

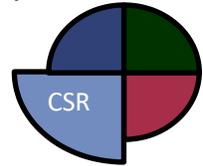
## BRIEFING REPORT

**REPORT TOPIC:** Registrar, CEO Performance Evaluation Process (CSR 3-07)

**REPORT TO:** COO Council

**REPORT FROM:** COO Governance Committee

**DATE:** October 7, 2019



### REPORT PURPOSE:

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|---|---|
| <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Decision-Making - Policy Development/Enhancement/Regular Review/Approval</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ends Policy</li> <li><input type="checkbox"/> Operational Boundaries Policy</li> <li><input checked="" type="checkbox"/> <b>Council-Staff Relationship Policy</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Governance Process Policy</li> </ul> </li> </ul> </li> <li><input type="checkbox"/> <b>Council Implementation of Policy</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Council-Staff Relationship Policy</li> <li><input type="checkbox"/> Governance Process Policy</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Monitoring of Registrar, CEO Report</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ends (critical outcomes) Achievement</li> <li><input type="checkbox"/> Operational Boundaries Compliance</li> </ul> </li> <li><input type="checkbox"/> <b>Council Linkage Report</b></li> <li><input type="checkbox"/> <b>Incidental Report</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Registrar, CEO</li> <li><input type="checkbox"/> Council President</li> <li><input type="checkbox"/> Other: Briefing Report</li> </ul> </li> </ul> |
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### BACKGROUND

The Registrar, CEO (R/CEO) Performance Evaluation Process (Council-Staff Relationship) Policy 3-07 is designed to identify why and how the annual performance evaluation of the Registrar, CEO will be conducted by Council. The policy ensures that the ongoing systematic and rigorous monitoring of Registrar, CEO job performance (and therefore organizational performance), measured throughout the year, is summarized to provide overall annual feedback from Council to the Registrar, CEO (see Council Monitoring Process Policy (4-85)).

The Registrar, CEO has been consulted and provided input into the proposed policy.

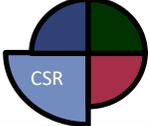
This draft refers to a Registrar, CEO Compensation Principles Policy which is still to be developed and is on the Governance Committee Work Plan.

If as a Council Member, you have questions or any recommendations regarding this draft policy, please be prepared to share your ideas at the October Council meeting. Figure 1 outlines the proposed new draft policy for discussion.

### RECOMMENDED MOTION

That the COO Council move to approve the new Council-Staff Relationship Policy 3-07 entitled "Registrar, CEO Performance Evaluation Process Policy".

**FIGURE 1  
NEW POLICY FOR DISCUSSION**

<b>POLICY TITLE:</b> REGISTRAR, CEO PERFORMANCE EVALUATION PROCESS	<b>POLICY SECTION:</b> COUNCIL-STAFF RELATIONSHIP	<b>POLICY NO:</b> 3-07	
<b>APPROVED BY:</b> COUNCIL	<b>REGULAR COUNCIL POLICY REVIEW</b>	<b>MONITORING OF COUNCIL COMPLIANCE WITH POLICY CRITERIA FREQUENCY:</b>	
<b>DATE APPROVED:</b> <ul style="list-style-type: none"> <li>• Ready for COO Council – October 2019</li> <li>• Reviewed by COO (Aug, Oct 2018, Apr, Jul 2019)</li> </ul>	<b>FREQUENCY:</b> EVERY 4 YEARS	<b>FREQUENCY:</b> EVERY 3 YEARS	
<b>DATE REVIEWED / REVISED:</b>	<b>PRESIDENT'S SIGNATURE:</b>		

### BACKGROUND

The Council is committed to regular, on-time performance evaluations of the Registrar, CEO. This policy describes the process for the annual Registrar, CEO Performance Evaluation (“Performance Evaluation”).

### POLICY

1. The goals of the Performance Evaluation are:
  - a. To summarize annual performance trends.
  - b. To determine if job expectations have been met.
  - c. To provide opportunity to commend the Registrar, CEO on excellent performance and forum for constructive feedback.
  - d. To develop an action plan for the upcoming review period.
  - e. To address any areas for Registrar, CEO improvement or development.
  - f. To provide recommendations for Registrar, CEO compensation.
  
2. The Registrar, CEO’s job performance is measured by the degree to which the Registrar, CEO:
  - a. Meets the job expectations outlined in the Registrar, CEO Position Description Policy (3-06).
  - b. Demonstrates reasonable interpretations of the Ends (critical outcomes) Policy.
  - c. Is successful in achieving the organizational milestones, targets or Ends that were identified for the review period.
  - d. Demonstrates effective leadership within the risk boundaries established in Council policies on Operational Boundaries.
  - e. Demonstrates effective leadership in building collaboration within the COO and with external stakeholders.
  - f. Demonstrates effective communication with and support to the Council.
  
3. The Performance Evaluation is coordinated and prepared by a Performance Evaluation/Compensation Sub-Committee (the “Executive sub-committee”) which will be made up of the President, Vice President, and one member-at-large of the Executive Committee to be selected by full Council.

4. The process for the Performance evaluation is as follows:
  - a. The Registrar, CEO will prepare a self-evaluation report to be delivered to the Executive sub-committee for their January/February meeting.
  - b. At the February Council meeting, the Registrar, CEO provides a high level summary of all the results of all the Monitoring Reports and/or a summary of achievements from the previous year to the Council of specific annual targets and the achievement/compliance of interpretations of the Council policies. Council has the opportunity to ask questions.
  - c. Following the meeting, the Executive sub-committee will seek feedback from all Council Members regarding overall performance trends using a standardized, objective questionnaire. (A qualified external facilitator will assist with data collection and synthesis).
  - d. In late February/Early March, the Executive sub-committee carries out the Performance Evaluation, having regard to the following components:
    - i. Assessment of the Monitoring Reports, which determines the degree to which the Council policies are being achieved by the R/CEO.
    - ii. A factual, logical and objective assessment of the Registrar, CEO's performance against the policy criteria outlined in Council's Ends and Operational Limitations policies, that draws on the following data sources:
      1. Monitoring Reports submitted by the Registrar, CEO throughout the year and the Council's evaluation or feedback on these Monitoring Reports.
      2. The Registrar, CEO's self-evaluation written report/presentation including their assessment of achievement of annual targets in the interpretation of Council policies. The Registrar, CEO can select the best approach for this report each year.
      3. Summary input from all individual Council members on the performance trends observed over the year.
      4. Broader stakeholder input approximately every four years which may include volunteers, Non-Council Committee Members, staff, and registrants.
  - e. The Executive sub-committee discusses the results of the Performance Evaluation with the Registrar, CEO and will include the key successes and key areas requiring development along with overall conclusions.
  - f. In camera, the Executive sub-committee provides Council with a summary of the Registrar, CEO Performance Evaluation Report including the conclusions and recommendations for final approval by Council. (May/June Council meeting).
  - g. The final report is prepared and submitted to the Registrar, CEO for their records. A copy of the report signed by the Registrar, CEO and the Council President, is kept in the confidential HR files.
5. The Performance Evaluation will be conducted on an annual basis.
6. Compensation decisions will be directed by the Executive sub-committee based on the results of the Performance Evaluation (See Compensation Principles Policy).