	Policy Name	ED PERFORMANCE MANAGEMENT POLICY	
	Policy Number	BOD-007	Rev 0
	Created By	Governance Committee (Oct 2022)	
	Approved By	Board of Directors	
	Date Approved	October 30, 2022	

# ED PERFORMANCE MANAGEMENT POLICY

## 1. PURPOSE


The purpose of this policy is to establish basic guidelines for the Board of Directors ("Board") to effectively manage the performance of the Executive Director (ED) of the Alpine Club of Canada ("Club").

ED Performance Management is a critical activity of Governance, and a core responsibility of the Board of Directors.


## 2. APPLICATION AND SCOPE

This policy will apply to the Board's oversight of the Executive Director and will not apply to other Club personnel. The process of Performance Management will entail the following activities:

- **HRCC:** The President of the Club will form a Human Resources and Compensation Committee ("HRCC") that includes the President, Secretary and one other Board member. This Committee will be responsible for managing ED performance and compensation on an annual basis.
  - The HRCC will require Terms of Reference to be approved by the Board and will report to the Board on the ED Performance Plan and the ED Performance Review on an annual basis.
  - The HRCC will work to gain staff feedback on ED performance. It is recommended that at minimum the club initiate a yearly engagement survey as a measure to benchmark staff morale and engagement.
- **Performance Planning:** In conjunction with approving the annual Budget in October of each year, the HRCC will work with the ED on setting Performance Targets for the year. The Performance Plan will be completed after the performance review for the ED has been completed, and should be completed no later than November 15<sup>th</sup> of each year.
  - It is recommended that the ED present their targets for the HRCC Review and adjustment.
  - The HRCC will hold an in-camera meeting to discuss the ED performance plan and gain feedback on ED Performance Plan or the upcoming year.
    - The HRCC will share the completed performance plan with the Board.
  - All targets in the performance plan should be clear, and objectives should be tangible and easy to assess if they have been achieved. It is also recommended that targets are time-bound. As part of this performance Plan, it is expected that there will be targets for the ED related to:
    - **Operational Targets:** These targets should include key projects related to huts, technology, marketing, strategy, and sections.
    - **Financial Targets:** These targets would include achieving budgetary goals on both the expense and revenue sides. Fundraising goals would be included here.
    - **Engagement Targets:** These targets would be related to the engagement level of the staff and should be done by a professional with skills in this area. Ideally the Club's engagement levels can be benchmarked against other comparable organizations.

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- *Succession Targets:* These targets should be related to the development of future leaders, both to take on additional leadership roles within the club and to have bench-strength for a future ED Search.
  - *Professional Development Targets:* These targets could be related to past performance issues or for areas that the ED would like to learn in.
- The Performance plan will be signed and dated by both the ED and the President, acknowledging both are in agreement with the plan.
- *Quarterly Check-ins:* The President will have a quarterly check-in with the ED to informally discuss performance on agreed objectives in the performance plan. It is the President's discretion whether to involve the entire HRCC or do the quarterly check-ins themselves. These check-ins will occur in January, April, and July.
  - These meetings can be done by a single member of the HRCC, provided the feedback is shared with all members of the HRCC.
  - Where targets are not being achieved the HRCC will work with the ED to develop a mitigation plan.
    - Where there are sustained missed objectives, it is recommended to share this information with the wider Board.
- *Annual Performance Review:* The HRCC will perform a yearly Performance Review of the ED, to be completed no later than October 15<sup>th</sup> of each year. This performance review will allow both the ED and the HRCC to assess the ED's performance on the goals and targets that were set the previous year. Since the HRCC and the ED have been in regular contact regarding the performance targets during the year, there should rarely be surprises during this review.
  - The process of the review will be to have the ED rate themselves against the agreed targets for the year, with a rating scale shown below. The ED will also provide written summary of their self-assessment.
  - A staff engagement survey will be completed while the ED rating themselves.
  - The HRCC will hold an in-camera meeting to discuss ED performance and gain feedback on ED Performance during the past year.
  - Once the ED has rated their own performance, the HRCC can review the ratings and then set their own assessments. After completing that, they can meet with the ED to discuss the ED's performance.
    - It is expected there to be situations where the ED and HRCC don't agree on the ED's performance on a specific task. The Performance Review form will allow the ED to note their disagreement. It is recommended that the most time be spent on cases where the ED and HRCC have different views of performance as well as where performance is either Below Expectations or the ED wasn't able to complete their goals.
  - Should the ED have significant performance issues, it is recommended that the HRCC produce a formal Performance Improvement Plan (PIP) that documents how the ED will improve their performance during a specific time period.

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RATING	DEFINITION
Exceeded Expectations (EE)	Performance noticeably exceeded objectives in most or all areas and team member made a unique or significant contribution to the achievement of the organizational goals. Most or all targets were exceeded. Required little or no supervision to produce exceptional work.
Met Expectations (ME)	Performance consistently contributed to what is required of a qualified experienced person performing in this role. Demonstrated the necessary abilities to perform assigned tasks. Requires some supervision to complete quality work.
Below Expectations (BE)	Performance often, but not consistently, meets expectations. One or more of the critical annual objectives was not met. Required coaching, development and experience to perform fully in the role. Requires regular supervision. May be new to the role.
Didn't Complete (DC)	Was not able to complete this task during the year.

### 3. OUTCOMES

The outcome of this policy is that the HRCC will produce a formal Performance Plan and then review the ED performance against it the following year. This will ensure that the Board is effectively managing ED performance.

Should there be a significant performance issues or consistent missed performance targets, the HRCC should initiate a Performance Improvement Plan to better support the ED in improving their performance while also documenting the performance issues.

The performance review will be used as a basis for the HRCC to do an annual compensation review of the ED.


### 4. MANDATORY REQUIREMENTS

This is not an optional process, and should include:

- Regular communication between the HRCC and the Board.
- An annual Staff Engagement Survey administered by specialists in Engagement (if budget persists, or the GovComm if budget is not available) who also have the data to benchmark the Club against comparable organizations.
- An Annual Performance Plan that has been documented using the Performance Plan form, and signed by both the ED and the HRCC
- An Annual Performance Review that has been documented using the Performance Plan form and signed by both the ED and the HRCC.

### REVISION HISTORY

Date	Description
8-Oct-2022	Rev A: Creation of policy

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24-Oct-2022	Rev B: Reviewed by GovComm and ED.
25-Oct-2022	Rev C: Reviewed by President
	Rev 0: Approved by Board of Directors