

Ralph Thornton Centre

ED Performance Review Policy and Procedure

Policy Statement

The Board of Directors will formally appraise the performance of the Executive Director on an annual basis. Upon completion of the performance appraisal the Board will provide its appraisal to the City of Toronto upon request.

The key principles guiding Board decision-making with respect to the Executive Director's Performance Review process are:

- Effective – achieves goals for fair recognition, reward, development and retention;
- Responsible – appropriately values talent, manages cost and uses resources wisely;
- Transparent – shares information in a timely manner and reflects the duty to make the process visible, predictable, understandable and defensible; and
- Accountable – shows the Board is involved, responsible for its decisions and answerable to stakeholders.

The objectives of the Executive Director Performance Review Process are to:

- Identify strengths, challenges and strategic issues related to the performance of the ED
- Determine education and development opportunities that support the ED's ability to lead the organization
- Provide direction for specific improvements in the ED's skills and performance
- Maintain a formal, documented and transparent process to provide performance feedback to the ED and explain compensation decisions and other matters of record
- Ensure the Board meets its obligation to assess annually the performance of the CEO

The results of the Performance Review will inform a separate compensation review process.

General Principles and Procedures

1. Authority to conduct the Executive Director's performance appraisal is delegated to the Personnel Committee.
2. The performance appraisal process will be initiated annually in January with the goal of reporting to the Board in March. The Personnel Committee may also, at its discretion conduct a mid-year review.
2. The performance appraisal form used to evaluate the performance of the Executive Director shall incorporate the form set out by the City of Toronto (see Appendix 1).
3. The annual appraisal of the Executive Director's performance will include at least the following:
 - Documentation of goals achieved in relation to work plan goals for the appraisal period.
 - Documentation on the status of the organization's overall performance in relation to goals for the appraisal period and the implementation of the RTCC strategic plan.
 - A summary of any key performance issues arising out of the appraisal process.
 - A self-appraisal completed by the Executive Director.

- A summary of the Executive Director's work plan and objectives for the upcoming fiscal year. The objectives are based on those set out in the strategic plan. If necessary, the President may develop an action plan with the Executive Director to address performance issues. The action plan will identify specific steps, such as training, expected outcomes and the timeframe for addressing the issue(s).
 - In addition to the above, annually, the Board will request that the Personnel Committee survey and collect feedback from key internal and external stakeholders including Managers, Co-ordinators, and any other direct reports, Board Members, building partners, other external partners and others as identified by the Board.
4. The performance appraisal and all related documentation shall be retained in the Executive Director's personnel file maintained by the Personnel Committee, and a copy will be maintained by the Centre's Business Manager.
 5. After the process is complete, the Personnel Committee will, on request, provide a copy of the annual review, in the form required by the City, to the appropriate contact at the City.

Timelines

The following timelines reflect the Jan 1 - December 31 fiscal year and operational planning cycle.

January:

The Executive Director reports to the Personnel Committee on:

- A. the achievement of past year's goals,
- B. a self-evaluation of performance and competencies, and draft goals for the upcoming fiscal year
- C. a long list of 10 - 15 contacts including both building partners and external partners for the board to select from to send a feedback survey to
- D. organizational work plan for the coming year

The first two items will be shared with the full board at the January Board meeting.

The Personnel Committee will solicit feedback from key external and internal stakeholders (including staff, board, building partners and external partners) through a survey.

February:

The Personnel Committee will prepare a report summarizing feedback to share with the Executive Director. The Executive Director will have the opportunity to provide their own feedback and self-evaluation in response to the feedback report in advance of the March Personnel Committee Meeting.

The individual work plan for the Executive Director will be presented.

March:

The Personnel Committee and the Executive Director will meet to discuss the Executive Director's performance at the March Personnel Committee Meeting. Following this, the Evaluation report will be finalized and presented during the In Camera portion of the March Board Meeting for approval. The board will also consider any other recommendations arising from the performance appraisal process, along with any required actions, at this time.

April:

At the April Personnel Committee meeting a plan will be put in place to follow-up on any areas of concern within the performance review. This plan will detail specific objectives and timelines for follow-up

Policy to be reviewed: every 3 years

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Historic City of Toronto Performance Form

Performance Rating Scale:

1 = Unsatisfactory: The employee's performance consistently did not meet expectations.

2 = Meets Most But Not All Expectations and/or Developmental: The employee's performance does not consistently meet all expectations (i.e. performance does not meet expectations in one or more of the key responsibilities or one or more key annual objectives were not met and/or the employee's performance is considered developmental.)

3 = Meets Expectations: The employee's performance consistently meets expectations in all key areas of responsibility and possibly exceeded expectations in some areas and the quality of work was good. The most important key annual objectives were met.

4 = Exceeds Expectations: The employee's performance consistently exceeded expectations in all key areas of responsibility and the quality of work overall was excellent. Annual objectives were met or exceeded.

Performance Area	Definition of Performance Area	Rating[1]	Evaluator Comments
Productivity	Performance is consistently characterized by work of good quality and value to stakeholders and the organization. Quantity and quality of work contributed to the achievement of objectives.		
Impact	Makes a satisfactory impact and contribution to the success of the organization. This may be achieved through identifying and/or implementing efficiencies or innovative processes, and/or demonstration of strong team leadership and/or some collaboration with others.		

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Initiative	Demonstrates a pro-active approach to performing work; regularly takes appropriate action on key priorities without direction. Anticipates problems and takes appropriate action and seeks further direction when needed.		
Knowledge	Demonstrates the knowledge and skills required for success in the position of Executive Director, including the understanding of the role of Executive Director as determined in conjunction with the Board; Knowledge/skills have a positive impact on organizational outcomes. Shares knowledge and experience by supporting others in informal mentoring and training.		
Values	Understands and appreciates the foundation and history of the organization and consistently adheres to, and expresses the mission, vision and values in all aspects of the position.		
Communication with Board	Regularly reports to and accepts input from the Board on a regular basis; provides pertinent updates and seeks approval, support/guidance where needed; heeds Board recommendations and takes appropriate actions in a timely manner.		
Work Plan	Implements work plan in an effective manner; accomplishes tasks according to timelines.		