



ZOMI COMPUTER AND INTERNET ASSOCIATION (Constitutions and By-Laws)

ARTICLE I — NAME AND PURPOSE

Section 1 — Name: The name of the organization shall be Zomi Computer and Internet Association. In short, ZOCIA- pronounced as Zo-Cia. It shall be a nonprofit organization incorporated under the laws of both national as well as international respectively.

Section 2 — Purpose: ZOCIA is organized exclusively for ICT, charitable, research, scientific and education purposes.

Zomi Computer and Internet Association is established to elevate Information and Communications Technology [ICT] capability and professionalism for Zomi and beyond, specifically:

1. To facilitate the exchange of opinions and views on Information and Communications Technology [ICT], and to inform and promote knowledge of ICT to members and the public for the development and use of ICT.
2. By representing industry practitioners, to inform and lobby its people on ICT policy and standardization.
3. To obtain from members and other sources information relating to ICT, and to disseminate such information amongst the public and the Society by means of newsletters, journals, circulars, publications, lectures, seminars, conferences or otherwise.
4. To improve the technical and general knowledge and to elevate the professional status, of persons engaged in ICT.
5. Education and training to elevate the level of ICT capability for Zomi people worldwide.
6. Professional development and advancement.
7. Community development that enhances the standards and levels of ICT for the greater good of the Zomi people and beyond.
8. To do all such other lawful things as are incidental or conducive to the attainment of the above purposes.

Objectives and Statements of ZOCIA

- to encourage and promote professionalism among its members as well as non-members alike.
- to promote continuing education research, and intellectual inquiry in management information systems;
- to encourage and promote interchange of information in Information Technology (IT);
- to make available to the members of the Association various types of services and facilities;

- to foster a better understanding of the vital role of computers to business, government and society;
- to promote and facilitate innovation and adaptation of IT for national and regional development for our nation;
- to promote regional and international exchanges and cooperation in the field of IT and related technologies.

ARTICLE II — MEMBERSHIP

In considering an application for membership, ZOCIA Executive Committee will evaluate the Applicant's recognized qualification(s) and/or employment experience. There are six types of membership including institutional membership. The classification will give brief introduction about the membership and requirements for the Association.

The nature, quality and extent of an individual's formal study, specialized training and/or employment experience will be the grading criteria applied by the Association. As Members progress in experience and skills, they may apply for a higher grade of membership than that which is currently held.

Section —1 Types of Membership:

Support

This membership does not require any computer education nor work experience in IT industry. It is granted to any one who has a passion and willingness to support the association for the good cause by means of financial, moral and any other available and applicable support.

Student

One who is studying at ICT School but has no employment background in related industry.

Associate

A person who is employed with ICT after earning a bachelor degree in IT and, one who has a minimum of 3 years approved experience in an IT industry.

Professional

- This membership is reserved for one who has passed (ZITSE) Zomi Information Technology Standardized Examination or one who has completed master's degree in Information Technology.

- One who is employed with in ICT and who has a minimum of 5 years approved experience in ICT industry with an IT degree.

Fellow

Awarded selectively by the Executive Committee of ZOCIA to one who has made a significant contribution to the Association.

This membership is applicable for any person whom the Association resolves to elect as such at a duly constituted Association meeting at which not less than one-third of the members or E.C members thereof shall be present. Such resolution shall be passed by the votes of at least three-quarters of those present at the meeting. Upon

such election, the Association may decide upon the rights and obligations which shall attach to such membership, the duration thereof, and any other conditions appertaining thereto.

Institutional Membership

This membership is by groups or group or an organization. Proper documents are required to approve this membership by the selecting Committee of the Association.

A corporate or non-corporate body or other organization shall be eligible to become an Institutional member of the Association provided that it gives such evidence as the Association may require of its interest in the objects of ZOCIA.

A corporate or non-corporate body or other Organization may apply for separate Institutional membership of any Chapter or Chapters in any area where such corporate or non-corporate body or other Organization has offices. Such corporate or non-corporate body or other Organization may, upon election as an institutional member and annually thereafter, appoint one authorized representative [and if the Association approves, two authorized representatives] to each Chapter of which it becomes an institutional member and shall advise the Secretary/Treasurer of each such Chapter in writing of the names of such authorized representatives.

Section 2 — Eligibility for membership: Application for voting membership shall be open to all active members. Membership is granted after completion and receipt of a membership application and annual dues. All memberships shall be granted upon a majority vote of the board.

Section 3 — Admission dues: A one time admission fee shall be US \$ 1. Admission fee may vary depending on the type of membership.

Section 4 — Annual dues: The amount required for annual dues shall be US \$ 2 each year, unless changed by a majority vote of the members at an annual meeting of the full membership. Continued membership is contingent upon being up-to-date on membership dues.

Section 5 — Rights of members: Each member shall be eligible to appoint one voting representative to cast the member's vote in association elections.

Section 6 — Resignation and termination: Any member may resign by filing a written resignation with the secretary. Resignation shall not relieve a member of unpaid dues, or other charges previously accrued. A member can have their membership terminated by a majority vote of the membership.

Section 7 — Non-voting membership: The board, founder/s and founding members shall have the authority to establish and define non-voting categories of membership.

Section 8 — *Codes and Conducts of Members*

Codes and Ethics for Zomi Computer and Internet Association

Preamble: I will use my special knowledge and skills for the benefit of the public. I will serve employers and clients with integrity, subject to an overriding responsibility to the public interest, and I will strive to enhance the competence and prestige of the professional. By these, I mean:

- I will uphold and improve the IT professional standards through continuing professional development in order to enhance the IT profession for ZOCIA.
- I will promote public knowledge, understanding and appreciation of information technology;
- I will consider the general welfare and public good in the performance of my work;
- I will advertise goods or professional services in a clear and truthful manner; I will comply and strictly abide by the intellectual property laws, patent laws and other related laws in respect of information technology;
- I will accept full responsibility for the work undertaken and will utilize my skills with competence and professionalism;
- I will make truthful statements on my areas of competence as well as the capabilities and qualities of my products, services and contribution;
- I will not disclose or use any confidential information obtained in the course of professional duties without the consent of the parties concerned, except when required by law;
- I will try to attain the highest quality in both the products and services I offer;
- I will not knowingly participate in the development of Information Technology Systems that will promote the commission of fraud and other unlawful acts;
- I will uphold and improve the IT professional standards through continuing professional development in order to enhance the IT profession.

ARTICLE III — MEETINGS OF MEMBERS

Section 1 — Regular meetings: Regular meetings of the members shall be held quarterly, at a time and place designated by the chair/ president.

Section 2 — Annual meetings: An annual meeting of the members shall take place in the month of March 21 [Zomi ICT Day], time and location of which will be designated by the chair. At the annual meeting the members shall elect directors and officers, receive reports on the activities of the association, and determine the direction of the association for the coming year or the next office bearers if it is the due year of their term.

Section 3 — Special meetings: Special meetings may be called by the chair, the Executive Committee, or a simple majority of the board of directors. A petition signed by five percent of voting members may also call a special meeting.

Section 4 — Notice of meetings: Printed notice of each meeting shall be given to each voting member, by mail, not less than two weeks prior to the meeting. The same announcement or notification should be made for online members as well as to members who can not physically participate in the meeting.

Section 5 — Quorum: The members present at any properly announced meeting shall constitute a quorum.

Section 6 — Voting: All issues to be voted on shall be decided by a simple majority of those present at the meeting in which the vote takes place.

ARTICLE IV — BOARD OF DIRECTORS

Section 1 — Board role and size: The board is responsible for overall policy and direction of the association, and delegates' responsibility of day-to-day operations to the staff and committees. *The board shall have up to 20, but not fewer than 16 members for each location.* The board receives no compensation other than reasonable expenses.

Section 2 — Terms: All board members shall serve two-year terms, but are eligible for re-election for up to five consecutive terms. The founder/s and founding member/s are exempted from the term of board election.

Section 3 — Meetings and notice: The board shall meet at least quarterly, at an agreed upon time and place. An official board meeting requires that each board member have written notice at least two weeks in advance.

Section 4 — Board elections: New directors and current directors shall be elected or re-elected by the voting representatives of members at the annual meeting. Directors will be elected by a simple majority of members present at the annual meeting. The founder/s and founding member/s are in the decision making of the voting of the directors and board members.

Section 5 — Election procedures: A Board Development Committee comprised of the founder shall be responsible for nominating a slate of prospective board members representing the association's diverse constituency. In addition, any member can nominate a candidate to the slate of nominees. All members will be eligible to send one representative to vote for each candidate, for up to 10 available positions each year or election year whichever is applicable.

Section 6 — Quorum: A quorum must be attended by at least forty percent of board members for business transactions to take place and motions to pass or action to take.

Section 7 — Officers and Duties: There shall be four officers of the board, consisting of a president, vice-president, secretary and treasurer. Their duties are as follows:

The president shall convene regularly scheduled board meetings, shall preside or arrange for other members of the Executive Committee to preside at each meeting in the following order: vice-pres, secretary, treasurer.

The vice-president shall chair committees on special subjects as designated by the board.

The secretary shall be responsible for keeping records of board actions, including overseeing the taking of minutes at all board meetings, sending out meeting announcements, distributing copies of minutes and the agenda to each board member, and assuring that corporate records are maintained.

The treasurer shall make a report at each board meeting. The treasurer shall chair the finance committee, assist in the preparation of the budget, help develop fundraising plans, and make financial information available to board members and the public.

Section 8 — Vacancies: When a vacancy on the board exists mid-term, the secretary must receive nominations for new members from present board members two weeks in advance of a board meeting. These nominations shall be sent out to board members with the regular board meeting announcement, to be voted upon at the next board meeting. These vacancies will be filled only to the end of the particular board member's term.

Section 9 — Resignation, termination, and absences: Resignation from the board must be in writing and received by the Secretary. A board member shall be terminated from the board due to excess absences, more than two unexcused absences from board meetings in a year. A board member may be removed for other reasons by a three-fourths vote of the remaining directors.

Section 11 — Special meetings: Special meetings of the board shall be called upon the request of the president, or one-third of the board. Notices of special meetings shall be sent out by the secretary to each board member at least two weeks in advance.

ARTICLE V — COMMITTEES

The management of the Association shall be under the control of the Executive Council [E.C] which shall, for all purposes, be the Governing Body of the Association.

Section 1 — Committee or departmental formation: The board may create committees or departments as needed, such as fundraising, public relations, data collection, software, hardware, network, literature, web develop team, research, CIO, human resource development etc.

Section 2 — Executive Committee: The four officers serve as the members of the Executive Committee. Except for the power to amend the Articles of Incorporation and bylaws, the Executive Committee shall have all the powers and authority of the board of directors in the intervals between meetings of the board of directors, and is subject to the direction and control of the full board.

Section 3 — Finance Committee: The treasurer is the chair of the Finance Committee, which includes three other board members. The Finance Committee is responsible for developing and reviewing fiscal procedures, fundraising plans, and the annual budget with staff and other board members. The board must approve the budget and all expenditures must be within budget. Any major change in the budget must be approved by the board or the Executive Committee. The fiscal year shall be the calendar year. Annual reports are required to be submitted to the board showing income, expenditures, and pending income. The financial records of the organization are public information and shall be made available to the membership, board members, and the public.

ARTICLE VI — DIRECTOR AND STAFF

Section 1 — Executive Director: The executive director is appointed by the board. The executive director has day-to-day responsibilities for the organization, including carrying out the organization's goals and policies. The executive director will attend all board meetings, report on the progress of the organization, answer questions of the board members and carry out the duties described in the job description. The board can designate other duties as necessary.

ARTICLE VII — AMENDMENTS

Section 1 — Amendments: These bylaws may be amended when necessary by two-thirds majority of the board of directors. Proposed amendments must be submitted to the Secretary to be sent out with regular board announcements.

ZOMI COMPUTER AND INTERNET ASSOCIATION PERSONNEL POLICIES

1. INTRODUCTION

Zomi Computer and Internet Association is committed to fair, clearly stated and supportive relationships between the organization and its members. The personnel policies of ZOCIA have been established in order to provide a guide to the personnel practices of ZOCIA and to ensure consistency of personnel decisions. It is the intention of Zomi Computer and Internet Association to administer the personnel programs in a manner which complies with the letter and spirit of all applicable federal, state and local regulations. This document is designed to provide guidance to Executive Committees and members of organization. It is not a part of any contract between ZOCIA and its E.C members. It is only a set of informal guidelines for personnel practices.

Membership Classification

All members are classified as either regular or temporary. Regular members are members accepted without a specific date of termination. Temporary members/employees are staff/ employees whose position at the time of hire is for a short-term period. Terms of employment will depend on agency needs, and in no case will a temporary position be construed as being a contract for a definite time.

Employees also are classified as either exempt or non-exempt according to provisions of the Fair Labor Standards Act.

Regular Full-time Employees are those employees who work 40 hours per week and are eligible for all fringe benefits.

Regular Part-time Employees are those employees working at least 20 hours but less than 40 hours per week. Part-time salaried employees are eligible for all fringe benefits and earn sick leave and vacation at a rate proportionate to the hours they work. Regular part-time employees that work less than 20 hours per week are not eligible for fringe benefits.

Temporary Employees are those employees who are paid hourly under Letter of Agreement for a specified period of time. Temporary employees are not eligible for benefits. [The colored parts are yet to implement in the near future when the Association is well organized and it has enough resources and funding].

19. TERMINATION

Termination of an E.C Member

An Executive Committee member will be terminated if he/she cannot participate in any of the meetings or activities of ZOCIA within one year. This means, he or she must come to the activity of ZOCIA at least once in a year or be a part in financial as

well as by any available means to the projects held by the central committee of the Association.

Resignation

Any member of ZOCIA may resign by submitting a letter of resignation to the Executive Committee or the Board of Advisors at least fourteen working days prior to the effective date of the resignation.

At the time of the effective date of the resignation, the E.C shall be able to use any accrued annual leave or the employee shall be paid for all unused accrued annual leave. If the employee has used all annual leave due prior to resignation, all hours used in excess of those earned shall be deducted from the employee's final paycheck at the rate of salary paid at the time of resignation.

2. AFFIRMATIVE ACTION

The policy and intent of the ORGANIZATION is to provide equal employment opportunity for all persons regardless of race, color, religion, national origin, nationality, marital status, political affiliation, affectional orientation or gender identity, status with regard to public assistance, disability, sex, or age.

The Association intends to respond affirmatively in its employment practices. Affirmative action applies to all aspects of employment practices including, but not limited to, recruiting, hiring, placement, promotion, demotion, transfer, training, compensation, benefits, layoff, recall, and termination. ZOCIA Network seeks to do business with organizations that encourage equal employment opportunity.

3. RECRUITMENT PROCEDURES

The ASSOCIATION intends to recruit, hire, and place applicants on the basis of the applicant's relative knowledge, skills, and abilities. The decision to employ an applicant will be based solely on the individual's qualification for the particular position along with other requisite job skills. Minimum qualifications shall be specified in the job description.

When a new position is established, the Executive Director will prepare a job announcement identifying the position's responsibilities and overall relationship to ZOCIA for posting or circulation within the Association and for public notification. Posted positions will be open for a minimum application period of 15 days.

16. BENEFITS

The Association is committed to providing a flexible and cost-effective medical care, disability income, life insurance and retirement program for all its employees. ZOCIA reserves the right, in its discretion, however, to change the nature of the benefits offered to employees, or to change insurance carriers, deductibles, premiums, or other features of any benefit. In addition, the Association may decide to discontinue one or more benefits. Covered employees will be notified of such changes or discontinuations as soon as practicable.

17. PERFORMANCE REVIEWS

Each performance review should be a positive and interactive process whereby both the Association and the individual being reviewed receive information about his or her success in meeting the responsibilities of the job, and the Association can learn about its strengths and weaknesses as an employer of that employee. In general, the goal of ZOCIA is to conduct a performance review of each new employee during the sixth month of employment, after the first year of service and annually thereafter.

18. EMPLOYMENT REFERENCES

When the Association receives a request for information from another person or entity about an employee, either during employment or after the employee's employment has ended, it is the Association's policy to provide only the following:

- a. Dates of employment
- b. Last job title

In general, ZOCIA policy is not to furnish any other information about work performance or employment, unless the employee specifically directs it to do so and signs a release prepared by the Association which authorizes it to do so. If an employee does not authorize the Association to furnish any additional information, it will advise the requesting person or entity that, absent a release, the Association's policy is to provide only the information set out above.

21. WORK PRODUCTS AND FILES

All supplies, materials, and work products and funds of an Executive Member if purchased by ZOCIA shall remain the property of the organization after resignation, discharge, or layoff of that membership. The E.C member may retain any personal files, but work files and other papers shall remain with the ZOCIA.

22. CONSULTANT FEES, HONORARIA, GIFTS

All employees are encouraged to participate in a variety of community and professional activities. In those instances where an employee's activities are part of their regular duties and responsibilities, any payment will be turned over to the Association. All fees derived from ZOCIA reports, activities, events, or speaking engagements while employed by the Association shall also be turned over to the Association.

In some instances, an individual may do work that is based on activities or experiences prior to or separate from their regular duties and responsibilities at the Association. To avoid actual or appearance of conflict of interest, any employee who engages in any remuneration activity in any field directly related to ZOCIA programs must have prior approval by the Executive Director. The Board of Directors will review these issues for the Executive Director. No employee may formally represent himself/herself as a spokesperson for ZOCIA without prior approval of his/her supervisor.

Employee Acknowledgement

I acknowledge that I have read and understood the policies outlined in this copy of Zomi Computer and Internet Association's Personnel Policy Guidelines. I understand that these policies provide only a general reference and are not a full statement of the Association's procedure nor are they a contract. I will update these policies as I am provided with new materials, and I will return my copy of the Personnel Policies to ZOCIA upon termination of my employment.

Employee signature _____ Date _____

SAMPLE EMPLOYEE EVALUATION FORM

Name: _____

Title: _____

Period covered: _____

Date of evaluation: _____

	Excellent	Very good	Good	Fair	Unsatisfactory	Comments
Work quality						
Dependability						
Initiative						
Flexibility						
Skill building						
Job knowledge						
Punctuality						
Supervisory ability						

General comments on employee's performance:

Employee's goals for the coming year:

Reviewed by: _____ Signature: _____

SAMPLE EXECUTIVE DIRECTOR EVALUATION FORM

PERFORMANCE DEFINITIONS

OUTSTANDING - Performance at this level is clearly unique and far in excess of established expectations. The employee consistently exceeds expectations in the outcomes achieved in work quality, quantity and timeliness. The employee exhibits leadership among peers in all dimensions of the field of work performed.

SIGNIFICANTLY EXCEEDS EXPECTATIONS - Performance at this level often exceeds established expectations and standards for work quality, quantity and timeliness. The employee exhibits mastery of most dimensions of the field of work performed.

FULLY CAPABLE - Performance at this level is satisfactory on the established expectations and standards for work quality, quantity and timeliness. The employee competently achieves the requirements of the position.

NEEDS IMPROVEMENT - Performance at this level is minimally capable and below the level expected employee. Improvement is required in significant dimensions of the job in order to meet the expectations and standards for work quality, quantity and timeliness. The employee performing at this level may be denied merit increases until fully capable performance is demonstrated.

UNSATISFACTORY - Performance at this level is unacceptable. The employee often fails to achieve basic requirements of the position and has exhibited little or no improvement in job performance. The employee performing at this level should not be continued in this position; or where extenuating circumstances exist, should be retained only upon significant improvements within a fixed period of time to be defined by the Employer.

PERFORMANCE FACTORS

1. ADMINISTRATION

1a. **PLANNING**: Develops short and long range plans and goals to meet department objectives consistent with established priorities; sets appropriate priorities of needs and resulting services to be provided; anticipates and prepares for future requirements and devises contingencies; devises realistic plans

1b. **BUDGETING AND ECONOMIC MANAGEMENT**: Prepares an appropriate budget and subsequently adheres to it; utilizes finances, budgets, facilities, equipment, materials and products to minimize costs; actively practices cost containment.

1c. **ORGANIZATION OF WORK**: Structures work in order to avoid crisis, promotes productivity, attains cost effectiveness, and delivers work on time. Involved in this process are the tasks of allocating work, delineating responsibilities, scheduling activities, and adequately preparing for meetings and presentations.

1d. **COMPLIANCE**: Complies with established policies, procedures and directives; conducts department functions in accordance with applicable laws, statutes, and regulations.

1e. **PROBLEM SOLVING AND DECISION-MAKING:** Identifies problem and acts to rectify them by employing analytical thinking and sound judgment.

1f. **EVALUATION AND CONTROL:** Practices regular and systematic review of department operations to evaluate progress towards established goals; evaluates strategies employed in seeking those goals; implements remedial measures when necessary.

1g. **RISK (LIABILITY) MANAGEMENT:** Ensures that liability risk exposures are identified and treated when proposing new programs and services; evaluates and monitors established programs and services to identify areas which need revision due to changes in operation, legislation, policies and procedures; implements changes where needed to facilitate favorable loss experience; manages employee safety program, including appropriate training and corrective action when necessary.

2. INTERPERSONAL

2a. **ORAL COMMUNICATION:** Effectively communicates orally with individuals and groups, including public presentations; presents ideas in an organized, clear and concise manner, employs tact and discretion; listens well; offers appropriate feedback.

2b. **WRITTEN COMMUNICATION:** Prepares organized, clear, concise, accurate and informative letters, memos, reports and other documents which effectively fulfill content and timeliness requirements.

2c. **COORDINATION/COLLABORATION:** Works well with others at various levels; keeps information flowing to the appropriate parties vertically (down as well as up) and horizontally; facilitates communication and problems solving among parties when necessary.

2d. **SUPERVISORY CONTROL:** Effectively hires, assigns, directs, controls, evaluates performance, counsels and disciplines all other functions necessary or incidental to supervision; practices compliance with employment law guidelines and mandates.

2e. **LEADERSHIP:** Promotes cooperation and team work among employees; establishes high standards of conduct and job performance for subordinates; maintains open communication channels; delegates work; leads by example.

2f. **STAFF APPRAISAL AND DEVELOPMENT:** Provides good record of subordinate performance; reviews appraisal information with subordinates; aides subordinates in improving performance on current job; helps subordinates in setting up and implementing development plans and objectives; cross-trains employees; encourages subordinates to participate in training.

3. INDIVIDUAL

3a. **EFFORT AND INITIATIVE:** Requires little work direction; exhibits persistence an initiative; puts forth a consistent, energetic effort; assumes full and complete responsibility for accomplishment of department functions.

3b. **PROFESSIONAL/TECHNICAL COMPETENCE:** Realistic knowledge and competence of the field and applies up-to-date technical/professional principles, practices, and standards appropriate to the functions of the department; acts as a resource person upon whom others can draw; professional demeanor maintained on a consistent basis.

3c. **INNOVATION:** Displays original and novel thought in creative efforts to improve on the status quo.

3d. **OBJECTIVITY:** Assesses issues, problems and decision situations based on the merits of the case presented; personal loyalties, biases, etc., does not influence department decisions; personnel decisions made on the basis of equal opportunity and objective job-related criteria.

3e. **CREDIBILITY:** Through successful performance, instills the feeling of trust and dependability.

3f. **FLEXIBILITY:** Adapts well to change, both internally and externally.

4. LEADERSHIP

4a. **COACHING:** Communicates a positive attitude; serves as a catalyst for action and encourages employees to try new things and to take calculated risks; provides honest feedback; minimizes tension and defensiveness; creates an environment for success; teaches and guides employees rather than controls.

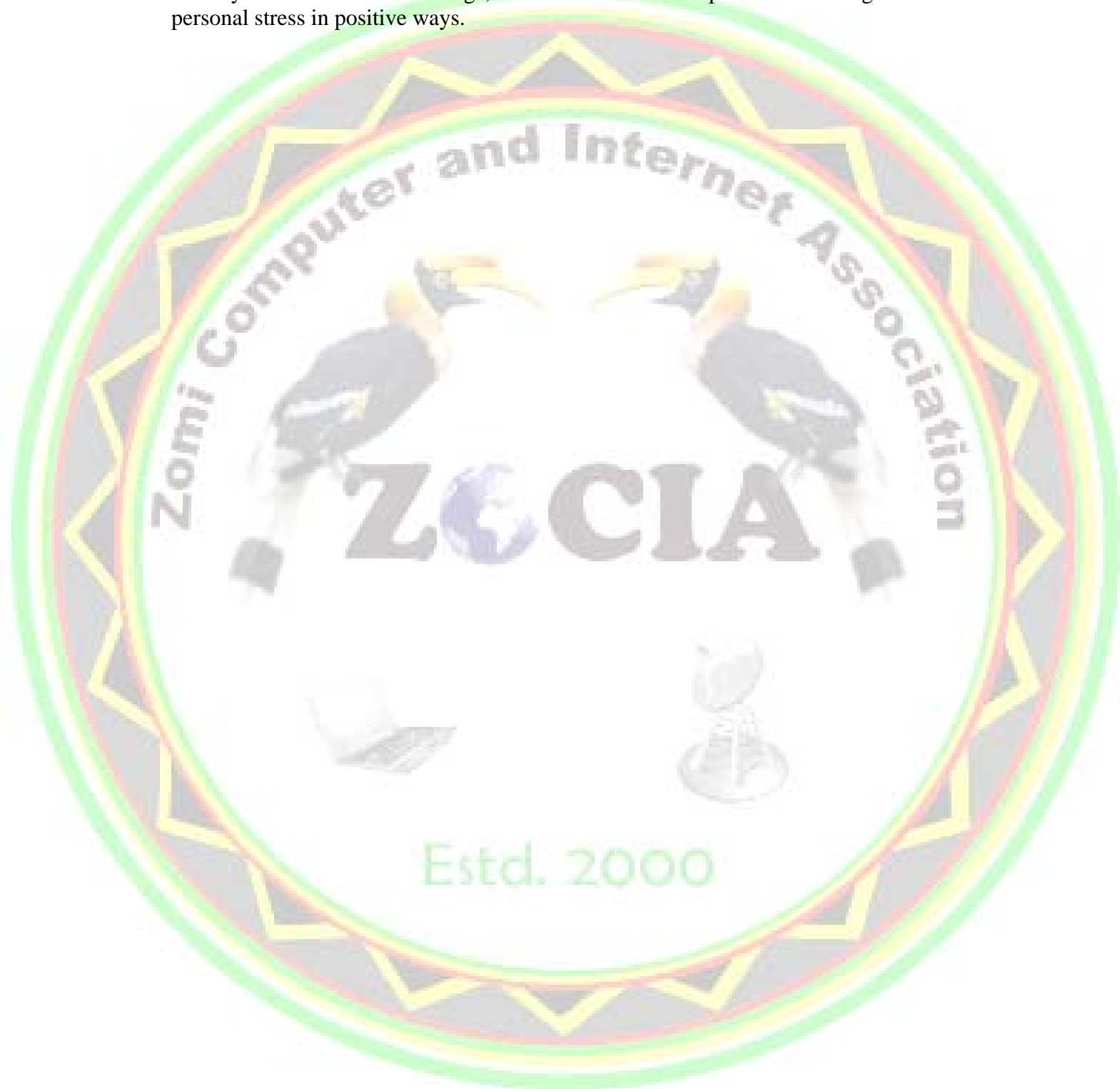
4b. **EMPOWERING:** Creates an awareness in others of their powers and self worth; involves others and shares powers in planning and decision-making; fosters leadership in others; challenges others to assume leadership roles and provides support by allowing them to risk, fail and learn; creates an environment in which others feel ownership for results and feel comfortable to take action to achieve desired results.

4c. **MODELING:** Believes in public service; treats all with respect and dignity and creates an atmosphere of mutual respect and trust. Serves as a catalyst for action and is a team player, believes in oneself and looks at problem as opportunities; uses powers in a positive way; keeps one's work: accepts responsibility for mistakes; insists on excellence (not perfection); communicates and reinforces by what they do - not what they say; adapts to changes as conditions and situations warrant.

4d. **TEAM BUILDING:** Builds group cohesiveness and pride; encourages cooperation; fosters and practices good communication, recognizes and rewards individuals and team accomplishments and contributions; shares success and rewards; manages conflict, which is inevitable.

4e. VISIONING: Establishes and articulates a vision of what could be; looks to and plans for the future; accepts new challenges, keeps an open mind.

4f. SELF-DEVELOPMENT: Is not static; prepares for the future; has the courage to identify and address shortcomings; is committed to self-improvement manages personal stress in positive ways.



Rank the executive director on the performance factors using the performance definitions (5=outstanding, 4=significantly exceeds expectations, 3=fully capable, 2=needs improvement, 1=unsatisfactory)

1. ADMINISTRATION

Performance Factor	Performance (From 5 to 1)	Comments
Planning		
Budgeting and Economic Management		
Organization of Work		
Compliance		
Problem Solving and Decision Making		
Evaluation and Control		
Risk (Liability) Management		

2. INTERPERSONAL

Performance Factor	Performance (From 5 to 1)	Comments
Oral Communication		
Written Communication		
Coordination/Collaboration		
Supervisory Control		
Leadership		
Staff Appraisal and Development		

3. INDIVIDUAL

Performance Factor	Performance (From 5 to 1)	Comments
Effort and Initiative		
Professional and Technical Competence		
Innovation		
Objectivity		
Credibility		
Flexibility		

4. LEADERSHIP

Performance Factor	Performance (From 5 to 1)	Comments
Coaching		
Empowering		
Modeling		
Team Building		
Visioning		
Self-development		

OVERALL EVALUATION (Please check one.)

- Outstanding
 Significantly exceeds expectations
 Fully capable
 Needs improvement
 Unsatisfactory

What were the executive director's performance highlights in the past year?

What could have been most improved regarding the executive director's performance in the past year?

What should be the executive director's performance goals for the next year?

Evaluator's Signature _____ Date _____