



**102: Evaluating your ED: How board members can
develop and implement a performance appraisal
process**

November 4, 2016
ONPHA Conference

Presentation Outline

- Introductions
- Brief description of Options Bytown
- Organizational history
- The Board's role in evaluating the E.D.
- The Board's perspective and experience
- The E.D.'s perspective and experience
- Case studies from the audience/ Q&A
- How to contact us



Options Bytown

Options Bytown's vision is to:

'provide leadership and support to end homelessness'

..and mission:

'offer permanent housing and supports to assist people at risk of homelessness live independently and achieve their goals'

Landlord + Supports



We have grown and changed!



In the last 15 years we have:

- grown from 12 to 37 employees
- expanded and adapted our on-site support model to 3 supports service programs:
 - Resource Centre program
 - Supports in Social Housing
 - Housing First program
- raised expectations for both board and staff performance

Purpose of the evaluation process:



- Establishes the board's expectations of the E.D. and vice versa
- Directs organizational resources in support of her professional development
- Enhances communication between the board and staff

Arriving at our performance appraisal system



- Policy articulated in 2008
- Lacking in tools or communications processes:
ad hoc approach
- Little clarity in process or intent
- Not tied to remuneration policy

Arriving at our performance appraisal system



- 2015/16
 - Regular meetings between Chair & ED
 - Review of performance templates
 - Updating of policy in 2016
- Collaborative process
- Part of a broader board renewal process

The Board's Perspective



- Collegial versus supervisory relationship
- Not “on the ground”
- Recognize the reality of non-profits –significant demands on ED
- Protection for the organization, protection for the ED

The Board's Perspective



- A good process builds trust, collaboration and better supports the ED in their work:
 - Discuss the elephant in the room – “appraisal” and “evaluation” by people who don’t work with you on a day-to-day basis

Where to start?



- Institute regular “touch base” meetings between Chair & ED
- Review and update ED job description and Board/ED expectations of each other:
 - Ensure alignment with strategic plan and annual work plans

Where to start?

- Outline a performance appraisal policy and processes that incorporates:
 - Who will be involved
 - Frequency of communications and appraisal
 - Relationship to remuneration
 - Tools that will be used
- Pilot an approach and update policy and tools as needed

The E.D.'s Perspective



Instead of wasting valuable time worrying about whether I'm doing a good job or not, and whether I'm satisfying my board, I prefer to know where I stand and how to do an even better job.



The wrong reason for a performance appraisal!

Questions?





Contact us

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