

PLEASE ROUTE:

EXECUTIVE DIRECTOR \_\_\_\_\_

PROGRAM OFFICER \_\_\_\_\_

CHAIR GRANTS COMMITTEE \_\_\_\_\_

# BUILDING COMMUNITY FOUNDATIONS

GRANTMAKING CONSULTING PROGRAM

*Sponsored by:*

PHILANTHROPIC VENTURES FOUNDATION-  
BILL SOMERVILLE, PRESIDENT

*Funded by:*

DAVID AND LUCILE PACKARD FOUNDATION

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## How Should Foundation Personnel Be Evaluated?

Evaluation of foundation personnel takes two forms: evaluating foundation staff done by the Executive Director and evaluating the Executive Director done by the Board of Directors. If evaluations are done right, they are a good way of developing dialogue between parties and creating positive morale. The evaluator gains a new appreciation for the work of the employee and the employee has a sense of definition in what is expected and how he/she is fulfilling the role.

Evaluations are a form of confrontation, i.e. both parties need to be honest, direct, and candid. Unfortunately, confrontation is something that most people eschew and as a result evaluations often go by the wayside or become rote procedures that satisfy no one and can create negative feelings.

After working with over 130 foundations, it is apparent to this writer that more attention needs to be paid to evaluation and candor between Executive Directors and Board of Directors. There needs to be a way to critique one's work without anyone feeling put down. There needs to be more give and take between parties but not so much so that people feel reluctant to be objective and critical.

Evaluation is a fine line between being subjective and objective. Following is an illustration of a corporate evaluation form which is trying to be objective and complete.

Also enclosed is a form used for evaluating Executive Directors of foundations which illustrates the various categories that can be applied.

Some final thoughts on evaluation. Evaluations should not be based on a popularity poll. Granted, it is desirable to work with someone who is personable but popularity with the Board or with the staff should not be the primary factor in evaluations.

More thought should be given to evaluating Boards of Directors and their effectiveness as well as an overall evaluation of the foundation and its services to the community. Foundations are not subject to credentialing as are hospitals, Family Service Agencies, and schools. There is nothing to stop a foundation from asking a third party to do an evaluation of its work.

## CORPORATE PERFORMANCE EVALUATION

Name: \_\_\_\_\_  
 Date Hired: \_\_\_\_\_  
 Job Title: \_\_\_\_\_  
 Time In Present Position: \_\_\_\_\_

Date Of Evaluation: \_\_\_\_\_  
 Division & Dept: \_\_\_\_\_  
 Evaluating Manager: \_\_\_\_\_  
 Reviewed By: \_\_\_\_\_  
 Reviewed By: \_\_\_\_\_

**The purpose of this evaluation is to:**

1. **Evaluate.** The manager evaluates results based on pre-established goals and performance measures.
2. **Inform.** The manager and the employee communicate openly and honestly about performance.
3. **Develop.** The manager and employee identify actions the employee can take to enhance his/her development.
4. **Set Goals.** The manager and the employee establish mutually agreed upon goals for future progress and development.

- I. **Position objectives and major responsibilities:** Summarize specific responsibilities of the job.
- II. **Accomplishments and/or improvements:** What specific accomplishments and/or improvements has this individual made since the last review? What progress has been made toward meeting established performance goals.
- III. **Evaluate and Describe** performance and how work was accomplished using the following performance criteria. This evaluation form is intended to be used for all non-management positions; hence, a comprehensive list of performance criteria have been provided. Not all performance criteria may apply to the evaluation being done. Check "NA" where the criteria does not apply to the position.

**Consider the employee's demonstrated performance and mark what most describes that performance.**

- Exceptional:** Performance consistently far exceeds expectations.  
**Very Good:** Performance consistently exceeds normal expectations and job requirements.  
**Good:** Performance consistently meets expectations and job requirements.  
**Acceptable:** Performance usually meets expectations and minimum requirements for the job.  
**Unacceptable:** Performance is below the minimum acceptable level.

	Exceptional	Very Good	Good	Acceptable	Unacceptable	NA	Comments
<b>WORK QUALITY:</b> The reliability, accuracy, and neatness of work produced.							
<b>WORK QUANTITY:</b> The amount or volume of work turned out. Attainment of conclusive measurable results.							
<b>JUDGMENT &amp; DECISION MAKING:</b> The ability to make well-reasoned decision that affect work performance. Appropriateness of solutions to problems. Presenting well considered alternatives when making recommendations.							
<b>ANALYTICAL &amp; PROBLEM SOLVING SKILLS:</b> Understanding and defining problems. Finding the best formulation of the problem.							
<b>PLANNING &amp; ORGANIZING:</b> Setting priorities to optimize time usage. Short and long term planning. Flexible and practical plans.							
<b>KNOWLEDGE:</b> Applying technical, professional knowledge to the job requirements. Using past experience to solve problems. Possessing necessary company and industry information to perform projects.							

	Exceptional	Very Good	Good	Acceptable	Unacceptable	NA	Comments
<b>ORAL COMMUNICATION:</b> Articulating ideas in a clear, concise manner. Skill in preparing and giving presentations before a group.							
<b>WRITTEN COMMUNICATION:</b> Writing concise, easily read reports, technical articles, correspondence, etc. Prepare written recommendations that can be readily understood by others.							
<b>INITIATIVE:</b> The combination of job interest, dedication, and willingness to extend oneself to complete assigned tasks.							
<b>DEPENDABILITY:</b> The reliance that can be placed on an employee to persevere and carry through to completion task assigned. Adhering to schedules and plans. This also applies to attendance and punctuality.							
<b>TEAM RELATIONSHIPS:</b> Effectiveness and participation in the work team. Influencing others and selling ideas. Supporting others when necessary.							
<b>SELF-IMPROVEMENT:</b> Responding to manager's counseling and feedback. Participation or membership in professional organizations. Attempting to keep knowledge current in the field.							
<b>PROJECT MANAGEMENT &amp; TECHNICAL LEADERSHIP:</b> Giving effective technical direction to a small group. Skill in evaluating the work of others. Obtaining cooperation and maximum effort of a small group. The scope of the criteria should be dependent upon the scope of responsibility put on the employee for project management/leadership.							

<b>PERFORMANCE SUMMARY</b>							
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IV. **STRENGTHS** \_\_\_\_\_  
**AREAS FOR IMPROVEMENT** \_\_\_\_\_  
**SUMMARY** \_\_\_\_\_

**NEXT YEAR GOAL STATEMENT/DEVELOPMENT PLAN:** Mutually establish goals that may include new ways to carry out job responsibilities, as well as plans for personal development. Stated goals should be included as a basis for next formal performance evaluation. \_\_\_\_\_

V. **EMPLOYEE COMMENTS:** Each individual evaluated is encouraged to add any comments to this review. If additional space is needed, attach a separate sheet to this form. \_\_\_\_\_

**I am signing this evaluation to indicate that my manager and I have had a discussion of the above comments.**

Date \_\_\_\_\_ Employee Signature \_\_\_\_\_

Date \_\_\_\_\_ Reviewed by Manager \_\_\_\_\_

## EXECUTIVE DIRECTOR PERFORMANCE APPRAISAL

Name: \_\_\_\_\_

Date of Evaluation: \_\_\_\_\_

Evaluated By: \_\_\_\_\_

	Consistently Excellent	Typically Good	Generally Acceptable	Below Expectations	Do Not Know	Comments
<b>A. BOARD RELATIONS</b>						
1. Works well as a team with Chairman and Directors in implementing Board decisions.						
2. Assists in the development of goals and long-range plans and reviews progress toward goals.						
3. Appropriately plans for Board & Committee meetings and coordinates work to avoid overlap and gaps in progress toward goals.						
4. Provides ongoing information to the Board relating to trends in the Community Foundation industry in particular and philanthropy in general.						
5. Works to ensure that each Board member is recognized and appreciated for his or her work on behalf of the Foundation.						
6. Inspires and challenges the Board (individually and collectively) to respond to the opportunities and responsibilities of Board membership.						
<b>B. STAFF PLANNING &amp; OVERSIGHT</b>						
7. Administers staff operations within the framework of Board policies and the approved budget.						
8. Ensures that internal operations are efficient and effective. Studies opportunities for technological advancement.						
<b>C. PUBLIC RELATIONS &amp; FOUNDATION DEVELOPMENT</b>						
9. Enthusiastically and effectively serves as a spokesperson for the Foundation to the general public, special constituencies, potential donors and other organizations and entities. Actively seeks opportunities to speak about Foundation activities before groups and on occasions that will further the Foundation's goals.						
10. Develops the necessary materials for publicity, periodic newsletters, annual report, and resource materials for special constituencies (i.e. attorneys, accountants, etc.)						
11. Builds and maintains good relationship with key individuals who have an integral role in shaping the future of the Foundation.						
12. Understands the concept of a community foundation. Expresses both clearly and accurately in both written and verbal communications in marketing that concept.						
13. Actively seeks to attain and maintain the most current technical knowledge relating to the tax laws and their implication on outright charitable gifts and planned gifts.						
14. Develops appropriate educational opportunities for professional advisors (seminars), board members (orientations/retreats) and potential donors.						

	Consistently Excellent	Typically Good	Generally Acceptable	Below Expectations	Do Not Know	Comments
15. Provides comprehensive and accurate statements of donor fund activity on a timely basis.						
<b>D. GRANTS MANAGEMENT</b>						
16. Administers the grantmaking program of the Foundation within the framework established by the Grants Review Committee and Board,						
17. Actively seeks ways in which the Foundation can leverage its resources in responding to the needs of the community.						
18. Initiates and/or cooperates in joint ventures with other nonprofits to enhance the capacity of the sector.						
<b>E. FISCAL MANAGEMENT</b>						
19. Prepares and operates within the parameters of the annual operating budget.						
20. Anticipates and plans for the capital needs of the Foundation.						
21. Works with the Investment Committee to assure adequate cash flow for grantmaking purposes.						
22. Demonstrates conscientious custodianship for the assets of the Foundation.						
23. Ensures that the Foundation complies with all governmental regulations.						
24. Is enthusiastic about Foundation activities.						
25. Displays initiative in carrying out responsibilities.						
26. Demonstrates leadership.						
27. Works well independently (a "self starter")						
28. Is tactful and diplomatic.						
29. Maintains good physical condition and appearance.						

**CAMERAS FOR GRANT EVALUATION**

One Foundation now gives a camera to each grantee to record how the grant was spent. The pictures are an excellent way to report to donors and Foundation board members. A short narrative with the pictures gives a good evaluation of the grant.

Cameras cost \$7.50 each for a 27 exposure Fujifilm Quick Snap one time use camera. The pictures also offer the Foundation a new source of snapshots for its annual report.

**On-Site Grantmaking Consulting Visits**

Three day on-site grantmaking consulting visits are available to community foundations. The only cost is the consultant's food and lodging if the foundation has assets below \$8 million and his travel expenses if assets are over \$8 million. His time is funded by the Packard Foundation. Over 120 foundations have participated in this consulting program.

For further information call **Bill Somerville** at **(510) 645-1890**.

## **Program Officer Training**

Special training for program officers is now available. If 5-10 program officers in a given geographic area express interest, a two day training program will be conducted in that area. The cost is \$150 registration fee. Two training sessions have been conducted in Connecticut for 14 people representing 12 community foundation.

### **TRAINING COVERS:**

- How to effectively review proposals asking for money
- How to understand financial reports; what kinds of reports are most useful to require.
- How to develop funding guidelines which are concise, friendly, comprehensive, and which bring you the information you need.
- How to work with applicants from a telephone call of intent to a site visit reviewing the funding application.
- How and what to write up for a report to the Grants Committee on a request.
- How to evaluate grants that have been made and their effectiveness.
- How to file and keep track of grants and grantees.

### **TRAINING INCLUDES:**

- Small discussion groups with ample time for questions
- Role playing for realistic situations of working with applicants.
- Handout materials showing what a variety of foundations use in their work for funding guidelines, staff write-ups, reports to Grants Committees.
- Actual proposals for review which will cover a spectrum of the types one should be ready to deal with.
- Follow-up opportunity by participants to get telephone advice and answers to questions.
- A 300 page syllabus has been developed for this training.

### **Comments On Program Officer Training Sessions:**

“It was a good opportunity to think beyond the day to day rigors of grantmaking.”

“As a ‘first-timer’ I loved this.”

“It spurred me to think more deeply about grantmaking and what it is we should be trying to accomplish.”

“I like the idea of sharing information, concerns, and our ‘best practices’ with other program officers.”

“Terrific. The program training was right on time for me.”

“It was wonderful to stop the ‘game film’ and look at what we program officers are doing/should be doing/could be doing.”

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### **Advisory Committee**

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