

# Key Questions: Evaluating CEO Performance

**Resource Type:** Articles

**Topic:** HR Risk and Employment Practices

Attorney [Eileen Morgan Johnson](#) has developed a list of key questions for the Board and the CEO that can be helpful in a CEO performance review process.

## Questions for the Board

- Did the CEO meet the goals that were agreed on between the board and the CEO at the beginning of the year?
- In what ways did the CEO excel this past year?
- In what areas can the CEO improve next year?
- Did the CEO move the organization forward in terms of mission, resources, public attention, and other identified objectives?
- Has the organization made progress overall compared to the prior year?
- If the organization has not progressed as expected, were any factors involved that were beyond the CEO's control?
- How are the relationships between the full board and the CEO and between the executive committee and the CEO?
- Do the board and the CEO balance their responsibilities with the board providing leadership and the CEO providing management?
- Does the board support the CEO?
- Is the CEO's compensation reasonable when compared to that of other executives in the geographic area with similar duties, staff sizes, budgets, years of experience, education, etc.?

## Questions for the Nonprofit CEO

- Did you meet your stated goals for the year? If not, why not?
- What were your achievements this year?
- What things did you struggle with this year?
- What lessons did you learn this year?
- How has the organization moved forward this past year?
- How are your relationships with the full board and the executive committee?
- Do you and the board balance your responsibilities with the board providing leadership and you providing the management of the organization?
- Does the board support you?
- How can the board do better in supporting you in the year ahead?
- Is your compensation fair and reasonable?