

Excerpts from the original study are reflected in this document. Some references may be dated and no longer relevant. However, the foundation of the evaluation process, job description and personnel policies may be helpful for your specific Council.

EVALUATING THE COUNCIL EXECUTIVE DIRECTOR:
A VOLUNTEER-STAFF PARTNERSHIP

MODEL POSITION DESCRIPTION
AND EVALUATION PROCESS/POLICY FOR
DEVELOPMENTAL DISABILITIES COUNCIL EXECUTIVE DIRECTORS

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An important element in personnel evaluation is knowing the criteria against which an individual's performance is to be evaluated. For performance evaluations to be objective and effective, there must be a position description that accurately reflects Council expectations for its Executive Director. With such a position description, the Director knows the yardstick against which she or he will be measured and will be able to get helpful feedback on what is going well and what might be improved. Also, Chairperson and other Council members involved in the evaluation of the Executive Director will have guideposts against which to judge performance so that they are asking for performance indicators in areas about which the Director is aware and to which she or he has agreed at the outset was part of the job.

Personnel evaluations should be done in the spirit of partnership, with the goal of improving both the staff support to the Council and the Council's ability to provide appropriate guidance to its staff. For evaluations to be positive experiences for all concerned, a good position description is close to the heart of the process. A Council can't succeed without a supportive Council. Mutual expectations must be clear and explicit.

[Below is a compilation of actual job descriptions from Councils](#)

MAJOR DUTIES, RESPONSIBILITIES AND TASKS

1. Provide primary staff support to the State Council on Developmental Disabilities by:
 - a. assisting the Council, its committees and subcommittees, in formulating public policy impacting on people with developmental disabilities
 - b. preparing recommended policies budgets, plans, reports, and resolutions for Council review and approval
 - c. ensuring implementation of Council directives and policies
 - d. identifying and implementing policies and practices promoting cost-effective Council operations
 - e. communicating Council policy, activities, requirements, recommendations and concerns to a variety of agencies, organizations and constituencies
 - f. representing the Council in establishing and maintaining effective working relationships with a variety of agencies and constituencies
 - g. developing meeting agendas and related informational material and presentations
 - h. coordinating all logistical arrangements required in scheduling and convening regular Council, committee and subcommittee meetings
 - i. preparing written material including regular day to day correspondence and meeting minutes in accessible formats as appropriate

- j. assisting the Council and the Governor's office in maintaining representative membership in compliance with state and federal law
2. Support the development of leadership skills and abilities of Council members by:
 - a. empowering the citizen and other members of the Council to govern the Council and to address the Council mandates
 - b. providing training opportunities for Council members on the Developmental Disabilities Act and the role of the DD Councils
 - c. providing training opportunities for Council members to participate in state and national conferences to gain information about state-of-the-art services and best practices
 - d. assisting Council members in communicating with their state legislators and Members of Congress
 - e. assisting committee and subcommittee chairpersons and Council officers to learn their roles and responsibilities and provide on-going support to ensure their successful leadership
 - f. maintaining personal contact with all Council members
 - g. formulating strategies with Council leadership to promote interest and active participation in the Council's activities on the part of Council members
 3. Recruit, train and supervise personnel of the Council by:
 - a. periodically reviewing the Council staff structure to meet the changing needs of the Council and making any recommendations for change to the Council
 - b. obtaining maximum use of staff by clearly defining their duties, establishing performance standards and position descriptions for all staff, conducting performance reviews annually, recommending a competitive salary structure, and ensuring the existence of appropriate personnel policies
 - c. making all staff and project assignments
 - d. managing, coordinating and monitoring staff products and activities, including grants management, necessary to implement Council objectives and priorities
 - e. assuring directly and through supervision of assigned staff that all Council committees, subcommittees and ad hoc work groups have necessary staff support for preparation, operations, decision making and follow-up
 - f. directing the staff of the Council in implementing the activities required to reach the goals of the State Plan
 4. Prepare annual State plans, reports and budgets in accordance with Council directives and applicable federal requirements pertaining to the Developmental Disabilities Assistance and Bill of Rights Act by:

- a. supervising the conducting surveys and assessments to determine needs of people with developmental disabilities in the state
 - b. reviewing applicable federal regulations and assisting the Council with their interpretation
 - c. soliciting Council and public input to proposed State Plans and budgets
 - d. writing, editing and directing the development of and submitting within deadlines established for federal review and funding approval annual State Plans, annual reports, financial reports and budgets including non-federal match
 - e. coordinating control over funds, physical assets and inventory consistent with sound management practices
 - f. maintaining liaison with federal personnel and addressing concerns expressed and plan approval conditions imposed
5. Administer the overall implementation of the Council's State Plan, direct the financial management of state and federally approved budgets contained in the plan, and manage Council approved grants and contracts with agencies and organizations conducting projects and activities and providing services for people with developmental disabilities with Federal Developmental Disabilities Act funding awarded by the Council by
 - a. distributing and publicizing the approved Plan and explaining its contents to a variety of organizations, agencies and constituencies
 - b. following (or adapting) the state procurement requirements in seeking applicants for Council funds and awarding contracts for Council approved projects
 - c. coordinating preparation and processing of grant/contract agreements
 - d. developing and maintaining a uniform fiscal expenditure reporting system for Council-funded projects
 - e. reviewing expenditure reports to ensure compliance with state and federal regulations and adherence to contractual requirements
 - f. coordinating approval and processing of payments to project contractors and grantees
 - g. developing and maintaining a project monitoring system to include onsite visits and narrative progress reports and ensuring the results are reported to the Council
6. Advocate programs and policies which benefit people with developmental disabilities in terms of quality and quantity of services available to them by:
 - a. assisting the planning efforts of state agencies to ensure that people with developmental disabilities receive adequate and appropriate services
 - b. reviewing and commenting on state plans and policies impacting on people with developmental disabilities

- c. reviewing the performance of state agencies serving people with developmental disabilities and advising the Council of deficiencies noted and preparing appropriate recommendations
 - d. tracking state and federal legislation pertaining to people with developmental disabilities and providing information to the Governor, State Legislature and the U.S. Congress as necessary
 - e. assisting the Council to develop an annual public policy agenda and widely disseminating it to appropriate organizations and constituencies
 - f. participating in state-wide coalitions which address issues concerning people with developmental disabilities
 - g. providing recommendations to Congress and the Administration on Developmental Disabilities and other federal agencies on national policy affecting persons with developmental disabilities
7. Participate in the exchange of information among and between Developmental Disabilities Councils of other states, the federal Administration on Developmental Disabilities (ADD) and the National Association of Developmental Disabilities Councils (NADDC) by:
- a. responding to inquiries and requests for information in writing via telephone, FAX or electronic mail and completing and returning questionnaires or requested reports
 - b. attending conferences and meeting sponsored by ADD and NADDC, participating to the maximum extent feasible in the policy-making and governance of NADDC and encouraging and supporting Council member participation in the same
 - c. requesting needed information from appropriate out-of-state resources

MODEL PERSONNEL POLICIES - INTRODUCTION

It shall be the policy of the (State) Council on Developmental Disabilities Councils to hire, train and retain a sufficient number of outstanding employees fully capable of carrying out the Council's goals and objectives. To affect this policy, a continuous effort will be made to develop, implement, and interpret around personnel practices comparable to those of similar agencies and organizations. In doing so, the Council will meet both state and federal laws applicable to its employees and provide general working conditions, salaries and other benefits competitive with similar organizations and agencies. The Council recognizes that its ability to provide continuing leadership, technical competence and service in the field of developmental disabilities is dependent upon its employees. It will, therefore, strive to provide a work climate through its Personnel Policies and practices which will assure optimum employee contributions and commensurate rewards for all of its employees. It is Councils policy to engage staff for

whom the well-being of the Council and the continuance of its purposes are foremost in importance.

The Council shall be responsible for establishing and maintaining personnel policies formulated by the (Personnel Committee or Executive Director) and aided by the Executive Director. The Executive Director shall be responsible for implementing these policies.

The Council is an equal opportunity employer and has an affirmative action program with respect to the employment of qualified individuals with disabilities contained in a separate document. No person employed by the Council or persons seeking employment shall be appointed, promoted, removed or discriminated against because of the individual's age, sex, race, marital status, sexual preference, creed, disability, color, or national origin. All advertisements for positions with the Council will include an affirmative action statement. Any person employed as a full-time regular employee shall be covered by a written job description outlining qualifications for the position and expectations for the individual's performance.

An employee must avoid any kind of action or statement which would reflect adversely upon the Council or its operations. Each employee is required to use discretion in the discussion of official business and records. No Council employee (professional) shall receive remuneration from a source other than the Council without the approval of the Council for services related to their responsibilities for the Council.

Under the authority delegated to him/her by the Council, the Executive Director is the official staff spokesperson for the Council. Staff members may not represent the Council unless designated by the Executive Director.

The Council agrees to provide overall program policies and direction to support the Executive Director in carrying out the programmatic and administrative objectives, adopting organizational policies necessary for the operation of the Council office, providing necessary staffing, developing annual program objectives, developing an annual budget and keeping current personnel policies.

MODEL EVALUATION PROCESS FOR COUNCIL EXECUTIVE DIRECTORS
This section reflects the policies of NADDC and not the current policies of the national association.

[The following evaluation process is adapted from NADDC's personnel evaluation policy and the procedures used by several Councils that appear satisfied with their approaches. Each Council needs to determine who actually will implement each of these steps.]

1. The Officers, Personnel Committee or Executive Committee develop a position description for Executive Director for the approval of the full Council

2. The Officers, Personnel Committee or Executive Committee develop an evaluation format which is based upon the position description and uses performance indicators. Numerical ranges such as the following may be used:

Substantially Exceeds Performance Requirements. Work that is characterized by exemplary accomplishments throughout the rating period; performance that is considerably and consistently above the success criteria of the job. Ratings: 3.5 and above

Exceeds Performance Requirements: Work that is above the success criteria of the job throughout the rating period. Rating: 2.5 to 3.49

Meets Performance Requirements: Work that meets the success criteria of the job. Ratings: 1.5 to 2.49

Below Performance Requirements: Work that fails to meet the success criteria of the job. Ratings: 1.49 and below

3. The Executive Director concurs with responsibilities outlined in position description and evaluation format.
4. The Executive Director does a written self-evaluation based on position description and includes an assessment of the support he or she receives from Council leadership and how the Council is doing in its role and responsibilities.
5. The Chairperson, assisted by the (Personnel Committee or Executives Committee) annually evaluates the Executive Director on behalf of the Council based on the performance indicators derived from the position descriptions.
6. The Chairperson contacts Council officers (leadership) for input and solicits input from other Council members in writing, enclosing a copy of the position description and the Executive Director's self-evaluation.
7. The Chairperson completes a written evaluation based on the position description and provides a copy to the Executive Director only.
8. The Chairperson discusses the written evaluation with Executive Director. Executive signs evaluation indicating concurrence. The Director and Chairperson jointly develop a plan for improvement if indicated. If the Chairperson so desires, he or she may amend the evaluation based on the discussions with the Executive Director.
9. The Chairperson shares copies of the final evaluation with (Officers, Personnel Committee/Executive Committee) and makes recommendation for salary adjustment for the Council's approval.