

## 360 Degree Performance Appraisal Questionnaire Templates for Nonprofit Organizations operating under Policy Governance Model

*This document provides a list of questions for three questionnaires or interviews the Board's evaluation committee might use to gather information on the Executive Director's performance from selected partner organizations, from board members, and from employees. If mailed, the questionnaires should be sent with a covering letter from the chair of the committee with stamped self-addressed envelopes and returned directly to the chairperson to ensure privacy. The preferred method of administration, however, is by interview.*

### QUESTIONS TO OBTAIN FEEDBACK FROM COMMUNITY AGENCIES

(administered at least every 3 years to selected CEO's of partner and related agencies.)

In preparation for the CEO's upcoming performance appraisal, would you please comment in the following areas and return to \_\_\_\_\_ name \_\_\_\_\_ before \_\_\_\_\_ date \_\_\_\_\_

1. You will find enclosed, our Mission statement, a statement of our organizational goals, and a statement of the values and beliefs which underlie our organization. Please read them and give your views on the following questions. Our committee would appreciate it if you would explain your opinions by providing examples of things the CEO has done.
  - a. In your opinion, to what extent is the organization making progress towards the stated mission and goals?
  - b. In your opinion, to what extent is the CEO responsible for progress or the lack of it?
  - c. In your opinion, to what extent are the actions of the CEO consistent with our stated values and beliefs?
2. a) Please place a mark on the scale below to indicate how you would characterize your relationship with our organization?
 

unsatisfactory	----- ----- ----- -----	satisfactory
unproductive	----- ----- ----- -----	productive
uncooperative	----- ----- ----- -----	cooperative

  - b) How might it be improved?
3. Outline any accomplishments or strengths of the CEO which have been notable for you.
4. What improvements would you like to see in the CEO's performance?
5. Any other comments?

**QUESTIONS TO OBTAIN FEEDBACK FROM STAFF**

(administered at least every 3 years to direct reports of CEO depending upon turnover )

In preparation for the CEO's upcoming performance appraisal, would you please comment in the following areas and return to \_\_name\_\_ before \_\_date\_\_

1. Please review the board's policies which state our Mission, Goals, Values and Beliefs and give your views on the following questions. Please provide examples and reasons to support your view.
  - a. To what extent is the organization making progress towards the stated mission and goals?
  - b. To what extent is the CEO responsible for progress or the lack of it?
  - c. In your opinion, to what extent are the actions of the CEO consistent with our stated values and beliefs?
2. Please review the board policies which state our expectations for treatment of employees.

Please comment on the CEO's compliance with these policies. If you are not completely satisfied that organizational practices are in compliance with these policies, please indicate your reasons.
3. Outline any accomplishments or strengths of the CEO which have been notable for you.
4. What improvements would you like to see in the CEO's performance?
5. Any other comments?

## QUESTIONS TO OBTAIN FEEDBACK FROM BOARD MEMBERS

(administered annually to board members)

In preparation for the CEO's upcoming performance appraisal, would you please comment in the following areas and return to \_\_\_\_\_ name \_\_\_\_\_ before \_\_\_\_\_ date \_\_\_\_\_

1. Please review the board's policies which state our Mission, Goals, Values and Beliefs and give your views on the following questions. We would appreciate it if you would explain your opinions by providing examples of things the CEO has done.
  - a. In your opinion, to what extent is the organization making progress towards our stated mission and goals?
  - b. In your opinion, to what extent is the CEO responsible for progress or the lack of it?
  - c. In your opinion, to what extent are the actions of the CEO consistent with our stated values and beliefs?
2. Please review the board policies which state our expectations for CEO performance. These clarify the limitations on CEO authority in the following areas: general limits on authority; information provided to the Board of Directors; treatment of employees; financial management and budgeting.

Please comment on the CEO's compliance with these policies. If you are not completely satisfied that organizational practices are in compliance with these policies, please indicate your reasons.
3. Outline any accomplishments or strengths of the CEO which have been notable for you.
4. What improvements would you like to see in the CEO's performance?
5. Any other comments?