APPLEGROVE COMMUNITY COMPLEX

60 Woodfield Road, Toronto, Ontario M4L 2W6
Tel: 416-461-8143 Fax: 416-461-5513
www.ApplegroveCC.ca

"TOGETHER, BUILDING OUR COMMUNITY"

TORONTO
An Agency of the City of Toronto

Applegrove 360° Evaluation Tool for the Executive Director, Revised in 2010

This evaluation form is designed for staff and Board members' input into the performance evaluation of the Executive Director, to provide feedback from which the E.D. can learn and respond accordingly. The questions are phrased so that the grading scale remains consistent; if the question contains the phrase "does not", the highest number would still be the most positive response.

When completed, please e-mail to the Board secretary via confidential e-mail, applegroveboard@hotmail.com or put it in a sealed envelope with ED 360 written across the closure, in the Board Pick-up mail box. A Board member will tabulate and report the results to the Personnel Committee. The Executive Director will only see the compiled scores.

Evaluation of: Susan Fletcher, Executive Director
Evaluation Period: January 1 to December 31, 2010
Deadline: January 11, 2011

Please rate performance during this period on the following scale:

3 = Exceeds	*Consistently and clearly exceeds the expected standard and level of proficiency expected.*
2 = Fully satisfactory	*Performs consistently to the standards and level of proficiency expected.*
1 = Needs improvement	*Further development required.*
N/A	*Not applicable or not seen*

Numbered for identification only		Score
1. Delegation		
1.a)	Assigns reasonable tasks, given my skills, interests and responsibilities.	
1.b)	Responds promptly, efficiently and politely to requests and ensures timely and appropriate follow-up.	
1.c)	Provides clear instructions regarding expectations and assignments to be completed.	
1.d)	Provides appropriate assistance in completing assignments.	
1.e)	Does not interfere with my ability to complete assignments.	
1.f)	Does not attempt to provide too much direction or guidance.	
1.g)	Delegates tasks and authority effectively.	
2. Relationships and Communication – Internal		
2.a)	Treats me with respect and considers my suggestions or ideas.	
2.b)	Treats all staff, volunteers, members and visitors with respect in a professional, open and helpful manner, and considers their suggestions or ideas.	
2.c)	Asks the appropriate questions to ensure own understanding.	
2.d)	Listens and responds effectively to staff, volunteer, member or community concerns.	
2.e)	Deals with staff, volunteers and members in a professional, open and helpful manner.	
2.f)	Does not show favouritism to any volunteers, staff members or departments.	
2.g)	Supports a welcoming environment.	

Numbered for identification only		Score
2.h)	Recognizes the importance and contributions of all staff and volunteers	
2.i)	Provides staff and volunteers with the information about the members, the agency and the environment.	
2.j)	Maintains/encourages open lines of communication between self and staff.	
2.k)	Maintains/encourages open lines of communication between Board and staff.	
2.l)	Maintains/encourages open lines of communication among staff members.	
2.m)	Presents oral and written information clearly and concisely (e.g., presentations, correspondence, position papers).	
2.n)	Is open to new ideas and supports an environment that nurtures creative thinking, questioning and experimentation.	
2.o)	Respects the differences of others and encourages cooperative approaches towards the accomplishment of goals.	
2.p)	Actively works to ensure diversity.	
3. Relationships and Communication – External		
3.a)	Speaks and writes with persuasion, impact and confidence (e.g., in dealing with other organizations, stakeholders, the public).	
3.b)	Effectively uses formal and informal channels, including networking, for acquiring information and assistance and accomplishing agency goals.	
3.c)	Understands external issues and cultures that impact on the organization.	
3.d)	Develops and maintains contacts with other groups and individuals (e.g., associations, industry, government, public service organizations) that are mutually beneficial.	
4. Leadership		
4.a)	Leads by example in quality of work.	
4.b)	Leads by example in meeting deadlines.	
4.c)	Encourages my continued personal and professional development.	
4.d)	Leads teams in identifying priorities and facilitates team activities.	
4.e)	Sets an example for the team.	
4.f)	Works toward consensus solutions that enhance the agency.	
4.g)	Helps others to resolve conflict by listening to differing points of view and promoting mutual understanding.	
4.h)	Creates a feeling of shared and mutual accountability and reinforces teamwork.	
4.i)	Actively contributes to the vision of the organization (e.g., objectives, services, initiatives).	
5. Effectiveness		
5.a)	Prioritizes own workload effectively to achieve key tasks on time.	
5.b)	Provides and/or ensures prompt, efficient and effective service.	
5.c)	Demonstrates fiscal responsibility for the agency's financial performance.	
5.d)	Ensures all funds, physical assets and other property are properly safeguarded and administered.	
5.e)	Ensures security and efficient management of paper and electronic information (e.g., policies, legal and historical documents, membership lists, etc.).	
5.f)	Recognizes and uses formal and informal processes, methods or structures to accomplish work.	
6. Planning, Development and Evaluation		
6.a)	Anticipates issues, challenges and outcomes and effectively operates to best position the organization.	
6.b)	Plans and manages budgets and identifies new sources of revenue.	
6.c)	Keeps informed of business and operational plans and practices.	
6.d)	Develops strategies to support agency objectives and promotes the objectives through own and organizational activities.	

General comments:

_____

_____

_____

_____

We are considering modifying this form for 2011. Please help by answering the 3 questions below.

A. Identify any questions (use their numbers) that are unnecessary, confusing, redundant, too difficult to answer, or don't provide useful information, and note what the issue is.

_____

_____

B. Comment on the rating scale (1 = needs improvement, 2 = fully satisfactory, 3 = exceeds)

_____

_____

C. Any other comments about the form.

_____

_____

Sometimes comments are unclear or the Personnel Committee wishes to have additional information from a respondent. Consequently, the committee would appreciate it if you could put your name below. All information will be confidential within the Board members of the Personnel Committee.

_____

Name