests within reason. Identifies and responds meaningfully to the perspectives and priorities of others. Is skilled in generating consensus and understanding in conflict situations. Effectively gives and receives criticism in a constructive manner. Provides effective liaison and staff support to the Board Committees and State Bar subentities to allow them to perform their functions. Assures that Board and subentity actions are fully informed and effectively communicated for appropriate action.

**Above Average** \_\_\_    **Average** \_\_\_    **Needs Improvement** \_\_\_

**COMMENTS (please provide comments especially for a “Needs Improvement” rating):**

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**OVERALL RATING: Above Average** \_\_\_    **Average** \_\_\_    **Needs Improvement** \_\_\_

**OVERALL COMMENTS):**

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