Anytown Community Hospital
CEO Performance Evaluation
Contents

Overview............................................................................................................................. 3
Draft Performance and Compensation Evaluations Plan and General Provisions .......... 4
Draft Performance and Compensation Evaluation Instructions.............................................. 7
Performance and Compensation Evaluation....................................................................... 8
  Essential Functions......................................................................................................... 8
  Personal Attributes ...................................................................................................... 13
  Personal Objectives ...................................................................................................... 15
Organizational Success Indicators................................................................................ 16
Performance Evaluation Summary............................................................................... 17
The Anytown Community Hospital (ACH) Board of Trustees recently commissioned a comprehensive evaluation of its CEO compensation. As a result, the board increased the CEO’s annual compensation to a level commensurate with his peers, and determined a maximum amount of incentive compensation that may be awarded annually to the CEO.

This ACH CEO Performance Evaluation has been developed to build trustees’ knowledge about the fundamentals of an effective CEO performance evaluation and compensation review process, and establish a comprehensive and meaningful process for annually evaluating the CEO, adjusting his salary and awarding the appropriate amount of incentive compensation.

The draft documents contained in this presentation are for board evaluation and discussion purposes. They summarize The Walker Company’s recommendations for an evaluation process that adheres to a board policy and plan that invites input from key stakeholders and considers a broad range of performance criteria. Once the policy and criteria have been approved, the board should develop a simple calendar of evaluation activity that culminates in a completed evaluation at least 30 days prior to the end of ACH’s fiscal year.
The draft below should be reviewed and modified as appropriate by the board of trustees and the CEO. Upon mutual concurrence, the modified plan and general revisions should be reviewed by the hospital’s attorney, and then adopted by the board.

DRAFT

Anytown Community Hospital CEO
Performance and Compensation Evaluation Plan and General Provisions

Purpose
The purpose of the CEO’s Performance and Compensation Plan and General Provisions is to provide clear and focused direction regarding the key performance areas identified as most critical by the Board of Trustees in achieving the hospital’s strategic objectives. The incentive compensation plan is designed to appropriately reward the CEO’s effort and achievements in addressing those factors which contribute to Anytown Community Hospital’s overall success.

Control and Administration
The Anytown Community Hospital Board of Trustees is responsible for developing and administering the performance evaluation and compensation plan. It is the responsibility of the Board of Trustees to ensure the program conforms to the following basic principles:

1. Incentive compensation is a primary component of the CEO’s overall compensation program. It is not a substitute for a competitive base salary and/or benefits program.
2. The plan offers financial rewards for achievement beyond basic expectations.
3. The amount of incentive compensation and/or salary increase is variable depending upon performance and the financial ability of the hospital. The parameters of the evaluation and incentive compensation program are for a one-year period only, and may be changed at the Board’s discretion.
4. Financial rewards are based upon defined and predetermined criteria mutually agreed upon by the Board and the CEO.
5. The amount of the financial rewards are in proportion to the degree of effort which must be expended to achieve them, and the value that attainment of the plan’s objectives plays in fulfilling Anytown Community Hospital’s mission, vision and goals.
6. The formula and rationale are understood by the Board of Trustees and the CEO.

The Board of Trustees or its designated compensation committee is responsible for the following:

1. Establishing the criteria upon which salary and incentive compensation decisions will be made.
2. Ensuring that the CEO provides a summary of accomplishments in each of the evaluation categories. These criteria are included in the “Performance and Compensation Evaluation” form to improve understanding and facilitate the rating of the CEO’s performance in each area.
3. Determining the weight that each broad performance area will have in determining compensation.
4. Determining the timing of payment of incentive compensation.
5. Determining additional individual discretionary awards outside of the incentive compensation program, based upon a formal review of the CEO’s achievements and performance.
Criteria for Performance Incentive Payment
Incentive payments are based primarily upon the attainment of specific predetermined criteria, as approved by the Board of Trustees. Those criteria include:

- **Essential functions**: Medical staff relations; internal operations; organizational and staff development; leadership and strategic direction; financial development; community relations; and board relations and development;
- **Personal attributes**: Independence and creativity; communication; problem solving; and ethics;
- Attainment of defined strategic operating targets; and
- Achievement of organizational and personal objectives.

Each of these areas is weighted to reflect the overall importance placed on the areas by the Board of Trustees. The weighting factors are used to arrive at an overall composite performance indicator, ranging between 5 (overwhelmingly outstanding performance) and 1 (low performance that is significantly below expectations).

Identification of Incentive Targets
The Board of Trustees or its designated compensation committee is responsible for recommending and reviewing targets and objectives used to define incentive compensation payment and salary changes.

During (month) of each year the Board or its compensation committee will prepare and present the proposed incentive targets for review and approval. The targets and conditions of the incentive compensation plan will be reviewed with the CEO and a mutual agreement on targets and conditions will be established.

Incentive Fund
At the beginning of the fiscal year, a predetermined amount will be established by the Board of Trustees as the CEO’s maximum possible compensation fund. Based on a comprehensive review of the CEO’s performance, the Board or its compensation committee will determine the amount of the incentive fund to be distributed, and determine the appropriate increase, if any, in the CEO’s base salary.

Relationship of the Performance Incentive Plan to the Annual Salary Review
The CEO’s performance incentive plan includes an annual salary review. As a part of the process, the CEO’s incentive compensation review will be used for salary increase purposes, taking into account overall performance within the parameters of the job description, and the key criteria contained in the performance and compensation evaluation program.

It is understood that priorities may change and the CEO may be influenced by forces over which he has no control. These forces could have an impact on the ability of the CEO to meet the targets outlined for incentive payment purposes. The Board of Trustees or its compensation committee will have the discretion to consider these forces in their annual evaluation of the CEO.

Method of Payment
The performance incentive reward, if earned, will be paid in a lump sum no later than 30 days following the completion of the performance review.

Termination of Plan Participant
Termination of employment, either through resignation or involuntary separation prior to the distribution date of the performance incentive fund, will result in a forfeiture of all or a portion of proposed performance incentive awards.
The Board of Trustees or its compensation committee will pro-rate payments based on incentive-eligibility achievements accomplished up to the time of termination.

**Death or Disabling Illness**
The performance incentive payment earned will be made to the beneficiary or estate of the deceased CEO eligible for inclusion in the plan. Incentive payments earned will be paid to a disabled CEO on sick leave or otherwise unable to work. The Board of Trustees or its compensation committee will pro-rate payments based on incentive-eligible achievements accomplished up to the time of death or illness.

**Annual Review**
The Board of Trustees or its compensation committee will review the provisions of the performance evaluation and compensation plan annually, and make changes to the plan as appropriate to further the goals, mission and vision of Anytown Community Hospital.
The criteria included in the *CEO Performance and Compensation Evaluation* below were developed based on the results of a *CEO Leadership Requirements Assessment* conducted at the direction of the ACH Board of Trustees. The assessment gauged the importance of various CEO leadership qualities in ensuring Anytown Community Hospital’s future success. The resulting criteria were prioritized using a weighting process for each criteria. Board scores were weighted by a factor of 5; physicians scores were weighted by a factor of 3; senior management scores were not weighted. For each criterion, the total possible number of points was calculated by multiplying the maximum score by the weights. The actual total number of points was then determined, and was divided by the total possible points to arrive at an “index score” for each criterion. The final result is a prioritized list of criteria in eleven key areas, arranged in priority order from the highest to lowest index score.

The performance and compensation evaluation may be performed by the Compensation Review Committee, or by the full board, with input provided by informed medical staff leaders and senior managers. Their input could be provided through a that would ask respondents to comment on the performance of the CEO in each of the broad areas, using the individual criteria as a guide. *This draft document is for illustration purposes only.* Upon board review, a Microsoft Word document would be prepared that will enable the CEO to easily prepare a document that includes accomplishments, personal objectives and results in key success indicator areas for board review. The Success Indicators should be those measurable, quantitative factors that the board and CEO together define as the most meaningful determinants of organizational success.

### DRAFT

**Anytown Community Hospital CEO**

**Performance and Compensation Evaluation Instructions**

This Anytown Community Hospital (ACH) *CEO Performance and Compensation Evaluation* is designed to gauge your viewpoints about the performance of the ACH CEO.

**Instructions**

This Performance and Compensation Evaluation form has been divided into the following sections:

- **Essential functions:** Medical staff relations; internal operations; organizational and staff development; leadership and strategic development; financial development; community relations; board relations and development; and
- **Personal attributes:** Independence and creativity; communication; problem solving; and ethics.

Please read each leadership factor included under the individual performance headings, and review the CEO’s accomplishments in that area (the accomplishments have been provided by the CEO). Then assign a rating that reflects your *overall view of the CEO’s performance in the leadership category, taking all factors into account*. Ratings that are a fraction of a whole number rating (for example, 4.5) are acceptable. Definition of the criteria appear below.

After completing your ratings, please submit your evaluation to the Chair of the Compensation Review Committee.

**Evaluation Criteria**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Outstanding Performance</td>
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<tr>
<td>4</td>
<td>Exceptional Performance</td>
</tr>
<tr>
<td>3</td>
<td>Good Performance</td>
</tr>
<tr>
<td>2</td>
<td>Marginal or Less Than Expected Performance</td>
</tr>
<tr>
<td>1</td>
<td>Does Not Perform Well or Meet Expectations</td>
</tr>
</tbody>
</table>
Performance and Compensation Evaluation

**Position Overview**
The CEO of Anytown Community Hospital is responsible for directing senior managers’ daily activities and working in concert with the Board of Directors and the Medical staff to jointly achieve the goals, mission and vision established and approved by the Board of Trustees.

**Reports To:** Board of Trustees

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**Essential Functions**

**Medical Staff Relations**

<table>
<thead>
<tr>
<th>Prioritized Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure an adequate supply of physicians and physician specialties to meet the health needs of the community</td>
</tr>
<tr>
<td>Communicate effectively and in a timely manner with the medical staff</td>
</tr>
<tr>
<td>Anticipate, understand and respond in a timely manner to medical staff needs and concerns</td>
</tr>
<tr>
<td>Meaningfully involve the medical staff in all efforts related to quality improvement, patient safety and patient satisfaction</td>
</tr>
<tr>
<td>Inspire loyalty among the medical staff to further the strategic objectives of the hospital</td>
</tr>
<tr>
<td>Create a clear vision of the future that is relevant to the medical staff</td>
</tr>
<tr>
<td>Develop medical staff cohesiveness and a strong medical staff working relationship with management and the board of directors</td>
</tr>
<tr>
<td>Facilitate medical staff leadership in developing hospital improvement processes</td>
</tr>
<tr>
<td>Create an environment that helps physicians capitalize on practice-building opportunities</td>
</tr>
</tbody>
</table>

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**CEO Accomplishments**

(To come from CEO)

- Accomplishment
- Accomplishment
- Accomplishment

---

5 = Outstanding Performance; 4 = Exceptional Performance;
3 = Good Performance; 2 = Marginal or Less Than Expected Performance;
1 = Does Not Perform Well or Meet Expectations

**Rating:**
Internal Operations

Prioritized Criteria

Plan, organize, control, and evaluate the critical activities impacting hospital success
Establish appropriate courses of action, both personally and for others, to accomplish hospital goals
Establish administrative priorities
Ensure an effective system of internal controls that safeguard the physical, financial and human resources of the hospital, directing corrective actions as necessary
Implement organized management throughout the hospital, with clear lines of opportunity, authority and accountability
Implement established policies and maintain general liaison with the board, medical staff and employees of the hospital

Organizational and Staff Development

Prioritized Criteria

Provide strong and effective leadership to employees to ensure they are focused in pursuit of the hospital’s mission and vision
Oversee the utilization and organization of staff to ensure that the health improvement needs of the community are addressed
Encourage department managers to capitalize on every opportunity to improve productivity and quality in their areas
Create a productive, open environment in which all affected parties are motivated to achieve, feel appreciated and work to their highest levels of efficiency and productivity
Ensure that productivity is monitored on a timely basis, and that productivity improvement actions are taken as necessary
Oversee the development, implementation and review of personnel policies and procedures
Assist department managers and other personnel in identifying methods and systems for improving productivity and quality
Ensure that progressive educational programs and training opportunities are provided to assure effective skill building among employees, medical staff and the board of directors

CEO Accomplishments

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Rating:

Organizational and Staff Development criteria continued on the next page...
Leadership and Strategic Development

Prioritized Criteria

- Establish a culture built around quality, service and continuous improvement
- Lead by professional example
- Establish and revise long-range strategic plans which support the hospital's mission and vision
- Provide leadership to promote the hospital's role as a vital community health improvement resource
- Demonstrate seasoned, mature leadership
- Enhance and improve the morale and spirit of employees, the medical staff and the board, motivating them to perform to their maximum potential
- Earn and maintain respect among employees, the medical staff and the board
- Hold department managers accountable for the responsibilities of their positions; regularly measure managers' performance against established criteria
- Gain cooperation of staff members in achieving hospital and departmental goals
- Analyze and develop new business opportunities which promote hospital growth, profitability and service to the community
- Monitor key statistical indicators that measure hospital performance, taking timely action as appropriate
- Be aware of changes outside the organization that have impact on internal operations, and react appropriately with strategic focus
- Motivate and challenge the board, medical staff and employees to respond appropriately to the issues facing the system
- Assist the board of directors in continuously developing the hospital's mission, values, and vision to serve the health improvement needs of the community
- Inspire confidence through personal attitude and performance
- Demonstrate decisive, visible and intuitive human relations skills necessary to relate effectively with a variety of important constituencies
- Provide direction to the board and staff in continuous strategic development, ensuring that the hospital pursues specific and quantifiable strategic objectives
- Ensure that all departments/programs establish and submit annual operating plans that support the hospital's strategic objectives

Provide assertive leadership and a "winning philosophy" to employees, the board, and community members
Monitor the hospital's marketing efforts in order to improve the hospital's reputation and market share

Leadership and Strategic Development criteria continued on next page...
Leadership and Strategic Development, cont.

Prioritized Criteria

Create and maintain an environment that contributes to optimal efficiency, productivity and results
Provide quarterly strategic development reports to the board of directors
Respond effectively to changing circumstances in order to maximize opportunities and eliminate barriers
Regularly inform and advise the board of directors, medical staff and employees on trends and other forces that affect the performance of the hospital
Initiate effective action on issues with no policy, but which require immediate action
Assist managers in establishing departmental priorities
Stay current with national and local issues affecting the hospital
Participate in professional organizations in a leadership capacity
Develop policy statements for consideration and approval by the board of directors

CEO Accomplishments

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Financial Development

Prioritized Criteria

Understand financial data and lead the analysis of that data to determine required strategic decisions
Take quick and effective action to cure controllable financial problems and install required recovery mechanisms
Utilize financial and analytical skills to take effective action on long-range financial planning and short-term financial decision-making
Lead department managers in determining resource allocations, including budgets, equipment, facilities and personnel
Ensure an annual audit of the financial operations of the hospital, with a careful and thorough review by the board of directors
Establish and monitor long-range facilities plans, and coordinate those plans with financial capabilities and strategic needs
Develop the annual budget with active participation of department managers and others, as appropriate
Ensure that capital expenditure budgets are developed to reflect the program and service needs of the hospital in meeting the health improvement needs of the community
Effectively negotiate contracts that are advantageous to the hospital

Financial Development continued on next page...
CEO Accomplishments
(To come from CEO)
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Community Relations

Prioritized Criteria
- Assess the health needs of the community and design programs and services to maximize hospital resources in addressing those needs
- Ensure the establishment of strategic objectives based on community health improvement needs
- Continually maintain awareness of community needs, and identify ways to meet those needs
- Work effectively with community leaders, and with other health providers in the region
- Respond effectively to community health care service needs, comparing hospital service and program areas to those needs and designing new programs and services to match
- Oversee the acquisition, utilization and organization of human, financial and physical resources to ensure that the health improvement needs of the community are addressed
- Encourage integration of the hospital with the community

CEO Accomplishments
(To come from CEO)
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**Board Relations and Development**

**Prioritized Criteria**

Direct the functions of the hospital in accordance with the mission and policies established by the board of directors

Regularly inform and advise the board of directors on health care trends and other factors impacting hospital performance

Ensure continuing education programs for the board

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**CEO Accomplishments**

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**Personal Attributes**

**Independence and Creativity**

**Prioritized Criteria**

Maintain strong rapport and professional working relationships at all levels

Effective in presenting ideas or tasks to individuals and groups

Represent the hospital as required in professional, civic and service organizations

Effectively represent the hospital at national, state and local meetings, conferences and conventions, as required

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**CEO Accomplishments**

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**Communication**

**Prioritized Criteria**

- Regularly inform the board of directors on the status of critical hospital operational issues
- Communicate with and relate to people effectively, winning confidence and establishing support for various positions
- Maintain open lines of communication at all levels
- Effectively delegate through the routine assignment of administrative responsibilities
- Ensure effective communication across the spectrum of hospital personnel, programs and services
- Regularly inform the medical staff of significant issues, activities and decisions
- Grasp important information in one-on-one and group communications, and interpret in a way which avoids or solves problems
- Regularly inform employees about relevant hospital activities and plans impacting their jobs

**CEO Accomplishments**

(To come from CEO)

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**Problem Solving**

**Prioritized Criteria**

- Willing to assume risk and explore creative methods for addressing difficult challenges
- Think quickly and assimilate ideas well in providing direction and leadership to the hospital
- Handle ambiguous situations well, always bringing focus to the hospital's pursuit of its mission and strategic objectives

**CEO Accomplishments**

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# Ethics

### Prioritized Criteria

- Maintain a high level of commitment to the mission and vision, and to the community served by the hospital
- Effectively combine strong ethical judgment with technical and management skills
- Maintain strong values of fairness, honesty and compassion in dealing with all constituencies

## CEO Accomplishments

(To come from CEO)

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<thead>
<tr>
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## Personal Objectives

<table>
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<tr>
<th>Objectives</th>
<th>Results</th>
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<td>Objective 1</td>
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<td>Objective 8</td>
<td>Results</td>
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## Organizational Success Indicators

**Evaluation Criteria:**
5 = Overwhelmingly outstanding performance that significantly surpasses expectations
4 = Exceptional performance that exceeds expectations
3 = Strong performance that meets expectations
2 = Performance below expectations
1 = Low performance that is significantly below expectations

<table>
<thead>
<tr>
<th>Indicator</th>
<th>5</th>
<th>4</th>
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**Total Score:** __________
**Performance Evaluation Summary**

The Chairman of the Board or the board-designated trustee will determine the Combined Mean Rating for each category by calculating the average of every evaluator’s rating for each specified category. The average of all scores will be placed under the following categories in the table below: Essential Functions, Personal Attributes, Organization and Personal Objectives, and Organizational Success Indicators. Each Combined Mean Rating will be multiplied by its corresponding weight to resulting in a Weighted Score for each category. The Weighted Score for each category will then be totaled, resulting in a Total Weighted Score less than or equal to five. The Total Weighted Score will then be divided by five, to result in a Performance Index less than or equal to one. The Performance Index score will then be multiplied by the CEO’s total possible incentive compensation to result in the CEO’s actual total compensation.

<table>
<thead>
<tr>
<th>Combined Mean Rating</th>
<th>Weight</th>
<th>Weighted Score</th>
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</thead>
<tbody>
<tr>
<td>Essential Functions</td>
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<td></td>
</tr>
<tr>
<td>Personal Attributes</td>
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<td></td>
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<tr>
<td>Organization and Personal Objectives</td>
<td>X .35</td>
<td></td>
</tr>
<tr>
<td>Organizational Success Indicators</td>
<td>X .35</td>
<td>1.00</td>
</tr>
</tbody>
</table>

*Total Weighted Score (out of 5)* (sum of weighted scores above)

*Performance Index* 0. (above line divided by 5)

*Total Possible Incentive Compensation* $X Performance Index 0. $ Total Incentive Compensation

**Recommendations to the CEO for Performance Improvement**

(Input from Compensation Review Committee)