



## EXECUTIVE DIRECTOR REVIEW

Table of Contents

**SECTION ONE: ED SELF-ASSESSMENT AND HR COMMITTEE REVIEW .....5**

EXECUTIVE DIRECTOR EVALUATION SURVEY #1 ..... 5

EXECUTIVE DIRECTOR EVALUATION SURVEY #2 ..... 7

**SECTION TWO: SURVEYS .....13**

DRAFT



### **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 annually provides an opportunity to evaluate progress and identify challenges.

- Survey 1 - 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 – 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 3 Assessment surveys of the executive director’s observed actions and behaviors by SCBC Board Members, Staff, Volunteers, and Partners. (For Discussion)

Partner input considerations – understanding how SCBC organization and ED is viewed by SCBC Partners

- 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

#### Strategic Priorities (2017 – 2020)

(Priorities to be updated by the Board and achievements to be reported by ED annually.)

<p><b>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>	<p><b>Completed</b></p>	<p><b>Not Completed</b></p>
<p><b>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>	<p><b>Completed</b></p>	<p><b>Not Completed</b></p>

**Status Update**  
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.

**Status Update**  
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.

<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. Legacy Project Fund – Continue to explore how to maximize opportunities to create – review with board for further input.</p>	

DRAFT

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

(ED Self-Assessment of achievements and challenges of the past year 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.

<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>

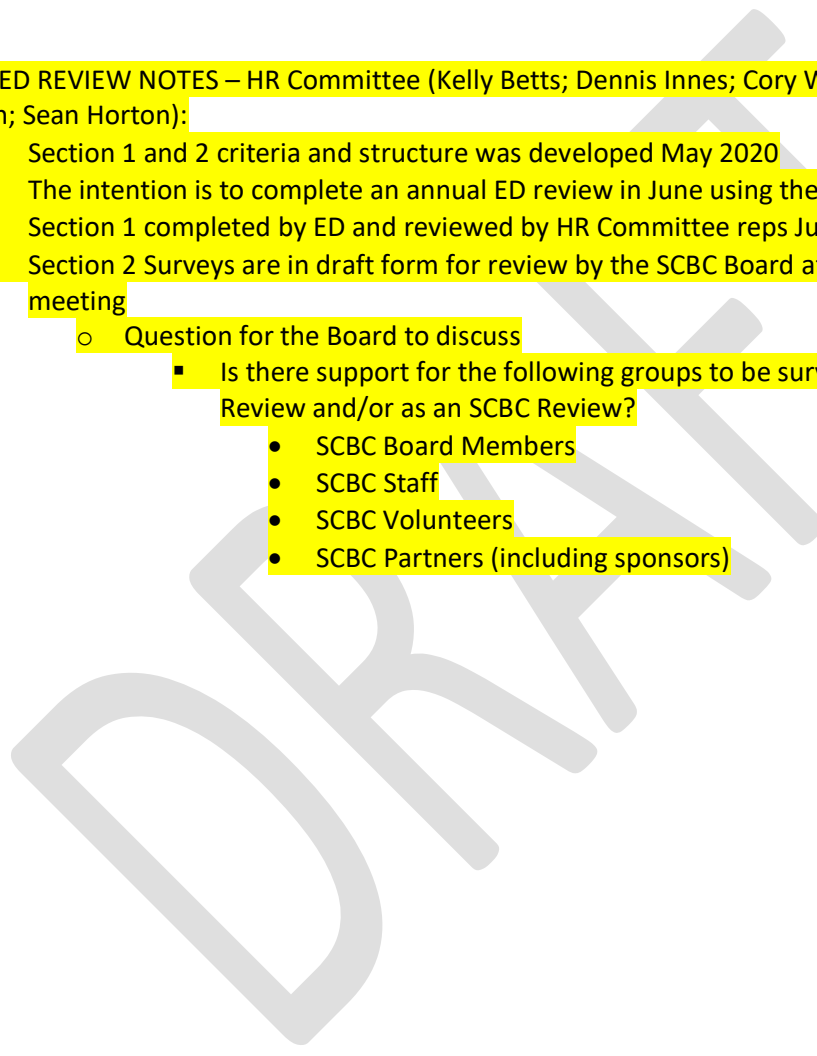
	<p>financial reporting and accounting system</p> <p>New accounting software</p> <p>Installed online payment system</p> <p>Online invoicing system</p> <p>Online reverse payment system</p>	<p>ensure that financial reporting and financial management are compliant with professional accounting standards</p>	
<b>Government Relations</b>	<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>
<b>Strategic HR</b>	<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.	
--	---	--	--

2020 ED REVIEW NOTES – HR Committee (Kelly Betts; Dennis Innes; Cory Williams; Dawn Minty; Abigail Fulton; Sean Horton):

- Section 1 and 2 criteria and structure was developed May 2020
- The intention is to complete an annual ED review in June using the developed format
- Section 1 completed by ED and reviewed by HR Committee reps June 2020
- Section 2 Surveys are in draft form for review by the SCBC Board at the November 2020 board meeting
  - Question for the Board to discuss
    - Is there support for the following groups to be surveyed as part of the ED Review and/or as an SCBC Review?
      - SCBC Board Members
      - SCBC Staff
      - SCBC Volunteers
      - SCBC Partners (including sponsors)



**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 and Volunteer 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**

