**OPRA president Evaluation Form**

**PERFORMANCE DEFINITIONS**

**OUTSTANDING** - Performance at this level is clearly unique and far in excess of established expectations. President consistently exceeds expectations in the outcomes achieved in work quality, quantity and timeliness. President exhibits leadership among peers in all dimensions of the field of work performed.

**SIGNIFICANTLY EXCEEDS EXPECTATIONS** - Performance at this level often exceeds established expectations and standards for work quality, quantity and timeliness. President exhibits mastery of most dimensions of the field of work performed.

**FULLY CAPABLE** - Performance at this level is satisfactory on the established expectations and standards for work quality, quantity and timeliness. President competently achieves the requirements of the position.

**NEEDS IMPROVEMENT** - Performance at this level is minimally capable and below the level expected of the President. Improvement is required in significant dimensions of the job in order to meet the expectations and standards for work quality, quantity and timeliness.

**UNSATISFACTORY** - Performance at this level is unacceptable. President often fails to achieve basic requirements of the position and has exhibited little or no improvement in job performance.

**PERFORMANCE FACTORS**

**1.  ADMINISTRATION**

1a.  PLANNING: Develops short and long range plans and goals to meet OPRA strategic plan objectives consistent with established priorities; anticipates and prepares for future requirements and devises contingencies; devises realistic plans.

1b.  BUDGETING AND ECONOMIC MANAGEMENT: Prepares an appropriate budget and subsequently adheres to it; utilizes finances, budgets, facilities, equipment, materials and products to achieve efficiencies in costs while not compromising value for OPRA members; actively practices cost containment.

1c.  ORGANIZATION OF WORK: Structures work in order to avoid crisis, promotes productivity, attains cost effectiveness. Involved in this process are the tasks of allocating work, delineating responsibilities, scheduling activities, and adequately preparing for meetings and presentations.

1d.  COMPLIANCE: Complies with established policies, procedures and directives; conducts functions in accordance with applicable laws, statutes, and regulations.

1e.  PROBLEM SOLVING AND DECISION-MAKING: Identifies problems and acts to rectify them by employing analytical thinking and sound judgment.

1f.  EVALUATION AND CONTROL: Practices regular and systematic review of OPRA operations to evaluate progress towards established goals; evaluates strategies being deployed to achieve those goals; implements remedial measures when necessary.

1g.  RISK (LIABILITY) MANAGEMENT: Ensures that liability risk exposures are identified and treated when proposing new advocacy initiatives and member services; evaluates and monitors established advocacy initiatives and member services to identify areas which need revision due to changes in operation, legislation, policies and procedures; implements changes where needed to facilitate favorable loss experience.

**2. INTERPERSONAL**

2a. RELATIONSHIP BUILDING: Treats individuals fairly and with dignity and respect. Works well with other OPRA staff. Interacts appropriately with general membership, board members, vendors, ANCOR and governmental agency representatives. Works well with people representing a wide range of backgrounds and styles.

2b.  ORAL COMMUNICATION: Effectively communicates orally with individuals and groups, including public presentations; presents ideas in an organized, clear and concise manner, employs tact and discretion; listens well; offers appropriate feedback.

2c.  WRITTEN COMMUNICATION: Prepares organized, clear, concise, accurate and informative letters, memos, reports and other documents which effectively fulfill content and timeliness requirements.

2d.  COORDINATION/COLLABORATION: Works well with others at various levels; keeps information flowing to the appropriate parties vertically (down as well as up) and horizontally; facilitates communication and problems solving among parties when necessary.Works with governmental stakeholders to maintain high esteem and integrity for OPRA.

2e.  SUPERVISORY CONTROL: Effectively hires, assigns, directs, controls, evaluates performance, counsels and disciplines all other functions necessary or incidental to supervision; practices compliance with employment law guidelines and mandates.

2f.  LEADERSHIP: Promotes cooperation and team work among staff; establishes high standards of conduct and job performance for staff; maintains open communication channels; delegates work; leads by example.

2g.  STAFF APPRAISAL AND DEVELOPMENT: Reviews appraisal information with direct reports; aides direct reports in improving performance; encourages direct reports to participate in professional development and training.

**3.  INDIVIDUAL**

3a.  EFFORT AND INITIATIVE: Requires little work direction; exhibits persistence and initiative; puts forth a consistent, energetic effort; assumes full and complete responsibility for accomplishment of OPRA’s functions.

3b.  PROFESSIONAL/TECHNICAL COMPETENCE: Realistic knowledge and competence of the field and applies up-to-date technical/professional principles, practices, and standards appropriate to the strategic focus areas of OPRA; acts as a resource person upon whom others can draw; professional demeanor maintained on a consistent basis.

3c.  INNOVATION: Displays original and novel thought in creative efforts to improve on the status quo. Generates creative solutions to work problems and responsibilities, takes appropriate risk-taking actions to introduce and encourage innovative approaches.

3d.  OBJECTIVITY: Assesses issues, problems and decision situations based on the merits of the case presented; personal loyalties and biases do not unduly influence decisions; human resource decisions made on the basis of equal opportunity and objective job-related criteria.

3e.  CREDIBILITY: Through successful performance, instills the feeling of trust and dependability.

3f.  FLEXIBILITY: Adapts well to change, both internally and externally. Is open to change and adjusts well to new requirements of the job and changes in the internal and external environments. Maintains patience, confidence, and composure under pressure. Is open to different ideas, styles, and approached to job duties.

**4.  LEADERSHIP**

4a.  COACHING: Communicates a positive attitude; serves as a catalyst for action and encourages staff to try new things and to take calculated risks; provides honest feedback; minimizes tension and defensiveness; creates an environment for success; teaches and guides staff.

4b.  EMPOWERING: Creates an awareness in others of their powers and self worth; involves others and shares powers in planning and decision-making; fosters leadership in others; challenges others to assume leadership roles and provides support by allowing them to risk, fail and learn; creates an environment in which others feel ownership for results and feel comfortable to take action to achieve desired results.

4c.  MODELING: Believes in public service; treats all with respect and dignity and creates an atmosphere of mutual respect and trust. Serves as a catalyst for action and is a team player, believes in oneself and looks at problem as opportunities; uses powers in a positive way; accepts responsibility for mistakes; insists on excellence (not perfection); adapts to changes as conditions and situations warrant.

4d.  TEAM BUILDING: Builds group cohesiveness and pride; encourages cooperation; fosters and practices good communication, recognizes and rewards individuals and team accomplishments and contributions; shares success and rewards; manages conflict, Fosters an atmosphere of cooperation among OPRA staff. Is open to different ideas, styles, and approaches to job duties, development, and implementation. Practices the team concept through active participation as a team member. Willing to assist others.

4e.  VISIONING: Establishes and articulates a vision of what could be; looks to and plans for the future; accepts new challenges, keeps an open mind.

4f.  SELF-DEVELOPMENT: Is not static; prepares for the future; has the courage to identify and address shortcomings; is committed to self-improvement; manages personal stress in positive ways.

4g. SYSTEM LEADERSHIP: Participates in local, state and federal groups external to OPRA in order to advance the OPRA mission.

**Rank the President on the performance factors using the performance definitions (1=unsatisfactory, 2=needs improvement, 3=fully capable, 4=significantly exceeds expectations, 5=outstanding)**

**1.  ADMINISTRATION**

|  |  |  |
| --- | --- | --- |
| **Performance Factor** | **Performance (From 1 to 5)** | **Comments** |
| a. Planning |   |   |
| b. Budgeting and Economic Management  |   |   |
| c. Organization of Work |   |   |
| d. Compliance |   |   |
| e. Problem Solving and Decision Making    |   |   |
| f. Evaluation and Control   |   |   |
| g. Risk (Liability) Management  |   |   |

**2.  INTERPERSONAL**

|  |  |  |
| --- | --- | --- |
| **Performance Factor** | **Performance (From 1 to 5)** | **Comments** |
| a. Relationship Building |   |   |
| b. Oral Communication |  |  |
| c. Written Communication |  |  |
| d. Coordination/Collaboration |  |  |
| e. Supervisory Control |  |  |
| f. Leadership  |  |  |
| g. Staff Appraisal and Development |  |  |

**3.  INDIVIDUAL**

|  |  |  |
| --- | --- | --- |
| **Performance Factor** | **Performance (From 1 to 5)** | **Comments** |
| a. Effort and Initiative |  |  |
| b. Professional and Technical Competence |  |  |
| c. Innovation |  |  |
| d. Objectivity |  |  |
| e. Credibility |  |  |
| f. Flexibility |  |  |

**4.  LEADERSHIP**

|  |  |  |
| --- | --- | --- |
| **Performance Factor** | **Performance (From 1 to 5)** | **Comments** |
| a. Coaching |   |   |
| b. Empowering |   |   |
| c. Modeling |   |   |
| d. Team Building |   |   |
| e. Visioning |   |   |
| f. Self-development |   |   |
| g. System Leadership |  |  |

**OVERALL EVALUATION  (Please check one.)**

\_\_\_\_\_ Outstanding

\_\_\_\_\_ Significantly exceeds expectations

\_\_\_\_\_ Fully capable

\_\_\_\_\_ Needs improvement

\_\_\_\_\_ Unsatisfactory

**What were the President's performance highlights in the past year?**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**What could have been most improved regarding the President's performance in the past year?**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**What should be the President's performance goals for the next year?**
\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Board Member \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_     Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**