Evaluation Tool; Series I; File 75

Juanita Hunter
NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 456-5371

POSITION DESCRIPTION

I. Title
Executive Director

II. Position Summary
The Executive Director serves as the chief executive officer of The New York State Nurses Association and is responsible for the implementation of all programs and services of the Association in accord with the policies adopted by the voting body and the Board of Directors.

III. Accountability
The Executive Director is employed by and accountable to the Board of Directors.

a. Provides periodic reports of ongoing activities
b. Provides an annual written report

IV. Responsibilities
A. General Management
1. Establishes and maintains the Association’s headquarters and such other offices of the Association as may be deemed necessary.
2. Establishes and implements any administrative policies or procedures deemed necessary.
3. Selects and is responsible for the work of all consultants to the Association, including legal counsel, financial consultants and auditor, actuary, and such others as may be necessary.


5. Authorizes and assures appropriate litigation on behalf of the Association.

B. Personnel Management
1. Selects, employs, evaluates all staff. Develops job descriptions, establishes standards of performance, and conducts performance evaluations. Assigns and coordinates all staff responsibilities.

2. Negotiates and implements contractual agreements with staff, including any applicable collective bargaining agreements covering staff.

3. Determines all conditions of employment, wages, and benefits of staff.

4. Provides for staff development, including programs and continuing education.

C. Financial Management
1. Administers all Association business, including financial transactions, grants, and contracts.

2. Assures the timely preparation of Association financial reports, tax returns, annual audit, and other required reports.

3. Insures that all funds, physical assets, and other property of the association are appropriately safeguarded and administered.

4. Prepares the annual budget for approval of the Finance Committee and Board of Directors.

5. Establishes and assures the maintenance of appropriate fiscal controls.

D. Program Planning and Implementation
1. Plans implementation of and administers Association programs and policies adopted by the Voting Body and the Board of Directors.
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2. Serves as executive editor of all Association publications.

3. Establishes mechanisms for the review of effectiveness of all program and departments.

E. External Relationships

1. Serves as an official Association representative to allied organizations and groups, governmental agencies and bodies, and others with whom the Association has contact.

2. Attends meetings of the American Nurses Association's House of Delegates and Constituent Forum, the Eastern States Regional Executive Council, and other professional groups as necessary and appropriate.

F. Internal Relationships

1. Provides staff services to the Board of Directors, executive and finance committees, and other special committees of the Board. Recommends policies and procedures to the Board of Directors.

2. Assures provision of appropriate staff services to the Nominating Committee, bylaws Committee, and other committees related to the voting body of the Association.

3. Provides staff services to the Association's delegation to the American Nurses Association.

4. Provides for services to constituent district nurses associations as designated by the Board of Directors and/or Voting Body.

5. Assures provision of appropriate staff services to the District Advisory Council.

6. Assures the provision of necessary staff support services for all organizational units, committees, task forces and other Association activities.

3. Communication and Interpersonal Relations

1. Promotes an organizational climate facilitative of effective working relationships with staff, members, and the Board of Directors.

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2. Provides the Board of Directors and Voting Body with information that is sufficient in substance and clear in format so as to assist in the policy setting and decision making functions.

H. Leadership

1. Serves as a spokesperson for the Association and the profession of nursing.

2. Participates in establishing organization goals and directions in collaboration with the Board of Directors.

I. Other

Performs such other duties as may be requested by the Board of Directors.

Approved by the NYSNA Board of Directors
January 28, 1980

1/10/80
2/1/80
The Executive Committee shall formally evaluate the Executive Director's performance no later than September of each year. Based on that evaluation, the Executive Committee shall report to the Board of Directors in Executive Session.

The formal evaluation of the Executive Director shall be conducted as follows:

1. The Executive Committee will provide an opportunity for the Board of Directors to submit input to the Committee. The opportunity for input will be announced at the July board meeting. Input must be submitted to the Executive Committee by August 31.

2. The Executive Director shall have the opportunity to present an oral/written report to the Executive Committee, outlining her goals and outcomes over the preceding year.

3. The Executive Committee shall discuss the Executive Director's performance. This discussion, chaired by the President, shall be focused on the subject matter contained in Parts A through I of the Evaluation Rating Form that is Section II of this Board Policy and guided by the "Instructions" that are a preamble to the Evaluation Rating Form.

4. Following this discussion the Executive Director shall be excused from the Executive Committee meeting.

5. The Executive Committee, based on the discussion held while the Executive Director was present, shall develop its evaluation summaries in accordance with the "Instructions" governing the Evaluation Rating Form.

6. The President shall then privately advise the Executive Director immediately of the Executive Committee's conclusions and recommendations made in Section III of this Board Policy. The President also shall present the Executive Committee's report to the Board of Directors.

7. The Board of Directors shall take such action as it deems appropriate.
SECTION II: EVALUATING RATING FORM

INSTRUCTIONS: The Executive Director's performance evaluation is divided into six broad categories. Under the chairmanship of the President, the Executive Committee shall address each category and record its narrative conclusions in the "evaluation summary" section and any suggestions the Executive Committee might have for action in the section entitled "suggestions for continuing development or change." Anything recorded should represent the clear consensus of the Executive Committee. All consensus statements recorded should be as specific and definite as possible, with concrete examples that support the assertions made.

A. General Management

1. Establishes and maintains the Association's headquarters and such other offices of the Association as may be deemed necessary.

2. Establishes and implements any administrative policies or procedures deemed necessary.

3. Selects and is responsible for the work of all consultants to the Association, including legal counsel, financial consultants and auditor, actuary, and such others as may be necessary.

4. Administers the Welfare Plan for Nurses Employed by the Health and Hospital's Corporation, City of New York.

5. Authorizes and assures appropriate litigation on behalf of the Association.

EVALUATION SUMMARY:

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SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE:

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EXECUTIVE DIRECTOR'S RESPONSE:

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8. Personnel Management
1. Selects, employs, evaluates all staff. Develops job descriptions, establishes standards of performance, and conducts performance evaluations. Assigns and coordinates all staff responsibilities.
2. Negotiates and implements contractual agreements with staff, including any applicable collective bargaining agreements covering staff.
3. Determines all conditions of employment, wages, and benefits of staff.
4. Provides for staff development including programs and continuing education.

EVALUATION SUMMARY: ____________________________________________________________
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SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE:
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EXECUTIVE DIRECTOR'S RESPONSE: __________________________________________________
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1. Administers all Association business, including financial transactions, grants, and contracts.
2. Assures the timely preparation of Association financial reports, tax returns, annual audit, and other required reports.
3. Insures that all funds, physical assets, and other property of the association are appropriately safeguarded and administered.
4. Prepares the annual budget for approval of the Finance Committee and Board of Directors.
5. Establishes and assures the maintenance of appropriate fiscal controls.

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SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE:
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EXECUTIVE DIRECTOR'S RESPONSE: __________________________________________________
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3. Programs Planning and Implementation

1. Plans implementation of and administers Association programs and policies adopted by the Voting Body and/or the Board of Directors.
2. Serves as executive editor of all Association publications.
3. Establishes mechanisms for the review of effectiveness of all program and departments.

EVALUATION SUMMARY: ____________________________________________________________

SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE: __________________________

EXECUTIVE DIRECTOR'S RESPONSE: ________________________________________________

4. External Relationships

1. Serves as an official Association representative to allied organizations and groups, governmental agencies and bodies, and others with whom the Association has contact.
2. Attends meetings of the American Nurses Association's House of Delegates and Constituent Forum, the Eastern States Regional Executive Council, and other professional groups as necessary and appropriate.

EVALUATION SUMMARY: ____________________________________________________________

SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE: __________________________

EXECUTIVE DIRECTOR'S RESPONSE: ________________________________________________
F. Internal Relationships

1. Provides staff services to the Board of Directors, executive and finance committees, and other special committees of the Board. Recommends policies and procedures to the Board of Directors.

2. Assures provision of appropriate staff services to the Nominating Committee, Bylaws Committee, and other committees related to the Voting Body of the Association.

3. Provides staff services to the Association's delegation to the American Nurses Association.

4. Provides for services to constituent district nurses associations as designated by the Board of Directors and/or Voting Body.

5. Assures provision of appropriate staff services to the District Advisory Council.

6. Assures the provision of necessary staff support services for all organizational units, committees, task forces and other Association activities.

EVALUATION SUMMARY:

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SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE:

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EXECUTIVE DIRECTOR'S RESPONSE:

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G. Communications and Interpersonal Relations

1. Promotes an organizational climate facilitative of effective working relationships with staff, members, and the Board of Directors.

2. Assures the Board of Directors and Voting Body with information that is sufficient in substance and clear in format so as to assist in the policy setting and decision-making functions.

EVALUATION SUMMARY:

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SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE:

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EXECUTIVE DIRECTOR'S RESPONSE:

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4. Leadership
   1. Serves as a spokesperson for the Association and the profession of nursing.
   2. Participates in establishing organization goals and directions in collaboration with the Board of Directors.

EVALUATION SUMMARY:
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SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE:
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EXECUTIVE DIRECTOR'S RESPONSE:
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1. Other
   Performs such other duties as may be requested by the Board of Directors.

EVALUATION SUMMARY:
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SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE:
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EXECUTIVE DIRECTOR'S RESPONSE:
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SECTION III. EVALUATION CONCLUSIONS AND RECOMMENDATIONS

In view of the evaluation of the Executive Director described in SECTION II of this Board Policy and conducted by the Executive Committee on __________, 19___, the Executive Committee concludes that:

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and with respect to the employment of the Executive Director, the Executive Committee recommends that the Board of Directors

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Approved by the NYSNA Board of Directors
January 26, 1989

/ker
2/2/89
DATE: December 1, 1988

TO: Board Committee to review Executive Director position description and performance evaluation methods

Juanita K. Hunter
Madeline A. Naegle
Patricia Bishop Barry
Sandra A. Mazzie

FROM: Martha L. Orr, Executive Director

As we discussed at convention, I have prepared the enclosed draft of the proposed evaluation instrument. Please note that I have only transferred the specific items of my position responsibilities for those on the original Nurses House form. Section 1, "Evaluation Format", is copied directly from the Nurses House form; I am not certain that it is consistent with the committee's and/or Board's discussion of process.

Please review and suggest changes as you like. It is my understanding that at some point prior to the January meeting of the Board, we will have a conference call to further refine this document.

MLR/ker
12/1/88
Enclosure
Martha L. Orr, MN, RN
Executive Director

NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518) 456-5371

November 14, 1988

TO: Board of Directors

FROM: Martha L. Orr, Executive Director

RE: DRAFT III/EXECUTIVE DIRECTOR POSITION DESCRIPTION

Attached is the position description for the executive director as revised in the pre-convention board meeting. Please let me know if this revision is in accord with your suggestions at that time. If there are no additional corrections, I propose that the Board formally approve the document in executive session at the January meeting.

Newly elected board members: You may wish to familiarize yourself with the proposed position description. Questions should be directed to the President.

I. Title
Executive Director

II. Position Summary
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III. Accountability
The Executive Director is employed by and accountable to the Board of Directors.

a. Provides periodic reports of ongoing activities
b. Provides an annual written report

IV. Responsibilities
A. General Management
1. Establishes and maintains the Association's headquarter and such other offices of the Association as may be deemed necessary.
2. Establishes and implements any administrative policies or procedures deemed necessary.
3. Selects and is responsible for the staff of all consultants to the Association, including legal, counsel, financial consultants and public relations, and such others as may be necessary.

5. Authorizes and assures appropriate litigation on behalf of the Association.

B. Personnel Management

1. Selects, employs, evaluates all staff. Develops job descriptions, establishes standards of performance, and conducts performance evaluations. Assigns and coordinates all staff responsibilities.

2. Negotiates and implements contractual agreements with staff, including any applicable collective bargaining agreements covering staff.

3. Determines all conditions of employment, wages, and benefits of staff.

4. Provides for program of staff development and continuing education.

C. Financial Management

1. Administers all Association business, including financial transactions, grants, and contracts.

2. Assures the timely preparation of Association financial reports, tax returns, annual audit, and other required reports.

3. Insures that all funds, physical assets, and other property of the association are appropriately safeguarded and administered.

4. Prepares the annual budget for approval of the Finance Committee and Board of Directors.

5. Establishes and assures the maintenance of appropriate fiscal controls.

D. Program Planning and Implementation

1. Plans implementation of and administers Association programs and policies adopted by the Voting Body and/or the Board of Directors.

2. Serves as executive editor of all Association publications.

E. External Relationships

1. Serves as an official Association representative to allied organizations and groups, governmental agencies and bodies, and others with whom the Association has contact.

2. Attends meetings of the American Nurses Association’s House of Delegates and Constituent Forum, the Eastern States Regional Executive Council, and other professional groups as necessary and appropriate.

F. Internal Relationships

1. Provides staff services to the Board of Directors, executive and finance committees, and other special committees of the Board. Recommends policies and procedures to the Board of Directors.

2. Assures provision of appropriate staff services to the Nominating Committee, Bylaws Committee, and other committees related to the voting body of the Association.

3. Provides staff services to the Association’s Delegation to the American Nurses Association.

4. Provides for services to constituent district nurses associations as designated by the Board of Directors and/or Voting Body.

5. Provides appropriate staff services to the District Advisory Council.

6. Assures the provision of necessary staff support services for all organizational units, committees, task forces and other Association activities.

G. Communication and Interpersonal Relations

1. Promotes an organizational climate that facilitates effective working relationships with staff, members, and the Board of Directors.

2. Provides the Board of Directors and Voting Body with information that is sufficient in substance and clear in format to assist in the policy setting and decision making functions.
H. Leadership

1. Serves as a spokesperson for the Association and the profession of nursing.

2. Participates in establishing organization goals and directions in collaboration with the Board of Directors.

E. Other

Performs such other duties as may be requested by the Board of Directors.
The Executive Committee shall formally evaluate the Executive Director's performance in September of each year. Based on that evaluation, the Executive Committee shall report to the Board of Directors in Executive Session.

The formal evaluation of the Executive Director shall be conducted as follows:

1. The Executive Director shall have the opportunity to present a formal report to the Executive Committee, outlining her goals and outcomes over the preceding year.

2. The Executive Committee shall discuss the Executive Director's performance. This discussion, chaired by the President, shall be focused on the subject matter contained in Parts A through I. of the Evaluation Rating Form that is Section II of this Board Policy and guided by the "Instructions" that are a preface to the Evaluation Rating Form.

3. Following this discussion the Executive Director shall be excused from the Executive Committee meeting.

4. The Executive Committee, based on the discussion held while the Executive Director was present, shall develop its evaluation summaries in accordance with the "Instructions" governing the Evaluation Rating Form.

5. The President shall then privately advise the Executive Director immediately of the Executive Committee's conclusions and recommendations made in Section III of this Board Policy. The President also shall present the Executive Committee's report to the Board of Directors.

6. The Board of Directors shall take such action as it deems appropriate.
SECTION II: EVALUATION RATING FORM

INSTRUCTIONS: The Executive Director's performance evaluation is divided into six broad categories. Under the chairmanship of the President, the Executive Committee shall address each category and record its narrative conclusions in the "Evaluation summary" section and any suggestions for continuing development or change. Anything recorded should represent the clear consensus of the Executive Committee and not the opinion of any minority of the Executive Committee. (Any such minority opinion may be brought to the attention of the Executive Director through a separate and private conversation, memorandum, or letter). All consensus statements recorded should be as specific and definite as possible, with concrete examples that support the assertions made.

A. General Management

1. Establishes and maintains the Association's headquarters and such other offices of the Association as may be deemed necessary.

2. Establishes and implements any administrative policies or procedures deemed necessary.

3. Selects and is responsible for the work of all consultants to the Association, including legal counsel, financial consultants and auditor, actuary, and such others as may be necessary.


5. Authorizes and assures appropriate litigation on behalf of the Association.

EVALUATION SUMMARY:

EXECUTIVE DIRECTOR'S RESPONSE:

SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE:

-2-
B. Personnel Management

1. Selects, employs, evaluates all staff. Develops job descriptions, establishes standards of performance, and conducts performance evaluations. Assigns and coordinates all staff responsibilities.

2. Negotiates and implements contractual agreements with staff, including any applicable collective bargaining agreements covering staff.

3. Determines all conditions of employment, wages, and benefits of staff.

4. Provides for programs of staff development and continuing education.

EVALUATION SUMMARY:

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SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE:

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EXECUTIVE DIRECTOR’S RESPONSE:

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C. Financial Management

1. Administrates all Association business, including financial transactions, grants, and contracts.

2. Assures the timely preparation of Association financial reports, tax returns, annual audits, and other required reports.

3. Ensures that all funds, physical assets, and other property of the association are appropriately safeguarded and administered.

4. Prepares the annual budget for approval of the Finance Committee and Board of Directors.

5. Establishes and assures the maintenance of appropriate fiscal controls.

EVALUATION SUMMARY:

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SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE:

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EXECUTIVE DIRECTOR’S RESPONSE:

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D. Programs Planning and Implementation

1. Plans implementation of and administers Association program and policies adopted by the Voting Body and/or the Board of Directors.

2. Serves as executive editor of all Association publications.

3. Establishes mechanisms for the review of effectiveness of all programs and departments.

EVALUATION SUMMARY:

SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE:

EXECUTIVE DIRECTOR'S RESPONSE:
F. Internal Relationships

1. Provides staff services to the Board of Directors, executive and finance committees, and other special committees of the Board. Recommends policies and procedures to the Board of Directors.

2. Assures provision of appropriate staff services to the Nominating Committee, Bylaws Committee, and other committees related to the Voting Body of the Association.

3. Provides staff services to the Association's delegation to the American Nurses Association.

4. Provides for services to constituent district nurse associations as designated by the Board of Directors and/or Voting Body.

5. Provides appropriate staff services to the District Advisory Council.

6. Assures the provision of necessary staff support services for all organizational units, committees, task forces and other Association activities.

EVALUATION SUMMARY:

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SUGGESTIONS FOR CONTINUING DEVELOPMENT OR CHANGE:

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EXECUTIVE DIRECTOR'S RESPONSE:

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H. Leadership:

1. Serves as a spokesperson for the Association and the profession of nursing.

2. Participates in establishing organization goals and directions in collaboration with the Board of Directors.

EVALUATION SUMMARY:  

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SUGGESTIONS FOR CONTINUOUS DEVELOPMENT OR CHANGE:

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EXECUTIVE DIRECTOR'S RESPONSE:

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EVALUATION SUMMARY:

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SUGGESTIONS FOR CONTINUOUS DEVELOPMENT OR CHANGE:

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EXECUTIVE DIRECTOR'S RESPONSE:

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Other:

Performs such other duties as may be requested by the Board of Directors.
SECTION III. EVALUATION OF LISTING AND RECOMMENDATIONS

In view of the evaluation of the Executive Director described in SECTION II of this Board policy and directed by the Executive Committee on __________, 19__, the Executive Committee concludes that:

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and with respect to the position of the Executive Director, the Executive Committee recommends that the Board of Directors:

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16
11.23.88
Evaluation Tool

Certificate of In-service Training

[Signature]
[Date: [DD/MM/YYYY]]

[Seal/Stamp]
[Institution]

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