

EVALUATING YOUR DEVELOPMENT OFFICER

Increasingly the governing Boards and management of our nation's non-profit institutions have been calling for evaluations of their Development Officers on the basis of their "metrics". They want objective and strictly "by-the-numbers" measurements of the personal contact made with assigned potential donors...leading to the number of donor cultivation events and activities...in turn leading to the number of direct gift solicitations...resulting in indicated dollar gift commitments...all within specified time frames.

While there is nothing inherently wrong with such metric measurements, they fall short of a balanced and comprehensive performance evaluation unless they are combined with assessments of key subjective criteria such as:

- Boardroom poise, manifested by level of comfort with top executives and community leaders.
- Ability to work with, motivate, and gain the respect of volunteers.
- Self-initiative to seize opportunities and address concerns that have a direct impact on fundraising.
- Communication skills, both written and oral.
- Ability to establish task priorities and meet agreed-upon deadlines.
- Responsiveness to criticism and advice.
- "Team player" mind-set, demonstrated by the ability to work well with staff members regardless of their hierarchical positions.