


CEO Performance Evaluation

February 2025



MONTANA'S
CREDIT UNIONS

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Introducing Bryan Fox



- ✓ 49 years to serving his country, state and community.
- ✓ 2018 retirement as the Commanding General for the MT Air National Guard
- ✓ 42-year career, Mr. Fox deployed to 30 countries
- ✓ 1981-2023 on BOD Russell Country FCU
 - seven CEOs hired
 - four name changes
 - four mergers
- ✓ National Volunteer Leadership Committee



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Introducing Nina Lund



- ✓ Owner/Founder Next Generation HR
- ✓ Three decades within corporate America in various HR roles
- ✓ Empathy | Capability | Professionalism
- ✓ Outdoor enthusiast, wife, mother and dog mom to Dash
- ✓ Passion for cooking and Culinary Arts degree!



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Agenda

- Introduction
- Vision
- Sample appraisals
- CEO tune-up
- Summary
- Discussion



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“The GREAT credit union CEO is good with numbers, knows how to manage operations and has a keen sense of strategy. He or she is also a good communicator who can sell that strategy to the board and credit union members, as well as motivate employees to execute it while keeping them happy and productive...”



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Why Performance Appraisals?

- **Evaluate** employee performance
- **Identify** areas for improvement
- **Recognize** achievements
- **Set** future goals
- **Contribute** to employee development
- **Open** lines of communication
- **Align** individual contributions with company objectives



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How to Conduct Performance Appraisals

- Set aside time
- Review past year
- Plan for year ahead

- May also include review of job description, current objectives, team objectives, completed development activities, feedback from other sources
- Self-assessment may also be used



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What is in Appraisal?

- Performance analysis
- Employee potential
- Employee limitations

- Consider CEO performance in key areas:
 - ✓ Leadership
 - ✓ Strategy
 - ✓ People Management
 - ✓ Operating Metrics
 - ✓ Relationships w/ external



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Questions for Board's Input

- Did CEO meet agreed upon goals?
- How did the CEO excel in past year?
- Where can they improve next year?
- Did the CEO move organization forward? (mission, resources, other objectives)
- Organization progress or lack of
- Relationships
- Does the board support the CEO
- Is compensation reasonable?



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Questions for CEO

- Did you meet your stated goals for the year? If not, why not?
- What were your achievements this year?
- What things did you struggle with this year?
- What lessons did you learn this year?
- How has the organization moved forward this past year?
- How are your relationships with the full board and the executive committee?
- Do you and the board balance your responsibilities with the board providing leadership and you providing the management of the organization?
- Does the board support you?
- How can the board do better in supporting you in the year ahead?
- Is your compensation fair and reasonable?



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Additional Questions to Ask

- What is your job satisfaction? (scale of 1-10)
- How does that compare to this time last year?
- What is your stress level?
- How does that compare to this time last year?
- Are you receiving the support and resources to successfully perform your job?
- Are you receiving the necessary training to successfully perform your job?
- Did you attend any training in the last year?
- If you could change one thing in our organization, what would it be?
- What could the board do better?



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The Meeting

Structure meeting to:

- Explain the purpose and scope
- Discuss the job objectives and demands
- Encourage discussion of strengths, successes, areas for development
- Provide constructive feedback
- Agree on future objectives
- Discuss development needs



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Closing the Meeting

- Summarize
- Give time to react
- Express appreciation
- Commit to future plans



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Qualitative Goals

President/CEO Evaluation

Rate the President/CEO by placing a number that best describes his/her performance on each factor during the review period using the following appraisal factor codes. List comments as desired.

5=**Superior**: Truly outstanding performance that is obvious to all

4=**Excellent**: Performance is better than expected

3=**Good**: Performance meets normal expectations

2=**Fair**: Some deficiencies exist with performance

1=**Marginal**: Performance is far below normal standard



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Qualitative Sample

Category 2: Business and Financial Management

- a. The CEO ensures an organizational structure and the proper equipment that allows for maximum performance by all employees. *Rating:*
- b. The CEO implements the credit union's financial goals. In concert with the CEO, the board will adopt yearly goals. These goals will be monitored by the CEO and presented to the board monthly. *Rating:*
- c. The CEO makes strongly supported budgeting recommendations to the board. The board will adopt a yearly budget, and the CEO will brief the board monthly, informing us of compliance or if adjustments are required. *Rating:*
- d. The CEO offers direction to the board on issues requiring board action and make appropriate recommendations on every action item. *Rating:*



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Quantitative Sample Goals w/ Bonus

1. Increase **asset growth** to exceed \$XXX by end of year.
 _____% of goal met
 \$_____ Bonus
2. Monitor **strategic plan loan portfolio** at \$XXX by end of year.
 _____% of goal met
 \$_____ Bonus

Goals will be compensated with the following scale of bonus dollars:

100% = \$400.00
 75% = \$300.00
 50% = \$200.00
 25% = \$100.00



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Sample Performance Goals/Bonus



[Quantitative Appraisal](#)

[Qualitative Appraisal](#)



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CEO Tune-Up Plan

- Lens of individual, organization, or specific teams

Specific practice, behavior or skill to tune-up?:	My notes:
1 What do I need to stop doing?	
2 What do I need to keep doing as is?	
3 What can I keep doing with some adjustment ?	
4 What new things do I need to start doing?	
5 What do I need to do more of?	

[Sample Tune-Up Plan](#)



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Summary

“Organizations suffer when they don’t regularly take stock of how they’re doing. The winds of change are everywhere in the business world, and it’s easy to be blown off course without even realizing it. Which is why it is vital to constantly check in and provide feedback.”

How are we doing? Are we still on course to meet [goal]?



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Discussion



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