



# Early Learning Coalition of the Nature Coast

Serving Citrus-Dixie-Gilchrist-Levy-Sumter Counties

## Executive Committee Meeting

December 16, 2009

1560 North Meadowcrest Blvd.

Crystal River, Fl. 34429

1-800-444-2801 Access Code 7125663

10:00 AM.

### AGENDA

- |     |  |                |
|-----|--|----------------|
| I   | Call to Order, Welcome and Introductions | Phil Bumgarner |
| II  | Approval of Agenda                       |                |
| III | Executive Director Performance Appraisal | J.R. Gorentz   |
| IV  | New/Unfinished Business                  |                |
| V   | Public Input                             |                |

*Public Input is a time set aside for comments from the general public. Comments must be kept to a 3 minute limit and a speaker's card must be completed and submitted to the Council Chair. The Council Chair will open the meeting to public discussion at various times during the meeting at his/her discretion.*

A large, stylized pink lighthouse graphic serves as a background for the title. It features a small lantern room at the top, a main tower with a gabled roof, and a base. A large, yellow, five-pointed star is centered on the front of the lighthouse tower.

# Executive Director Appraisal Handbook 2009

## **Part A:**

### **Instructions for Completing the Executive Director Appraisal (EDA)**

#### **Introduction:**

Managing employee performance is an integral part of the work that all rating officials perform throughout the year. It is as important as managing financial resources and program outcomes because employee performance, or the lack thereof, has a profound effect on both the financial and program components of any organization.

The Early Learning Coalition of the Nature Coast's performance appraisal procedure is designed to document the expectations of the Executive Director and organizational performance, provide a meaningful process by which the Executive Director can be rewarded for noteworthy contributions to the organization, and provide a mechanism to improve individual/organizational performance as necessary.

To accomplish these objectives, rating officials need to identify organizational goals to be accomplished, communicate individual and organizational goals to the Executive Director that support the overall strategic mission and goals of the organization, monitor and evaluate the Executive Director's performance, and use performance as a basis for appropriate personnel actions, including rewarding significant performance and taking action to improve less than successful performance.

#### **Rating Critical Elements:**

Rating officials should compile performance data from various sources as a part of the rating process. As discussed above, rating officials, as they deem appropriate, should also talk to customers, and peers, review documentation, and incorporate other feedback if available to ensure a complete picture of the employee's performance.

The rating assigned reflects the level of the employee's performance as compared to the standards established. If an employee does not have an opportunity to perform a critical element during the rating period, no rating will be assigned and the words "Not Rated" should be written on the EDA for that element.

When assigning a rating for each element, the rating official should consider the following:

1. Read carefully each performance standard guideline level beginning with the Fully Successful one. It is to be considered the base level standard.
2. Determine the level that best describes the Executive Director's performance on the element. Each and every criterion in the standard does not have to be met by the employee in absolute terms to assign a particular rating level. The sum of the Executive Director's performance of the element must, in the rater's judgment, meet the assigned level's criteria.

#### **Critical Elements and Performance Standards:**

Critical elements should be established for the Executive Director at the start of the performance year. Through these elements, the Executive Director is held accountable for work assignments and responsibilities for the position. A critical element is an assignment of responsibility of such importance that Unsatisfactory performance in that element alone would result in a determination that the overall performance is Unsatisfactory.

Performance standards are expressions of the performance threshold(s), requirement(s), or expectations(s) that must be met for each element at a particular level of performance. They must be focused on results and include credible measures.

### **Assigning the Summary Rating:**

A specific rating is required for each critical element to reflect the level of performance demonstrated by the Executive Director throughout the rating period. Only one numerical rating level is assigned for each critical element. The summary rating is assigned as follows:

- A. Review the EDA and assess how the employee performed relative to the described performance standard Guidelines.
- B. Appropriately document the Executive Director's performance with a narrative summary that describes the Executive Director's achievements for the critical elements as compared to the performance standard guidelines. A narrative must be written for each critical element assigned a rating of Exceptional, Minimally Successful, or Unsatisfactory. This narrative should contain examples of the Executive Director's performance that substantiate and explain how the Executive Director's performance falls within the level assigned. There is a block provided for the narrative summary for each critical element.
- C. In Part B of this form, assign one of the numerical rating levels that accurately reflects the employee's performance for each of the critical elements (Use only whole numbers: Exceptional = 5 points, Superior = 4 points, Fully Successful = 3 points, Minimally Successful = 2 points, Unsatisfactory = 0 points, and Not Rated = NR).
- D. Add up the numerical rating levels to get a total.
- E. Divide the total by the number of critical elements to get an average. (Elements that are "not rated" because the Executive Director has not had a chance to perform them during the rating year or was not observed by the rating official are not assigned any points and should not be used to determine the average rating.)

Note: Whenever an employee is rated "Unsatisfactory" on one or more critical elements, the overall rating must be "Unsatisfactory" (regardless of total points).

### **Critical Elements**

1. Performance on Agency for Workforce Innovation's Program (School Readiness and Voluntary Pre-Kindergarten) Audits?
2. Performance on Agency for Workforce Innovations Financial Audit?
3. Performance on annual Single Independent Audit (financial)?
4. Fiscal Management
  - A. Prepares annual budget in conjunction with Board and completes the year with a balanced budget.
  - B. Ensures that the Coalition operates within the annual budget.
  - C. Provides overall financial management and direction for all funding consistent with Board directives.
  - D. Displays common sense and good judgment in business transactions and recommendations to the Board.

5. Maintains contact and strong relationships with funding sources to sufficiently meet match funding requirements and explores new funding sources for current and future needs.
6. Community and Public Relations
  - A. Acts as an articulate and knowledgeable spokesperson and actively promotes the Coalition's mission and goals in the community.
  - B. Serves as an effective spokesperson for the Coalition representing the programs and coalition needs to the private sector, government agencies, donors, and prospects.
  - C. Participates with community agencies and organizations to build partnerships that positively impact the early childhood care and educational systems.
7. Administrative/Management/Leadership
  - A. Maintains a smooth-running administrative office and friendly environment.
  - B. Oversees compliance with organizational, state, federal and agency policies, procedures, laws and regulations.
  - C. Ensures the Coalition has quality staff members that meet or exceed job expectations and takes appropriate action when necessary.
  - D. Oversees contracting and monitoring of providers.
  - E. Prepares policy recommendations
8. Board and Committee Relationships
  - A. Works effectively with the Coalition Board, Board Officers, and Committee Chairs to bring issues and action items before them in a timely manner.
  - B. Ensures appropriate quorums are met at meetings including providing appropriate staff support.
  - C. Keeps the Coalition Board fully informed of proposed or potential changes at the state level in a timely manner.
  - D. Approachable and easy to work with, maintains and facilitates purposeful relationships with Coalition Board Members.





**Exceptional -5**    **Superior - 4**    **Fully Successful - 3**    **Minimally Successful - 2**    **Unsatisfactory - 0**



**Executive Director Appraisal**

**Part B: Critical Elements and Performance Standards:** listed below is one of eight Executive Director's critical elements

<b>Critical Element 4:</b>	Fiscal Management A. Prepares annual budget in conjunction with B. Ensures that the Coalition operates within budget C. Provides overall financial management D. Displays common sense and good judgment *See attached "Exhibit D" for budget summary
----------------------------	--

Exceptional	Completed year end closeouts within one (1) period
Superior	Completed year end closeouts within one and one-half periods
Fully Successful	Completed year end closeouts within one and two periods
Minimally Successful	Completed year end closeouts within one and three periods
Unsatisfactory	Completed year end closeouts above one and three periods

Describe the Executive Director's performance for Critical Element #4: A narrative summary must be written for each

---

---

---

---

---

---

---

---

---

---

**Rating for Critical Element #4:**

Exceptional -5  Superior - 4  Fully Successful - 3  Minimally Successful - 2  Unsatisfactory - 0

**Executive Director Appraisal**

**Part B: Critical Elements and Performance Standards:** listed below is one of eight Executive Director's critical elements

<b>Critical Element 5:</b>	Maintains contact and strong relationship *See attached "Exhibit E" for Match Summary
----------------------------	--

Exceptional	Exceeded funding requirements needed for match
Superior	Met funding requirements needed for match
Fully Successful	Able to prepare necessary paperwork to obtain match
Minimally Successful	Able to secure match funding within five (5) months
Unsatisfactory	Not able to obtain or secure match funding within five (5) months

Describe the Executive Director's performance for Critical Element #5: A narrative summary must be written for each critical element.

---



---



---



---

**Rating for Critical Element #5:**

Exceptional -5  Superior - 4  Fully Successful - 3  Minimally Successful - 2  Unsatisfactory - 0

**Executive Director Appraisal**

**Part B: Critical Elements and Performance Standards:** listed below is one of eight Executive Director's critical elements

<p><b>Critical Element 6:</b></p>	<p>Community and Public Relations  A. Acts as an articulate and knowledgeable  B. Serves as an effective spokesperson for  C. Participates with community agencies and  *See attached "Exhibit F" for calendar of events</p>
-----------------------------------	--

<p>Exceptional</p>	<p>Performed 12 or more speaking engagements</p>
<p>Superior</p>	<p>Performed nine (9) or more speaking engagements</p>
<p>Fully Successful</p>	<p>Performed six (6) or more speaking engagements</p>
<p>Minimally Successful</p>	<p>Performed four (4) or more speaking engagements</p>
<p>Unsatisfactory</p>	<p>Performed three (3) or less speaking engagements</p>

Describe the Executive Director's performance for Critical Element #6: A narrative summary must be written for each

---



---



---

**Rating for Critical Element #6:**

Exceptional -5  Superior - 4  Fully Successful - 3  Minimally Successful - 2  Unsatisfactory - 0

--

<b>Executive Director Appraisal</b>
-------------------------------------

<b>Part B: Critical Elements and Performance Standards:</b> listed below is one of eight Executive Director's critical elements and their corresponding performance standards.
--

<b>Critical Element 7:</b>	Administrative/Management/Leadership A. Maintains a smooth-running administrative office and friendly environment. B. Oversees compliance with organizational, state, federal and agency policies, procedures, laws and regulations. C. Ensures the Coalition has quality staff members that meet or exceed job expectations and takes appropriate action when necessary. D. Oversees contracting and monitoring of providers. F. Prepares policy recommendations and implementation. *See attached "Exhibit G" for employee roster and any violations of laws and regulations.
----------------------------	---

<b>Performance Standard Guidelines</b>
--

Exceptional	Always greeted professionally and properly in person or on the telephone, no deficiencies noted by any agency and ensures proper staffing to meet organizational mission. Has proper amount of competent contractors and ensures policies are updated prior to need.
Superior	Always greeted professionally and properly in person or on the telephone, no deficiencies noted by any agency and ensures proper staffing to meet organizational mission. Has proper amount of competent contractors and ensures policies are updated as needed.
Fully Successful	Greeted professionally and properly in person or on the telephone, no more than (2) deficiencies noted by any agency and staff is adequate to meet organizational mission. Has proper amount of competent contractors and ensures policies are updated as needed .
Minimally Successful	Greeted professionally and properly a majority of time in person or on the telephone, no more than three (3) deficiencies noted by any agency and staff adequate to meet organizational mission. Has proper amount of competent contractors and ensures policies are updated as needed.
Unsatisfactory	Greeted unprofessionally in person or on the telephone, more than three (3) deficiencies noted by any agency and did not ensure proper staff available to meet organizational mission. Does not have proper amount of competent contractors or did not ensure policies were updated as needed.

<b>Narrative Summary</b>
--------------------------

Describe the Executive Director's performance for Critical Element #7: A narrative summary must be written for each element assigned a rating of Exceptional, Minimally successful, or Unsatisfactory. <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
--

<b>Rating for Critical Element #7:</b>
--

**Exceptional -5**    **Superior - 4**    **Fully Successful - 3**    **Minimally Successful - 2**    **Unsatisfactory - 0**



Exceptional -5    Superior - 4    Fully Successful - 3    Minimally Successful - 2    Unsatisfactory - 0