

## CEO PERFORMANCE EVALUATION

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Please identify your relationship to the CEO:  Board Member  Direct Report  CEO

I understand and agree to above privacy statement  Date: \_\_\_\_\_

### EVALUATION RATING SCALE

Ranking	Category	Description
5	Outstanding	Performance consistently and significantly exceeds expectations in this area.
4	Exceeds Expectations	Performance frequently exceeds and surpasses requirements or standards for effectiveness in this area.
3	Successful	The CEO consistently meets the requirements or the standards in this area. Results are what are expected of a fully qualified and experienced individual in this area.
2	Requires Improvement	Meets some but not all requirements or standards for effectiveness in this area.
1	Unsatisfactory	The CEO does not meet the minimum requirements or standards for effectiveness in this area. Further development in this area is needed



Evaluation Category	5	4	3	2	1	N/A
<b>1. Leadership</b>						
1.1. The CEO has clearly anticipated risks and changes in market conditions and other factors affecting the Organization’s sustainability and fulfillment of its mission						
1.2 In conjunction with the Board’s strategic planning, the CEO has articulated a clear vision and mission for the organization and the strategic priorities to be addressed over the next 3 – 5 years						
1.3. The CEO has developed practical operational plans consistent with achieving the mission, vision and strategic priorities of the organization						
1.4. Consistent with the Board’s strategic plan, the CEO has communicated clear strategic and operational priorities to the Board, employees and other relevant stakeholders in the organization						
1.5. The CEO has created a high performing culture in the organization including strong employee morale, accountability and cohesiveness						
1.6. The CEO has performed as the leading role model in the organization setting high professional work standards and pursuing goals with honesty, respect, determination and energy						
<b>2. Strategy Formulation</b>						
2.1. The CEO has played a leadership role developing strategy with the Board, including insight and recommendations leading to clear mission, vision and strategic priorities						
2.2. The CEO has accurately identified and analyzed risks and opportunities confronting the organization and identified strategies for mitigating risk and building on opportunities to achieve the organization’s mission						

Evaluation Category	5	4	3	2	1	N/A
2.3. The CEO has accurately determined key criteria by which success of the strategic direction of the organization will be measured						
2.4. The CEO has ensured Board and organization ownership of the strategic plan by involving Directors, senior management, employees and other stakeholders in its formulation						
2.5. The CEO has aligned the organization's operating priorities, resources and budgets to the implementation of the strategic plan						
<b>3. Strategy Execution</b>						
3.1. The CEO has established an effective organization structure, ensuring that there is management focus on key functions necessary for the Association to execute its mission						
3.2. The CEO has organized and delegated work effectively, and has performed his or her functions within his/her scope of responsibility and referred other functions to others in a professional manner						
3.3. The CEO has implemented standardized performance management processes to measure operating progress against committed plans and priorities						
3.4. The CEO has consistently made sound decisions about execution progress and made timely adjustments in strategies and tactics when required						
3.5. The CEO has successfully executed strategic priorities and achieved goals established by the Board						
3.6. The CEO has effectively provided oversight on priorities and ensured accountability at all levels of the organization						
3.7. The CEO has ensured that the organization's operations complied with all legal requirements						



Evaluation Category	5	4	3	2	1	N/A
<b>4. Financial planning/Performance</b>						
4.1. The CEO has demonstrated a detailed understanding of the organization’s financial situation						
4.2. The CEO has exercised good judgment in overseeing the financial health of the organization						
4.3. The CEO has adopted and implemented sound accounting practices to provide timely, accurate financial data for oversight and planning						
4.4. The CEO has reported financial results to the Board in a timely, accurate fashion						
4.5. The CEO has achieved the financial goals established by the Board of Directors						
4.6. The CEO has ensured that the organization’s accounting meets professional standards of approval set the auditors						
<b>5. Relationships with the Board</b>						
5.1. The CEO has established a strong working relationship with the Board						
5.2. The CEO has demonstrated a respectful understanding of the Board’s governance role and has supported the Board in its oversight of the organization						
5.3. The CEO has contributed significant information and important agenda topics for discussion at Board level						
5.4. The CEO has presented information and recommendations to the Board in a professional manner, thorough manner						
5.5. The CEO has been consistently available to individual Board members whenever necessary						
5.6. The CEO has supported and contributed to Board training and development on their governance role						

Evaluation Category	5	4	3	2	1	N/A
<b>6. Member and External Relations</b>						
6.1. The CEO has consistently communicated effectively on plans and performance with all stakeholders including the Board, employees, customers, suppliers and other stakeholders						
6.2. The CEO has ensured that public relations issues are handled in a professional manner that builds trust and alleviates concerns						
6.3. The CEO has encouraged corporate social responsibility and community involvement						
6.4. The CEO has led the organization's efforts to develop positive relationships in the industry and the community						
<b>7. Human Resources Management/Relations</b>						
7.1. The CEO has created an organizational culture that motivates employees to carry out and achieve the organization's mission and strategic and operating goals						
7.2. The CEO has provided freedom and authority for employees to creatively execute their roles and achieve high standards						
7.3. The CEO has implemented sound performance management processes that ensure everyone in the organization is accountable and supported in the execution of their roles						
7.4. The CEO has overseen the implementation of strong personal development and education programs for the organization and encouraged everyone in the organization to participate						
7.5. The CEO has recruited, developed and retained a highly competent management team with the skills, energy and passion to turn the organization's mission and vision into a reality						



Evaluation Category	5	4	3	2	1	N/A
7.6. The CEO has treated everyone in the organization fairly without sexism, discrimination or favoritism						
<b>8. Succession</b>						
8.1. The CEO has maintained an effective succession plan for direct reports that accounts for planned and sudden changes in the organization, its environment and performance						
8.2. The CEO has established effective recruiting, education and work experience programs to create a pipeline of future high potential leaders						
8.3. The CEO has ensured that high potential candidates for senior management positions receive consistent exposure to the Board and governance operations						
<b>9. Product/Service Knowledge</b>						
9.1. The CEO has demonstrated a thorough knowledge and understanding of the organizations products and services						
9.2. The CEO has demonstrated a thorough knowledge and understanding of the organizations management and operations processes						
9.3. The CEO has demonstrated a thorough understanding of the organization’s business model and requirements for financial success						
9.4. The CEO has consistently demonstrated foresight, innovation and determination in advancing new products, services and other new initiatives resulting in the on-going success of the organization						
<b>10. Personal Qualities</b>						
10.1. The CEO maintains a professional image that reflects positively on the organization and builds trust and support from all stakeholders						



Evaluation Category	5	4	3	2	1	N/A
10.2. The CEO has demonstrated empathy regarding others and exhibits concern for everyone as individuals						
10.3. The CEO has exercised good judgment in dealing with sensitive issues between individuals and between groups						
10.4. The CEO has skillfully analyzed and addressed problems, challenges and conflicts while comfortably navigating ambiguity and complexity						
10.5. The CEO has performed at a very high standard of ethics and integrity both professionally and personally						
10.6. The CEO has consistently pursued professional development resulting in increased capabilities and potential						

<b>11. Achievement of Goals and Business Plan</b>						
11.1. Overall, and keeping unanticipated challenges and timeframes in mind, the CEO has achieved the goals and Business Plan actions outlined in this performance appraisal period.						

<b>Specific Strengths of the CEO</b>
<b>Key CEO Accomplishments This Evaluation Period</b>
<b>Areas Requiring Further Development</b>

Additional Comments

Date of Performance Evaluation Completion: \_\_\_\_\_

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- 1) **Board Evaluations.** We use customized surveys, interviews and other assessment tools to evaluate how effectively public, private and not-for-profit Boards of Directors understand and execute their Board role.
- 2) **CEO Evaluations.** We use customized surveys, interviews and other assessment tools to evaluate the CEO’s performance versus the Board’s expectations, business objectives and personal development goals.
- 3) **Board and CEO Succession Planning.** We provide tools and consulting to help Boards develop criteria and processes for planned and unplanned succession.
- 4) **Governance Speaking, Consulting and Coaching.** We speak to/work with Boards, Associations, and other groups on Corporate Governance, the Board’s role, and the processes and tools for executing Corporate Governance effectively.

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