

BOERNE/KENDALL COUNTY ECONOMIC DEVELOPMENT CORPORATION

PRESIDENT/CEO EVALUATION

PURPOSE:

The purpose of conducting the annual performance evaluation is to ensure the President/CEO and the officers of the Board of Directors are communicating appropriate expectations, as well as providing guidance and promoting long-term sustainability for both the President/CEO and the organization.

PROCESS OVERVIEW:

Annually during the first month of the fiscal year, the executive officer will complete the following self-evaluation and submit electronically to the officers of the year under review. The self-evaluation includes results obtained from the prior year's public goals approved by the Executive Board along with outcome examples demonstrating effectiveness of leadership competencies (*attached*).

Each officer of the Executive Board participating in the annual review of the executive officer will submit to the current Chair their comments and observations which will be aggregated into the final review under the manager section for both goals and leadership competencies.

A rating scale for each category and an overall rating from 1 to 5 (1 being the best possible performance) will be assigned by each officer with the average being the final rating.

The final compilation, including the average of all ratings, will be provided to the executive officer for review ahead of a scheduled performance review meeting of the rating officers and the executive officer to discuss outcomes, offer encouragement and provide guidance for the coming year. This feedback session will occur no later than 30 days from receipt of the self-review from the executive officer.

As a basis for consideration for additional compensation, the Officers can consider an overall average rating of a 3 or better. Salary and/or bonus consideration will be commensurate with the level of performance.

The executive officer will be rated in two categories:

- I. Accountabilities – The What: performance aligned with/based on the annual goals, attached
- II. Leadership Competencies – The How: based on how the executive officer conducts business

I. ACCOUNTABILITIES
THE WHAT: PERFORMANCE ALIGNED WITH/BASED ON THE ANNUAL GOALS

EXECUTIVE OFFICER SELF-REVIEW - GOALS

(insert goals for prior year and provide results achieved relative to target)

E-BOARD FEEDBACK - GOALS

(officers insert feedback including a rating from 1 to 5 with 1 being the best possible results – compilation will only include the combined average rating)

EXECUTIVE OFFICER SELF-EVALUATION - LEADERSHIP COMPETENCIES

E-BOARD FEEDBACK AND RATING ON LEADERSHIP COMPETENCIES

(officers insert leadership comments including rating from 1 to 5 with 1 being the best;
compilation will include only the average rating)

E-BOARD OVERALL EFFECTIVENESS COMMENTS AND RATING

(officers insert overall comments including rating from 1 to 5 with 1 being the best;
compilation will include only the average rating)

EXECUTIVE OFFICER COMMENTS

--

Executive Officer Signature

Board Chair Signature

Date

RATINGS

- | | |
|------------------------|--|
| 1 DISTINGUISHED | Performance is strong in all categories - truly outstanding. Standards were difficult and were thoroughly exceeded. |
| 2 COMMENDABLE | Performance is strong in almost all categories. Standards were challenging and mostly exceeded. |
| 3 COMPETENT | Adequately meets the expectations for Accountabilities and/or Competencies. Standards were challenging and mostly satisfied. |
| 4 MARGINAL | Standards were fair and challenging, yet end results were only minimally obtained. |

II. LEADERSHIP COMPETENCIES

THE HOW: BASED ON HOW THE EXECUTIVE OFFICER CONDUCTS BUSINESS

Leads with an Owner's Mindset

The leader...

1. Is personally invested in making business decisions that are in the best interest of the organization, even when they are unpopular
2. Demonstrates a passion for the BKCEDC Mission, believes in it, and rallies others behind it
3. Acknowledges mistakes, takes ownership of them, and sets a plan in motion to deliver the expected results
4. Is knowledgeable in policies, practices, trends, technology, and information affecting the BKCEDC's business
5. Has keen insight into how the business operates, assists with raising money and sustains profitable growth

Drives Vision

The leader...

1. Develops a strong organizational culture, starting with a focus on Core Values
2. Provides a compelling team vision and sense of purpose that is aligned with the organizational strategy
3. Helps the team understand how they impact the organization's financial success
4. Develops competitive and future oriented strategies and plans
5. Manages the day-to-day seamlessly while executing on strategic imperatives
6. Navigates change successfully and rallies teams behind change initiatives

Unleashes Potential

The leader...

1. Sees the potential in others and brings out the best in them
2. Helps people feel that their contributions are valued and appreciated
3. Holds direct reports accountable for performance expectations while developing them through timely, direct and actionable feedback
4. Attracts, develops and retains top talent ensuring a high performing team
5. Challenges the status quo, encourages creativity, and is not afraid to fail

Creates a Winning Team

The leader...

1. Creates a culture that is inclusive, values differences of thought and optimizes diversity
2. Breaks down barriers, shares knowledge and promotes collaboration across the organization
3. Builds team spirit and focuses on employee and volunteer engagement to create a positive work environment
4. Seeks to understand the strengths of others and adapts leadership style to fit their needs
5. Engages in discussions with full opinions and good intentions

Inspires Loyalty

The leader...

1. Establishes and maintains effective relationships by gaining their trust and respect
2. Evaluates services to ensure that they are aligned with needs and expectations
3. Gets first-hand feedback and uses it for improvements in services
4. Goes above and beyond to exceed expectations
5. Creates a team culture that partners with others to ensure seamless customer experiences