

SELECTION	1 -3 MARKS	4-6 MARKS	7-9 MARKS
CRITERIA	NOT ANSWERED,	ADEQUATE,	EXTRAORDINARY,
	INAPPROPRIATE, INEFFECTIVE	COMPETENT,	INSIGHTFUL, STRATEGIC
		SATISFACTORY	
Leadership	There is no overview of the	The need is identified	The need is clearly
	organization. There is no or	and there is an overview	identified using formal
	little explanation about how	of the organization and	and/or informal
	the need was identified. The	its priorities. There is an	research. There is a
	application does not	explanation about how	clear explanation of
	demonstrate how the	the program, product or	specific changes or
	program, product or service	service addresses the	challenges that led to
	will benefit the organization	need that was	the solution. There is an
	and association sector. The	identified. There is an	explanation about why
	solution is not relevant or	understanding about	it matters to the
	strategic.	how the solution will	organization and the
		contribute to the	impact on the
		association sector. The	association sector. The
		solution is somewhat	solution is relevant and
		strategic.	strategic. The key
			priorities are highlighted
			and measured to
			promote association
			excellence and
			contribute to the
			organization's success.
			The organization has
			demonstrated
			outstanding leadership
			and strategy from
			planning, development,
			implementation,
			learnings, and
			evaluation
Creativity and	The organization used an	The organization used a	The program, product or
Innovation	unoriginal approach to	standard approach to	service is relevant,
	finding a solution. The	finding a solution. The	creative and original.
	investment and use of	investment and use of	The organization

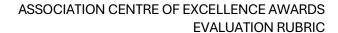




	resources available (budget,	resources available	explores innovative
	time, employees,	(budget, time,	ideas and concepts or
	consultants, volunteers,	employees,	new approaches to add
	equipment, etc.) were not	consultants,	value and advance
	identified or were used	volunteers, equipment,	association excellence.
	inappropriately. The	etc.) were used	The investment and use
	organization did not	efficiently and	of internal and external
	strategically address	effectively. There is an	resources contributed
	challenges. There is no clear	overview of the	to the overall success
	explanation about how the	challenges that	of the project. There is
	project, product, program or	occurred during	an overview of how
	service was implemented.	implementation of the	challenges were
	The solution was not clearly	program, product or	strategically addressed.
	outlined. There is	service and how they	There is consistent
	inconsistent messaging and	were addressed. There	messaging and
	branding.	is consistent messaging	branding to enhance the
		and branding.	quality of the program,
			product or service.
Equity,	The organization has not or	The organization has	The organization has
Diversity,	has minimally demonstrated	demonstrated a focus	demonstrated a
Inclusion	a focus on opportunities to	on opportunities to	sustained commitment
	promote equity, diversity and	promote equity,	to promoting equity,
	inclusion with the program,	diversity and inclusion	diversity and inclusion
	product, or service.	with the program,	with the program,
		product, or service.	product, or service.
Collaboration	The organization does not	The organization has an	The organization has a
and	have a clear understanding of	understanding of their	clear understanding of
Teamwork	their audience. There is no or	audience. The	the audience. Research
	minimal research used to	organization is focused	was used to determine
	identify the need and provide	on collaboration and	audience
	a solution. The organization	teamwork. There is an	characteristics. There is
	has not shown a	explanation about how	a focused description
	commitment to collaboration	various roles (i.e.,	that demonstrates a
	and teamwork. There is no	employees, volunteers,	clear connection
	explanation about how	members, Board of	between the need and
	various roles (i.e.,	Directors, etc.)	the solution. The
	employees, volunteers,		organization has clearly



	members, Board of	contributed to the	demonstrated their
	Directors, etc.), contributed	project.	commitment to
	to the success of the project.		collaboration and
			teamwork. There is a
			clear explanation about
			how various roles (i.e.,
			employees, volunteers,
			members, Board of
			Directors, etc.)
			contributed to the
			overall success of the
			project. The
			organization leveraged
			partnerships and
			resources
			collaboratively to
			advance the
			association sector.
Continuous	There is no clear goal and/or	The goal is outlined and	There is a clearly stated
Improvement	the objectives are	there are clear	goal, linked to the
	unfocused. The evaluation	benchmarking	organization's
	measures and critical	measures. The	objectives and the need
	success factors have not	objectives provide a	that was identified. The
	been identified. There was no	solution for the need.	organization has
	evidence of benchmarking or	An evaluation process	demonstrated their
	use of best practices.	has been developed.	learnings and
		There is consideration	opportunities for growth
		to the impact of the	and improvement.
		program, product or	There are established
		service. There is some	critical success factors
		evidence of	to evaluate the impact
		benchmarking and use	and success of the
		of best practices.	program, product or
			service. There is clear
			evidence of
			benchmarking and best
			practices.





## Achievements

The results are unclear. The outcomes are not measured. There is little or no understanding of the impact of the program, product or service. The key performance measures have not been identified. There is no data or metrics provided to demonstrate the success of the program, product or service. There is no explanation about what was done or why. The support material do not demonstrate the success of the program, product or service.

The objectives were met through a formal evaluation. The evaluation measures were connected to the objectives that were set and the methods of measurement were appropriate. There is an overview of the planning, development, implementation, learnings and evaluation. The support material is used to demonstrate the success of the program, product or service.

There is a clear overview of the evaluation process and the critical success factors were used to measure the success of the program, product or service. Data and metrics were used to evaluate key performance measures. The key performance measures connect with the goal and objectives. There is a clear understanding of how the results were collected. The support material is used effectively to clearly demonstrate the success of the program, product or service. The organization has demonstrated the impact, outcomes and benefits of the program, product or service. The program, product or service advances the association community through added value and provides a knowledge sharing resource for continuous improvement in the association sector.



## ASSOCIATION CENTRE OF EXCELLENCE AWARDS EVALUATION RUBRIC

Competencies	The program, product or	The program, product or	The program, product or
for	service does not support the	service supports the	service demonstrates a
Association	Competencies for	Competencies for	clear focus on
Executives	Association Executives.	Association Executives.	leveraging the
			Competencies for
			Association Executives
			to advance association
			excellence.