General Principles of this Evaluation

The evaluation process examines the Executive Director’s work in the past 12 months and sets the goals and objections for the year to come. The review aids the Board and the Executive Director in recognizing accomplishments, identifying strengths, pinpointing areas needing change and setting organizational goals for the coming 12 months. The review informs the discussion of the Executive Director’s compensation and benefits but more importantly, the review should clearly set out the Board of Bar Governors’ expectations of the Executive Director.

For purposes of this evaluation, the areas to consider are as follows:

*****************************************************************

Leadership Decision-making

The ideal leader for the Bar Association has sufficient experience and confidence to make decisions when needed, but also has the ability to delegate decision-making to the right person within the organization, freeing the ED’s time to focus on other areas of responsibility. When the ED makes a decision, it should be based on information and investigation, not supposition, convenience or a desire to avoid confrontation or dissatisfaction with the Board or staff.

Describe the ED’s decision-making style:

*****************************************************************

Leading Staff Development

The ideal leader spends time and attention on staff members by way of supervision and direction and professional growth, allowing talented staff members to take on as much responsibility as the individual needs to perform tasks at a high level. Successful leaders create leaders by modeling leadership, creating opportunities for staff learning and development, providing positive feedback at the first opportunity and addressing negative feedback promptly with corrective comments and support.

Describe the ED’s relationship to staff by considering the following:
Have you, as a Board member, needed to address any personnel issues (termination, resignation for other than retirement, dissatisfaction with Executive Director decisions resulting in a request for appeal)?

Are you aware of the awards, citations, or professional recognition that staff members have received in 2011?

Do you experience the staff as friendly, helpful, capable, and committed?

Do you have any concerns around staff development that you would like the Executive Director to address in the coming year?

_____________________________________________________________________________

Leadership in Developing Professional Relationships

The ideal Executive Director has a broad range of professional relationships within and without the legal community. These relationships benefit the Bar Association through the Executive Director’s access to Bar members, court and legislative decision-makers, talented attorneys willing to be recruited for projects, and others who can contribute to the Bar Association. The ED is careful to avoid personal enmity, addressing issues with facts and persuasion but always exhibiting integrity, thoughtful discourse, openness and willingness to listen.

Does the Executive Director deliver complete information without withholding facts or arguments the Board should hear in making policy decisions?

Does the Executive Director display good communications skills with Bar leaders and potential bar leaders, including section leaders, committee members and others?

What professional relationships would you want to see the Executive Director develop over the next year?
Leading with Vision

The ideal Executive Director is grounded in the moment but always thinking about the next challenge; the Executive Director must foresee changes in the way lawyers provide services, changes and challenges that will arise in the court system and changes in the way Bar Associations serve their members and the public.

Does the Executive Director point the Board to coming challenges such as the use of technology, the loss of funding for the courts and legal services, the potential for discord with the legislature and changes in the law?

Leading  General Executive Functions

The ideal Executive Director understands the importance of the less-visible but all important functions of a non-profit organization.

Do you receive information, including budget and finance reports, on time? Do you receive reports of Bar Activities each month? Are you aware of audit results and have you been given an opportunity to provide feedback either as to the audit or other reports, including the IRS 990 tax return?

Are you satisfied that all New Hampshire laws, particularly as to employer/employee relationships, health and safety codes, financial reporting and other regulations are being met? If not, what would you need to assure your knowledge?
Final Questions

Please describe the most significant accomplishments of the Executive Director this year:

What area of the work should the Executive Director focus on in building more skills?

What are your expectations of the Executive Director for the coming year? Please identify what additional information, analysis, preparation, reporting or other communication from the Executive Director’s office that would facilitate your membership in the Board of Bar Governors.

What single accomplishment would you most hope the Executive Director to achieve in 2012?

How can the Board of Bar Governors facilitate that achievement?

Comments:

_________________________________________  _________________________________
Date       Name of Reviewer
Please evaluate the Executive Director’s overall performance for the period using the following scale:

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Unsatisfactory</td>
</tr>
<tr>
<td>2</td>
<td>Needs Improvement</td>
</tr>
<tr>
<td>3</td>
<td>Meets Expectations</td>
</tr>
<tr>
<td>4</td>
<td>Exceeds Expectations</td>
</tr>
</tbody>
</table>

Leave blank if unable to evaluate

Please use the space for comments to note specific areas of deficiency or areas needing improvement, to note commendable factors, or to provide a general summary of your evaluation in that area. If a “2” or a “1” is given, an explanation in the Comments Section is required. Please use and attach additional pages if necessary.

* Composite of written evaluations prepared by:_______________________________________

I. Performance Evaluation

A. Officer, Board and Member Relations

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Does the Executive Director effectively advise and assist the officers and other Bar leaders in the discharge of their duties?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Do you view the Executive Director as a resource?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Is the Executive Director approachable and easy to work with?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Does the Executive Director encourage communication and consensus building?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Is the Executive Director viewed by members as an effective manager of the Association?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6. Does the Executive Director keep officers and board members advised of events affecting policy, budget and office operations?

7. How effective is the Executive Director in the coordination of meetings, agendas, and plans for execution?

8. Does the Executive Director keep the leadership informed of developments and issues affecting the legal profession and the Association?

9. Overall, do you view the Executive Director as an effective manager of the Association?

<table>
<thead>
<tr>
<th>B. Management and Administration of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Responsibility</strong></td>
</tr>
<tr>
<td>1. Is the Executive Director effective in training and hiring staff?</td>
</tr>
<tr>
<td>2. Does the Executive Director display good leadership/motivational skills in managing the staff?</td>
</tr>
<tr>
<td>3. Has the Executive Director shown good judgment in recommendations for staff compensation?</td>
</tr>
<tr>
<td>4. Is the Executive Director effective in supervising and communicating with the staff?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>C. Financial Management and Budget Control</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Responsibility</strong></td>
</tr>
<tr>
<td>1. Does the Executive Director effectively oversee the development of the budget?</td>
</tr>
</tbody>
</table>
2. Does the Executive Director effectively supervise the accounting and financial reporting?

3. Does the Executive Director exhibit concern for and effectively address the financial health of the Association?

4. Does the Executive Director effectively engage in long-range financial planning?

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Does the Executive Director effectively oversee the Association’s programs?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Is the Executive Director effective in identifying major issues affecting the Association?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Does the Executive Director plan and accomplish short-term goals?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Does the Executive Director plan and accomplish long-term goals?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Does the Executive Director encourage planning by the officers, committee and section chairs?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

E. Personal Performance Issues

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Is the Executive Director effective in achieving results?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. Is the Executive Director’s attendance at meetings adequate?

3. Is the Executive Director open and willing to take on additional issues?

4. Are the Executive Director’s decisions well thought out and based on appropriate research?

5. Are tasks accomplished in a timely manner?

6. Are projects and meetings well planned?

7. Do officers receive assistance in organizing their agenda and projects?

8. Are staff resources efficiently managed?

9. Does the Executive Director receive the respect of officers?

10. Does the Executive Director receive the respect of staff?

F. Communication Skills

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Is the Executive Director skilled in giving impromptu as well as prepared presentations?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Is the Executive Director capable of speaking to large and small groups?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. Can the Executive Director be relied upon to be a spokesperson for the Association when appropriate?

4. Are all forms of materials well written (i.e., general correspondence, Committee reports and outlines of Association policies and procedures)?

G. NHBA Legislative Activities

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Is the Executive Director well informed of national and state legislative issues and developments?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Does the Executive Director coordinate the NHBA’s legislative program with legislative counsel?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Does the Executive Director receive the respect of elected officials, the judiciary and other interest groups (i.e. Medical Society and Realtors for example)?</td>
<td></td>
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</table>

II. OVERALL EVALUATION

A. Has the Executive Director had any special achievements this year?

__________________________________________________________________________
__________________________________________________________________________
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__________________________________________________________________________

B. What most impressed you about the Executive Director’s performance this past year?

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
C. How do you evaluate the Executive Director’s performance overall?

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

D. Areas of improvement that would best enhance the Executive Director’s performance for NHBA and/or personal development (include specific actions, assignments, training, etc.)?

__________________________________________________________________________
__________________________________________________________________________
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__________________________________________________________________________
__________________________________________________________________________

E. Executive Director’s Comments (on the composite evaluation)

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

F. Other Comments

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

Evaluator: _________________________________ Date: _____________________

Executive Director: _______________________________ Date: _____________________
NEW HAMPSHIRE BAR ASSOCIATION
EXECUTIVE DIRECTOR EVALUATION FORM

Please rate the Executive Director on a scale of 1 to 5 for each criteria with 1 being that she does not meet your expectation in that area, 3 that she does meet expectations to some degree, and 5 that she meets all your expectations in that category. If you have no knowledge of a particular area, select "UNK". Please use the space for general comments noting specific areas of deficiency or need for improvement, noting particularly commendable factors, or as a general summary of your evaluation in that area. BEFORE YOU BEGIN, PLEASE SEE THE FACTORS TO BE CONSIDERED BEGINNING ON PAGE 4.

A. ADMINISTRATION

1. Supervision and coordination of Association departments and activities
   1 2 3 4 5 UNK

2. Preparation, presentation and administration of budget
   1 2 3 4 5 UNK

3. Presentation of reports, recommendations and information to Board of Governors
   1 2 3 4 5 UNK

4. Planning, development and execution of Association initiatives programs
   1 2 3 4 5 UNK

5. Development, implementation, and adherence to Association policies as adopted by the Board of Governors
   1 2 3 4 5 UNK

6. Organization and delegation of tasks
   1 2 3 4 5 UNK

7. Communications with employees and cultivation of employee morale
   1 2 3 4 5 UNK

8. Professional and personal development of employees
   1 2 3 4 5 UNK

General Comments:

___________________________________________________________________________________________________
___________________________________________________________________________________________________
___________________________________________________________________________________________________
___________________________________________________________________________________________________
___________________________________________________________________________________________________
___________________________________________________________________________________________________
___________________________________________________________________________________________________
___________________________________________________________________________________________________
B. EXTERNAL RELATIONSHIPS

1. Communications with membership | 1 2 3 4 5 UNK
2. Response to membership complaints and requests | 1 2 3 4 5 UNK
3. Communications with public | 1 2 3 4 5 UNK
4. Executive Director's Professional reputation | 1 2 3 4 5 UNK

General Comments:
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

C. PERSONAL CHARACTERISTICS

1. Interpersonal skills and leadership | 1 2 3 4 5 UNK
2. Imagination and creativity | 1 2 3 4 5 UNK
3. Objectivity and flexibility | 1 2 3 4 5 UNK
4. Decisiveness | 1 2 3 4 5 UNK
5. Attitude and work motivation | 1 2 3 4 5 UNK
6. Professional and personal development | 1 2 3 4 5 UNK

General Comments:
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
D. OVERALL EVALUATION

1 2 3 4 5 UNK

General Comments:

_____________________________________________________________________________________
_____________________________________________________________________________________
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"WHAT COUNTS" FACTORS

The following performance factors are important skills and abilities for successful and effective managers and supervisors. If you believe any of these factors are in need of improvement please check column "X; if you believe they are already qualities of our Executive Director, please check column "B."

<table>
<thead>
<tr>
<th>Willingness to Manage</th>
<th>A</th>
<th>B</th>
<th>UNK</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Desires to influence for the good of the Bar and to lead others.</td>
<td>____</td>
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<tr>
<td>- Identifies with the Bar Association and its culture.</td>
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<tr>
<td>- Goal-oriented; and persistent when needed.</td>
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<td>____</td>
<td>____</td>
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<tr>
<td>- Able to keep total job under control and utilize time effectively.</td>
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<td>____</td>
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<tr>
<td>- Sets priorities to direct efforts to areas of greatest need and highest payout.</td>
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<td>____</td>
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<tr>
<td>- Shows commitment to total operation of Association.</td>
<td>____</td>
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<td>____</td>
</tr>
<tr>
<td>- Looks ahead, anticipates future requirements, and makes long-range plans to meet organizational objectives as well as those of own area of responsibility.</td>
<td>____</td>
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</table>

<table>
<thead>
<tr>
<th>Positive Orientation to People</th>
<th>A</th>
<th>B</th>
<th>UNK</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Believes in potential and capabilities of others, trusting, consultative, tolerant, patient.</td>
<td>____</td>
<td>____</td>
<td>____</td>
</tr>
<tr>
<td>- Respectful of others; empathetic to others.</td>
<td>____</td>
<td>____</td>
<td>____</td>
</tr>
<tr>
<td>- Develops people to their full potential.</td>
<td>____</td>
<td>____</td>
<td>____</td>
</tr>
<tr>
<td>- Involves them in decisions affecting them and in setting goals.</td>
<td>____</td>
<td>____</td>
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</tr>
<tr>
<td>- Consistently treats others fairly, develops an atmosphere of trust, and recognizes their personal needs.</td>
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</tr>
<tr>
<td>- Brings people to work well together as a productive team, sharing responsibilities, decisions, and workload, and being committed to team objectives and goals.</td>
<td>____</td>
<td>____</td>
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</tr>
<tr>
<td>- Clearly communicates expectations and provides standards.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Contribution to Teamwork</th>
<th>A</th>
<th>B</th>
<th>UNK</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Contributes significantly to team goals and consistently meets target dates of team assignments.</td>
<td>____</td>
<td>____</td>
<td>____</td>
</tr>
<tr>
<td>- Triggers team action when needed and offers to help others.</td>
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<td>____</td>
<td>____</td>
</tr>
</tbody>
</table>
- Keeps team informed and continually tries to improve team performance.

- Is committed to team objectives and does part to create an atmosphere of trust.

- Strongly supports teamwork in any grouping throughout the organization.

- Gets results; gets job done.

- Sets realistic and challenging goals in the "difficult" areas and achieves these goals.

- Efforts are directed at meeting Association's and staffs objectives to continually improve the performance of own area of responsibility.

- Work shows high standard of excellence.

- Does a complete job.

Drive and Initiative

- Has a high personal energy and drive to do whatever is required to get the job done.

- Recognizes the need for action and takes the initiative to get things moving.

- Has an inner sense of urgency to do a good job and is a self-starter.

- Views barriers as challenges and pushes self and others for action.

Handling Conflicts and Pressure

- Makes sound decisions even under considerable stress.

- Husbands energy to remain effective.

- Faces conflict openly and deals with it in a constructive manner.

- Resolves a problem even though it calls for an unpopular decision.

- Maintains good self-control in different situations.

- Tolerance for ambiguity
Self-Knowledge and Openness

- Realistic: accepts situations for what they are; neither avoids unpleasant aspects nor reads into a situation aspects which are not present.

- Has mature personality and value system; sense of purpose, mature self-image, self-confident, self-critical, values development of self and others.

- Knows much about self.

- Can assess own capabilities and see self as others do.

- Recognizes own strengths and weaknesses.

- Is skilled in obtaining and interpreting feedback on how others react and in sensing how her behavior affects them.

Decision-Making Builds Commitment

- Decisiveness: timely decision making, using an approach that builds commitment.

- Risk-taking: using available information to make a calculated decision.

- Judgement: coupling values, experience, knowledge and information in decision making.

Problem Solving and Priority Setting

- Quickly gets to the basic question and readily discerns the key issues of basic causes when faced with a complex problem.

- Is aware of potential problem areas in own area of responsibility and is ready to deal with them.

- Troubleshooting is based on thorough preparation and sound reasoning.

- Determines priorities among continually changing work demands and directs time and efforts where they count most.

- Follows up until the problem is solved and takes steps to prevent or minimize the effect of its recurrence.

Effectiveness in Communications

- Precision: able to create a compelling vision and communicate mission and values of the Bar Association.

- Listening: able to listen to others without bias.

- Organizes ideas and expresses self well orally and in writing.
- Is skillful in communicating with people at all levels.
- Shares information with others in a way they can understand.
- Keeps officers well and candidly informed about problems, plans, and actual conditions.
- Presents ideas to others in a convincing way and is able to provide well-founded justifications to those above her for taking desired action.

Change and Technical Knowledge

- Is flexible and adaptive.
- Generates new ideas and concepts which result in performance improvement.
- Is always looking for improved ways of doing things.
- Plans and implements constructive changes.
- Maintains an overview of own operation; is able to deal with own people from a level of competence.
- Has a broad background in technical aspects of own job and keeps knowledge of technology up to date.