



## **EXECUTIVE DIRECTOR REVIEW**

**2020**

**Skills Canada British Columbia  
Board of Directors – Executive Director Review**

**Conducted by the HR Committee**

**HR Committee Chair – Kelly Betts  
SCBC President – Dennis Innes**

**Members:  
Cory Williams  
Abigail Fulton**

### 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 directors 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~~ for the executive director's 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.

### **Review process to include:**

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 – 3 Year - 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.

## EXECUTIVE DIRECTOR SELF-ASSESSMENT SURVEY #1

## Strategic Priorities (2017 – 2020)

Priorities to be updated by the SCBC Board annually

ED self-assessment survey completed annually and reviewed by the SCBC Board

<b>Strategic Priorities – Established by the SCBC Board</b>	<b>Executive Director Assessment</b>	
<p><b>Priority 1 - Programs</b> Deliver competitions and coordinate skilled trades and technology exploration programs/services that are accessible and relevant to key audiences.</p> <ul style="list-style-type: none"> <li>• Develop Industry Forums</li> <li>• Enhance/Improve regional structure to pursue a collaborative vision for trades and tech exploration, programs &amp; services</li> </ul>	<b>Completed</b>	<b>Not Completed</b>
<p><b>Priority 2 - Community Engagement</b> Coordinating exposure to trades and technology careers for BC youth.</p> <ul style="list-style-type: none"> <li>• Research &amp; highlight impact of trades and tech programs for BC youth</li> <li>• Develop a province-wide engagement strategy that leads to sustainable long-term relationships that address regional/sectoral differences</li> </ul>	<b>Completed</b>	<b>Not Completed</b>
	<p><b>Status Update</b> SCBC continues to work collaboratively with government, industry, CES, regional coordinators and technical teams. Currently limited by bandwidth and staffing to take on new roles Question – where does SCBC currently fit into the bigger picture of career exploration responsibilities provincially? This goal established under previous government – engage the board in further discussions – need to review this goal.</p>	
	<p><b>Status Update</b> Regional Development – hired Northern based Manager of Competitions; expanded regional competitions sites from 13 to 23 to address regional access. Strengthened northern participation and continue to be sensitive to regional differences. Research – New database now allows for SCBC competitor analysis for SCBC use. Province wide online engagement – provincial networking expanding to support regional coordinators and provincial technical competition teams.</p>	

<b>New Programs</b>	<b>Completed</b>	<b>Not Completed</b>
<p>Create and develop a Skills Canada BC Alumni Association</p> <ul style="list-style-type: none"> <li>• Develop comms strategy to connect with alumni</li> <li>• Develop SCBC Legacy Project or Fund</li> </ul>	<p><b>Status Update</b></p> <p>Alumni engagement – Have a SCBC Alumni Association/facebook page – activities taking place include: working with Skills Canada on a National alumni initiative; new at home challenges judged by SCBC alumni; live streaming program currently under development by alumni; summer camps organized by alumni; implementing national alumni challenges. Foresee growth into the future for ongoing development including industry collaborations.</p> <p>Legacy Project Fund – Continue to explore how to maximize opportunities to create – review with board for further input.</p>	

**EXECUTIVE DIRECTOR SELF-ASSESSMENT SURVEY #2**

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 every 3 years.

<b>Competency Achievements 2017/2018 – 2019/2020</b>	<b>Measures (ED)</b>	<b>Results (ED)</b>	<b>Achievements or Development Needed (Review by HR Committee, SCBC President and ED) Notes</b>
<b>Leadership</b>	<p>Provided leadership to SCBC and its stakeholders to grow Regional competitions</p> <p>Effective branding of the Inspire Program</p> <p>Harnessed the power of technology and teamwork to expand competitions, in-school programs.</p> <p>Developed at-home challenges to maintain student and partner engagement during covid-19 crisis.</p>	<p>Expanded Regional competitor numbers from 1,800 per year to 3,100+ per year</p> <p>Rebranding the Inspire Program as program delivered by “SCBC – the Competition People” saw the Inspire Program be delivered to 15,000 students and 600 unique teacher contacts in 2017/18, 2018/19, 2019/20.</p> <p>(15,000 students x 3 years = 45,000 students) (600 teachers x 3 years = 1,800 teachers)</p> <p>Increased staff engagement</p> <p>Increased government relations</p> <p>Team development</p>	<p>Observed ED Achievements:</p> <ul style="list-style-type: none"> <li>Ability to respond to challenges</li> <li>Analysis of costs and cost saving strategies</li> <li>Communication across all stakeholders</li> <li>Initiated and implemented operational changes as needed</li> <li>National Committee engagement with the Board</li> <li>Increased participation at National and World Events</li> <li>Addressing SCBC needs/concerns at the National level</li> <li>Creative leadership to address new challenges and change</li> <li>Addresses organizational culture</li> </ul> <p>Development needed – manage costs, implementing project management software.</p>

	Created alumni recognition with at-home challenges during covid-19 crisis.	Heightened communications among staff, board, partners and all stakeholders.	
<b>Program Planning &amp; Management</b>	<p>New registration automates registration process, lowers administrative costs, and assists with collect data important to maintaining/increasing Gov't funding</p> <p>e-waivers lowers SCBC's exposure robust data collection</p> <p>Data collection for alumni tracking, outreach and engagement</p> <p>Designed, programmed, installed - Regional &amp; Provincial competitor registration software platform</p> <p>Installed/programmed robust CRM system</p>	<p>Tracking system in place for competitor waivers signed/not signed</p> <p>Robust data collection</p> <p>Demographic mapping capacities</p> <p>Database now has over 8,000 tagged contacts of students, parents, educators, labour, industry and government partners.</p>	<p>Implementing systems and leading nationally to modernize data collection processes</p> <p>Development needed – always exploring ways to modernize as needed</p>
<b>Fund Development</b>	<p>Expand partnerships</p> <p>Identify supply partners to drive down cost of hosting competitions</p> <p>Expand marketing to grow partnerships</p> <p>Increased marketing efforts to promote regionals, provincial</p>	<p>Increased # of partners</p> <p>Increasing databank of supply partners</p> <p>Project management software to manage costs and drive supply partner participation</p> <p>Province-wide press releases in 2020 to</p>	<p>20 funders 2017 increased/broadened to 80 Partners 2020 including in kind 50%</p> <p>ITA – line item \$150,000 annually AVED – increase from \$150,000 to \$250,000 annually</p> <p>Working with Skills Canada nationally to support fund development and maximize growth as we move towards Skills Canada National Events</p> <p>Maintain good relationships with government and industry</p>

	<p>competitions and Inspire Programs</p> <p>Promote competitions and in-school programs to attract more partners funding/sponsorship funds</p>	<p>promote Regionals resulted in mass media coverage throughout BC</p> <p>Weekly Newsletter/Emails promoting competitions, in-school programs and at-home challenges to more than 8,000+ contacts in database</p>	<p>Review of all data to create value statements for funding purposes Staffing reorganization – new staff and contractors – small functional in comparison with other Skills MO</p> <p>New data bases will provide more opportunities for fund development and expanding partnerships</p> <p>Challenges – Oil based sponsors (industry specific); Pandemic is posing sponsorship challenges.</p> <p>Development Needed – meet operating expenses; Have fund raising targets in the budget. Explore setting targets – new sources such as western diversification; BC Bid; other. Monetizing initiatives/information always at top of mind. Other government sources – areas for exploration</p>
<p><b>Financial Management &amp; Planning</b></p>	<p>New chart of accounts Installed e-commerce gateway payment gateway and invoicing system</p> <p>Restructured monthly Profit &amp; Loss statements, capital asset reports, balance sheets &amp; year to date reporting New year end date</p> <p>Uncollected registration fees</p> <p>Amount of work required to process payments, collect debt, administer revenue streams</p> <p>Restructured</p>	<p>More transparent financial reporting</p> <p>New software to track payments, payables, receivable</p> <p>Lowered administrative costs</p> <p>100% registration fee collection</p> <p>Lowered debt written off each year from uncollected registration fees</p> <p>Less incurred processing fees</p> <p>Contracted professional accounting services to</p>	<p>Reorganized financial System to ensure clarity and good record keeping. Implemented policies and procedures to ensure reliability Implemented competitor record keeping system</p> <p>Ongoing analysis of costs and cost saving strategies</p> <p>Staffing reorganization – new staff and contractors – small functional in comparison with other Skills MO to ensure fiscal management</p> <p>Community impact – ability to showcase and monetize SCBC organization. Implementation of new project management accounting and reporting</p>



	<p>financial reporting and accounting system</p> <p>New accounting software</p> <p>Installed online payment system</p> <p>Online invoicing system</p> <p>Online reverse payment system</p>	<p>ensure that financial reporting and financial management are compliant with professional accounting standards</p>	
<p><b>Government Relations</b></p>	<p>Increased contact with BC Gov't partners</p> <p>Times that Premier's Office and/or Minister's Office engaged with SCBC</p> <p>Met with Exec Committee &amp; board in leave up to cancellation of Provincials 2020</p>	<p>Bi-weekly meetings</p> <p>Increased funding and support from BC Gov't</p> <p>Welcome videos &amp; visits from Premier &amp; Minister for Annual Galas (2017, 2018, 2019) and attendance at Provincials 2019 (and scheduled Provincials 2020)</p>	<p>Increased financial contributions from government</p> <p>Relationships – AVED are good; Good/thoughtful lobbying with government</p> <p>Development Needed – ITA relationship needs improvement</p>
<p><b>Strategic HR</b></p>	<p>Outsourced IT Admin/Web tech services &amp; SME's</p> <p>CRM software for mass email distribution – newsletters, announcements, marketing,</p> <p>Enhanced IT &amp; Technology capacity of organization to reduce ongoing administrative costs</p>	<p>Cost effective, highly focused IT Admin/Web Tech services</p> <p>Newly programmed registration system</p> <p>Online payment system that lowers operating costs on an ongoing basis for administrative costs each year</p> <p>Weekly staff meetings</p> <p>Regular staff check-ins</p> <p>Team building exercises</p>	<p>Reduced staffing costs</p> <p>Contract services</p>

	<p>Reduce staff turnover</p> <p>Engage highly skilled staff interested in ongoing learning and development.</p>	<p>Created healthy workplace culture with staff and contractors</p>	
<p><b>Operational Planning &amp; Management</b></p>	<p>Standardized operations</p> <p>Implementation of strategic plans</p> <p>Records management</p> <p>Meeting preparation</p> <p>Develop policies</p>	<p>Created online operations manual</p> <p>Ongoing review of strategic plan with action items to reach strategic goals on an ongoing basis</p> <p>Board documents uploaded to Board Webpage on an ongoing basis so board has access to relevant documents well in advance of board meetings</p> <p>Developed policies for supporting Regional Coordinators, PTCs, NTCs</p>	<p>Project management software will help with planning and management – teamworks</p>
<p><b>Risk Management</b></p>	<p>Worked with Gov't partners during covid-19 crisis</p> <p>In regular contact with stakeholders before and after cancellation of Provincial 2020 competition</p> <p>Planning for economic downturned economy</p>	<p>Secured funding w/ government partners during cancellation of Provincials 2020 competition</p> <p>Implemented weekly "At-Home Challenges" during covid-19 crisis.</p> <p>Successfully applied for \$100,000 - \$150,000 in slippage (TBA) from ESDC funding to build financial resources of SCBC</p>	<p>Cross training staff mitigates staffing challenges and changes</p> <p>Security for data systems</p> <p>Financial – relationship development</p>

	Engage SCBC alumni to support organization through covid-19 crisis.	Created alumni “At-Home Challenge Sponsors & Judges” initiatives with at-home challenges during covid-19 crisis.	
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Review Completed

Date: June 2020

Reviewed by:

Executive Director: Elaine Allan

HR Committee Representative: Kelly Betts

SCBC President: Dennis Innes