



## CEO Performance Evaluation Process

### Rating Scale Definitions

Use the following rating scale to evaluate employee performance against goal achievement and demonstration of competencies for the upcoming performance period.

3. Exceeded Expectations	2. Achieved Expectations	1. Did Not Meet Expectations
<p>Consistently exceeded results and demonstrated advanced competencies. <i>The CEO had an outstanding year.</i></p>	<p>Consistently achieved results and demonstrated effective competencies. <i>The CEO met the Board's standards for performance and had a successful year.</i></p>	<p>Improvement is needed in one or more significant areas of expected job results and/or competencies. <i>The CEO did not meet the objective.</i></p>

### 1. CEO Annual Goals (50% of evaluation)

**Instructions:** At the beginning of the year, the Board will define a set of key goals for the CEO that are critical to advance ACERA's strategies. Target performance should be defined for each goal. At year-end, please rate the CEO's performance on each key business objective using the rating scale shown.

#### Rating Scale

3	Exceeded Expectations
2	Achieved Expectations
1	Did Not Meet Expectations
N/A	Not Sure / Unable to Rate

#### Goal #1

**Define the Key Business Objectives:**

<b>Define Target Performance:</b>	<b>Priority</b> <i>(optional – start of year)</i>	<b>Rating</b> <i>(required)</i>
<b>Results Achieved/Comments:</b> <i>(optional)</i>		

#### Goal #2

**Define the Key Business Objective:**

<b>Define Target Performance:</b>	<b>Priority</b> <i>(optional – start of year)</i>	<b>Rating</b> <i>(required)</i>
<b>Results Achieved/Comments:</b> <i>(optional)</i>		

#### Goal #3

**Define the Key Business Objective:**

<b>Define Target Performance:</b>	<b>Priority</b> <i>(optional – start of year)</i>	<b>Rating</b> <i>(required)</i>
<b>Results Achieved/Comments:</b> <i>(optional)</i>		



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Goal #4		
<b>Define the Key Business Objective:</b>		
<b>Define Target Performance:</b>	<b>Priority</b> <i>(optional – start of year)</i>	<b>Rating</b> <i>(required)</i>
<b>Results Achieved/Comments:</b> <i>(optional)</i>		
Goal #5		
<b>Define the Key Business Objective:</b>		
<b>Define Target Performance:</b>	<b>Priority</b> <i>(optional – start of year)</i>	<b>Rating</b> <i>(required)</i>
<b>Results Achieved/Comments:</b> <i>(optional)</i>		
(Overall weighted average on goal achievement will be calculated)		

2. CEO Leadership Competencies (30% of evaluation)		
<b>Instructions:</b> At the beginning of the year, the Board will review the leadership expectations with the CEO and discuss strengths and developmental areas. At year-end, please rate the CEO's performance on each of the leadership expectations using the rating scale shown.		
<b>Rating Scale</b>		
<b>3</b>	Exceeded Expectations; demonstrates advanced performance on this competency.	
<b>2</b>	Achieved Expectations; demonstrates proficient performance on this competency.	
<b>1</b>	Did Not Meet Expectations.	
<b>N/A</b>	Not Sure / Unable to Rate.	
Leadership Competencies (Equally Weighted)	Comments <i>(optional)</i>	Rating <i>(required)</i>
<b>1 Vision and Strategy</b> —Develops a compelling picture of ACERA's vision and strategy; understands the long-term view of ACERA's strengths, challenges, and opportunities; anticipates competitive trends and develops innovative strategies.		
<b>2 Maximizing Talent</b> —Builds ACERA's long-term capability by ensuring the organization attracts, engages and retains a talented, diverse workforce; coaches and develops direct reports and emerging leaders.		
<b>3 Leading Change</b> —Creates and drives critical change initiatives across ACERA by defining outcomes, energizing others and actively working with stakeholders to identify and work through resistance.		
<b>4 Technical Expertise</b> —Builds depth and breadth of technical expertise and effectively makes decisions based on technical knowledge to increase credibility and success of ACERA.		
<b>5 Judgment and Decision Making</b> —Generate insightful, innovative and practical solutions to complex or unusual problems through the use of critical thinking and judgment; effectively balances risk in decision making.		



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### 3. Ongoing CEO Responsibilities (20% of evaluation)

**Instructions:** In addition to specific goals, the CEO also has many important ongoing responsibilities. At year-end, please rate the CEO's performance on these ongoing responsibilities using the rating scale shown.

#### Rating Scale

<b>3</b>	Exceeded Expectations
<b>2</b>	Achieved Expectations
<b>1</b>	Did Not Meet Expectations
<b>N/A</b>	Not Sure / Unable to Rate

Ongoing Responsibilities	Comments <i>(optional)</i>	Rating <i>(required)</i>
<b>CEO's Performance in Carrying Out Ongoing Responsibilities</b> —includes overseeing day-to-day operations, implementing new strategies, resource development, and external/community relations.		

### 4. Overall Evaluation

**Instructions:** At year-end, please consider the CEO's performance for the full year and provide an overall evaluation using the rating scale shown. (Note: while a calculated overall rating will be generated, this question allows each Board member to reflect on the CEO's performance for the full year and provide a comprehensive evaluation including consideration of performance areas that may not be covered by this form.)

#### Rating Scale

<b>3</b>	Exceeded Expectations—Consistently exceeded results and demonstrated advanced competencies. <i>The CEO had an outstanding year.</i>
<b>2</b>	Achieved Expectations—Consistently achieved results and demonstrated effective competencies. <i>The CEO met the Board's high standards for performance and had a successful year.</i>
<b>1</b>	Did Not Meet Expectations—Improvement is needed in one or more significant areas of expected job results and/or competencies. <i>The CEO did not meet the objectives.</i>

	Rating <i>(required)</i>
<b>Overall Evaluation Rating</b>	

### 5. Open Ended Questions (Optional)

- a. What was the CEO's most significant achievement over the past year?
- b. Which area of the CEO's performance, if any, needed more attention over the past year?
- c. Which current or new goals should the CEO focus on during the next 12 months?
- d. Please share any additional comments.

**Thank you.**