

**State Bar of Texas
Annual Executive Director Evaluation Form**

1. EXTERNAL AND INTERNAL COMMUNICATION	OUTSTANDING	ABOVE AVG	ACCEPTABLE	IMPR NEEDED	UNACCEPTABLE
a. Serves as an effective spokesperson. Represents the organization well to its constituencies, including clients/members/patrons, other nonprofits, government agencies, elected officials, funders, and the general public.					
b. Establishes and makes use of working relationships with organizations and individuals in the field.					
c. Sees that communication vehicles are developed and utilized well.					
d. Builds respect and profile for the organization in its various constituencies.					
e. Comments on external and internal communication:					

2. ADMINISTRATION FUNCTIONS AND RESPONSIBILITIES	OUTSTANDING	ABOVE AVG	ACCEPTABLE	IMPR NEEDED	UNACCEPTABLE
a. Establishes and leads an effective management team.					
b. Recruits and retains a diverse staff (as the organization has identified diversity).					
c. Maintains appropriate balance between programs and administration.					
d. Ensures that procedures and organizational culture maximize volunteer involvement.					
e. Ensures compliance with relevant workplace and employment laws.					
f. Leads staff in maintaining a climate of excellence, accountability, and respect.					
g. Comments on administration functions and responsibilities:					

3. FINANCIAL ACCOUNTABILITY	OUTSTANDING	ABOVE AVG	ACCEPTABLE	IMPR NEEDED	UNACCEPTABLE
a. Assures adequate control and accounting of all funds, including maintaining sound financial practices.					
b. Sees that program and activities are developed, executed, modified, and dismantled to maximize mission impact.					
c. Works with the staff, finance committee and the board to prepare budgets, monitor progress, and initiate changes (to operations and/or to budgets) as appropriate.					
d. Sees that official records and documents are retained; sees to compliance with federal state and local regulations (examples: Form 990, payroll withholding).					
e. Comments on financial accountability:					

4. LEADERSHIP SKILLS AND ACTIVITIES	OUTSTANDING	ABOVE AVG	ACCEPTABLE	IMPR NEEDED	UNACCEPTABLE
a. With the Board Chair, appropriately involves/does not involve board members in decisions.					
b. Provides appropriate leadership to the board.					
c. Sees that board members are kept fully informed in a timely way on the condition of the organization and important factors influencing it.					
d. Coordinates and facilitates unexpected issues facing the Stat Bar					
e. Facilitates actions to encourage and foster the State Bar's presence in the ABA					
f. Works with the board and management staff to develop strategies for achieving mission goals.					
g. Comments on leadership skills and activities:					

Miscellaneous

5. Are there additional comments you would like to make that are not within the above categories?