

STATEMENT of POLICY and PROCEDURE			
Section	3.0 Operational	Original Effective Date	Sept. 25, 2006
Sub-Section	3.2 Human Resources	Date of Last Amendment	June 27, 2016
Subject	3.2.6 Performance: Planning and Management		
Topics	Performance Planning		
	Probationary Evaluation		
	Annual Evaluation		
	Interim Performance Discussions and Progress Reports		
	Performance Improvement		
Attachments	Appendix A: Overview of Executive Director Performance Process		
	Appendix B: Checklist for the Executive Director Performance Process		
	Appendix C: Executive Director Performance Evaluation Form		
	Appendix D: Questions for Feedback for ED Performance		
Reference			

Purpose

The purpose of the policy is to ensure a fair and effective process for performance planning and management between the Board and the Executive Director that serves as a model for the Executive Director and staff.

Policy

Performance planning and management will include the setting of clear goals, direction, accountability, opportunities for feedback and communication, joint problem solving, coaching and support.

A formal written performance evaluation will be done within the probationary period.

A formal written performance evaluation will be done at least annually and signed by both parties to indicate that both parties are aware of the content.

Either the employee or the supervisor may initiate interim performance discussions. The supervisor may request interim progress reports.

The performance evaluation will assess the achievement of goals and objectives as well as the demonstration of required competencies and behaviours over an agreed timeframe. Both a self-evaluation and the evaluation by a supervisor are required.

The performance evaluation process will include an agreement between the employee and supervisor on the goals and objectives for the next review period.

The employee's supervisor will ensure that the employee's performance meets the requirements of the position as summarized in the job description. Poor work

performance may be addressed by an improvement plan and/or a probationary period.

Responsibilities

The ESCC Board is responsible for the performance planning and management of the Executive Director. The Board may delegate this process to the Personnel Committee. The Board and/or the Personnel Committee will work collaboratively with the Executive Director in the performance planning and management processes.

The Executive Director is responsible for the performance planning and management of ESCC staff. The Executive Director will work collaboratively with the staff.

Procedures

Process Steps and Timeline: See Appendix A and B.

Executive Director Performance Evaluation Form – See Appendix C. This can be used as a template for a staff form.

Soliciting feedback for the Performance Evaluation – See Appendix C for survey questions (one for the Board and one for ESCC staff).

Overview of Executive Director Performance Process – Guideline for Personnel Committee Chair

In 2015 a formal evaluation process was undertaken by ESCC through the creation of a Personnel Committee. The specific forms and surveys developed for this process should be assessed annually to ensure that they gather appropriate information and are valuable to both Board and ED. It was suggested that a short document be prepared to explain the 2015 timelines and activities in carrying out the evaluation of the Executive Director.

February: Annual Review

The performance evaluation form was given to the ED with the goals that were established from the previous year inserted. The ED was then forwarded the document and asked to fill in the document using point form and highlighting major accomplishments that demonstrated the achievement and rate performance.

In 2015, the staff and Board surveys were administered through an online application giving respondents a time frame of one week to respond. The results of the survey were then forwarded to the Chair of the Personnel Committee. The results of the survey were reviewed by the Personnel Committee and agreement reached on what the highlights to the ED and Board would be. The survey results are confidential and only the Personnel Committee members have access. The electronic copy results were kept in the possession of the Personnel Committee Chair off site. The Committee also reviewed the written assessment made by the ED and prepared comments to be brought forward to the ED during her performance review. The Committee prepared a review of the Boland Report regarding remuneration of EDs.

The ED Performance Review

The Personnel Committee Chair set a date and time with the ED to review performance. At the onset of the meeting an overview of the process was given:

- Results of surveys
- Job description (accuracy, additions, deletions)
- Review of document filled in by ED
- Discussion and establishing the goals for the next year (limited to 4 and should not include ongoing responsibilities unless they were identified as a priority from previous year).
- Professional development
- Succession

The review then commenced and feedback was provided.

Report to Board (at this time a motion was made for the Board to go in camera, ED left)

The Personnel Committee Chair had prepared a report to the Board highlighting how the review was carried out and then provided the following information:

- Results of surveys
- Overview of ED's performance results
- Goals set for next year with ED
- Boland Report review
- Recommendation for remuneration for the Board

Board discussed the information provided by the Personnel Committee Chair and decides on the content of the formal motion. Additional comments or concerns were noted by the Personnel Committee Chair to be incorporated into the final comments that were formally written into the evaluation document.

Following a motion to come out of in camera, the ED was called back into the meeting, and a motion was made to accept a recommendation based on the Personnel Committee reports and the in camera discussion. Personnel Committee Chair gave verbal comments and Board acknowledged their support.

The Final Step

The Personnel Committee Chair wrote up the final comments on the evaluation form. The Executive Director reviewed the final document and had the opportunity to comment on the evaluation. At this time, both the ED and the Personnel Committee Chair signed off on the document. The document is filed with the ED and a final copy was sent to the Personnel Committee Chair to be included in the ED's personnel file.

**Check List for the Executive Director Performance Evaluation Process
(Approved by the ESCC Board – September 28, 2015)**

Goal: The process should be fair and simple. The ED should be able to replicate it with the ESCC staff.

Purpose of Performance Evaluation: Establish clear goals, direction, and accountability; provide for feedback, communication, joint problem solving, and support; provide the basis for any salary change/merit reward.

ESCC Policies

- 3.2.1 – Job Descriptions has ED’s current Job Description and the job descriptions of her direct reports.
- 3.2.3 – Working Conditions of Employment
- 3.2.5 – Compensation Administration
- 3.2.6 – Performance Planning and Management
- 3.2.10 - Staff Development and Training references education and professional development.

Dates to be modified for each year.

When	What	Who	Rationale
Late December 2015	Board and ED notified that the evaluation of the ED for 2015 would take place in early 2016. Questionnaire circulated to Board for feedback. Staff input to be sought using very specific questions or short questionnaire. Personnel Committee summarizes feedback from Board and staff.	Personnel Committee Board members and staff respond to request for feedback. ED prepares own documentation.	ED evaluation should be done annually, but not specifically on anniversary date.
February 2016	Personnel Committee meets with ED regarding her evaluation. Personnel Committee provides ED with general feedback from Board and staff questionnaires.	ED and Personnel Committee	Note: ED provides monthly reports to Board and an Annual Report to membership at AGM – this is a record.

When	What	Who	Rationale
	<p>ED asked for input on Job Description and what should be changed to keep it current.</p> <p>ED provides a short written report on her accomplishments related to the Goals for 2015 and action on any recommendations from the previous evaluation.</p> <p>ED provides draft Goals for 2016 related to Strategic Plan.</p> <p>Agreement reached on future action on any concerns and Goals for 2016.</p> <p>Personnel Committee reviews compensation and determines a recommendation (based on policy and budget).</p>		
February 2016	Personnel Committee reports to Executive Committee with recommendation for Board on ED evaluation	Personnel Committee and Executive Committee	
February 2016 Board meeting	<p>Personnel Committee presents evaluation report and recommendation on compensation.</p> <p>ED informed of Board decision.</p>	Personnel Committee and Board	
Mid year 2016	<p>Meeting with ED to discuss Goals for 2016 and any modifications.</p> <p>Modifications of Goals reported to Board.</p>	ED and Chair of Personnel Committee	

**Edmonton Seniors Coordinating Council
Performance Evaluation Draft**

Employee Name	Employee Position	Review Period

1. Results of Performance Plan for February 2016 – February 2017

***Assessment:**

- Meeting Expectations: fulfilling all objectives on deadline, on budget, no big issues.
- Exceeding Expectations: delivering higher quality and adding value, such as expanding the goal, achieving the objective before the deadline, finding additional revenues, cutting costs or finding efficiencies, building new relationships, managing difficult issues.
- Not Meeting Expectations: objective was not achieved, failure to manage resources and/or issues.

Goal/Strat Plan #	Objective	Measurement	Target	Comments	Assessment*

2. Report on Professional Development Plan from February 2016

Plan Item	Outcome

3. Demonstration of Skills and Competencies

Competencies	Comments
Leads <ul style="list-style-type: none"> • Persuades and influences • Motivates and empowers • Coaches others • Copes with pressure, resilient 	
Manages change <ul style="list-style-type: none"> • Shows initiative, positive attitude 	

<ul style="list-style-type: none"> • Adapts to change and challenges • Responds flexibly to people and situations 	
Plans and organizes <ul style="list-style-type: none"> • Supports Board deliberation and decision-making • Analyzes and interprets • Makes decisions with confidence, acts independently • Plans and prioritizes work activities, manages time and workload • Manages resources • Plans for succession 	
Demonstrates interpersonal skills <ul style="list-style-type: none"> • Communicates clearly and effectively • Listens, exhibits empathy, involves people in plans and decisions • Develops effective relationships, builds coalitions, strong team player, works well with others 	
Gets results <ul style="list-style-type: none"> • Self-motivated, takes pride in the quality of work • Sets ambitious targets • Seeks learning opportunities to achieve desired goals • Demonstrates good judgment • Provides quality service 	

4. Objectives for Next Year

Strategic Plan Reference or Objective Number	Objective	Measurement	Target

5. Professional Development Plan for Next Year

Plan Item

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6. Employer's Comments (including any feedback from board and staff)

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7. Employee's Comments (if needed)

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Signatures

Employee	Supervisor
Date	Date

ESCC Staff Survey Questions

1. The ED provides appropriate leadership for the staff team and with external groups. *[Response: 1 Strongly Disagree to 5 Strongly Agree with 0 Don't Know/Not Sure and space for comment]*
2. I receive ongoing and constructive feedback on my job performance. *[Response: 1 Strongly Disagree to 5 Strongly Agree with 0 Don't Know/Not Sure and space for comment]*
3. The ED supports me in accomplishing the responsibilities of my job. *[Response: 1 Strongly Disagree to 5 Strongly Agree with 0 Don't Know/Not Sure and space for comment]*
4. The ED is readily available to me to provide assistance and discussion. *[Response: 1 Strongly Disagree to 5 Strongly Agree with 0 Don't Know/Not Sure and space for comment]*
5. What key strengths do you believe the ED brings to the role in ESCC? *[Space for comment]*
6. Is there anything that the ED could do to help you in your position? *[Response: Yes or No with space for comment if Yes]*
7. Do you have any other comments regarding the ED's performance? *[Space for comment]*

ESCC Board Survey Questions

1. I receive sufficient information from the ED's monthly and annual reports to have confidence that the ED is meeting the goals of the strategic plan. *[Response: 1 Strongly Disagree to 5 Strongly Agree with 0 Don't Know/Not Sure and space for comment]*
2. The ED communicates appropriately to the board regarding trends in the senior sector. *[Response: 1 Strongly Disagree to 5 Strongly Agree with 0 Don't Know/Not Sure and space for comment]*
3. The ED provides adequate information and input at board meetings to help the board make its decisions. *[Response: 1 Strongly Disagree to 5 Strongly Agree with 0 Don't Know/Not Sure and space for comment]*
4. I perceive the ED to be a leader at ESCC and throughout the senior sector. *[Response: 1 Strongly Disagree to 5 Strongly Agree with 0 Don't Know/Not Sure and space for comment]*
5. Is there anything that the ED could do to help you in your board position? *[Response: Yes or No and space for comment]*
6. Do you have any other comments regarding the ED's performance? *[Space for comment]*