



# EVALUATING THE HEAD COACH

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## Guidelines for Evaluating the Head coach

- Do it.
- Do it in a constructive way.
- Make it a regular exercise for the head coach, for the board, and for the club.
- Include the head coach in all aspects of the process and content of the performance assessment.

## The Content of the Evaluation

1. Examine club goals and how the head coach's performance supports and ensures their implementation.
2. Establish measurable objectives **with** the head coach related to club goals and to leadership and management qualities. Do this at the beginning of the year. It is not fair to the coach to change objectives in the middle of the year.
3. Determine the quality of the head coach's relationship with the board, staff, funders, government agencies, the community, stakeholders, and consumers.

## Issues That Shape the Evaluation Process

- Who has the principal responsibility? The executive committee? The board chair? The human resources committee? The full board?
- How is agreement reached, with the full board, on the criteria for the evaluation?
- What is the time frame for the evaluation?
- Will staff, community, or clients be involved?
- Does the head coach have an opportunity to respond to the evaluation?
- How will the final evaluation be shared with the full board?

## POSSIBLE QUESTIONS FOR ASSESSING THE HEAD COACH'S PERFORMANCE

1. What are the major objectives of the club in the short-run (1-2 years) and the long-term (5-10 years)?
2. How well are these objectives being realized?
3. Does the head coach have the necessary knowledge and skills?
4. Does the head coach have the necessary personality characteristics?
5. Does the head coach recruit and supervise good staff?
6. What are the head coach's major strengths?
7. What are the head coach's major weaknesses?
8. What external factors interfere with the head coach's ability to achieve club goals?
9. Is the board a positive, negative, or neutral force in achieving club goals?
10. What specific decisions and actions are necessary to (a) strengthen the head coach's performance, (b) clarify the proper role of the board, and (c) enhance the contribution of the club?

## SAMPLE HEAD COACH EVALUATION

Listed below is a seven question Head Coach evaluation. These questions are completed by both the Head Coach **and** the Board. The Head Coach then meets with the Board Chair and/or Board representatives to go over the evaluation together. One of the key points of this type of evaluation process is that the Head Coach and Board agree ahead of time regarding objectives for the next year & time frames.

1. Write CURRENT job description
2. Objectives for current year & progress
3. Objectives for next year & time frames
4. Extraordinary things
5. Areas for improvement
6. Where do you see yourself in 5 years?
7. What can the board do to help?

Adapted from Board Assessment of the Chief Executive: A Responsibility Essential to Good Governance by John W. Nason (BoardSource). Taken from the "Club Leadership Development Notebook" a publication from BoardSource created specifically for USA Swimming. For more information about BoardSource write to 1828 L Street NW, Suite 900, Washington, DC 20036-5114. Telephone (202) 452-6262. Fax: (202) 452-6299, email: [mail@boardsource.org](mailto:mail@boardsource.org), website: <http://www.boardsource.org/>. Copyright 2000. Used with permission.