

**ANNUAL EXECUTIVE DIRECTOR EVALUATION FORM
2018**

Trustees: The Board evaluates the Executive Director (E.D.) based on a calendar year. The information provided in the following is representative of the collective feedback from the Board of Trustees. This report covers Angela Rodell's performance from November 30, 2017 to November 30, 2018. Please note that although staff performs the work in some areas covered in this evaluation, the Executive Director is ultimately responsible. Any increase to salary will be processed as of January 1, 2019 in conjunction with staff increases.

Rating scale

- 5 = Outstanding:** excellent quality; consistently exceeds expectations
- 4 = Good:** better than average most of the time
- 3 = Adequate:** meets minimum requirements; performs the job adequately
- 2 = Below average:** inconsistent performance; sometimes does not meet minimum requirements
- 1 = Unsatisfactory:** performs tasks poorly or not at all, seldom meets minimum standards
- NA = No comment:** no opportunity to observe performance in this area or not enough information

For purposes of this report for the Board of Trustees all scores were averaged. all comments have been included as they appeared in the individual evaluations. *

A. ADMINISTRATION AND MANAGEMENT Overall Score – 3.60

- | | |
|--|------|
| 1) Establishes an effective communication system with the board, staff, and legislature | 3.00 |
| 2) Implements board policies, directives, and operational goals as intended by the board | 3.80 |
| 3) Sets long- and short-range corporate goals | 4.40 |
| 4) Distinguishes between primary problems and trivialities | 3.80 |
| 5) Prioritizes the important issues of the corporation when budgeting time | 3.00 |

Comments:

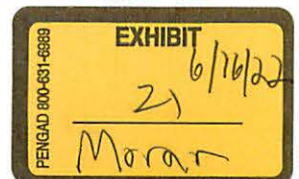
The communication with the board and legislature is good, but given some staff concerns I'm not convinced the internal communications are adequate. Should work to improve internal communications

B. STAFF Overall Score – 3.14

- | | |
|---|------|
| 1) Develops and executes sound personnel procedures and practices | 3.75 |
| 2) Communicates effectively and respectfully with staff | 2.50 |
| 3) Delegates authority to appropriate staff according to position and ability | 2.75 |
| 4) Holds staff accountable for consistent quality performance | 3.50 |
| 5) Inspires staff to do their best and to consistently strive to improve professionally | 3.20 |

Comments:

It is difficult from a Board to rate Angela on staff relations, and much of this is based on "hear say" which may be unfair. At the same time, I have heard a common theme from multiple sources that Angela does not have good staff relationships. The common theme seems to be that she is a bit autocratic and does not build a team approach to key decisions. Even decisions where she should be relying on the expertise of her team (such as investment decisions.) It seems from these reports that Angela is not effective at delegating and holding people accountable. If that is the case, I encourage her to work on these skills.



There is a morale issue with staff, particularly the investment staff, associated with the E.D.'s leadership style. The E.D. is encouraged. to adopt a more collaborative as opposed. to autocratic approach to management.

Again, staff indicates the communications and delegations are not optimal. E.D. needs to work on internal staff optimization

C. COMMUNITY & PUBLIC RELATIONS

Overall Score – 4.2

- | | |
|---|------|
| 1) Is perceived. by those outside the corporation as a community leader | 4.40 |
| 2) Interacts effectively with executive and legislature | 4.00 |

Comments:

I was surprised. that a number of legislators that had been supportive of Angela in the past became frustrated. by her testimony. See comments under Board relations.

External interaction is strong, much better than internal effectiveness

D. BOARD RELATIONS

Overall Score – 3.56

- | | |
|---|------|
| 1) Keeps the board informed. about corporate issues, needs, interests and operations | 3.60 |
| 2) Maintains a harmonious working relationship with the board | 3.00 |
| 3) Freely expresses any opposition to matters under board discussion until an official decision has been reached, after which time the E.D. subordinates personal views and supports the board's position | 3.00 |
| 4) Plans for effective board meetings | 4.00 |
| 5) Keeps the board informed. of the organizations, committees, and boards s/he participates in | 4.20 |

Comments:

My primary concern with Angela is that I often feel I'm being "managed." -- that information that is delivered. or arguments and responses that are made are designed. to achieve a particular outcome and not to have a full review of facts and information. Angela is always supportive of the Board once a decision is made. It's the process leading to a decision that has left me with concerns.

The E.D.'s communication with the Board lacks a certain level of authenticity. It often feels as if the Board is being managed. to the E.D.'s agenda, as opposed. to the E.D. trying to internalize and achieve the Board's agenda. That makes some Board interactions with the E.D. feel hostile.

Relationships with Board varies between Board members.

RE: Question 3 – I'm uncertain how to answer as I've heard from Legislative and staff there are questions about how E.D. is supporting some board decisions with Legislature.

E. SHORT ANSWER SECTION:

- 1) List the Executive Director's three (3) greatest strengths:
 - a. Smart
 - b. Has vision for the Fund
 - c. Willing to take on exiting norms
 - d. High energy
 - e. Genuinely cares about doing her job well
 - f. Well informed. about issues relevant to the Corporation
 - g. Gets things done
 - h. Communicates well
 - i. Works hard

- j. Intelligent
- k. Capable & knowledgeable
- l. Good communicator

2) List the three (3) areas needing the most improvement:

- a. See comments above
- b. Board Interaction – focus on Board's goals in addition to E.D.'s goals
- c. Less autocratic and more collaborative leadership style with staff
- d. Empower investment staff, particularly CIO
- e. Give more independence to staff at senior level, less oversight
- f. Internal Management
- g. Team Building
- h. Delegation

3) List the Executive Director's three (3) most significant achievements or successes in the review period:

- a. External recognition
- b. Legislative agenda success
- c. Focus on risk management improvements
- d. Legislature accomplishments
- e. Good budgeting
- f. Strategic plan implementation
- g. Successfully supporting APFC budget (Operations & Capital)
- h. Raising public awareness of the Corporation
- i. Identifying need. for risk focus of fund

4) List the three (3) most important areas for the Executive Director to focus her attention on in the year ahead:

- a. Improving morale of staff and relationship with Board
- b. Continued. focus on risk management
- c. APFC message on S.B 26 related. issues
- d. Lead, but not over control, or micro manage senior staff
- e. Internal Team Building
- f. Continuing to implement remaining items on Strategic Plan
- g. Articulating risks to fund if certain policies are pursued by legislature.

5) List any additional items – not covered. in this evaluation – that you want mentioned. during the discussion of the Executive Director's performance:

- a. Relax don't over control
- b. E.D. is already addressing the travel policy concerns which is appropriate

OVERALL PERFORMANCE

Overall Score – 3.50

Please rate the overall performance of the Executive Director




Comments:

I believe that Angela does many things well. However, if the issues I've identified. did not improve in the future, I would rate her a 2 next year.

Although this review was somewhat negative, I do feel the E.D. has the ability to fix the mentioned. issues and grow into a stronger manager. If the E.D. can combine a more collaborative approach with the Board and staff with her current level of energy and dedication she could be an exceptional E.D.

Not perfect but a very good E.D.

2018 Executive Director Performance Evaluation

Craig Richards	Board Chair		Date	12/12/18
Carl Brady	Vice Chair		Date	12/12/18
Angela Rodell	Executive Director		Date	12/12/2018

- Board tasked APFC HR with coordinating Executive Leadership Coaching for Executive Director (& Executive Team).
- Board approved 3% Merit Increase during public session

*Grammatical errors were corrected, content was not changed in any way