

**REGIONAL DISTRICT OF OKANAGAN-SIMILKAMEEN
BOARD POLICY**

POLICY: Exempt Employee Performance Planning and Review

AUTHORITY: Board Resolution dated July 2, 2015.

POLICY STATEMENT

It is a policy of the Regional District of Okanagan-Similkameen that, in order to achieve the Board's goals and objectives, the Board shall develop a framework and implement a system to assess the performance, provide adequate compensation and incent superior performance of the Officers and Managers of the RDOS annually.

PURPOSE

1. To provide a link between Board expectations and the performance of Officers, Managers and Confidential Employees at the Regional District of Okanagan Similkameen (the "RDOS").
2. To ensure the Board has the opportunity to make informed decisions on the provision of adequate base compensation to secure and retain the services of exempt employees with the skills, abilities and competencies necessary to achieve the goals of the RDOS.
3. To establish a process to link compensation to performance and provide an objective basis for recognizing and rewarding superior performance.
4. To focus management performance on achieving the Corporate Business Plan.
5. To facilitate coordination and teamwork among the organization's senior management team.

DEFINITIONS

1. "Administrative Support" means human and financial resources provided by the CAO to carry out a function in support of the RDOS Board or its Committees.
2. "Board" means the Board of Directors for the Regional District of Okanagan Similkameen.
3. "CAO" means the Chief Administrative Officer of the Regional District of Okanagan Similkameen, duly appointed by resolution or bylaw of the Board of Directors, and holding the designations under s. 197, 198 and 199 of the Local Government Act.
4. "CFO" means the person appointed as Chief Financial Officer by the CAO and delegated the responsibility of s. 199 of the Local Government Act.
5. "Chair" means the person elected as Chairperson of the Board of Directors for the Regional District of Okanagan Similkameen by his peers on the Board.
6. "Committee" means a standing, select or ad hoc committee of the Regional District of Okanagan Similkameen.

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7. “Exempt Employees” mean all those employees of the Regional District of Okanagan Similkameen excluded from the Union, including those in Officer, Manager and Confidential positions.
 8. “Governance” means the process of exercising corporate leadership by the policy-making authority on behalf of the organization as a whole in terms of its purpose, control, and future.
 9. “Manager of Legislative Services” means the person delegated the responsibility of s. 198 (Corporate Officer) of the Local Government Act by the CAO.
 10. “Member” means an individual member of the Board of Directors.
 11. “RDOS” means the Regional District of Okanagan Similkameen.
 12. “Senior Management Team” means the Senior Management Team for the Regional District of Okanagan Similkameen, as appointed by the CAO.
 13. Whenever the singular, masculine or feminine is used in this Policy it shall be interpreted as if the plural, feminine or masculine has been used where the context so requires.

RESPONSIBILITIES

The Board shall:

1. Govern the RDOS consistent with its Legislation, Bylaws, Mission Statement, Values and Budget.
2. Adopt an Annual Business Plan, including weighted corporate objectives.
3. Annually budget an aggregate amount for salary increases and performance rewards for the Exempt Employee Group.
4. On an annual basis, review compensation for Exempt Employees at Budget committee and authorize the CAO to increase salaries for exempt employees based on year-over-year adjustments to the BC Cost of Living Index.
5. Annually review a Corporate Services Committee Report on the performance of the CAO based on achievements against the annual Business Plan (80%) and personal performance (20%).
6. Maintain possession of this policy and any amendments thereto shall be made by resolution of the Board.

Individual Board Members shall:

7. Participate in the annual electronic performance evaluation of the CAO.

The Corporate Services Committee shall:

8. Administer the Exempt Employee Performance Planning and Review Policy and recommend amendments to the Board, if any.
9. When required, review the base compensation paid to Exempt Staff, informed by a market survey of benchmarked positions and submit a recommendation to the Board for the subsequent year's base pay.
10. Annually review a consolidated performance evaluation for the CAO based on achievements against the annual Business Plan (80%) and personal performance (20%).

The CAO shall:

11. Within Budget, establish rates of pay for the Exempt Group.
12. Present a Business Plan to the Board by December 31st of each year setting out the objectives for the subsequent year to achieve the strategic goals, prioritized and weighted.
13. Present an assessment of the corporate performance against the Business Plan to the Corporate Services Committee in January of the subsequent year, which shall be integral to the performance evaluation calculation.
14. Evaluate the performance of the Senior Management Team against their duties and award a performance reward to the Senior Management Team, if warranted, assessed on their success on corporate (70%) and personal (30%) objectives.
15. Ensure that all exempt employees receive a formal annual performance review.
16. Assign administrative support to the Corporate Services Committee for the review of survey results and undertake any instructions therefrom to address threats or opportunities identified.

EVALUATION CRITERIA:

1. The Chief Administrative Officer holds a strategic leadership position within the organization and the CAO Performance Planning and Review Process will address the competencies of critical importance to the success of the Regional District of Okanagan Similkameen:
 - **Communicates Clearly:** Listens to others, provides clear translation between the Board and staff, presents well at all levels and in all mediums.
 - **Leadership:** Supports the Board in maintaining a strategic focus in the organization, assisting and supporting the Board in maintaining operational readiness;
 - **Organizational Development:** Evaluates the CAO's performance on his ability to develop and lead a high performance team;

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- **Systems Thinking:** Understands the big picture and forms linkages between strategy and action. Can grasp complexities and identify policy and priority contradictions;
 - **Nurtures Relationships:** Builds trust and respect with others and moves towards win/win situations;
 - **Understands Political Sensitivities:** Understands governance responsibilities and can bridge the political/administrative interface. Ensures implementation of the Board's decisions.

PROCEDURES

The Corporate Services Committee shall:

1. November - Review the profile and the competencies required for the CAO position as a basis for the annual CAO Evaluation Survey by the Board.
2. November - Develop an electronic survey tool to allow the Board Members to measure the CAO's success against the profile and competencies for the position. Administrative Support shall be provided by the Manager of Human Resources.
3. December - Survey all Board Members.
4. January - Review a report from the CAO on the corporate performance against the previous year's annual business plan and develop a point-rating for the corporate component of the CAO Performance Evaluation.
5. January - Review the results of the Board Evaluation of the CAO Survey, both quantitative and qualitative, in-camera. This survey shall be non-attributable and the CAO shall be invited to participate in the review at Committee.
6. Information obtained or disclosed during the evaluation process shall be confidential to the Board and the CAO and will not be used or disclosed except as defined per the Policy.

CAO Evaluation by Employees:

7. December – The HR Manager will develop and distribute an electronic survey to allow Employees to evaluate the performance of the CAO. The survey should be designed with questions that could be responded to fairly by employees to be used to assist the Corporate Services Committee in their assessment of the CAO's personal performance.
8. This survey shall be non-attributable.
9. January - Results of the Survey, both quantitative and qualitative, shall be provided to the Corporate Services Committee.
10. The CAO shall be invited to participate in the review at Committee.

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11. Information obtained or disclosed during the evaluation process shall be confidential to the Board and will not be used or disclosed except as defined per the Policy.

CAO Base Compensation

12. It is a priority of the Board to remain competitive with their compensation practices in order to attract and retain competent employees.
13. January - the Corporate Services Committee shall obtain a report from the Manager of Human Resources on CAO Compensation. Every 3rd year, the HR Manager shall produce a report that compares remuneration of similar positions to the CAO across a broad range of organizations as a foundation for their analysis of the CAO salary and to determine if adjustment to the range is required.

CAO Performance:

14. The CAO shall provide the Corporate Services Committee with the following information to assist with the performance evaluation:
- a. The Business Plan; quantitative results
 - b. A Self-Assessment
 - c. The Job Description for the position
 - d. The Employee Survey Results
 - e. The Board Evaluation Results

The CAO shall:

15. Conduct performance evaluations on the members of the senior management team annually and issue performance rewards to the Senior Management Team, excluding the CAO, based on performance judged to be superior for that calendar year.
16. The CAO shall brief the Corporate Services Committee on the results of the annual Senior Management Team performance evaluations and performance rewards.