



The College of Business
AT THE UNIVERSITY OF NEVADA, RENO

Nevada Leadership Institute

Elected Official and Governing Board Self-Evaluation Tool

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Frederick Steinmann, DPPD
Assistant Research Professor/Leadership and Economic Development Specialist
Nevada Leadership Institute
The College of Business
University of Nevada, Reno
Email: fred@unr.edu
Phone: 775.784.1655

Nevada Leadership Institute
<http://www.unr.edu/business/research-and-outreach/nevada-leadership-institute>

University Center for Economic Development
<http://www.unr.edu/business/research-and-outreach/uced>

Policymaking and Administration Self-Evaluation Tool

An essential purpose of any elected board is to ensure that the organization makes continuous progress in the achievement of organizational goals and purposes. By undertaking a regular self-evaluation, this Board seeks to reflect on the efficacy of its governance: how effective are we, as a Board, to foster the achievement of organizational goals and objectives?

Instructions for Completing the Self-Evaluation

This self-evaluation comprises seven performance criteria, as well as several performance indicators that elected Board members may reflect upon while considering the ratings for the performance criteria. The expectation is that in completing this self-evaluation tool, each Board member will reflect upon the work of the Board, as a whole, and how his/her individual actions contribute to the efficient and effective operation of the Board and the organization. The ratings, which will be for the performance criteria only, should be based on, and guided by, *specific evidence*. The evidence offered should assist the Board in having a thoughtful conversation about future expectations and continuous improvement for the operation of the Board that will serve to advance the goals and objectives of the organization.

After completing the evaluation individually, all Board members are asked to submit their results to be compiled into a draft composite. Board members are encouraged to meet as a group to discuss the draft composite and reach consensus on a self-evaluation that reflects the work of the Board and identifies next steps to support continuous improvement.

For each of the seven performance criteria listed below, please provide a rating of either:

1. **IN PROGRESS** – work performance does not meet organizational expectations. Further development is needed.
2. **MEETS EXPECTATIONS** – work performance consistently fulfills stated organizational expectations. Performance is professional and appropriate and the work completed by the Board is of high quality in all significant areas of responsibility.
3. **EXCEEDS EXPECTATIONS** – work performance consistently exceeds stated organizational expectations. Performance is exceptional and the work completed by the Board noticeably exceeds expectations in all areas of responsibilities.

Each of the seven performance criteria is followed by room for you to support your rating of the performance criteria.

A. ESTABLISH and PROMULGATE ORGANIZATIONAL VISION AND VALUES

Performance Criteria:

- We have formally adopted a mission, vision, and a set of core values for our organization that is used to guide us in our work on behalf of our constituents, including strategic planning, budget decisions, and policy matters.
- We annual revisit our mission, vision, and core values to ensure constancy of purpose and to reaffirm our values with the community.
- Our mission, vision, and core values are the focus of our reflection and deliberation as we strive for continuous improvement in our governance.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I participate fully in the annual review of our strategic plan, including the mission, vision, core values, and any other guiding tenets.
- My decision-making is aligned with the organization’s vision, mission, core values, and organizational goals and objectives.
- I regularly reflect on the Board’s mission, vision, and core values as I go about my work.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): _____

Specific evidence or reasons to support your rating for this performance criterion: _____

B. DEVELOP and PROMULGATE RELEVANT GOVERNING POLICIES

Performance Criteria:

- Our Board operates as a policy-making body using our written policies as the framework for our decision making concerning the achievement of organizational goals and objectives.
- We develop Board policies that give the organization’s administration and administrative staff sufficient authority and latitude to manage the day-to-day operations of the organization.
- Our policies reflect our core commitment to equity, excellence, and a culture of respect, as well as promote the highest expectations for our organization’s staff.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I am knowledgeable about the Board’s policies and use Board policy as a basis for decision making.
- I recognize and respect the prerogative and authority of the Executive Director/Manager and administrative staff to implement the Board’s policies.
- In adopting new or reviewing existing Board policies, I look to ensure that they are consistent with the organization’s mission, vision, and core values.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): _____

Specific evidence or reasons to support your rating for this performance criterion: _____

C. MONITOR EXPECTED ORGANIZATIONAL OUTCOMES

Performance Criteria:

- We collaborate with the Executive Director/Manager to regularly monitor a mutually agreed upon set of meaningful indicators that are aligned with the organization’s strategic plan and that assess the achievement of organizational goals.
- We monitor the effectiveness of the policies developed by the Board and implemented by staff.
- We use relevant and useful data to make decisions and establish organizational priorities.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I am actively engaged with the Executive Director/Manager to develop appropriate performance measures and indicators that align with the organization’s strategic plan.
- I carefully review and evaluate data and information that is presented by staff and use it as a basis for setting Board policy and budget priorities.
- Improving the achievement of organizational goals and objectives drives my policy decision making and my evaluation of staff’s ability to implement and administer stated policy.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): _____

Specific evidence or reasons to support your rating for this performance criterion: _____

D. RESPONSIBLE MANAGEMENT OF RESOURCES

Performance Criteria:

- We regularly appraise the overall administrative management of the organization to ensure that resource allocations and decisions support the strategic priorities of the organization.
- Our fiscal and resource management is transparent to the community and provides assurance that dollars and resources are aligned and deployed to reflect the organization’s priorities as outlined in the strategic plan.
- We regularly monitor financial data about the organization to ensure meaningful accountability and communicate to the community that scarce resources, including but not limited to tax dollars, are spent in the most efficient, effective, and economical manner that is reasonably possible.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I understand the relationship between our budget and the organization’s core values and I advocate for our constituents and my understanding of the needs of our constituents.
- I carefully review all organizational resource audits and other financial data in order to better discharge my fiduciary obligations.
- I understand and actively participate in our organization’s budgeting process.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): _____

Specific evidence or reasons to support your rating for this performance criterion: _____

E. COMMUNITY ENGAGEMENT AND COMMUNICATION

Performance Criteria:

- We communicate clearly and regularly with a broad base of internal and external stakeholders about the Board’s work and policy direction and to share our mission, vision, and core values.
- We employ multiple strategies for reaching out to the community in an effort to directly engage in two-way communication and dialogue with diverse populations to solicit their input on relevant decisions and to ensure that their perspectives inform our priorities.
- We are strategic in our advocacy to help mobilize and sustain community support for organizational progress and work with other officials in other organizations to promote our needs.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I promote the interests of the organization over my own interests within the community and with other officials including through the promotion of our legislative agenda.
- I listen to, and carefully consider, broad-based community input while exercising my statutory decision-making authority.
- I participate actively in the Board’s own outreach efforts and the outreach efforts of the organization including in public forums, hearings, and visits.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): _____

Specific evidence or reasons to support your rating for this performance criterion: _____

F. BOARD OPERATIONS

Performance Criteria:

- Our agendas and work sessions are aligned with our core values and we have effective and efficient processes for doing Board work to ensure that Board member time is spent in furtherance of the organization’s mission, vision, core values and organizational goals and objectives.
- We are as attentive to **how** we reach conclusions as to what is decided with respect to both our policy work and our quasi-jurisdictional actions, and we execute our responsibilities in keeping with the highest ethical standards.
- We are using effective strategies for working productively with each other and with the Executive Director/Manager and honor the differences between and among acting/speaking as a whole Board and as individual Board members.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I regularly engage in continuous improvement and professional development activities related to Board work and make every effort to attend all meetings having done my homework and I am prepared to contribute in a positive and professional manner.
- I maintain the confidentiality of Board and organizational proceedings and adhere to ethical standards in my role.
- I am a productive member of the team, I work well with my colleagues, and I work within the parameters of my authority as a Board member.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): _____

Specific evidence or reasons to support your rating for this performance criterion: _____

G. BUILDING and SUSTAINING AN EFFECTIVE RELATIONSHIP WITH THE EXECUTIVE DIRECTOR/MANAGER

Performance Criteria:

- We work to build and sustain an effective working relationship with the Executive Director/Manager of the organization by engaging in two-way communication that articulates expectations on shared governance as well as performance goals for the organization.
- We respect the management responsibilities and administrative prerogatives of the Executive Director/Manager and work collaboratively with the Executive Director/Manager in a spirit of mutual trust and confidence.
- We maintain open lines of communication by conducting regular dialogue on progress toward organizational goals and objectives and community issues and concerns.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I respect the management and administrative responsibilities of the Executive Director/Manager and I work to ensure that the Board has conveyed clear expectations for her/his performance.
- I communicate with the Executive Director/Manager when I have concerns involving the organization and I work collaboratively with the Executive Director/Manager to resolve problems as they arise.
- I participate fully in the evaluation process of the Executive Director/Manager, working collaboratively with fellow Board members and approaching the task of the evaluation fairly and diligently.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): _____

Specific evidence or reasons to support your rating for this performance criterion: _____

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A. Establish and Promulgate Organizational Vision and Values

CALLICRATE	DEVINE	HAMMEREL	WONG
Meets Expectations	In Progress	Meets Expectations	In Progress

EVIDENCE

Callicrate

The establishment of our Strategic Plan, beginning with the Coral Bridge document in February, has given us the ability to monitor our effectiveness in achieving established goals and objectives.

Devine

We are still in the process of formalizing our Strategic Plan though I do feel we are progressing well – including a plan of scheduled review/revision. Still continue to be frustrated that Board does not consistently honor prioritizing Board over individual.

Hammerel

After several working sessions and strategic planning meetings, the board recently voted to approve a newly revised mission and vision statement. I feel the board took a careful look at what our existing organizational mission and vision statements were to determine if those values aligned with our current needs and direction. Despite being fatiguing, the board worked through and resolved differences in opinion and landed on something I feel will last for the next 5-10 years.

Wong

At the beginning of 2015, the Board, General Manager, and Senior Staff started a significant Strategic Planning session. The Board was not immediately forthcoming with decisions that Staff needed to move forward with the budgeting process. Despite this, Staff was successful at implementing many ideas in the 2015-2016 budget cycle. However, more discussion needs to take place with the Board, staff, and community. The Board has tasked Staff with developing a plan to review the strategic plan on an annual basis in conjunction with the budgeting cycle. Staff has also developed a plan for the upcoming year to address the remaining items in the Strategic Plan, including long-range principles and goals.

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B. Develop and Promulgate Relevant Governing Policies

CALLICRATE	DEVINE	HAMMEREL	WONG
In Progress	In Progress	In Progress	In Progress

EVIDENCE

Callicrate

While the Board has been diligently working towards reestablishing clear, concise policies there is a discrepancy among some members as to the level of authority the Board should allow the General Manager's position to exercise. The Board has been erratic in adherence to its own policies. There seems to be some confusion as to the level of financial oversight the Board needs and is expected to use in reigning in expenses.

Devine

Again – making progress – but what I perceive to be possibly impatience and/or differing opinions on Board role(s) has kept us back and at times made us appear to not be on the same page i.e. beach improvements, aesthetic and cost – shuttle, magazine, “smoothing”.

Hammerel

Although recently, I feel like the board has made strides in this area, we still have a ways to go so I've rated this section an In Progress. Some board and organizational policies as they pertain to human resources, long range principles, and board conduct are either still unknown to, or ignored by board members. Our board policy states the chairman/chairwoman is the spokesperson for the board as it pertains to the media. This policy was ignored.

Wong

The Board reviews policies and procedures as necessary. We should formalize a timeframe to evaluate policies and procedures over a four-year cycle. I believe that the Board needs to provide additional support to the General Manager to enable him to stand up to combative community members. For the most part, the Board tries to focus on setting policy; however, some items that Board members put on the agenda are not fully developed.

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C. Monitor Expected Organizational Outcomes

CALLICRATE	DEVINE	HAMMEREL	WONG
Meets Expectations	In Progress	In Progress	In Progress

EVIDENCE

Callicrate

I feel the Board does a fairly good job at monitoring and measuring its achieved goals and objectives through our GM updates at Board meetings and through our intensive Board workshops.

Devine

Unfortunately, I find myself repeating already stated issues (my opinion only) – a lack of clearly defining and agreeing on what direction we have given to GM/Staff. Clearly, we Board members have experienced several examples where the “delivered” product met some of our expectations – but not others i.e. beach.

Hammerel

Not all board members are meeting/communicating regularly with our General Manager. Other than our financial budget, we've failed to establish a system of staff accountability through benchmarking and measuring quantitative data. Instead, our board tends to make decisions with 'gut' rather than facts and numbers. We've failed to establish a list of tasks and priorities for staff to focus on.

Wong

The General Manager was hired in April 2014. Therefore, the budget priorities for 2014-2015 were set by the Interim General Manager and staff. At the beginning of this year, the Board asked the General Manager to evaluate his first year on the job and set the priorities and goals for 2015-2016 in connection with the strategic planning sessions. Next year will be the first opportunity for the Board to evaluate the General Manager based on goals agreed upon in the Strategic Planning sessions and his goals. With the General Manager’s guidance, the District’s venues are developing performance metrics in addition to financial metrics.

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D. Responsible Management of Resources

CALLICRATE	DEVINE	HAMMEREL	WONG
In Progress	In Progress	Meets Expectations	In Progress

EVIDENCE

Callicrate

The Board is again split as to the level of financial transparency and accountability it expects from the GM and Director of Finance. We seem to be unable to communicate the exact and necessary changes in managerial oversight deemed appropriate to ensure all financial data is clear, concise and easy to understand for the average citizen stakeholder. There are still issues with Capital Improvement budgetary reserves and Debt Management to name but two examples. More emphasis is needed to reestablish credibility within our community.

Devine

In the process of changing how we report financials. Fine tuning the process – it is new and is, and should be, still under review.

Hammerel

Although we still have room for improvement in terms of prioritizing and aligning our core objectives to elements included in our annual budget, the board does scrutinize every major expenditure to ensure it meets our residents' expectations, needs, and desires. Hiring a communications manager, and community services director I feel are steps in the right direction. Those positions were scrutinized and ultimately approved which will help improve two core areas the board seeks improvement--improved communication and transparency with our residents, and a concerted effort to providing better customer service and strategic planning at our community service venues.

Wong

The District has been improving financial transparency with the community. In recent months, we have begun releasing the weekly payment of bills and launched the OpenGov tool. As part of the Strategic Planning process, we need to have a discussion about the recreation fee. Board members indicated a desire to reduce the recreation fee late in the strategic planning and budgeting processes. In order to have a productive conversation, we need to bring ideas early in the process to allow Staff to financially model the results of proposed changes.

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E. Community Engagement and Communication

CALLICRATE	DEVINE	HAMMEREL	WONG
In Progress/Meets Expectations	In Progress	Meets Expectations	In Progress

EVIDENCE

Callicrate

The dual rating speaks to a complete overhaul of our District's Communications operations and protocols or lack thereof. As the necessary changes come to fruition, I do discern an overall improvement in Board direction to the GM and the Board's effectiveness in Community outreach.

Devine

Again – in progress. New Staff positions created and being created – this is an excellent opportunity to truly improve.

Hammerel

We still have residents and stakeholders who don't trust the board and assume we're dysfunctional at every step. We cannot effectively drive positive change and communicate that change with those stakeholders. We're still not inspiring and creating confidence and trust in our stakeholders.

Wong

Our recent campaign to enroll people in FlashVote has been well received. We still need to identify additional and varied communication methods to reach our multiple stakeholders. I truly believe that all Board members believe they are serving for the good of our community. However, we each take a different approach as to what that is. I am still concerned that there are stakeholders that we are not reaching and hearing from.

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F. Board Operations

CALLICRATE	DEVINE	HAMMEREL	WONG
Meets Expectations	In Progress	In Progress	In Progress

EVIDENCE

Callicrate

I do feel that our diverse Board is making headway toward greater effectiveness in accomplishing its general goals. Our overall demeanor as a Board has improved dramatically since convening in January and I sense a greater willingness to work together as a single entity. There still is a need to establish a higher ethical standard regarding financial practices.

Devine

Really feel like this has been a challenge. I think it is very important to respect that we will differ on things – but I don't always see that actions, our individual actions, align with the Board.

Hammerel

As a board we have yet to 'gel'. Board relations with certain members are strained and the lack of trust is apparent both internally and externally. Time together is seldomly efficient and outcomes from our engagements rarely benefit the board or staff.

Wong

If I could rate this area lower than 'In Progress' I would. Based on questions that some Board members ask, it is clear that we all do not pay attention during trainings and meetings. Questions asked were clearly and satisfactorily covered in prior trainings and meetings, yet some members still ask questions about these topics. I have also been in public meetings where confidential information was publicly disclosed by my peers. At this point, I am concerned about our ability to work together and with Staff and Legal Counsel.

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G. Building and Sustaining an Effective Relationship with the General Manager

CALLICRATE	DEVINE	HAMMEREL	WONG
In Progress/Meets Expectations	In Progress	In Progress	In Progress

EVIDENCE

Callicrate

Again, as this is a split Board, there is a greater need for trust among one another as well as the GM. There are still some credibility and integrity issues lingering from past activities. Hopefully, these past differences can be overcome and a new, fresh start can emerge.

Devine

Clearly, this is a challenge – would like to see us address this as a Board – but so far there have been several instances where individual Trustees have voiced their frustration as an individual as opposed to an agenda item – my view. Newspaper release, emails and attorney/client violations.

Hammerel

Relationships between board members and our general manager are strained. One board member unilaterally chose to publicly admonish our general manager which not only jeopardizes his ability to effectively lead his team and acclimate to his new position/role/home, but also eliminates any possible trust or board cohesiveness, and taxes the open dialogue and trust all board members should have with our sole employee.

Wong

Based on recent public articles, it is clear that some members of the Board do not have a good working relationship with the General Manager. Furthermore, we all need to go back to the training we received in January and understand the division of responsibility between the Board and Staff.