



EXECUTIVE DIRECTOR EVALUATION EFFECTIVE 2011

1. Competence Criteria: Champions the State Bar's Mission, Achieves Strategic Plan Priorities and Positions the State Bar Effectively with Constituents

- a. Strategic Plan GOAL 1. PUBLIC PROTECTION - The public is protected and served by a legal profession that meets the highest standards of competency and ethics.
- b. Strategic Plan GOAL 2. ADMINISTRATION OF JUSTICE - The State Bar is recognized as a leader in improving the administration of justice and ensuring the rule of law in society.
- c. Strategic Plan GOAL 3. MEMBER SERVICES - The State Bar provides services to members that meet their professional development needs.
- d. Strategic Plan GOAL 4. STATE BAR ADMINISTRATION - The State Bar obtains and uses resources effectively and efficiently to support its operations cost effectively.

Measures/Performance Indicators:

- a. Board assessment.
- b. Survey of staff and constituencies.
- c. Measured progress on redefining strategic plan priorities including:
 - 1. Redefining Goal 3 to emphasize member “professional development” over “services.”
 - 2. Advancing Goal 4 on restructuring the State Bar’s operational organization to achieve greater results under this goal.

Extraordinary

Exceeds Expectations

Successfully Meets Expectations

Needs Improvement

Unsatisfactory

COMMENTS (please provide comments especially for a “Needs Improvement” rating):

2. Competence Criteria: Manages Effectively and Strengthens the Executive Management of the State Bar.

- a. Effectively directs and oversees the operation of the State Bar, its programs and constituent parts.
- b. Encourages effective interaction among management and among divisions of the State Bar.
- c. Articulates expectations for staff performance, conducts effective evaluations, and maintains measurable criteria.
- d. Effectively manages relations with the union. Seeks greater flexibility in management's ability to enhance productivity and quality performance.
- e. Executes management of the organization from the San Francisco headquarters, with visits to Los Angeles as needed.
- f. Oversees effective responses to audits of the State Bar.
- g. Effectively serves as the spokesperson for the State Bar when called upon to do so and appropriately delegates responsibility to respond to the media, the Legislature, the membership and other constituencies.

Measures/Performance Indicators:

- a. Board assessment.
- b. Survey of staff and constituencies.
- c. Progress on organizational change to enhance State Bar's delivery of services, of information internally and to key stakeholders, and of the State Bar's work product. Specific areas of focus.
 1. Office of Information Technology, recruitment of new CIO.
 2. Member Services Division and Media and Information Services Office, recruitment of new senior staff, restructuring into effective Communications Division.

3. Office of Government Affairs, assessment of correct balance between in-house vs. outsourced models and follow up action.
4. Focus the General Counsel on providing effective legal services to the organization and Board.
5. Focus the Chief Trial Counsel on effectively leading and managing OCTC and the disciplinary enforcement system.

d. 2011 State Audit report outcome.

e. Time spent in San Francisco Office and Los Angeles Office on State Bar matters.

f. Status of relations with the Union and progress on removing impediments to effective management.

g. Effectuation of Governance Task Force assignment with a positive outcome in the Legislative, Executive and Judicial branch.

h. Progress on re-establishing sound governance standards for Board and staff, including a review of the current Board Policy Book.

i. Progress on State Bar media outreach including enhanced use of existing and emerging media to better communicate with the public and the legal profession.

Extraordinary

Exceeds Expectations

Successfully Meets Expectations

Needs Improvement

Unsatisfactory

COMMENTS (please provide comments especially for a “Needs Improvement” rating):

3. Competence Criteria: Sustains and Enhances Board and Constituency Relations

- a. Collaborates effectively with others to achieve optimal results.
- b. Provides the Board of Governors and the State Bar's constituencies with necessary and appropriate information and assistance related to the State Bar's operation, including responding to requests for information.
- c. Interacts with the Supreme Court, particularly appropriate Supreme Court staff, to ensure that the court's instructions and intentions are carried out.

- d. Effectively orients and educates new Board members. Keeps the Board and its officers informed on matters of significance which may affect the State Bar.
- e. Provides effective liaison and staff support to the Board Committees and State Bar sub-entities. Assures that Board and sub-entity actions are informed and effectively communicated for appropriate action.

Measures/Performance Indicators:

- a. Board assessment.
- b. Survey of staff and constituencies.
- c. Orientation of new board members and ongoing orientation of existing members.
- d. Attendance and performance at board meetings.
- e. Number and nature of communications with the Board about operational and other issues of interest to the Board and with constituent groups, Judicial, Legislative and Executive branch representatives and others.
- f. Progress on re-establishing sound governance standards for board and staff.

Extraordinary

Exceeds Expectations

Successfully Meets Expectations

Needs Improvement

Unsatisfactory

COMMENTS (please provide comments especially for a “Needs Improvement” rating):

4. Competence Criteria: Provides Strong Fiscal Management

- a. Provides the Board with information necessary to its budget planning.
- b. Assures staff adherence to budget limitations by all parts of the State Bar's operations.
- c. Uses financial resources effectively.

Measures/Performance Indicators:

- a. Board assessment.
- b. Survey of staff and constituencies.

- c. Budget is adopted on time and is balanced with no overruns in the short term.
- d. Longer term fiscal stability is enhanced through multi-year fee bill.
- e. Cost savings and spending initiatives are undertaken effectively.

Extraordinary

Exceeds Expectations

Successfully Meets Expectations

Needs Improvement

Unsatisfactory

COMMENTS (please provide comments especially for a “Needs Improvement” rating):

5. Competence Criteria: Leadership and Preparation of the Organization for the Future

- a. Effectively coordinates the Board's planning process.
- b. Formulates and implements, consistent with Board adopted institutional policy, long-term and short-term goals and plans.
- c. Develops and implements standards and systems to evaluate performance of the State Bar against Board adopted goals.

Measures/Performance Indicators:

- a. Board assessment.
- b. Survey of staff and constituencies.
- c. Keeps current on trends in governmental, non-profit corporation, bar association, public protection, professional regulation and other areas relevant to position.
- d. State Bar's institutional strategic plan is reviewed and updated.
- e. Progress on State Bar strategic initiatives.
- f. Noteworthy initiatives completed and not completed.
 - 1. Creates a disaster recovery plan, or reviews and updates the existing disaster plan on a regular basis.

2. Focuses on succession planning for subordinates to step in for the Executive Director and other members of the Senior Executive Team.

g. Sets forth in writing to the Board his strategic initiatives for the year so that his success or lack of success on the initiatives can be assessed at year-end.

Extraordinary

Exceeds Expectations

Successfully Meets Expectations

Needs Improvement

Unsatisfactory

COMMENTS (please provide comments especially for a “Needs Improvement” rating):

OVERALL RATING:

Extraordinary

Exceeds Expectations

Successfully Meets Expectations

Needs Improvement

Unsatisfactory

6. OVERALL COMMENTS:

Evaluator's Name