

Executive Director Performance Evaluation (2.11)

Policy:	Executive Director Performance Evaluation	Effective Date:	June, 2024
Last Review Date:		Next Review Date:	February, 2027
Review Frequency:	Every 3 years	Related Supporting Documents:	Executive Director Charter and Delegation of Authorities Executive Director Total Compensation Policy

Purpose

The purpose of this policy is to enable the Council to:

- hold the Executive Director (ED) accountable for fulfilling the CRNS’s mandate and legislated responsibilities, strategic performance, operational objectives and professional development goals
- establish and communicate clear and meaningful goals, performance objectives and expectations
- ensure that the ED receives meaningful, objective, and timely feedback to sustain high performance
- ensure a fair and consistent approach to performance evaluation.

Policy

The Council has the ultimate responsibility for fulfilling the CRNS’s mandate and legislated responsibilities and the strategy and performance of the organization. The Council delegates the organization’s day-to-day management to the Executive Director, who achieves this within the direction and policies set by the Council.

Evaluation of the ED’s performance is a core responsibility of the Council, connecting the performance of the ED to the fulfillment of the CRNS’s mandate and the Council’s strategic direction.

The performance of the ED and the organization is the same, except for personal growth and professional development goals.

The Council approves the performance objectives and establishes the performance evaluation process at the beginning of the performance year with input from the ED.

The outcome of the ED performance evaluation:

- determines the overall performance rating for the previous 12 months or specified performance period, and
- informs remuneration level for the next 12 months.

The Council evaluates ED performance annually to:

- ensure continuous improvement and the integration of leading practices
- ensure fulfillment of the mandate and legislated responsibilities and achievement of strategic and operational objectives
- ensure performance commitments and measures are set at a level that reflects the level of performance expected
- enhance ED performance to improve organizational performance, processes and structure.

Policy Guidance

PERFORMANCE

In the context of this policy, performance includes two “dimensions”:

1. **Operational:** Fulfillment of the legislated responsibilities, strategic progress and operational performance and outcomes that align with the CRNS’s mandate, vision and mission.
2. **Individual:** personal growth and professional development goals.

Overall Performance Rating: A combined rating based on the success of the ED in achieving operational and individual goals.

MULTIPLE ASSESSMENT METHODS

The ED performance evaluation considers multiple assessment methods to provide a well-rounded “picture of performance” and minimize subjectivity, which may include:

- the status of meeting the ED job expectations outlined in the ED Charter
- the status of the Operational Objectives agreed upon by the Council and ED at the beginning of the performance year
- the status of the CRNS’s Key Performance Indicators (KPIs) established for performance objectives
- an assessment of quarterly and end-of-year reporting/results provided to the Council
- results of the Annual Financial Audit, or any other external audits as directed by the Council
- ED self-assessment- council-approved formal performance evaluation tool will be used

- Council members independently provide feedback on ED performance- the council-approved formal performance evaluation tool will be used
- third-party feedback, which may include staff, stakeholders and others (optional)

PERFORMANCE DEBRIEFING

- The evaluation process concludes with a performance debriefing with the Council Chair and the ED.

Roles & Responsibilities

Roles and timelines for each responsibility, where applicable, are listed below:

EXECUTIVE DIRECTOR

- Develop an annual operational plan and objectives in consultation with the Council Chair.
- Present operational and professional development objectives to the Council for approval.
- Provide quarterly reports to the Council summarizing operational results against performance objectives to date.
- Present a report of year-end results to the Council.
- Comply with assessment methods as requested by the Governance and HR Committee.

GOVERNANCE and HR COMMITTEE

- Responsible for the facilitation of the ED evaluation process.
- May work with the assistance of an external professional evaluation tool
- Recommend and establish the annual performance evaluation process to the Council.
- Ensure all Council members are knowledgeable about the purpose of the ED performance evaluation, the process and their roles.
- Make a recommendation to the Council to finalize the performance evaluation.

COUNCIL MEMBERS

- Provide feedback about the ED's performance via the method requested by the Chair of Governance and HR Committee.

COUNCIL

- Approve ED performance goals.
- Approve the evaluation process at the beginning of the performance year.
- Approve the final performance evaluation and the impact on total compensation.

COUNCIL CHAIR

- Communicate the performance evaluation outcomes and the impact on total compensation to the ED.
- Debrief the ED providing constructive, well-rounded feedback about the outcomes of the performance evaluation.
- Provide an opportunity for the ED to respond and include any other assessment information.