



## DRCOG Executive Director Annual Performance Evaluation 2023-2024 - Board Directors

DRCOG Board Directors are invited to provide feedback in the annual performance evaluation for the Executive Director of the Denver Regional Council of Governments (DRCOG), Douglas W. Rex. Your candid and balanced feedback will provide the most value. All individual responses are confidential. Only the Chair of the Performance & Engagement Committee and DRCOG's Director of Organizational Development have access to individual responses in case follow-up is needed for clarification. Please take a few minutes to provide your input.

### Overview

There are a total of **eight rating questions** in the evaluation scored on a five-point scale **followed by comment boxes** for strengths and development areas. The left side, middle and right side of the scale are labeled as; **Exceeds Expectations, Meets Expectations, Needs Improvement** respectively. Each main section contains an introductory paragraph and a select group of *indicators* for each area evaluated. Please review this information before answering the single question for each section. Estimated time to complete the survey is up to 15 minutes, depending on the extent of comments made.

### Accessing the evaluation

The Executive Director's evaluation can only be accessed through the email inviting you to participate. Please allow approximately 15 minutes in order to complete the assessment in one sitting.

If you need assistance, please contact Randy Arnold, [rarnold@drcog.org](mailto:rarnold@drcog.org).

Remember to **click *Submit Responses*** at the end of the survey to record your input.

**The site closes at 5:00 p.m. Tuesday, October 4**

Thank you for your participation!

**Steve Conklin**

[sconklin@edgewaterco.com](mailto:sconklin@edgewaterco.com)

**DRCOG Performance & Engagement Committee Chair**

**I. Strategic Leadership** - Vision, Mission, and Strategies - The Executive Director's role has both strategic and operational components. Working with the Board, the Executive Director must develop a shared vision for the future of the organization, build understanding around the current mission, and develop appropriate goals and strategies to advance that mission.

**The Executive Director:**

- Has worked with the board to develop a clear mission and vision for the organization;
- Understands his or her own leadership role;
- Working with the board, translates the organization's mission into realistic goals and objectives;
- With input from the board and staff, has created an effective process for long-range, strategic planning for the organization;
- Understands the organization changes that are needed in order to accomplish the organization's mission and realize its vision;
- Successfully implements Board goals and policies throughout the organization;
- Has made progress in furthering organizational goals established by the board during his or her last performance period.

**The Executive Director demonstrates proficiency in the Strategic Leadership of DRCOG.**

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**What are the major strengths of the Executive Director in this area? Please provide specific examples to explain your comments.**

**How can the Executive Director improve in this area? Please provide specific examples to explain your comments.**

**II. Operational Leadership** - Accomplishment of Management Objectives - Working with the Board, the Executive Director establishes operational objectives that support the strategic plan. Examples of operational/management objectives are: Enhance strategic partnerships, Improve processes, Improve internal/external communication, etc.

The Executive Director is responsible for leading staff in the implementation of the strategic plan, any annual plans and for day-to-day management of DRCOG. The Executive Director works with staff to develop, maintain, and use the systems and resources that facilitate the effective operation of DRCOG.

**The Executive Director:**

- Selects and cultivates qualified senior staff;
- Models effective behaviors and skills;
- Builds morale among staff and volunteers;
- Is knowledgeable regarding the operations of a productive office environment;
- Ensures compliance with all legal and regulatory requirements;
- Responds appropriately to unanticipated or difficult situations;
- Maintains a climate that attracts, retains, and motivates a highly qualified, diverse staff;
- Adequately prepares Board members by developing agendas with adequate discussion time;
- Instills a strong service orientation culture.

**Ensures that there are appropriate systems in place to facilitate the day-to-day operations of the organization in the areas of:**

- Development and delivery of programs
- Policy development
- Administration and operations
- Resource development

**The Executive Director demonstrates proficiency in the Operational Leadership of DRCOG.**

<b>Exceeds Expectations</b>	<b>Exceeds/Meets</b>	<b>Meets Expectations</b>	<b>Meets/Needs</b>	<b>Needs Improvement</b>	<b>Not applicable/Don't Know</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**What are the major strengths of the Executive Director in this area? Please provide specific examples to explain your comments.**

**How can the Executive Director improve in this area? Please provide specific examples to explain your comments.**

**III. Programmatic Leadership** - Program Management - A nonprofit organization carries out its mission by offering specific programs and services. The Executive Director leads the staff in managing and administering these programs and services. This requires a thorough knowledge of the organization's mission as well as an understanding of technical, operational, and ethical issues.

**The Executive Director:**

- Demonstrates substantive knowledge regarding the organization's programs and services;
- Works with the board to develop appropriate policies to ensure the successful outcomes of programs;
- Ensures that staff manages these programs within time and budget constraints;
- Through effective oversight and staffing, sets high standards of quality for the organization's programs;
- Recommends new programs and the modification or discontinuance of current programs, as appropriate, to the board.

**The Executive Director demonstrates proficiency in the Programmatic Leadership of DRCOG.**

<b>Exceeds Expectations</b>	<b>Exceeds/Meets</b>	<b>Meets Expectations</b>	<b>Meets/Needs</b>	<b>Needs Improvement</b>	<b>Not applicable/Don't Know</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**What are the major strengths of the Executive Director in this area? Please provide specific examples to explain your comments.**

**How can the Executive Director improve in this area? Please provide specific examples to explain your comments.**

**IV. Reporting to the Board - The Executive Director/Board Partnership (Part 1)** - The Executive Director and the Board must work together as partners as illustrated in the DRCOG Board Governance Principles. Each arm of leadership draws upon its own unique strengths and abilities. The Executive Director and the Board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information. The Board is responsible for creating a written job description for the Executive Director that is clear and agreed to by all parties. This section contains two parts: The Executive Director/Board Partnership and Communications with and Support of the Board.

**The Executive Director:**

- Is clear about the differences between their role and the role of the Board;
- Is treated as a respected professional by directors of the Board;
- Has been delegated the authority necessary to manage the organization effectively;
- Raises issues and questions and provides adequate information to inform board discussion;
- Provides appropriate, timely information to the Board on relevant organizational issues;
- Works effectively with the Board as a holistic governing body;
- Takes direction from full Board vs. individual directors;
- Creates a climate that welcomes the input and participation of all Board directors.

**The Executive Director and the Board have a positive and productive partnership.**

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**What are the major strengths of the Executive Director in this area? Please provide specific examples to explain your comments.**

**How can the Executive Director improve in this area? Please provide specific examples to explain your comments.**

## Reporting to the Board - Communications with and Support of the Board (Part 2)

To assess the Executive Director in the area of Communications with and Support of the Board, please review Executive Policy 8 below.

- The Board is informed and supported in its work;
- The Board is provided complete, clear information for the accomplishment of its job;
- The Board is informed in a timely manner about relevant events and issues regardless of reporting/monitoring schedule;
- Required reports to the Board are submitted in a timely, accurate, and understandable fashion;
- The Board is aware of actual or anticipated non-compliance with Board goals or Executive Policies;
- The Board is provided decision information it requests, information on relevant trends, or other points of view, issues and options for well-informed Board decisions;
- The Board is aware of incidental information it requires, including anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal/organizational changes. Notification of planned non-personnel-related internal changes is provided in advance when feasible;
- In consultation with legal counsel, that the Finance and Budget Committee is appropriately apprised of pending or threatened litigation;
- The Board is informed when the Board is not in compliance with its own policies, particularly in the case of the Board behavior that is detrimental to the work relationship between the Board and the Executive Director. Information provided to the Board is not overly complex or lengthy.

The Executive Director provides complete, understandable and timely information to support the Board in their analysis and decision-making.

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What are the major strengths of the Executive Director in this area? Please provide specific examples to explain your comments.

How can the Executive Director improve in this area? Please provide specific examples to explain your comments.

**V. The Board/Staff Relationship** - Because many organizational issues require a partnership of Board and staff, it is important that the Board, the Executive Director, and staff members assigned to assist the Board in carrying out its work have a good and strong working relationship.

**To assess the Board/Staff working relationship, consider the following criteria.**

- Has established appropriate systems for dialogue and communication between the Board and staff to ensure that the Board maintains a good knowledge of the organization;
- Senior staff have built effective working relationships with the Executive Committee and committee chairs who are responsible for specific aspects of organizational governance;
- Board has appropriate access to staff with technical expertise when needed.
- Staff is responsive to Board requests for information and feedback from official meetings.

**The DRCOG Board and Staff have a positive and productive working relationship.**

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**What are the major strengths of the Board/Staff working relationship? Please provide specific examples to explain your comments.**

**How can the Executive Director improve in this area? Please provide specific examples to explain your comments.**

**External Liaison and Public Image** - The Executive Director and Board directors are key players in establishing and maintaining positive relationships with the many groups that support the work of DRCOG.

**The Executive Director:**

- Maintains a positive professional reputation in the local community;
- Is a good ambassador;
- Serves as a knowledgeable spokesperson for DRCOG;
- Represents the organization's mission and vision;
- Is well regarded as having thorough knowledge and understanding by his or her professional peers in the organization's area of focus.

**Cultivates effective relationships with:**

- Community and business leaders
- Key partners
- Constituents/Stakeholders
- Public officials
- Relevant professional organizations

**The Executive Director serves the role well as DRCOG ambassador and projects a favorable public image for the organization.**

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**What are the major strengths of the Executive Director in this area? Please provide specific examples to explain your comments.**

**How can the Executive Director improve in this area? Please provide specific examples to explain your comments.**



**VI. Personal Attributes** – Are traits or characteristics of an individual that make up who they are and contribute to a person’s success.

To assess the Executive Director in the area of Personal Attributes, consider the following criteria.

The Executive Director demonstrates:

- **Self management, self-awareness, self-confidence** - Knowing one's strengths and limits and managing relationships to productive outcomes; Sureness about one's self-worth and capabilities.
- **Empathy and service orientation** - Sensing others feelings and perspective, and taking an active interest in their concerns; Anticipating, recognizing, and meeting customers needs.
- **Influence** - Demonstrates effective tactics for persuasion.
- **Transparency** - Openness; Provides full information required for collaboration, cooperation, and collective decision making.
- **Adaptability** - Flexibility in handling change; Smoothly handles multiple demands, shifting priorities.
- **Achievement drive/initiative** - Works to improve or meet a standard of excellence; Readiness to act on opportunities.

The Executive Director demonstrates personal attributes that contribute to success in the role.

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What are the major strengths of the Executive Director in this area? Please provide specific examples to explain your comments.

How can the Executive Director improve in this area? Please provide specific examples to explain your comments.

**VII. Open-Ended Questions** - this section contains 4 questions for general responses. Please cite specific examples where possible to explain your comments.

**What have been the most significant achievements of the Executive Director over the last year?**

**What external factors have influenced the Executive Director's performance?**

**What are areas in which the Board could provide better support to the Executive Director?**

**Additional comments:**

Thank you for taking time to provide feedback for DRCOG's Executive Director.

Please ***click Submit Responses*** below to ensure your feedback is recorded.

Steve Conklin

DRCOG Performance & Engagement Committee Chair