

**Recommended Process:
Annual Performance Review of CCE Association Executive Directors**

1. Executive Director prepares self-appraisal:

Form C completed around the goals articulated in Form B during the last review

An additional piece listing important accomplishments outside of the Form B goals articulated in the last review, and important intervening circumstances during the review period.

A new Form A and a draft form B applicable to the next review period.

A Learning Plan for the next review period.

(NOTE: Locally modified forms may be utilized but should include all the key elements of the CCE Performance Development process

2. Self-appraisal materials are forwarded to Association President one week ahead of appraisal meeting.
3. Performance appraisal meeting is held with the Board. During this meeting:
 - The Executive Director provides a brief verbal synopsis of the self appraisal, the past year's goals attainment, and especially, goals proposed for the next year.

OR... the ED gives a 10 minute "State of the Association Report" that includes the overall situation, developments of the past year, and needed goals and action in the upcoming year.

 - An open dialog with Board leaders ensues, to include any questions of board members about the report and feedback from the members about past performance and especially, proposed goals.
 - An executive session follows with the Executive Director excused, allowing the board to have an open dialog and assure all Board thoughts can be freely aired and discussed. The contingent provides input and topics for the appraisal interview and recommends the overall rating to be used.
4. Feedback of discussion at the Executive Session is passed to the Executive Director, via an interview between the Board President and the Director. (It is recommended the Vice President be included as well, to provide future continuity.)

5. The Board President drafts a written review summary of key points covered during the interview. Form B and the Learning Plan are also adjusted if needed, and are attached to the review summary. The Board President's summary may be added to the place provided in form C or written in a separate letter. The summary document must include a place for the President's signature and date, a place for "Employee Comments", and the following statement

I have received this performance review summary. My signature does not necessarily indicate my concurrence. I understand that I am entitled to receive a copy of this summary.

Employee Signature: _____ *Date:* _____

6. The draft review is shared with the Executive Director who reviews all the sections for accuracy, clear communication, and to determine if any new questions emerge. The Executive Director provides feedback to the President. If new questions are raised, the parties may get together and discuss them, at the discretion of the President. The Executive Director can either add "Employee Comments" at this point, or at the time of signing (see 8.).
7. Final revisions (if any) are made at the discretion of the President, based on feedback received.
8. The Director and President sign three original copies. One signed copy goes to the Director, another to the Association file, and the final to Cornell via the State Extension Specialist.