



Performance Evaluation

EMPLOYEE'S INFORMATION

Name: Kevin Van Lierop	Position: Community Energizer
Completed by: Lindsay Sage Scott Courtice	Review Date: May 11, 2011
Review Period From: February 2011	Review Period To: April 2011

PERFORMANCE RATING DEFINITIONS

- 1 **Did Not Meet Expectations** – Did not demonstrate the appropriate level of capability in specified area(s); significant development is required to attain the desired level of performance.
- 2 **Met Expectations with Exception** – Performs some responsibilities effectively with the need for further development in specific capabilities. Clearly exhibits the potential to attain higher performance level overall.
- 3 **Fully Met Expectations** – This is a high standard to achieve and contributions at this level are greatly valued. Displaying sound judgement at all times, these employees deliver high-quality work and successfully complete tasks in a timely manner.
- 4 **Exceeded Expectations** – Employees in this category are those who consistently do outstanding work. They routinely perform at a level higher than employees with equivalent experience. They invariably deliver excellent results in tight deadlines. They always accept all responsibilities and take on new responsibilities without requiring additional supervision.
- 5 **N/A** - Not Observed or Not Applicable

<i>Quality of Work</i>	1	2	3	4	N/A
Demonstrates knowledge of the Organization's objectives, policies, procedures and adheres to organization standards.			X		
Demonstrates proficiency in required software				X	
Produces accurate, high quality work			X		
Analyzes problems and provides practical solutions			X		
Uses proper grammar in all written communications			X		
Learns new procedures and tasks				X	
Demonstrates effective judgment			X*		

Provide examples to document areas of particular strength or developmental needs:

*Kevin is aware of a need to continually steward the EL brand both on a personal and professional level in public communications, including social media.

Organization and Planning	1	2	3	4	N/A
Establishes sound goals and objectives and organizes accordingly				X	
Develops action plans and prioritizes tasks			X		
Monitors progress towards meeting objectives and adjusts plans and actions as necessary				X	
Effectively allocates and schedules resources			X*		
Manages time effectively and meets required deadlines			X		

Provide examples to document areas of particular strength or developmental needs:

*The EL executive will continue to help Kevin prioritize his broad range of duties, in particular as they relate to the new EL strategic plan.

Problem Solving and Judgement	1	2	3	4	N/A
Recognizes problems early and analyzes root causes			X		
Weighs alternatives and acts promptly, decisively and with sound judgment			X		
Decision making process is logical and corrective actions are practical and innovative			X		
Resourcefulness and ability to innovate or develop new concepts			X*		

Provide examples to document areas of particular strength or developmental needs:

Kevin has an inherent talent a great deal of creativity and innovation – we will look for opportunities together to tap into these skills and encourage Kevin to bring them to bear on new and innovative EL work.

Communications	1	2	3	4	N/A
Provides complete, accurate and timely information				X	
Possesses excellent oral and written communication skills			X		
Communicates effectively at all levels within the organization and across organizational lines				X*	
Represents the organization positively at all times			X		

Provide examples to document areas of particular strength or developmental needs:

*Kevin has done a great job keeping our board informed of operational progress (via monthly reports) and by implementing a bi-weekly e-communication to our members and stakeholders.

Knowledge of Job and Application of Skills	1	2	3	4	N/A
Knowledge of all phases of position and application of skills to the position			X		
Sound knowledge of Emerging Leaders programs and services				X	
Accuracy, thoroughness and attention to detail			X		
Professionalism and care in approach to work			X		
Identifies with and is committed to the goals of the organization			X		
Minimum amount of supervision and direction required				X*	

Provide examples to document areas of particular strength or developmental needs:

*Kevin has done an excellent job working within a role that is large in scope and shifting as the organization evolves.

Delivering on Your Work	1	2	3	4	N/A
Demonstrates a positive attitude			X		
Completes projects and daily responsibilities in a timely manner				X	
Demonstrates initiative			X		
Utilizes available time effectively			X		
Manages multiple tasks and changing priorities				X*	
Keeps President informed of schedules/project status				X	
Works well under pressure; is effective and flexible in stressful situations (e.g. unexpected problems, tight deadlines)			X		

Provide examples to document areas of particular strength or developmental needs:

*As the board sets strategic priorities, the will help Kevin in setting priorities, having greater focus and control over time management challenges. Kevin should continue to communicate his concerns to board chair and vice chair re ability to manage work and working conditions.

Teamwork	1	2	3	4	N/A
Shares responsibility for overflow and coverage with co-workers					X
Demonstrates flexibility; adapts well to change			X		
Displays a cooperative and professional attitude toward other employees. (<i>volunteers</i>)				X	
Openly shares knowledge, skills, and insights with others				X*	
Works independently as well as part of team					X
Responds positively to constructive criticism			X		

Provide examples to document areas of particular strength or developmental needs:
 *Kevin has done a good job stewarding relationships with EL volunteer leaders and pod members and in engaging member volunteers in programs and events.

Delivering to Our Customers (ie the people we support internally and externally)	1	2	3	4	N/A
Comprehends and follows instructions, asking questions when appropriate				X	
Promptly attends to customer issues and follows up to ensure customer satisfaction					X
Listens and communicates effectively verbally and in writing, with individuals and groups.				X*	

Provide examples to document areas of particular strength or developmental needs:
 Kevin has demonstrated excellent use of technology and social media to establish regular communication with stakeholders.

WORK HABITS

Does this individual arrive at work in a timely manner consistently? (Punctuality)
 Comments:

<input checked="" type="checkbox"/> Yes
<input type="checkbox"/> No

Does this individual exercise discretion when dealing with confidential information?
 Comments:

<input checked="" type="checkbox"/> Yes



Are there any attendance issues that merit further discussion? (Attendance)
Comments:

No

Yes

No



OVERALL PERFORMANCE	1	2	3	4
substantial progress toward his 3-month review			X	

Supportive Statement for Overall Rating:
 Kevin is doing a great job in helping us build the EL organization in a large and shifting role. He is adaptable, positive and an excellent member of the EL team.

PERFORMANCE ACKNOWLEDGEMENT

The purpose of this section is to verify the performance evaluation document has been reviewed and discussed by the Executive Director and individual. The individual may add any additional comments to this evaluation in the "comments" area.

This performance review has been seen and reviewed with the employee:

PRESIDENT:	<i>A. Sage</i>
DATE:	<i>June 8/11</i>
ADDITIONAL COMMENTS:	See summary comments below.

EMPLOYEE:	<i>[Signature]</i>
DATE:	<i>June 8th 2011</i>
ADDITIONAL COMMENTS:	

Moving Forward

In the next 6-12 months, Kevin will need the assistance and support of the EL Board in establishing roles, responsibilities and action plans related to the organization's strategic plan.

Kevin should continue to provide proactive feedback to the Board executive on his needs and expectations relative to the role, and any resource or day-to-day challenges he is facing.

The EL Board will be committed to providing guidance and resources as needed, and to establishing a more permanent office home base for the EL organization. The board should also be mindful in providing such support of the needs, interests and challenges outlined by Kevin in **Appendix A – Employee Self Evaluation**.

To February 2012, the following are goals that Kevin and the EL Chair/Vice Chair have agreed to for the Community Energizer role:

Operations/Organizational Structure

- ✓ Official clarification, implementation and communication of roles and responsibilities (Board, CE and volunteer pods).
- ✓ Institution of membership model and establishment/tracking of membership goals.
- ✓ Establishment of board portal (for meeting notes, communications).
- ✓ Execution of first EL AGM.
- ✓ Continued stewardship of the strategic plan.
- ✓ Support sustainability planning process.

Media, Marketing, Public Relations

- ✓ Establishment of more regular media relations outreach.
- ✓ Establish tactical marketing plan for ongoing brand development and membership.

Appendix A: Performance Review Self Evaluation (Kevin Van Lierop)

1. What is the best part(s) of your job?

- The opportunity to build something from the ground up
- Having board members who are (for the most part) approachable and generally easy to both communicate and work with

2. What is the most difficult aspect of your job?

- Having the “weight of the world on my shoulders” and some unrealistic (even if informal), expectations placed onto me
- The blurring of distinction between my personal and professional lives
- Working without someone regular to bounce ideas, concepts and information off of
- Relying on other people to complete their work in order for me to do mine
- Working without some of the ‘basic’ tools needed to complete daily activities (phone, design software etc.)

3. What will success look like for your position? and/ or What are your most noteworthy achievement(s) so far during this employment tenure?

a) The moment someone says something along the lines of, “The work Emerging Leaders is doing helped me to decide to stay in London” OR “The work Emerging Leaders is doing has provided me opportunities to develop my skills and make a meaningful impact with them”

b) I feel as if I haven’t completed anything noteworthy thus far. Yes, Leadership London is up and running, but the curriculum was developed long before I arrived, I feel the same way about other current offerings.

4. What resources do you need to attain this success/ greater success?

- The opportunity to develop personal & trusting relationships with people outside the confines of Emerging Leaders
- To a lesser degree, regular feedback from ‘members’ (ie. surveys)
- A list of things that I shouldn't be doing
- Regular Bi-Weekly 'Check-Ins' to review current work, progress and to make sure everything is on track
- Financial Items in Order - credit card, formal operating budget, direct deposit

5. In what areas can you improve your performance? and How can improvement be achieved? (Consider job-related training, leadership training, and personal development.)

- Develop better skills in funding allocation (includes grant writing), volunteer management (includes leadership programs) and writing for specific audiences (reports, grants, business etc.)
- Develop better communication skills to more effectively engage with EL’s ‘members’ and the community at large
- Better engage with the students of the city who I believe are a critical piece to Emerging Leaders being successful which I am worried may not get enough attention