



Performance Appraisal and Planning Program for Supervisory/Management Staff

Name: Kevin Van Lierop	Position Title: Community Energizer	Date: November 17, 2011
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Part 1: Review of Accomplishments for Review Period:

Review Period: May 2011 – October 2011

Specific Accountabilities for Employee's Position	Results and Achievements for the Review Period
<ul style="list-style-type: none"> – Strategy and planning: collaborate with Board of Directors to develop new initiatives that serve the organization's vision and mission and deliver upon the strategic plan. – Stakeholder communications: Maintain electronic mailing list and send out notices about events, programs and activities; maintain the organization's social media presence consistent with EL brand standards. – Volunteer management: support the work of the volunteer committees, committees of the board and EL volunteer-driven initiatives; maintain volunteer database and help coordinate their activities. – Event and program management: collaborate with volunteers to plan and execute EL events and programs. – Manage book keeper to administer payroll and budget management. 	<ul style="list-style-type: none"> – Strategic Plan: Played a pivotal role in developing the organization's first strategic plan, and developed a realistic action plan that will help the organization implement its strategy. – Leadership London: Helped launch and shepherd the first year of EL's leadership program for young professionals. In an effort to improve the program for the next class, hired someone to evaluate program successes and challenges. – Membership Launch: Led EL's transition to a paid membership model. Negotiated partner agreements with local businesses to give members discounts, and executed promotions to sell memberships. Exceeded our goals for membership sales in advance of the AGM. – Office Space: Negotiated a very beneficial office lease within London Public Library's central library. Cost of rent is significantly lower than budget. EL now has a physical home, which is a significant step for the organization. – Partner Outreach: Has built, and in some cases re-built, strategic partnerships with London non-profits and other like-minded groups.

- **Maintain corporate records** and support the administration of Board of Directors activities.
- **Track success measures** and compile reports for grants and other funding partnerships.
- **Support Fundraising Committee** with administrative and research support.

- **Citizen Engagement Task Force:** Demonstrated leadership by engaging EL demographic in the City of London's CETF, ensuring the demographic has a voice in improving citizen engagement.
- **Committee/POD restructuring:** Reviewed and recommended changes to our volunteer POD structure aimed at improving the effectiveness of the committees and volunteer engagement; new committee structure also reflects the strategic plan, particularly a new focus on advocacy.
- **Leadership:** Has come into his own as a leader within the organization. Kevin has demonstrated confidence to act independently and make decisions that are in the best interest of the organization. He has been integral in helping EL make the transition from a Founder-led and inspired organization to an organization that continues to take inspiration from its Founders, but is confident enough to go in new directions and empower new leadership. The Board has total confidence in Kevin, and respects his expertise and management abilities.

Part 2: Rating of Competency Factors:

Competencies	Rating						Comments on Employee's Strengths or Areas for Improvement in Each Factor
	EX	ABS	ATS	BES	UN	Dev	
Analysis & Judgment		X					Kevin is a one-person show, and must make many decisions on his own without benefit of colleague consultation. He makes good decisions with very little direction.
Innovation & Creativity		X					Innovation is a daily occurrence when working for a start-up non-profit.
Customer Service Orientation	X						Kevin meets volunteers and board members at times and places that work for them. He goes out of his way to accommodate volunteers.
Communication Skills		X					Kevin has a clear and direct communications style. He regularly updates the Board, and engages the membership through social media, e-newsletters, and regular website updates.
Professional Maturity		X					Kevin is open, honest and very open to feedback. He knows his strengths and capacities, and his open and direct communication makes him an easy colleague to work with and respect.
Action & Results Driven	X						Kevin, being the only staff member of EL, is self driven and very focused on results.
Teamwork		X					There's lots of independent work in Kevin's job, but to get most things done requires him to work with teams. He is a natural team player.
Leadership	X						Kevin is a confident and humble leader with great

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							listening skills – an excellent model for the demographic. He knows when he needs to step up and lead but is also comfortable empowering others to lead.
Coaching & Development					X		N/A
Integrity	X						He is trusted and respected by others, follows through on commitments, and his actions match his words.
Finance			X				Kevin is a prudent budget manager and works effectively with the book keeper to keep EL finances in order.

In rating the Competency Factors it is important to understand the definition of each competency. On the next page is a chart of the competencies with specific behavioural examples as well as a definition of the Ratings.

Competencies

<p style="text-align: center;">Analysis and Judgment</p> <ul style="list-style-type: none"> Identifies issues early and takes corrective action. Makes good decisions with incomplete or uncertain information. Knows where to look for answers when problems arise and seeks input from those affected. Grasps complexities and perceives relationship among problems or issues. Makes sense of information by breaking down and organizing problems into a simple list of tasks. 	<p style="text-align: center;">Innovation and Creativity</p> <ul style="list-style-type: none"> Generates and promotes continuous process improvement. Is open to ideas that challenge the status quo. Accepts and effectively implements change. Shows good judgment regarding creative ideas that will work. Seeks diverse ideas and perspectives from a variety of sources.
<p style="text-align: center;">Customer Service Orientation</p> <ul style="list-style-type: none"> Emphasizes the importance of error-free results on time. Benchmarks and incorporates best practices. Acts with the customer in mind. Stays informed on consumer and customer needs. Builds and maintains customer/supplier relationships. 	<p style="text-align: center;">Communication Skills</p> <ul style="list-style-type: none"> Listens for understanding. Manages conflict positively. Informs appropriate people on key issues. Gives and receives feedback while showing an awareness and respect for others opinions and feelings. Speaks clearly and expresses self well in groups and in one-on-one conversations.
<p style="text-align: center;">Professional Maturity</p> <ul style="list-style-type: none"> Accurately appraises own strengths and limitations. Takes responsibility for his/her own issues and failures without blaming others. Projects, poise, confidence and comfort in a leadership role. Is open, honest, non-political and can be trusted. Places the good of the organization above personal gain. 	<p style="text-align: center;">Action and Results Driven</p> <ul style="list-style-type: none"> Goes above and beyond what needs to be done without being told to do so. Demonstrates energy, productivity and initiative. Manages the business process with a sense of urgency and follows through until completion. Leads and manages resources to create a high performance culture that values excellence. Works through ambiguous situations to ensure successful completion of assignments.
<p style="text-align: center;">Teamwork</p> <ul style="list-style-type: none"> Accepts joint responsibility and accountability. Shares information and works co-operatively with others to accomplish the groups goals. Builds team spirit and motives members of his/her work group to exceed goals. Encourages others by publicly crediting others who have performed well. Resolves conflict by finding areas of agreement. 	<p style="text-align: center;">Leadership</p> <ul style="list-style-type: none"> Builds commitment around a shared vision. Is sensitive to diverse views and opinions. Builds support and enthusiasm for the accomplishment of stated goals. Maintains composure in difficult situations. Develops and uses positive approaches to influence others.
<p style="text-align: center;">Coaching and Development</p> <ul style="list-style-type: none"> Sets individual and team objectives and coaches employees to achieve the objectives. Accurately assesses strengths and developmental needs of employees. Clearly outlines areas of opportunities for individuals and develops action plans for improvement. Enables others by pushing decisions and responsibility down. Praises and rewards successful development efforts, as well as specific accomplishments. 	<p style="text-align: center;">Integrity</p> <ul style="list-style-type: none"> Has the trust and respect of others. Follows through on commitments. Demonstrates consistently sound personal and business ethics Is truthful and forthright in communications of all kinds. Ensures actions are consistent with words.
<p style="text-align: center;">Finance</p> <ul style="list-style-type: none"> Meets the Financial Obligations as set out in the Departmental budget Is creative and flexible in financial matters while still meeting targets Submits appropriate, accurate financial information 	

Ratings

Exceptional (EX)	Above Standard (ABS)	At Standard (ATS)	Below Standard (BES)	Unsatisfactory (UN)	Developmental (DEV)
Performance is truly exceptional in terms of the results achieved and skills demonstrated. Truly an outstanding performer and a role model or example for others.	Performance exceeds job requirements. Employee demonstrates a superior performance in terms of the results achieved and the skills demonstrated.	Performance meets job requirements in terms of results achieved and the skills demonstrated. Employee is a competent performer in their job function.	Performance is below expectation. The employee does not completely meet the job requirements in terms of the results achieved and the skills demonstrated. Improvements need to be made to meet job requirements.	Performance is unsatisfactory. The employee does not meet the job requirements in terms of the results achieved and the skills demonstrated. Corrective action steps must be taken.	Is a rating code that is only to be used when an employee is new in his/her job and consequently still in a learning or training stage. Action plans to address the learning or training requirements must be included.

Part 3: Development Plan for Employee:

Development Priority/Activity	By Whom	By When
<ul style="list-style-type: none"> - No performance concerns requiring a development plan. - Professional development funds will be put into the 2012 E.L. Operating Budget, and Kevin will present opportunities to the Board President for approval. 		

Part 4: Employee's Comments:

Employee's comments on the contents of this review

Employee's Signature:	Supervisor's Signature:	Approval:
Date:	Date:	Date: