



# Executive Director PERFORMANCE APPRAISAL

The criteria for the Executive Director’s evaluation consist of six general areas: (1) Management of Operations; (2) Customer Service; (3) Representation of IMRF; (4) Board Interaction; (5) Policy Development and Implementation; and, (6) Leadership. A scale of 1-5 will be used. Board Members are to strive to “speak in one voice” by reaching consensus about the score and the message. For any scores below 5, the Board is to send constructive feedback as to how performance can be improved. Even with the scores of 5, messages can still be sent that will benefit the Executive Director’s performance.

**Evaluation Criteria:**

## 1) Management of Operations

This category includes the overall management of IMRF including operational excellence, financial health, staffing, delegating, leading, executive team management, staff development, backup/succession planning, culture/work atmosphere/staff engagement, productivity of staff, continuous process improvement, quality of work, audits, business continuity/disaster recovery, project management, strategic planning, budgeting, benefit administration, oversight of investment operations.

**Information & Resources:**

- |                      |  |
|----------------------|--|
| Audit Reports        | Certifications                         |
| Budget Reports       | Leadership Scorecard Results vs. Goals |
| CAFR                 | ILPEX Feedback Report                  |
| CEM Reports          | Annual Diversity Report                |
| Quarterly Compliance |  |

**Score (1-5)**

\_\_\_\_\_ 5    \_\_\_\_\_ 4    \_\_\_\_\_ 3    \_\_\_\_\_ 2    \_\_\_\_\_ 1



# Executive Director PERFORMANCE APPRAISAL

The criteria for the Executive Director's evaluation consist of six general areas: (1) Management of Operations; (2) Representation of IMRF; (3) Interaction with the Board; (4) Strategic Planning; (5) Policy Development and Implementation; and, (6) Leadership. A scale of 1-5 will be used. Board Members are to strive to "speak in one voice" by reaching consensus about the score and the message. For any scores below 5, the Board is to send constructive feedback as to how performance can be improved. Even with the scores of 5, messages can still be sent that will benefit the Executive Director's performance.

## Evaluation Criteria:

### 2) Customer Service

Consider metrics on timelines and accuracy; customer engagement; continuous improvement; cost/benefit analysis and strategies in developing services.

## Information & Resources:

**Member Voice of the Customer Surveys**

**Employer Voice of the Customer Surveys**

**Cobalt Retirement Satisfaction Survey**

Score (1-5)

\_\_\_\_\_ 5    \_\_\_\_\_ 4    \_\_\_\_\_ 3    \_\_\_\_\_ 2    \_\_\_\_\_ 1



# Executive Director PERFORMANCE APPRAISAL

The criteria for the Executive Director’s evaluation consist of six general areas: (1) Management of Operations; (2) Representation of IMRF; (3) Interaction with the Board; (4) Strategic Planning; (5) Policy Development and Implementation; and, (6) Leadership. A scale of 1-5 will be used. Board Members are to strive to “speak in one voice” by reaching consensus about the score and the message. For any scores below 5, the Board is to send constructive feedback as to how performance can be improved. Even with the scores of 5, messages can still be sent that will benefit the Executive Director’s performance.

**Evaluation Criteria:**

## 3) Representation of IMRF

This category includes the public image the Executive Director projects and how well he/she communicates with the membership, employers, unions, associations, legislators, the executive branch of State government, peers within other retirement systems, media and the general public.

Consider the quantity and quality of verbal and written communications.

**Information & Resources:**

- Attendance and speeches at conferences
- CAFR letter
- Interaction with legislators
- Newsletters to the membership
- Member surveys
- Meetings with employers
- Employer surveys
- Meetings with members/retirees
- News articles/quotes
- Personal appearances at association/union meetings

**Score (1-5)**

\_\_\_\_\_ 5    \_\_\_\_\_ 4    \_\_\_\_\_ 3    \_\_\_\_\_ 2    \_\_\_\_\_ 1



# Executive Director

# PERFORMANCE APPRAISAL

The criteria for the Executive Director's evaluation consist of six general areas: (1) Management of Operations; (2) Representation of IMRF; (3) Interaction with the Board; (4) Strategic Planning; (5) Policy Development and Implementation; and, (6) Leadership. A scale of 1-5 will be used. Board Members are to strive to "speak in one voice" by reaching consensus about the score and the message. For any scores below 5, the Board is to send constructive feedback as to how performance can be improved. Even with the scores of 5, messages can still be sent that will benefit the Executive Director's performance.

### Evaluation Criteria:

#### 4) Board Interaction

This category includes the way the Executive Director helps the Board fulfill their fiduciary responsibilities by designing the meeting agendas, organizing the board packet, asking questions for the Board's benefit or providing input during meetings; as well as addressing questions and concerns of individual trustees.

### Information & Resources:

- Board agendas
- Board packets
- Executive Director's report
- Personal meetings/calls with trustees
- Verbal interaction at meetings
- Communication between meetings

### Score (1-5)

\_\_\_\_\_ 5    \_\_\_\_\_ 4    \_\_\_\_\_ 3    \_\_\_\_\_ 2    \_\_\_\_\_ 1



# Executive Director PERFORMANCE APPRAISAL

The criteria for the Executive Director’s evaluation consist of six general areas: (1) Management of Operations; (2) Representation of IMRF; (3) Interaction with the Board; (4) Strategic Planning; (5) Policy Development and Implementation; and, (6) Leadership. A scale of 1-5 will be used. Board Members are to strive to “speak in one voice” by reaching consensus about the score and the message. For any scores below 5, the Board is to send constructive feedback as to how performance can be improved. Even with the scores of 5, messages can still be sent that will benefit the Executive Director’s performance.

### Evaluation Criteria:

#### 5) Policy Development and Implementation

This category includes the input the Executive Director gives in assessing changes in IMRF’s environment, identification of issues, prioritizing goals and objectives of the Fund, interpreting trends, implementing the plan as well as developing and making sufficient progress towards the strategic plan.

Consider whether issues have been properly identified and analyzed; whether appropriate recommendations for change are made; whether he/she has a thorough knowledge and understanding of policies; whether he/she appropriately separates Board and staff policies; consider his/her approach to policy development and follow through with implementation.

### Information & Resources:

- Action plans
- Progress reports
- Strategic Plan document
- Suggested changes for new goals and objectives
- Leadership Scorecard

### Score (1-5)

\_\_\_\_\_ 5    \_\_\_\_\_ 4    \_\_\_\_\_ 3    \_\_\_\_\_ 2    \_\_\_\_\_ 1



# Executive Director PERFORMANCE APPRAISAL

The criteria for the Executive Director’s evaluation consist of six general areas: (1) Management of Operations; (2) Representation of IMRF; (3) Interaction with the Board; (4) Strategic Planning; (5) Policy Development and Implementation; and, (6) Leadership. A scale of 1-5 will be used. Board Members are to strive to “speak in one voice” by reaching consensus about the score and the message. For any scores below 5, the Board is to send constructive feedback as to how performance can be improved. Even with the scores of 5, messages can still be sent that will benefit the Executive Director’s performance.

**Evaluation Criteria:**

## 6) Leadership

This category includes activities demonstrating leadership of staff and IMRF as an organization; it does not include leadership of the Board. These activities include: maintaining a well-functioning management team; helping staff to grow professionally (both within and outside the formal succession development plan); fostering and maintaining an engaged workforce; acting in the best long-term interest of IMRF; maintaining a big picture outlook and being aware of industry issues; forecasting trends; responding to change and inviting innovation; participating in relevant and worthwhile professional organizations; inspiring confidence; establishing credibility with the Board staff, members, retirees, the General Assembly; the public; exemplifying IMRF’s vision and values.

**Information & Resources:**

- Strategic Plan Document
- Annual Employee Engagement Survey Report

**Score (1-5)**

\_\_\_\_\_ 5    \_\_\_\_\_ 4    \_\_\_\_\_ 3    \_\_\_\_\_ 2    \_\_\_\_\_ 1