



*Advancing the Art, Science and Business of Horology*

**To: The President and Board of Directors of AWCI**

**From: The Evaluation Review Committee**

**Jerry Faier, CMC21/AWCI, Chair**

**Joe Schrader, CMW21/AWCI**

**Tom Chase, CW21/AWCI**

**Date: February 2012**

Mr. President and Members of the Board:

Our Committee unanimously agreed that there needs to be an organized structure for use in the development of a performance review to evaluate the Executive Director (Ex.D.). To that end, we felt that the AWCI Board needs to be *the source* from which a clear set or series of goals and/or action plans are developed to help guide the Ex. D. This applies to the entire organization as well. The culture in the past has been at best haphazard, resulting in poorly defined goals and frequently aimless directions that were neither reviewable nor offered a clear direction for action.

The logic here is that the Board is the body to set policy. The Executive Director is the person who is to carry out that policy. If there is no clear input from the Board, there can only be poor results from the Director as he/she tries to translate what may or may not have been meant by discussions from the Board or individual members (frequently referred to as micromanagement). Also, there is a tremendous opportunity here for the members of the Board to get their input directly from the membership which can be used in forming the direction and development of AWCI, based on constituent needs.

The broad Job Description that is set out in the By-Laws of AWCI for the Executive Director (Article XI, Sections 1-7) states all the general items that he/she must perform. The Committee suggests that the following plan be added as Section 8, to dovetail into that Job Description. This would include the listing for the GOAL PLAN which would be used for performance review purposes. The idea here is that there are certain minimum jobs the Ex. D. must do to keep the physical plant active, office management duties that are necessary to keep the doors open and the phone lines manned, as well as the delivery of the

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Horological Times magazine, etc. If there is a need to state another or more detailed goal (or version of the 1-7 listings), say for the physical plant which would be beyond the basic requirements, then that could be submitted for acceptance into the GOAL PLAN as described below. The GOAL PLAN would then be used in the evaluation process for performance review for financial and other prerequisites. It is expected that if the Ex. D. cannot control and maintain the broad job description (Sections 1-7), there would be little need for a more detailed review.

To summarize the overall approach to give each of you an idea of how the Committee saw this concept in action, consider the following series of actions (specific details on all items will follow):

- 1.) Shortly after the Annual Meeting, ALL board members and the Executive Director would be required to submit from 1 to 6 goals that are stated from a performance standpoint, to the Executive Board for summarizing, review, and selection into a product that would contain the most germane and important 12 to 16 items that are to be used to make up the GOAL PLAN of the Ex. D for a specific period. (The guidance for the direction here would come from any variety of resources as long as they pertain to the AWCI Mission Statement, options set out by the Strategic Planning Committee, those derived from other committee work, and from the business and professional experiences of the constituency and committees of this Organization. Goals submitted, however, can come from personally conceived needs for the organization.)
- 2.) The Executive Board's summary is resubmitted for final discussion and majority vote by the entire Board.
- 3.) The Executive Board then takes that plan and meets with the Ex.D. to review this preliminary plan and work up the final details. This gives the Ex. D. the opportunity to examine and explain how far he/she can go towards achieving each of those goals. (There also must be an opportunity to arbitrate a goal that the Ex. D. feels would not be obtainable as written or within the time frame allowed. Should this occur, he/she would have to offer an alternative that is acceptable to BOTH parties so that all items can be agreed upon at that point. If not, it would then be submitted for arbitration as described below and a resolution promptly developed.)
- 4.) Once the Executive Board and the Ex. D. have reached an agreement, then this GOAL PLAN becomes part of the Job Description of the Ex. D. and the source to be used for evaluation for pay and incentive increases/decreases as determined by review.

This, in principal, is the process that the Committee asks the Board to adopt. The following is the actual operational plan that we suggest the Board write into the various sections as a formal policy to be followed now and in the future. If the Board members will avail themselves of constituent input, this would give a way for the membership to have input into the goals and directions that AWCI follows through their Board representatives. By submitting ideas that Board members can turn into goals, there is a direct line to Board action from the membership that can translate into AWCI GOALS. If every member takes into consideration the mission statement, the offerings of the Strategic Planning committee results, etc., then the focus of the goals should more direct and on target. This should help reduce personal agendas and cause the focus of those goals to be more directed to all the work of the Organization's committees to help integrate their efforts in guiding AWCI. Now when these goals are selected for AWCI's action plan, the Ex.D has a clear and directed objective to follow that has the support of the entire Board. This gives the Board a way to really evaluate what the Ex. D. is to accomplish over a given time period.

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There are 3 items that the Committee is asking the Board to add to the proper places (either the By-Laws or the Policy manual) to ensure this design becomes part of AWCI's direction.

1.) In that perspective, this Committee asks the AWCI Board of Directors to adopt the following policy as its directive for goal development and for use in setting a review program for the evaluation of the position of the Executive Director for AWCI. That is, add to the By-Laws, Article XI, Section 8, a new section which requires: "The Executive Director will participate in the development of and the execution of the GOAL PLAN developed by the Board of Directors."

2.) From the Policy Manual, Section #4 Directors and Officers

Section 4.2003.01 Duties of the Board of Directors: (The following would be added to this Section's materials)

#### IV. DUTY TO DEVELOP AWCI'S YEARLY GOAL PLAN

A.) From the close of the Annual Meeting each and every year, every member of the Board and the Executive Director are required to submit from 1 to 6 goals, written in measurable terms (see Development of Suggested Goals attached), that are to be received by the President NOT LATER than the 15<sup>th</sup> of November of that calendar year. These goals may come from any variety of resources as long as they pertain to the AWCI Mission Statement, options set out by the Strategic Planning Committee, those derived from other committee work, and from the business and professional experiences of the constituency and committees of this Organization. Goals submitted, however, can come from personally conceived needs for the organization. It is urged that input from membership be used where appropriate to help formulate ideas to be turned into workable goals. To that end, it is the membership that provides the reason for the Organization's existence.

B.) The President and the Executive Board are to take all these goals and reduce the list from all items submitted to 12-16 workable items that they deem are the best to be accomplished over the next 2 calendar years (+18 months for the first time only--2012) recognizing that these goals are the guidelines used to direct the actions of the Executive Director position. (NOTE: Once the program is in motion, there will be overlap allowing for upgrading and rearranging goal items as needed.) They are to resubmit these selected goals back to the entire Board for review, discussion and acceptance by the 15<sup>th</sup> of January of the coming calendar year.

C.) Within the remaining 2 weeks of the month of January, the first conference with the Executive director and the Executive Board to discuss and assemble this GOAL PLAN into a document that is agreeable (see Appeal and Arbitration Process attached) to both parties. This PLAN is then to be resubmitted to the entire Board for final adoption by the close of the Mid-Year Meeting. This finalized document becomes not only the GOAL PLAN for AWCI for that two year period (Fiscal year to fiscal year, 2 years later) but also the primary document used for the annual performance review of the Executive Director which should occur within 2 weeks after the close of the Organization's fiscal year. (The exception to this rule occurs during the first year, 2012, only because it would allow for less than 6 months for action. Thus, the first evaluation process would occur the next calendar year-2013. This accounts for the 18 month delay for the first time.)

D.) As goals are completed and there is clear evidence and agreement from both the Executive Board and the Executive Director that another item could be accomplished, one goal from the next GOAL PLAN that has already been accepted can be added to the old PLAN for completion within the original PLAN period. This program gives a continual cycle of overlap to see it that AWCI is constantly on the move, growing and developing itself as membership and Boards change.

3.) This probably should be placed in the Policy Manual:

#### Resolution, Appeal and Arbitration of GOAL PLAN Items

In any situation that an impasse or disagreement between the Executive Director and the Executive Board occurs over any goal item or performance requirement from the usable GOAL PLAN, the following process is to be followed.

1.) At the first point of disagreement, the party initiating the dispute must put in writing, exactly what the basis of the disagreement is and why they feel it is not an accomplishable goal item and submit it to the other party of review along with suggested options that would be acceptable. Once submitted to the Executive Board, they must return their response within 10 working days! The same is true for the Executive Director as well, should the disagreement arise from the Executive Board.

2.) If there is no consensus between both parties, then the President of AWCI is to appoint 3 individuals from the membership at large, not presently serving AWCI or its committees in any other capacity, to serve on a Committee of Arbitrators. Both sides are then to submit, in writing, their position on this disagreement and to offer at least one or more alternatives to resolve, in their opinion, the problem presented. Should either party NOT submit their position to this Committee within 2 weeks of the point of impasse, the goal will be considered acceptable as the submitting party lays it out.

3.) The Committee of Arbitrators will meet privately via, email and/or tele-conference, to discuss and determine which option presented is best for AWCI in the long run. They are not to develop new goals or ideas but use only the materials presented to make their determination.

4.) There must be unanimous agreement by this Committee. They will inform both parties of their findings and results within 2 weeks of presentation of the materials. These results are considered binding and the last word at that point. If they feel neither side shows validity or they cannot agree unanimously, they may (at their discretion) ask that the goal presented, be dropped and a new one established according to the normal actions directed in Policy Manual.

## DEVELOPMENT OF SUGGESTED GOAL PLANS

Instructions below are for how to compose a proper goal to be used in AWCI's GOAL PLAN program. An understanding of how to write a goal is critical if the final outcome is to change or direct the improvement of an organization's or person's development. It is impossible for any one or any group to move forward on "imagined" or "preconceived" notions. No one is an effective mind reader nor is it possible to "guess" what may be your idea of a goal. As such, properly stated objectives set a guideline for the development of goals in any situation.

Performance Objectives refer to descriptions of observable behavior or performance that are used to make judgments about what is and has to be done.

Typically there are 3 elements to any performance objective:

- 1.) Conditions: A statement that describes the conditions under which the goal is to be performed.  
Performance objectives are about results, NOT instruction. How someone does the job is not what a performance objective is used for. It is used to define the results of that work. Thus, the list of objectives may be preceded by the phrase: "At the end of this session, participants will be able to..." or "At the close of the fiscal year, the director will have accountability reviews established for all staff employees."
- 2.) An Observable Verb: An action word that connotes an observable behavior. These can include but are not limited to: classify, construct, define, demonstrate, describe (descriptions must be clear with observable outcomes), diagrams, estimates, evaluate (again with an observable outcome), explain, indentify, interpret, label, list, locate, measure, name, order, predict (extrapolate based on current scenarios), solve, etc.
- 3.) Criteria: This statement specifies how well (or to what level) the individual must perform the goal.  
Performance Objectives MUST be measurable, which means that the GOAL can be turned into a scalable (1-7) review or evaluation item at a later date.

SUGGESTED GOALS

Board Member (Executive Director): \_\_\_\_\_

Date: \_\_\_\_\_

General Goal idea: \_\_\_\_\_

\_\_\_\_\_

1.) Conditions: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2.) Observable Verb: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3.) Criteria: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

GOAL PLAN FOR SUBMISSION:

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