

Evaluating the Executive Director

Divisions of Family Practice

Facilitator: Maria Turnbull

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This workshop is provided through support from the
Provincial Divisions of Family Practice

Welcome

Maria Turnbull
Associate Executive Director
mturnbull@thevantagepoint.ca



**“We convene, connect and equip
not-for-profit leaders
through interactive learning that is
immediately applicable
and professional development that
lifts organizational capacity.”**

Vantage Point Mission

Provincial Training Initiative

- ***Vision:*** A sustainable and resilient network of Divisions of Family Practice across BC
- ***Mission:*** Equip board and staff leadership with the skills and resources they require to effectively govern and manage their Divisions of Family Practice

Faculty/Presenter Disclosure

- **Faculty:** Maria Turnbull
- **Relationships with commercial interests:**
 - **Grants/Research Support:** None
 - **Speakers Bureau/Honoraria:** None
 - **Consulting Fees:** provided through Divisions of Family Practice
 - **Other:** None

Disclosure of Commercial Support

- This program has received financial support from Divisions of Family Practice – Provincial Team in the form of a consulting contract to provide capacity building training provincially to Divisions of Family Practice.
- **Potential for conflict(s) of interest:**
 - No other conflicts of interest exist as no commercial interests are being represented.

Mitigating Potential Bias

- No commercial bias exists
- Vantage Point has worked with a member of the College of Family Physicians to ensure all material is relevant and suitable for boards and senior staff of individual Divisions of Family Practice and not biased in any way

Agenda – Evaluating the ED

- Performance Management Process
- Planning & setting expectations
- Update role description and set SMART goals
- On-going feedback/quarterly check-ins
- ED/Coordinator formal evaluation
- Action Planning



Learning Outcomes

After this webinar you will be able to:

- Update your ED/coordinator job description
- Develop an effective performance and development plan
- Establish meaningful performance goals
- Identify responsibilities for the ED evaluation process
- Gather feedback from staff/contractors, board and key external stakeholders

CONTEXT

The Chair of the Board
and The Executive Director/CEO
MUST be each other's
Greatest Fans and
Greatest Critics

Activity #1:

What is YOUR
current practice?



Performance Management Process



Methods of Performance Review

- Defined up front
- Consistent
- Collaborative
- Intention to develop (NOT punitive)

There are many ways a Board can do this...

Planning and setting expectations

1. Define the role of the ED vs. Board



Planning and setting expectations

2. Review and update ED role description
 - What authority is delegated to the ED?
 - What are the key responsibilities, deliverables and competencies required *today*?



Planning and setting expectations

3. Determine personal goals for the ED and organizational goals
4. Determine how you will measure these goals



Setting SMART Performance Goals



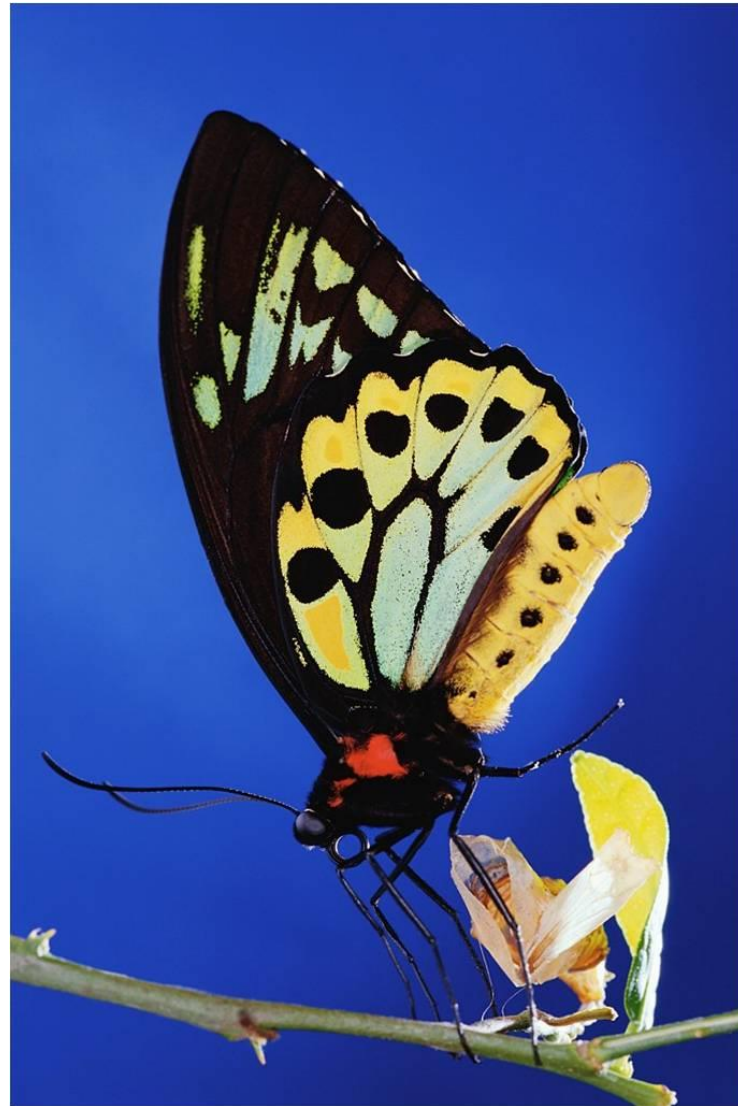
Activity #2:

How do/will you measure?



Management (on-going) to Annual Evaluation

- Ongoing, cyclical process
- Start from where you are now
- Continuously improve



Management Phase

- Regular opportunities for (informal) check-ins between ED and Board Chair
- Quarterly (formal) assessment against goals and/or deliverables



[Contractor (vs. Staff) Evaluation]

For contractors, formal evaluation based on deliverables.

Assess related to:

- Quality of deliverables
- Timeliness of completion
- Project management
- Contract management
- Stakeholder management
- Other?

Input into Evaluation

- Self-assessment
- Staff
- Board
- Other stakeholders

Annual (Formal) Evaluation - Self

How does your ED evaluate her/his own performance?



Annual Evaluation - Strategic Plan

How are they delivering on the strategic plan?



Annual Evaluation – Team input

Employees and/or contractors may not be able to evaluate the ED directly...

...but engagement surveys can tell you how they feel about the workplace.



Other input

Opportunity for...

- Board
- Other stakeholders



[Compensation & (Measured) Bonus]

- Do you review salary and benefits each year?
- If you have a bonus structure how is it measured?



Action Planning

1. Reality Check
2. Looking ahead
3. Responsibility for process
4. Monitoring progress
5. Schedule dates annually
6. Carry out the evaluation
7. Refine process as needed

Action Planning: Step 1. Reality Check

Where are you now with your:

- Strategic plan
- ED evaluation policy & procedure
- ED job description
- Annual work plan



Step 2. Looking Ahead

- Review & update job description, annual work plan & performance plan
- Key responsibilities & priorities for the coming year defined & agreed upon
- Any gaps in Step 1 to be developed?



Step 3. Responsibility for Process

HR Committee:

- Who conducts surveys?
 - staff/contractor engagement
 - external feedback
- Contribution of signed comments from board?
- Who approves salary & benefits?
- How ED reports results & feedback



Step 4. Monitor Progress

No surprises!

- External feedback might be periodic
- Strategic Plan and Work Plan progress reports
- KPIs/Performance Measures
- Periodic & annual ED report



Step 5. Schedule Dates Annually

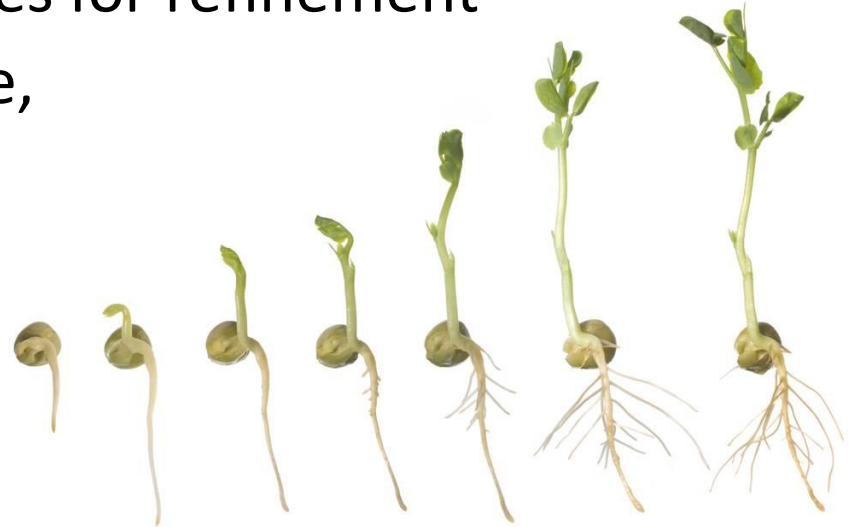
Set 5 Separate Meetings:

1. Receive ED performance documentation
2. ED evaluation (1-hour)
3. Salary & benefits review
4. Future planning & development
5. Report to Board and obtain necessary approvals



Step 6. Carry out the Evaluation

- Clear on staff and external feedback
- Get the Big Picture accurate (avoid individual moans)
- Capture positive performance/accomplishments
- Address unmet targets & challenges
- Identify skills & competencies for refinement
- Action plans are measurable, attainable & scheduled



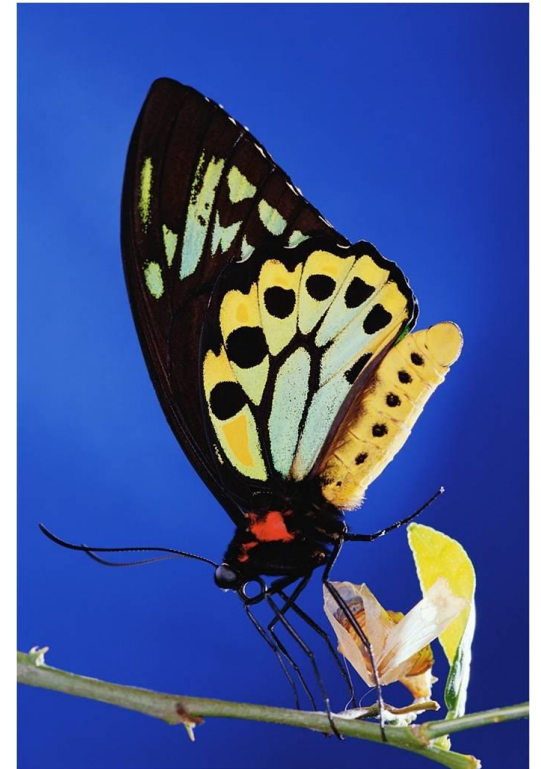
Step 7. Refine Process

HR Committee:

- What worked well
- What needs more work for the next cycle
- Go back to Step 1

Remember!

- Ongoing, cyclical process
- Start from where you are now
- Continuously improve



Additional Resources

- Evaluating the ED Tools
- Charity Village - *Canadian Nonprofit Sector Salary Report*
- HR Council for the Nonprofit Sector
- Boardsource (online assessment tool – paid resource)



WHO

WHAT

WHERE

WHEN

WHY

HOW

QUESTIONS

ANSWERS



Next Steps

What will you do differently? How will you move forward?

Thank you!

Maria Turnbull

mturnbull@thevantagepoint.ca

Vantage Point

604.875.9144

1183 Melville Street

Vancouver, B.C. V6E 2X5



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