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20  
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Subject: Executive Director Evaluation &  
Compensation

**PURPOSE:**

Camden County Developmental Disability Resources (CCDDR) shall have a policy to effectively evaluate the Executive Director.

**PROCEDURES:**

I. Relationship Between the Board and the Executive Director

The CCDDR Board shall delegate authority to the Executive Director to operate the organization under its jurisdiction according to Board policies, plans, manuals, Bylaws, and other Board governance materials.

II. Supervision of Executive Director

Authority and supervision over the Executive Director is held by the Board as a whole, although the CCDDR Human Resource Committee is responsible for the annual evaluation and recommendation of any disciplinary action. In doing the annual evaluation, the Human Resource Committee shall solicit the input of the entire board, either informally or through a formal process, such as a questionnaire. In completing the annual evaluation of the Executive Director, the Human Resource Committee and the Board as a whole shall take into consideration the Strategic Plan and any other work plan developed for the Executive Director, and progress made with each applicable plan. Disciplinary action with regard to the Executive Director, including dismissal, shall be recommended by the Human Resource Committee and approved by the full Board. Use of temporary probationary periods may also be used by the Board and/or Human Resource Committee as a means to enhance substandard performance by the Executive Director.

III. Executive Director Work Plan

Results to be achieved by the Executive Director are to be set out in a work plan, Strategic Plan, duty charge, or directive established by the Board. The aforementioned shall detail both overall corporate performance objectives for the Executive Director to accomplish (which may be taken from the Board's Strategic Plan), as well as individual performance targets or desired outcomes from other management documents. The work plan shall detail what performance objectives, both corporate and individual, are to be accomplished by the Executive Director for the coming year or designated period of time. As part of the Executive Director's annual performance evaluation process, the CCDDR Human Resource Committee

shall review the Executive Director's performance and progress made in meeting desired objectives and outcomes.

#### IV. Executive Director Code of Conduct

The Executive Director affirms the CCDDR Code of Ethics, and additionally commits to the following:

- Will not allow any practice, organizational circumstance, activity, or decisions that are either imprudent or in violation of commonly accepted business or professional ethics
- Will not knowingly cause or allow actions that put CCDDR at financial risk or negative public image
- Will ensure financial management is done within accepted accounting practices including not exposing CCDDR Board members or staff in any unnecessary liability situations, not putting CCDDR assets in jeopardy, and not expending more funds than what is received from funding in a budget year, unless prior-authorized by the Board as part of the Board's budgeting process
- Will treat staff and volunteers in a safe and dignified manner
- Will manage staff compensation and benefits within market norms in consultation with the Board
- Will ensure Board information is accurate and complete and presented in a timely manner

#### V. Executive Director Compensation

A "total compensation" package shall be established for the position of the Executive Director. A monetary amount for total compensation shall be made which considers the following:

- Base pay
- Benefits
- Incentive plans (if any)
- Prerequisites (if any)

Authority to set the compensation of the Executive Director is the responsibility of the Board of Directors as a whole, although the CCDDR Human Resource Committee shall make recommendations to the full Board on all such matters. Annual adjustments to the Executive Director's compensation package shall be made in conjunction with the annual performance evaluation. To make this decision, the Board is provided with a benchmarking analysis of comparable salary and benefits for similar positions throughout the area and state, pay increases provided to other CCDDR staff, and the salary grid for all other CCDDR employees. Benchmarking data may come from a variety of sources, such as the MACDDS salary survey and information from area provider agencies.

The annual performance evaluation template document shall be approved by the Human Resource Committee, and template evaluations shall be sent to each Board member for consideration and response. The Human Resource Committee shall compile and review the responses, which will be recorded in the Committee meeting minutes and will include the Committee member names, Committee members present, Committee discussions, and

Committee recommendations for submission to the Board for approval. Approval of the evaluation and salary adjustments, if any, shall be recorded in the Closed Session meeting minutes to which the discussion and evaluation is finalized and approved by the Board. The Human Resource Committee and the Board may request the Executive Director be present for questions or other discussions at any meeting held prior to final approval by the Board, and the Board will review the finalized and approved evaluation with the Executive Director.

**REFERENCES:**

- CARF Standards Manual