

State University of New York College at Buffalo - Buffalo State University

Digital Commons at Buffalo State

Juanita Hunter, RN & NYSNA Papers
[1973-1990]

Organizations and Individual Collections

1988

Performance Appraisal; Series I; File 155

Juanita Hunter

Follow this and additional works at: <https://digitalcommons.buffalostate.edu/jhunter-papers>



Part of the [Health Law and Policy Commons](#), [History Commons](#), and the [Nursing Commons](#)

Recommended Citation

"Performance Appraisal; Series I; File 155." Juanita Hunter, RN & NYSNA Papers [1973-1990]. Monroe Fordham Regional History Center, Archives & Special Collections Department, E. H. Butler Library, SUNY Buffalo State.

<https://digitalcommons.buffalostate.edu/jhunter-papers/233>

This Article is brought to you for free and open access by the Organizations and Individual Collections at Digital Commons at Buffalo State. It has been accepted for inclusion in Juanita Hunter, RN & NYSNA Papers [1973-1990] by an authorized administrator of Digital Commons at Buffalo State. For more information, please contact digitalcommons@buffalostate.edu.

#155

Performance Appraisal

Martha L. Orr, MN, RN
Executive Director



Constituent of The American
Nurses Association

NEW YORK STATE NURSES ASSOCIATION
1 Madison Avenue, 9th Floor, New York, New York 10010 (212) 213-6616

October 18, 1988

Dear Dr. Beletz:

I sincerely regret the circumstances of the events which occurred in the voting area this afternoon. I am sure that you can appreciate that in a convention, there are many stressful times. If my responses to your concerns offended you, I sincerely apologize.

Sincerely yours,

Martha L. Orr
Executive Director

cc: Juanita K. Hunter



#155

Performance Appraisal

Juanita K. Hunter, R.N., Ed.D, President
THE NEW YORK STATE NURSES ASSOCIATION
2113 Western Avenue, Guilderland, N.Y. 12084, (518)456-5371

October 13, 1988

To: Board of Directors
From: President and President Elect
Re: Executive Director Evaluation

The President and President-Elect have reviewed the implementation of the responsibilities of the Executive Director. This review has included the Annual Performance Appraisal submitted by the Executive Director. In accordance with NYSNA policy the President and President Elect have conferred in the development of this evaluation. The board of directors will now review, discuss and act upon this evaluation. The final report will be written by the President and discussed with the Executive Director by the President and President-elect.

The following comments are categorized by the categories described in the position description: Administration, Program and Department Operations, Communications, Legislative Programs, Constituent Affairs, External Relations.

Administration

Ms. Orr is to be commended for her ongoing efforts to refine office procedures (such as data processing, records management and word processing, implementation of job descriptions and an evaluation process for all professional staff). The organizational structure which is now in effect places complete programmatic responsibilities within departments. This structure increases autonomy of staff but may be problematic to members who seek to access information quickly. The process of delegation of authority is not always clear. These lines and networks should be outlined and understood by volunteers. There is within this structure a tendency toward a lack of communication/coordination between department efforts as well as uneven output between departments (i.e. nursing practice and nursing education). The circumstances under which two key department heads left their positions are still questioned. This has produced an uneasy climate within the organization and has given rise to many unfounded rumors. The Executive Director has been aware of those rumors.

Program and Departmental Operations

Program and Departmental Operations have undergone major changes within the year, some planned and others unanticipated.

1. Communications/Publications/Public Relations

The response of membership to the improved quality of the publications has indeed been mostly positive. Of concern is the lack of input from volunteers in the decision making process related to development of materials intended for mass distribution. A specific example is the

Martha L. Orr, MN, RN
Executive Director



Constituent of The American Nurses Association

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

November 3, 1988

Ms. Juanita K. Hunter, EdD, RN
President, New York State Nurses Association
127 Shirley Avenue
Buffalo, New York 14215

Dear Juanita:

The enclosed Payroll Change Notice is a control document required by our Accounting Department prior to implementing any payroll status changes. Please take a moment to review and authorize this form so we may update our records.

I have enclosed a self addressed stamped envelope for your convenience. As always please contact me at any time should you need any additional information.

Sincerely,

Robert R. Sacco
Director of Financial Affairs

RRS/t

Enclosures



#155

Performance Appraisal

-3-

professional communications. The executive director must recognize the importance of her role in setting the tone for professional communications.

The decision making role of the Board of Directors is key to effective organizational output. The role of the executive director is to support that decision making role. Timely communication regarding the board's official decisions should continue to receive increased attention and speed of responsiveness. The board could assist in this process by affixing time frames to important actions.

A final area to be addressed within this category is the role relationship of the executive director to the president. Effective working relationships are key to a strong association. Problem areas have evolved and may be due to lack of a clearly delineated role for the president. Suggestions for improving these relationships are a job description for the president and more shared governance. Also when problems do arise the utilization of accepted steps to resolve conflicts should be utilized by the executive director.

Constituent Affairs/External Relations

The executive director has a responsibility to project a positive image of competence and confidence when representing the association in the nursing and total community. A positive image is key to the outcome of the numerous meetings and ceremonial events which are a normal part of the executive director's role. While the executive director has noted that representation at meetings has largely been performed by the president and Board of Directors in the past year, the perception of this occurrence by the executive director may need exploration.

Additionally the executive director should maintain positive working relationships with other nursing organizations and community groups. This area needs more careful attention and positive action. Non-verbal communication of uneasiness with opposite views blocks communication and the opportunity for open dialogue around dissenting viewpoints.

In summary, the executive director continues to manage the affairs of the association well in these critical, challenging times. She has the potential to continue to grow and develop in this role. Open and honest attention to the areas needing improvement by the board and the executive director will facilitate that maturation process.

-2-

Nurses Week Poster. The responses to media inquiries regarding controversies around current professional issues at times raises the concern of non-nurse input into those responses. The flow of accurate timely communication to membership and the external community is always a challenge.

Nursing Education

The major output from this department has been the implementation of the Nursing Education Sub-committee of the Arden House Consortium. The work of the Council on Nursing Education on differentiation of the roles between baccalaureate and associate degree graduates was the second major output of this department. Within the year problem areas developed related to the role of BOD, staff and the Council in the development of official documents and the process to effectively resolve those conflicts. Clearly, the executive director should have exerted leadership in these situations. Implementation of the AIDS Grant was problematic as NYSNA was not the grantee. Complaints were received from occupational nurses and the New York State Occupational Health Nurses about the quality of the programs.

Legislative Program

The executive director recognizes the need to assess the effectiveness of the Legislative Program. The lack of a concerted, timely and coordinated effort to address the nurse practitioner legislation is clear evidence of programmatic, structural and management issues. Examples of additional concerns of members have been identified as (1) lack of coordination between NYSNA staff and DNA legislative committees, (2) insufficient and tardy information to districts regarding status of specific legislation, (3) poor image of NYSNA in legislature, (4) lack of updated information on leg line.

It will be imperative that positive, pro-active efforts be quickly and swiftly initiated in the 1988-89 legislative session to alter this image problem.

Board Relations

The Executive Director effectively and efficiently provides staff assistance to major board committees. Minutes are accurate, actions are tracked and implemented and advice is given within meetings when requested and appropriate. There are however specific concerns which must be addressed. The professional relationships of the executive director to individual members of the board should be more clearly delineated from social relationships and alliances. Secondly, the balance of power between staff and volunteer officers has been problematic and could be addressed more creatively. For example, congratulatory letters to nurses should be sent under the signature of the executive director and the president, not just one letter from the executive director nor two letters from executive director and president. A joint letter would eliminate the separation of the staff/volunteer relationships.

The executive director can be an effective gatekeeper in maintaining the delicate relationship between staff and board. This gatekeeping role should include keeping check on personal biases, rumor control and monitoring

#155
Performance
Appraisal

Nettie Birnbach, Ed.D.
September 19, 1988
Page 2

One of my major objectives for the 1988-89 term will be to improve communication and working relationships within the board of directors. One suggestion I have for a starting point might be a retreat for the newly constituted board. I may introduce this idea at the post convention meeting.

And finally, I would be most willing to talk with you about this letter after you receive it. Your feedback will be appreciated.

Sincerely,

Juanita

JH:mb

Juanita K. Hunter, Ed.D., R.N., President
THE NEW YORK STATE NURSES ASSOCIATION
127 Shirley Avenue
Buffalo, NY 14215

September 19, 1988

Nettie Birnbach, EdD, RN
2697 Milburn Avenue
Baldwin, NY 11510

Dear Nettie,

In reflecting on the events which occurred at the September 15 Board Meeting I feel compelled to share some additional thoughts with you about the membership vote. You may wonder of course why I choose to write rather than to pick up the phone and call you. The reason is that I sensed you were experiencing a great emotional reaction around the vote on membership which might even now inhibit productive dialogue without argumentation, hence the letter.

First, I do reinforce the fact that I understand and accept your right as a member of the board to introduce a motion and to vote on any matter before the assembly. The concern I raised with you after the membership vote pertained to courtesy to the chair. As a past president you are aware of the effect of "surprises" when conducting a meeting. I reiterate that prior knowledge that you had changed your opinion from that position which you had stated in the meeting with the executive committee of the foundation would have helped me to anticipate and plan for the discussion on the membership issue. That is exactly why I called most board members before going to Albany. In addition, prior knowledge would have enabled me to better facilitate the discussion between and among those board members who indeed wished to debate the issue and alternatives.

Further, I as a member of the board would have declared my intent to vote on the motion. I would have voted no, and although the ultimate outcome would not have changed, my vote would have been recorded for the history of this association.

In addition to all of this I do need to comment on your comment of some time ago that the board was divided. In my opinion the events that occurred around the membership issue including your actions were divisive. Lack of communication as you know is the primary reason for poor working relationships within organizations.

And finally I have noted with interest that within the past two months you did not support the legislative workshop or the plan to develop a subcommittee on strategic planning. This is particularly puzzling in light of the fact that you asked for a thorough explanation of each idea, seemed to indicate understanding of the intent, then voted against the motions.