

**Sample Position Profile**  
**NonProfit Executive Director**

<b>Core Accountabilities</b>	<b>Annual Goals and Objectives</b>
Defined: Core responsibilities common to all nonprofit ED positions. These are ongoing and rarely change over time.	Defined: Specific measurable assignments needed to meet Core Accountabilities. These change year to year.
<b>Strategic Leadership and Planning</b>	<b>Examples</b>
Vision, Mission, Values, and Strategy are in alignment A well-crafted Strategic Plan is in place that guides org direction An Operational plan is in place that supports the strategic plan	1. By year-end FY 2010, facilitate a Board review of the strategic plan and its alignment with org Vision, Mission, Values. Formalize revisions/refinements
<b>Community Relations and Advocacy</b>	<b>Examples</b>
Community outreach is building favorable relationships Educational programs inform, engage, inspire community action Working alliances with like-minded orgs leverage influence Positive media relations extend the public reach of the org	1. In FY 2010, secure 2 media interviews (print, radio, TV, Internet), or place 1 published article/editorial 2. In FY 2010, arrange 2 project-specific collaborations with like-minded orgs. Arrange media coverage
<b>Operational Program Effectiveness</b>	<b>Examples</b>
Strong ED leadership in development of program plans with BOD Program planning and implementation meet or exceed org goals Program results are evaluated by robust metrics and review	1. Complete existing FY 2010 high priority projects on schedule, under budget, with all deliverables met 2. In FY 2010, plan and initiate 2 new projects/programs
<b>Fund Raising and Resource Development</b>	<b>Examples</b>
Fund raising strategies and plans meet or exceed goals Diverse funding sources are successfully pursued, including: BOD, Membership, Annual Campaign, Major Donors, Planned Giving, Private Foundations, Governments, Workplace Giving Systems, processes, tools are in place to support fund raising Marketing collateral materials effectively present the org	1. In FY 2010, achieve a 10% year-over-year increase in private foundation funding awarded (actual dollars) 2. In FY 2010, increase active membership by 10% 3. In FY 2010, increase major donor giving (actual dollars) by 20% 4. In FY 2010, purchase/install fund raising software
<b>Organizational Management</b>	<b>Examples</b>
The org is structured and staffed effectively to achieve the goals High quality staff are hired, motivated, developed, and managed A positive and supportive work environment is maintained Adequate capacity is in place to support operational programs Timely performance feedback ensures continuous improvement Org is in compliance with all workplace/employment laws Capability is in place to maximize volunteer involvement	1. At beginning of FY 2010, ED briefs each staff member on the annual org plan, individual performance goals and expectations, and performance metrics 2. At year-end FY 2010, all staff members receive timely in-depth annual performance reviews that address goals, accomplishments, strengths, development needs 3. Succession plans are in place for critical positions
<b>Fiscal Management</b>	<b>Examples</b>
A sound fiscal budget/controls are in place. The org is solvent Financial management problems are addressed and eliminated Systems and processes support informed financial decisions Records and documentation are comprehensive and up to date All legal/regulatory compliance is satisfied on a timely basis	1. In FY 2010, prepare for and complete financial audit resulting in no 'material' problems found 2. In FY 2010, complete audit of required/submitted regulatory reports and supporting documentation 3. In 2010, ensure monthly BOD review of org finances
<b>Board Relations</b>	<b>Examples</b>
There is frequent meaningful interaction between BOD and staff There is a strong working relationship between ED and BOD The ED and BOD are in alignment on Vision, Mission, Strategy BOD Committees receive critical information on a timely basis	1. In 2010, ED to meet twice with each BOD member (outside of BOD meetings) to solicit feedback, address concerns, check alignment, build relationship 2. In 2010, BOD committees receive timely information

**Performance Ratings**

High - Exceeds Expectations  
Medium - Meets Expectations  
Low - Needs Improvement

**SMART Objectives**

Specific - Measurable - Attainable - Relevant - Time Bound

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<b>Expectations of Management Behavior</b>	
<b>Demonstrates Operational and Strategic Acumen</b>	<ul style="list-style-type: none"> <li>Balances immediate tactical decisions against the strategic objectives</li> <li>Understands the operational environment and what 'best in class' looks like</li> <li>Interprets and communicates relevant trends and issues</li> <li>Shapes organizational direction and decisions using data and sound judgment.</li> <li>Practices Prudent fiscal management</li> <li>Streamlines and simplifies organization structure, processes, and practices</li> </ul>
<b>Builds a Strong and Vital Organization</b>	<ul style="list-style-type: none"> <li>Fosters direct and open communication, diversity of opinion, and debate</li> <li>Establishes an environment of mutual trust and respect</li> <li>Builds the team needed to deliver the results required (selection, development, deselection)</li> <li>Listens to, coaches, and develops employees continuously. Holds them accountable, recognizes and rewards them for strong results</li> <li>Creates assignments that stretch staff capabilities. Keeps everyone learning</li> <li>Manages performance firmly and fairly. Practices meritocracy</li> <li>Manages conflict and differences to effective resolution</li> <li>Shows zero tolerance for internal politics. Insists upon teamwork</li> <li>Makes the recruitment, development, and retention of talent a top priority</li> </ul>
<b>Sets the Pace and Executes</b>	<ul style="list-style-type: none"> <li>Sets high expectations and realistic goals and measurements</li> <li>Cultivates a spirit of constructive dissatisfaction with current performance (<i>We can do better</i>)</li> <li>Encourages a 'no excuses' mentality and delivers on commitments</li> <li>Anticipates requirements. Develops/adjusts plans based on continual reassessment of priorities</li> <li>Organizes and completes projects/work within time, cost, and quality parameters</li> <li>Delegates clear expectations and accountabilities</li> <li>Constructively challenges the status quo, tests new ideas, and continuously raises the bar</li> <li>Communicates a sense of urgency and exhibits decisiveness</li> </ul>
<b>Manages Internal and External Stakeholders</b>	<ul style="list-style-type: none"> <li>Understands what motivates constituents, stakeholders, partners, and the community</li> <li>Drives synergy, builds coalitions and consensus among those with different viewpoints</li> <li>Communicates, clearly, frequently, and passionately with key stakeholders</li> <li>Involves/consults those who will be affected by decisions. Negotiates with the big picture in mind</li> <li>Clearly represents and stewards the organization's best interests</li> </ul>
<b>Leads With Integrity</b>	<ul style="list-style-type: none"> <li>Is honest, ethical, sincere, fair, and principled</li> <li>Adapts to and learns from different styles and cultures. Values diversity</li> <li>Swiftly recognizes and resolves ethical dilemmas</li> <li>Strives for excellence and roles models ethical values</li> <li>Insists on congruence between ethical behavior and the goals of the organization</li> <li>Assumes full ownership for personal and team accomplishments and failures</li> </ul>