

Annual Review Artistic Director

Date: _____

Poor=1
Excellent=5

Composite Scores:

Job Description Performance

Artistic Excellence

Composite Score: _____

Community Building

Composite Score: _____

Community Relationships

Composite Score: _____

Financial Stewardship

Composite Score: _____

Composite Score: _____

Skills Evaluation

Total Composite Score: _____

Personal Goal Performance

Composite Score: _____

Comments:

Season Review Artistic Director

Job Description Performance Evaluation

*Poor=1
Excellent=5*

1. Artistic Excellence

Vision and leadership 1 2 3 4 5

Developing artistic elements for Season Concerts, etc. 1 2 3 4 5

- Development and implementation of concerts
- Selection of small ensemble members, accompanists, instrumentalists
- Management of rehearsals
- Selection of repertoire
- Coordination of commissions

Works cooperatively with and provides leadership to the production committee and music committee 1 2 3 4 5

Develops and oversees the budget for artistic elements 1 2 3 4 5

Composite Score: _____

2. Community Building

Encourages singers to feel valued and able to contribute 1 2 3 4 5

Provides opportunities for singers to improve vocally 1 2 3 4 5

Composite Score: _____

3. Community Relationships

Acts as primary contact for other organizations 1 2 3 4 5

Assists with recruitment of chorus leadership
(Board of Directors, etc.) 1 2 3 4 5

Composite Score: _____

4. Financial Stewardship

Assists in fund raising 1 2 3 4 5

Composite Score: _____

Skills Evaluation (Please check one for each skill)

1. HUMAN RELATIONS

1. Unfriendly, uncooperative. does not mix well with group.
2. Does not put forth effort to get along with others. Has occasional problems with co-workers.
3. Usually cooperative and courteous. Is reasonably well liked by associates.
4. Makes good impression on others. Cooperates well. Pleasant disposition.
5. Always congenial. Works well with those on same or higher levels. Maintains pleasant disposition under strain.

2. VERSATILITY

1. Cannot function well in more than one job. No adaptability.
2. Not easily adaptable. Could not be transferred easily to another position.
3. Average flexibility. Is able to handle few jobs other than own upon request.
4. Versatile. Able to handle numerous functions in one area. Would be capable in a number of other positions.
5. Extremely diversified. Could do well in a variety of jobs in numerous areas.

3. POSITION KNOWLEDGE

1. Has unsatisfactory knowledge of position.
2. Position knowledge spotty. Needs education in some phases.
3. Knows the necessary elements of position.
4. In addition to required position knowledge, has working knowledge of other related positions.
5. Exceptionally thorough knowledge of all phases of position and its relation to other positions.

4. DELEGATION SKILLS

1. Ineffective in delegating tasks. May delegate responsibilities without delegating correspondent education or authority.
2. Not a good delegator. Only occasionally able to get work done through others.
3. Is able to delegate authority and duties in a satisfactory manner.
4. A good delegator. Works well through others.
5. An excellent delegator. Inspires outstanding accomplishments in work performance through others.

5. INITIATIVE

1. Resists change. Slow getting started. Has to be prodded. Lets project lag after starting.
2. Follows a patterned way of doing tasks without enough concern to improve accomplishment.
3. Accepts opportunity to increase value of position or personal contribution once supervisory direction is given.
4. Starts well. Often seeks out new solutions. Carries on well with projects.
5. Definitely a self-starter. Resourceful in any situation with good follow through.

6. ORGANIZING TASKS

1. Tasks disorganized, making completion or follow up difficult.
2. Requires special supervisory effort to keep tasks in order and difficult for clear review.
3. Maintains a clear method of keeping records of tasks to be done and those already done.
4. Tasks are so organized that another person could fill in with minimum delay.
5. Sets plans in advance and maintains a clear set of detailed instructions up-to-date.

7. JOB JUDGEMENT

2. Unwilling or unable to make sound job-related decisions.
3. Needs supervisory guidance on job related decisions.
4. Makes decisions promptly and accurately within the framework of what is expected.
5. Makes outstanding judgements with full responsibility for the results.

8. COMMUNICATIONS, VERBAL

1. Unpleasant mannerisms or tone which seriously hinder communications.
2. Seems to convey an unpleasant manner in addressing others.
3. Pleasant manner. Clear voice. Enunciates properly.
4. Friendly manner. Precise pronunciation. Clear, grammatically correct presentation of ideas.
5. Always tactful. Coherent. Pleasant mannerisms and tone of voice. Very effective communicator.

9. COMMUNICATIONS, WRITTEN

- 1. Is unable to communicate ideas in written form.
- 2. Has poor command of language and grammar. Written communication often unclear and misunderstood.
- 3. Writes a clear and understandable communication.
- 4. Has a good grasp on syntax. Very effective in communicating ideas on paper.
- 5. Exceptional writing ability. Communications always clear and precise. Never misunderstood.

10. INNOVATION

- 1. Never has a new idea.
- 2. Seldom has a unique thought. Goes along with proven methods.
- 3. Occasionally thinks of a way to improve job or conditions.
- 4. Has an active imagination. Often thinks of new approaches and solutions to problems.
- 5. Has an inventive mind. Constantly views old ideas in new manner. Makes many suggestions.

11. VOLUME OF WORK

- 1. Excessively slow worker. Constantly low producer.
- 2. Often turns out less than normal amount of work. Rarely acceptable production.
- 3. Regularly turns out normal amount of work at a steady speed. A productive worker.
- 4. Maintains a high rate of production. Frequently turns out more than normal amount of work.
- 5. Consistently turns out exceptionally large amount of work. Unusually fast worker.

Composite Score: _____

1998-1999 Personal Goal Performance Evaluation

Poor=1
Excellent=5

- | | | | | | |
|---|---|---|---|---|---|
| 1. Develop firm production plans for mainstage performances as follows:
▪ Holiday, December 12, 1998, by November 6, 1998
▪ Gala, March 6, 1999, by February 1, 1999 | 1 | 2 | 3 | 4 | 5 |
| 2. Develop rehearsal plans for all mainstage performances as follows:
▪ Holiday, December 12, 1998, by September 1, 1998
▪ Gala, March 6, 1999, by January 1, 1999 | 1 | 2 | 3 | 4 | 5 |
| 3. Develop retreat plans as follows:
▪ Holiday, December 12, 1998, by September 1, 1998
▪ Gala, March 6, 1999, by January 1, 1999 | 1 | 2 | 3 | 4 | 5 |
| 4. Hold impartial, fair, open auditions for solos 6-8 weeks before each mainstage performance. | 1 | 2 | 3 | 4 | 5 |
| 5. Hold impartial, fair, open auditions for small ensembles at the beginning of each semester. | 1 | 2 | 3 | 4 | 5 |
| 6. Develop artistic plan for presentation to Board Committees for the 1999-2000 season by 1/30/1999. | 1 | 2 | 3 | 4 | 5 |
| 7. Conduct at least 14 community performances during the 1998-1999 season, and at least 7 for the first half of the 1999-2000 season. | 1 | 2 | 3 | 4 | 5 |
| 8. Pursue professional development by attending 1998 Leadership Weekend, September 1998, and 1999 Directors Only Weekend, January 1999. | 1 | 2 | 3 | 4 | 5 |
| 9. Present plans for additional CD project(s) to Board by 12/1/1998. | 1 | 2 | 3 | 4 | 5 |
| 10. Participate in organizational fundraising activities as they relate to major donor solicitation, grant development, and corporate contribution solicitation. | 1 | 2 | 3 | 4 | 5 |
| 11. Produce rehearsal tapes for mainstage performances 6-8 weeks before each concert, and for standing repertoire within 3 weeks of the beginning of the season/semester. | 1 | 2 | 3 | 4 | 5 |
| 12. Evaluate small ensemble configuration and membership in light of organizational needs and objectives. | 1 | 2 | 3 | 4 | 5 |
| 13. Participate in the GALA Marketing and Development Committee and consider running for the GALA Board. | 1 | 2 | 3 | 4 | 5 |
| 14. Explore artistic collaborations with the Charlotte Symphony Orchestra, NC Dance Theater or other dance ensemble, Theater ensemble, other GALA Choruses, and other choral ensembles. | 1 | 2 | 3 | 4 | 5 |

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