



חברה של חרבים בידם

אספו-עם

Gather the People

Education and Training in Community and Congregational Organizing

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GTP ORGANIZER TRAINING

Organizer Performance Evaluation

Organizer:	Overall Rating*
Project/Unit:	Outstanding (O)
Supervisor:	Good (G)
Evaluation Date:	Fair (F)
Previous Evaluation Date:	Poor (P)
Review Initialed: _____ Organizer _____ Supervisor	

GUIDELINES FOR EVALUATION INTERVIEWS

The following are suggested as general objectives of the organizer and project director (or other supervisor) in evaluation interviews:

1. Common understanding about the organizer's current performance;
2. Common expectations regarding areas that need improvement;
3. Common plans regarding specific education, training, and supervision for upgrading knowledge and skills; and
4. Common anticipation of consequences that will result from making or not making improvements.

* An "Outstanding" rating indicates above-average performance in virtually all areas, with at least several being exceptional; a "Good" rating indicates acceptable performance in virtually all areas; a "Fair" rating indicates deficiencies in many areas but continued improvement and promise for acceptable performance within a reasonable period of time; and a "Poor" rating indicates a general failure to satisfy the essential demands of the work and a lack of demonstrated progress toward improvement.

RATING SCHEDULES

<i>Select One Rating</i>				<i>Essential Performance Characteristics</i>
O	G	F	P	Works to understand and master the model
O	G	F	P	Consistently meets one-to-one targets
O	G	F	P	Listens and comprehends well
O	G	F	P	Establishes relationships with:
O	G	F	P	—Leaders
O	G	F	P	—Members
O	G	F	P	—Staff
O	G	F	P	Engenders trust
O	G	F	P	Engenders confidence
O	G	F	P	Mentors and develops leaders
O	G	F	P	Encourages leadership unity and discipline
O	G	F	P	Works well “on the street” with all constituencies
O	G	F	P	Utilizes learning opportunities
O	G	F	P	Analyzes
O	G	F	P	Conceptualizes
O	G	F	P	Studies and understands power and politics
O	G	F	P	Understands issue development
O	G	F	P	—Identifies concerns
O	G	F	P	—Helps shape problem definitions
O	G	F	P	—Cuts issues
O	G	F	P	—Proposes alternative solution strategies
O	G	F	P	Moves actions and campaigns
O	G	F	P	Shows commitment in practice
O	G	F	P	—Willing to do all work
O	G	F	P	—Works hours and days as needed
O	G	F	P	—Shares knowledge and skills with others
O	G	F	P	Self-manages morale and energy
O	G	F	P	—Conserves own resources
O	G	F	P	—Qualifies people before investing
O	G	F	P	—Handles personal rejection
O	G	F	P	—Reacts constructively in crises
O	G	F	P	—Maintains emotional balance
O	G	F	P	Has physical stamina
O	G	F	P	Learns from mistakes
O	G	F	P	Masters methodologies
O	G	F	P	—One-to-ones
O	G	F	P	—Role-playing
O	G	F	P	—Meeting prep, management, and follow-up
O	G	F	P	—Action and campaign management

<i>Select One Rating</i>				<i>Desirable Performance Characteristics</i>
O	G	F	P	Knows action and inaction role imperatives
O	G	F	P	Sets and meets goals
O	G	F	P	Takes responsibility for time management
O	G	F	P	—Uses personal and professional time effectively
O	G	F	P	—Avoids meeting and appointment conflicts
O	G	F	P	—Allows lead time in planning meetings, actions
O	G	F	P	—Prompt for appointments and other obligations
O	G	F	P	Masters methodologies
O	G	F	P	—Negotiations
O	G	F	P	—Media/press
O	G	F	P	—Research
O	G	F	P	—Fundraising
O	G	F	P	—Action and meeting reviews
O	G	F	P	Thinks and acts strategically
O	G	F	P	Creatively develops and uses action tactics
O	G	F	P	Defines roles and directs people into them
O	G	F	P	Self-initiating and directing
O	G	F	P	Non-ideologue
O	G	F	P	Written expression is clear and concise
O	G	F	P	Oral expression is clear and well considered
O	G	F	P	Sense of humor
O	G	F	P	Shows appropriate leadership at all levels
O	G	F	P	—Models
O	G	F	P	—Orchestrates reality-construction
O	G	F	P	—Mediates
O	G	F	P	—Multiplies alternatives in crisis
<i>Select One Rating</i>				<i>Exceptional Performance Characteristics</i>
O	G	F	P	Knows and uses community organizing theory
O	G	F	P	Articulates strategic vision
O	G	F	P	Accurately reads character of others
O	G	F	P	Knows own strengths and weaknesses
O	G	F	P	Actively invested in own professional growth
O	G	F	P	Actively supports development of the profession

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