

1. Introduction

As set out in the Director Performance Evaluation Policy, all Board members are expected to complete this survey, which is designed to allow Board members to assess qualitative aspects of the Director's performance. The survey addresses the following five areas:

1. Leadership and Vision
2. Resource Management and Governance
3. Management of People
4. Collaboration and Communication
5. Client Service Focus

Rating Scale & Definitions:

This survey uses a five-point scale, which is defined below:

Exceptional Performance – is significant overachievement of expectations. (5)

Above Expectations – is often beyond expectations. (4)

Performance Meets Expectations – consistently fulfills expectations. (3)

Performance Improvement Needed – is inconsistent performance, with expectations only partially achieved. Deficiencies should be addressed in the performance appraisal. (2)

Unsatisfactory Performance – is the failure to achieve the majority of expectations. Deficiencies should be specifically addressed in the performance appraisal. (1)

When selecting any rating other than “Performance Meets Expectations” or “Unable to Assess” Board members shall provide written examples and comments to support their rating. Failure to do so shall result in the rating being excluded from the summary of results, and thus not factoring into the Director's evaluation.

2. Leadership and Vision

1. The Director envisions future possibilities and articulates a clear and compelling vision that inspires the staff to achieve strategic goals and organizational results. Identifies and capitalizes on strategic and operational opportunities that are consistent with the HSS mission, vision and goals. Models integrity, leadership and management behaviors expected of others. Demonstrates an executive-level knowledge and understanding of the technical and professional aspects of HSS (e.g. legal, actuarial, benefits, technology, City dynamics, etc.) and works to maintain such knowledge over time.

Exceptional Performance	Above Performance	Performance Meets Expectations	Performance Improvement Needed	Unsatisfactory Performance
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As evidenced by: (Provide examples or comments to support the rating):

3. Resource Management and Governance

2. Working with staff and the Board, the Director defines ambitious yet realistic long-term and annual goals and objectives in a manner consistent with the HSS mission. Demonstrates accountability, discretion, and sound judgment when using and managing HSS resources (operational, financial, and human). Given political constraints and circumstances, is effective in obtaining/maintaining necessary resources. Manages risk and compliance appropriately and assures that staff exercise their accountabilities for managing risk and compliance. Provides sound, well supported policy analysis and recommendations to the Board as appropriate.

Exceptional Performance	Above Performance	Satisfactory Performance	Improvement Needed	Unsatisfactory Performance
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As evidenced by: (Provide examples or comments to support the rating):

4. Management of People

3. Fosters an environment of individual growth and professional development. Recognizes and utilizes the skills of others through delegation and clearly outlining performance expectations. Provides timely performance feedback and recognizes superior performance. Recruits, retains, mentors and effectively coaches a talented diverse staff. Maximizes organizational results and individual effectiveness by defining measures of success.

Exceptional Performance	Above Performance	Satisfactory Performance	Improvement Needed	Unsatisfactory Performance
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As evidenced by: (Provide examples or comments to support the rating):

5. Collaboration and Communication

4. Collaborates with key constituents to successfully achieve organizational goals. Proactively establishes relationships with employees, clients, partners, the City, and the community. Understands the needs of these individuals and shares information and knowledge to meet HSS objectives. Develops relationships that are built on confidence and trust. Seeks perspectives and opinions from others to ensure sound decision making that leads to understanding the strategic and operational direction of HSS. Clearly expresses ideas, orally and in writing, and demonstrates skill in actively listening and interacting with others. Adapts to varying and unexpected situations and is flexible in the approach to resolving organizational challenges. Ensures the Board is provided with all necessary and timely information and kept abreast of all important developments.

Exceptional Performance	Above Expectation	Satisfactory Performance	Improvement Needed	Unsatisfactory Performance
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As evidenced by: (Provide examples or comments to support the rating):

6. Client Service Focus

5. Demonstrates a commitment to client service and works to create a culture of service quality within HSS. Identifies and communicates service needs and objectives and establishes ongoing communication processes that are both proactive and responsive. Resolves service problems promptly and professionally. Seeks to continually assess the quality of member service. Values and delivers high quality, responsive and innovative service to all clients.

Exceptional Performance	Above Expectation	Satisfactory Performance	Improvement Needed	Unsatisfactory Performance
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As evidenced by: (Provide examples or comments to support the rating):