

## CEO/Registrar Performance Evaluation

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| <b>Policy Section:</b><br>Council-CEO/Registrar Relationship         | <b>Policy Number:</b><br>CR-8               | <b>Approved By:</b><br>Council |
| <b>Regular Council Policy Review Frequency:</b><br>Every three years | <b>Date Approved:</b><br>September 11, 2020 | <b>Date Reviewed/Revised:</b>  |

### Background:

Achievement of “organization Public Benefit (critical outcomes)” policies and compliance with the “Executive Expectations” policies is considered by Council to indicate effective performance by the CEO/Registrar. The CEO/Registrar performance evaluation is conducted on an ongoing basis throughout the year, using the Monitoring Report process, with regular feedback between the Council and the CEO/Registrar. This policy describes the process for the annual CEO/Registrar Performance Evaluation.

### Policy:

The purposes of the annual CEO/Registrar Performance Evaluation include:

1. To formally summarize the performance trends identified throughout the year (by the Monitoring Report process).
2. To determine if job expectations have been met.
3. To provide the opportunity to commend the CEO/Registrar on excellent performance and a forum for constructive feedback.
4. To develop specific actions required, if any, to address areas for CEO/Registrar improvement or development.
5. To provide recommendations for CEO/Registrar compensation.

The CEO/Registrar performance evaluation is made up of systematic assessment of performance measured by the following components:

1. Meeting CEO/Registrar job expectations outlined in the CEO/Registrar Position Description Policy (CR-7.1).
2. Organizational achievement of Council policies on Public Benefit (critical outcomes).
  - The existence of a reasonable interpretation of the Public Benefit Policy is used as a critical benchmark for the performance for the year.
  - Organizational achievement of the CEO/Registrar’s Public Benefit Policy Interpretation (i.e. milestones/targets) is a second benchmark.
3. Leading organizational operations within the boundaries established in Council policies on Executive Expectations.
  - These boundaries of executive authority represent the Council’s risk tolerance related to the means/operational approaches utilized by the CEO/Registrar. Demonstration of organizational operations with these expectations/boundaries is a third benchmark.



4. Leadership effectiveness in building collaboration and achievement across the CRNM.
5. Communication and support to the Council.

The principles underlying the Annual CEO/Registrar Performance Evaluation include:

1. Assessment of the monitoring report process, which determines the degree to which the Council policies are being met, form a significant part of the CEO/Registrar performance evaluation.
2. The Council will perform a factual, logical and objective assessment of the CEO/Registrar's performance against the criteria listed above.
3. The Annual Performance Evaluation will be coordinated and prepared by the Executive Committee with input from all Council Members.
4. The Council will seek broader stakeholder input to the CEO/Registrar Performance Evaluation approximately every three to five years.
5. The process is designed to be a constructive performance development experience.
6. The Council is committed to regular, on-time performance evaluation.
7. There should be no surprises at the annual performance evaluation discussion.

### **THE PROCESS**

Performance evaluation of the CEO/Registrar will be conducted on an annual basis through Monitoring Reports throughout the year and through an annual performance evaluation summary following the end of the year.

#### Data Sources

Information sources used by the CEO/Registrar Performance Evaluation for this evaluation include:

- Monitoring Reports submitted to the Council throughout the year and the Council's evaluation of these Monitoring Reports (see Monitoring Tracking Sheet)
- The CEO/Registrar's self-evaluation written report/verbal presentation including his/her assessment of achievement of annual targets in the plan.
- Summary input from all individual Council Members.

Note: In years of broader consultation, a larger number of data sources will be used including:

- Feedback from volunteers, committee members, staff, members, etc.
- Other stakeholders (e.g. peer organizations, government).
- The questions used for this broader consultation will always be focused on specific questions which specific stakeholders are qualified and have relevant knowledge to address. The questions will focus on achievement of organizational Public Benefit (critical outcomes) and relationships with stakeholders.

See Appendix 1a and b – for Steps in the Process

## APPENDIX 1a – STEPS IN THE CEO/REGISTRAR PERFORMANCE EVALUATION PROCESS

### **Phase 1 – Council Chair Outlines Process**

- At the last Council meeting of the fiscal year, the Chair reminds the Council about the performance evaluation policy, process, and the related information that will be used in the annual performance evaluation.
- The CEO/Registrar is asked to prepare a self-evaluation report for the first Council meeting of the next fiscal year.

### **Phase 2 - CEO/Registrar Presentation to the Council**

- The CEO/Registrar provides a self-assessment to the Council summarizing his/her own assessment of performance based on achievement of CEO/Registrar specific annual targets and the achievement/compliance of interpretations of the Council policies. Council has the opportunity to ask questions. (At the first Council meeting of the next fiscal year.)

### **Phase 3 - Data Collection**

- A high-level summary of all the results of all the Monitoring Reports throughout the year will be provided to the Council Members.
- The CEO Performance Evaluation Committee will seek feedback from all Council Members regarding overall performance trends (an external facilitator may assist with data collection and synthesis).
- This data collection process is confidential. All responses will be summarized so that no specific respondent is identified unless the respondent chooses to do so. (At the first Council meeting following the end of the fiscal year.)

### **Phase 4 - Initial Draft Report and Performance Review Meeting with the CEO/Registrar**

- The CEO Performance Committee finalizes the overall Performance Evaluation Report. The report is discussed with the CEO/Registrar and will include the key successes and key areas requiring development along with overall conclusions. (Immediately following the first Council meeting of the next fiscal year.)

### **Phase 5 - Presentation of Summary Report to the Council**

- In-camera, the Council receives the CEO/Registrar Performance Evaluation Report on the conclusions and recommendations. (At the second Council meeting of the next fiscal year.)

### **Phase 6 - Final Report**

- The final report is prepared and submitted to the CEO/Registrar for his/her records. A signed copy of the report is kept in the confidential Council files. (Following the second Council meeting in the next fiscal year.)

APPENDIX 1b – CEO/REGISTRAR PERFORMANCE EVALUATION PROCESS AT A GLANCE

