EXECUTIVE DIRECTOR REVIEW

SURVEY TEMPLATES

PREPARED JUNE 2020
EDITED APRIL 2021

SCBC HR COMMITTEE
Kelly Betts
Dennis Innes
Abigail Fulton
Cory Williams
Lesa Lacey

SCBC ED Review Overview

The board's role in growing and developing the organization includes assessment of the Executive Director.

Performing an annual executive director review keeps the director cognizant of the importance of their role to the overall success of the organization. The review is also important to the board because it helps identify weaknesses in leadership that have potential for negative effects on the organization. It is also useful to conduct less extensive interim evaluations to ensure ongoing progress towards the organization's goals. The annual review may be more beneficial as an induction to future performance, rather than act as a post-review of past performance. In preparing the for executive director annual evaluation, it's less a matter of how the evaluation is conducted than the fact that the evaluation gets completed on a consistent basis. It's better to do something, than nothing at all.

The executive director's primary responsibilities are to direct the organization's financial health and to drive overall progress and success including the following key Competencies:

1. Leadership - ED provides leadership & communicates effectively with the board, staff, volunteers, funders/sponsors and stakeholders.

2. Program Planning and Management - SCBC programs are aligned with its vision, mission, and strategic plan.

3. Funding Development - SCBC funding is healthy, meets organizational goals, needs, and expanding markets.

4. Financial Planning and Management - SCBC finances are on budget, compliant and reported clearly to the board.

5. Community Relations and Advocacy - SCBC relationships are healthy, expanding, strong and positive.

6. Strategic Human Resources - SCBC has appropriate staff for planned annual programming with effective oversight and management.

7. Operational Planning and Management - SCBC operations run smoothly, based on annual plans.

8. Risk Management - SCBC risks are identified and mitigated as needed. Evidence from regular ED reporting.

Executive Director Review Committee (SCBC HR Committee)

The ED review committee establishes the evaluation process, gathers information to assess the executive director's performance, and makes recommendations to the full board.

- Goal: To ensure SCBC is a model organization attracting and retaining highly skilled leaders.
- Role: The Role is focused on assessing the critical function of the ED, the qualities and skill sets required of this position, and through the year determining ongoing development opportunities.

Core Values for Guiding the Committee

1. We value a culture of "appreciative inquiry" which includes valuing innovation.
2. We value a culture of mutual respect, diversity, and learning.

Membership - the HR committee is responsible for the development of the ED Review process and its annual implementation. Members to include a Chair, the Chair of the Board/President and other Board members as determined by the Board including those with HR expertise and the ED.

Roles and Responsibilities of the Committee members

- Chair – responsible for communications, meetings, follow up and material preparations.
- Members - Contribute and support the review process development.
- Review with ED – face to face with HR Committee Chair and Board Chair/President.

Evaluation process to include:

Section 1 – completion of the following 2 surveys by the SCBC Executive Director provides an opportunity to evaluate progress and identify challenges.

- Survey 1 - Annual SCBC Executive Director self assessment and analysis of Strategic Plan goals and objectives. The review will record if the goal is completed or not and the current status of the goal. This review to be shared with the Board annually.
- Survey 2 – Formal SCBC Executive Director self-evaluation – provides important insights of the ED accomplishments and challenges related to the 8 ED Competency Areas. The review will begin with ED completion and then reviewed together with the HR Committee Chair, the SCBC President and the ED. Achievements and Areas for development to be identified and discussed.

Section 2 – Includes 2 Assessment surveys of the executive director's observed actions and behaviors by SCBC Board Members and Staff (For Discussion and Development).

Notes for 2023 Review - Partner and Volunteer input – understanding how SCBC organization and ED is viewed by SCBC Partners and Volunteers
- Priority 1 - input from SCBC funders working directly with ED – clear on who what and why we would reach out – needs to be framed carefully to get feedback we can use as an organization.
- Other Considerations – consider input from partners, sponsors, volunteers, staff, competitors - provides an opportunity to evaluate organizational performance and future development. (eg. Industry, secondary/post-secondary education, government / ITA, current /future sponsors, etc.)

Section One: ED Self-Assessment

EXECUTIVE DIRECTOR SELF-ASSESSMENT SURVEY #1 Template

Strategic Priorities

Priorities to be updated by the SCBC Board annually
ED self-assessment survey completed annually and reviewed by the SCBC Board

SCBC Strategic Priorities – SCBC Board	Executive Director Self Assessment	
Priority 1	**Completed**	**Not Completed**
	Status Update	
Priority 2	**Completed**	**Not Completed**
	Status Update	
Priority 3	**Completed**	**Not Completed**
	Status Update	

FORMAL EXECUTIVE DIRECTOR SELF-ASSESSMENT SURVEY #2 Template

ED Self-Assessment of achievements and challenges as it relates to key Competencies and SCBC Strategic Goals. To be completed by the Executive Director, then reviewed with the HR Committee Chair and SCBC President.

Competency Achievements 2020 -2023	Measures (ED)	Results (ED)	Achievements or Development Needed (Review by HR Committee, SCBC President and ED) Notes
Leadership			
Program Planning & Management			
Fund Development			
Financial Management & Planning			
Government Relations			
Strategic HR			
Operational Planning & Management			
Risk Management			

Section Two: SURVEYS

HR Committee/Board Member Survey
The questions in this survey address four key competency areas derived from the job description for the ED – Leadership, Technical/Professional, Interpersonal Skills and Change Management. Please circle one response and if needed provide your comments in the box provided.

Assessment Definitions are:
Exceeds – Consistently demonstrating behaviors and contributing to outcomes that go well above all expectations.
Meets – Solid and consistent performance in outcomes and behaviors, as well as in the demonstration of values.
Needs Development - Contributions are stronger in some areas more than others, and/or 'not living' values.
Not Applicable - Used when someone is not performing the full scope of duties e.g. new to role.

1. Integrity and honesty – the ED avoids saying one thing and doing another; acts consistently with words; follows through on promises and commitments; models the core values; leads by example.

   Exceeds   **Meets**   **Needs Development**   **Not Applicable**

2. Entrepreneurial – promotes the organization in a positive manner that gets results oriented to the strategic plan.

   Exceeds   **Meets**   **Needs Development**   **Not Applicable**

3. Innovation – encourages innovation and new ideas; consistently generates creative, resourceful solutions to problems; constructively challenges the usual approach of doing things and finds new and better ways to get the job done; creates a culture of learning that drives individual development; encourages new ideas and works to improve them; encourages staff and volunteers to find innovative ways to accomplish their goals.

   Exceeds   **Meets**   **Needs Development**   **Not Applicable**

4. Financial Management – obtains funding and manages finances in a manner that is consistent with the strategic plan and the values of the organization.

   Exceeds   **Meets**   **Needs Development**   **Not Applicable**

5. Governance Practices – understands and models solid governance practices; through research, learning, and consultation, works to strengthen governance capacity and communicates this information to the Board; helps ensure objectives are realized, resources are well management, important relationships are nurtured, and interests of stakeholders are reflected in decisions.

   Exceeds   **Meets**   **Needs Development**   **Not Applicable**

6. Program Management – ensures program results through effective management practices; provides clear communication and provides solid coaching to staff and volunteers that enable them to meet the program goals and achieve results.

   Exceeds   **Meets**   **Needs Development**   **Not Applicable**

7. Strategic Planning – participates effectively in the strategic planning process; recommends adjustments to the strategic plan where appropriate throughout the year; report appropriately on the status of the organizations ongoing work to meet the goals of the strategic plan.

   Exceeds   **Meets**   **Needs Development**   **Not Applicable**

8. Develops strategic perspectives - understands how work relates to the organization's strategic plan; able to translate the vision and objectives into challenging and meaningful goals for others; takes the long view where appropriate; can be trusted to balance short-term and long-term needs of the organization.

   Exceeds   **Meets**   **Needs Development**   **Not Applicable**

9. Champions change – is the champion for appropriate projects or programs; able to present them so that others support them; is an effective marketer for the staff and volunteer groups and programs.

   Exceeds   **Meets**   **Needs Development**   **Not Applicable**

10. Connects internal groups with the outside world – demonstrates the ability to represent the staff and volunteer groups to internal and external stakeholders; helps staff and volunteers understand how meeting stakeholder's (clients') needs is central to the mission and goals of the organization.

    Exceeds   **Meets**   **Needs Development**   **Not Applicable**

11. Change Communication – is proactive in change-related communications; drives clarity of message related to change both internally and externally to the Board, staff, volunteers, stakeholders and joint partners.

    Exceeds   **Meets**   **Needs Development**   **Not Applicable**

Provide any comments on the above questions that supports or further explains for your responses and describe the two most important areas of focus for the ED for the next year.

Staff Survey

The questions in this survey address four key competency areas derived from the job description for the ED – Leadership, Technical/Professional, Interpersonal Skills and Change Management. Please circle one response and if needed provide your comments in the box provided.

Assessment Definitions are:

Exceeds – Consistently demonstrating behaviors and contributing to outcomes that go well above all expectations.

Meets – Solid and consistent performance in outcomes and behaviors, as well as in the demonstration of values.

Needs Development - Contributions are stronger in some areas more than others, and/or 'not living' values.

Not Applicable - Used when someone is not performing the full scope of duties e.g. new to role.

1. Integrity and honesty – the ED avoids saying one thing and doing another; acts consistently with words; follows through on promises and commitments; models the core values; leads by example.

   Exceeds　　　　　**Meets**　　　　　**Needs Development**　　　　　**Not Applicable**

2. Practices self-development – makes constructive efforts to change and improve based on feedback from others; seeks feedback and development opportunities actively; models self-development for staff and volunteers.

   Exceeds　　　　　**Meets**　　　　　**Needs Development**　　　　　**Not Applicable**

3. Inspires and motivates staff and volunteers – energizes people to go the extra mile; has the ability to get people to stretch and reach goals, perhaps beyond what they originally thought possible; inspires commitment, high energy and a winning attitude.

   Exceeds　　　　　**Meets**　　　　　**Needs Development**　　　　　**Not Applicable**

4. Develops others – is genuinely concerned about the development of staff and volunteers' career and development goals; gives individuals an appropriate balance of positive and corrective performance feedback; supports others' growth and success; take interest in the work of others.

   Exceeds　　　　　**Meets**　　　　　**Needs Development**　　　　　**Not Applicable**

5. Communication – provides staff and volunteers with a definite sense of direction and purpose; helps people understand how their work contributes to the strategic plan and the stakeholder groups; communicates clearly, concisely, and adequately with stakeholder groups.

   Exceeds　　　　　**Meets**　　　　　**Needs Development**　　　　　**Not Applicable**

6. Relationship Management – is trusted by staff, volunteers, and stakeholder groups; balances concern for productivity and results with sensitivity for employers' needs/problems; are approachable and friendly; handles difficult situations constructively and tactfully.

   Exceeds　　　　　**Meets**　　　　　**Needs Development**　　　　　**Not Applicable**

Provide any comments on the above questions that supports or further explains for your responses and describe the two most important areas of focus for the ED for the next year.

Partner and Volunteer Survey – FOR DISCUSSION AND DEVELOPMENT

To be developed as part of a SCBC Survey to understand the efficacy of the SCBC Organization. The HR Committee will work on behalf of the SCBC Board to support its development and include the outcome of the survey as part of the 2023 ED Review process as determined by the Board.