



## Performance Appraisal Subsequent Report to Executive Committee

Submitted by: Janet R. Pomeroy, Executive Director

December 3, 2018

### Overview – May 10 – August 10, 2018:

Thank you for the feedback for May 10 to August 10, 2018 provided on October 5, 2018 from Brian Deheer (Chair), Dan Moore (Vice Chair), Marcel Ulliac (Treasurer), and Marv Fyten (HR Committee) and any other board members that may have given feedback to the appraisal.

The first three months were extremely busy with Marie away much of the time using up her overtime and holidays that had accumulated. The workload was very heavy with numerous meetings with Brian, the AGM in fort McMurray, three Board meetings, six committee meetings, two municipal presentations, Pond days, the Review Engagement coordination with the Accounting firm, the Annual Report to complete, the revised budgets to complete, setting up (and revisions) of the financial statements for the new fiscal, the WPAC summit in Peace River, the Gregoire Lake Project initial meeting and the numerous IT issues (locked phone, Office 365 shutdown, set up of my profile, email and files) and overdue bills (credit card, phone bill) to contend with all while trying to find where things were and get familiarized with the operations of the council, namely the Strategic Plan, Workplan, policies, ToR's, minutes and the financial records. Given the above as well as the historic residual issues of the low time for the council, it made for some trying times and some growing pains.

### Moving ahead to December 2018

The workload has not slowed down and with Marie gone on maternity leave, the council is as busy as ever. This report is to begin the formal process of the Executive Director performance appraisal cycle. It is important that a process be put in place and this report will hopefully assist in the development of that process as well as help to establish the goals for the Executive Director. I have been asked to provide a set of performance measures and below is the high level look at a list of goals for the Executive Director of the council and the appraisal of such should align with these:

1. The most important goals for the council are being achieved (outlined in the Strategic Plan >Workplan)

2. The Business functions of the organization are maintained (financial reports and statements, budgets, Annual Report, grant applications and reporting, staffing, website and communications, meetings, functions, reports, committee support, etc.)
3. Athabasca Watershed Council Executive Director is building and maintaining relationships with the internal/external stakeholders and partners (Board members, staff, funders, WPAC's, stakeholders, government, Indigenous peoples, etc.)
4. Values of an Executive Director are established and measured. (persistence; continuous improvement; decency; humility; integrity; commitment; understanding and commitment to the mission, vision, values; creativity; conceptualization; transparency; generosity; etc.)
5. Professional development plan is established for the Executive Director.

Objective then in the annual performance appraisal will be to evaluate the results:

Identify the extent to which I am leading (as the ED) the organization in the accomplishment of the council's goals, the performance of the business functions, the relationship building with the stakeholders, the maintenance and growth of identified values and a professional development plan given the limited resources available.

**Obviously the budget and staffing levels (as well as any additional work or issues arising) directly affect the outcomes.**

### **The Performance Appraisal May 10 – August 10, 2018**

The following performance categories were identified in the Appraisal:

1. *Work Quality standard: Provides accurate, thorough, professional work regularly*
2. *Job Knowledge Standard: Well -informed and educated in performing to the level expected for the job*
3. *New Knowledge Standard: Seeks new knowledge, applies it to the job and shares it with others.*
4. *Organization & Planning Standard; Organizes, plans, and forecasts work skillfully to meet job needs*
5. *Analysis & Judgement Standard: Analyses problems skillfully; uses logic and good judgement to reach solutions*
6. *Dependability & Consistency Standard: Personally responsible, steadfast and can be called upon for difficult and pressured challenges*
7. *Communication Standard: Communicates knowledge clearly, accurately and thoroughly*
8. *Listening Skills Standard: Listens attentively and responds thoughtfully to needs, goals and aspirations.*
9. *Interpersonal Skills Standard: Works well with others; gets things done with people, and keeps information lines open at all levels.*

10. *Initiative Standard: Helps to determine the needs of the workplace; helps all to meet the goals.*
11. *Teamwork Standard: Coordinates own work with others, seeks opinions, values working relationships.*
12. *Resource Use Standard: Effectively uses human resources and funds available to accomplish the job.*
13. *Service-centred Work Standard: Regularly seeks to provide quality service to achieve customer satisfaction.*
14. *Multiculturalism & Diversity Support Standard: Demonstrates a responsible commitment to multiculturalism and diversity.*
15. *Attendance & Punctuality Standard: Regularly present and punctual.*
16. *Safety & Health Observance Standard: Regularly attentive to safety and health regulations*

On the above Performance Categories I received evaluations of Satisfactory, Good or Excellent. Unfortunately, there was no breakdown as to which ones received which values and thus, the evaluation does not give an indication as to which areas I can improve upon and which areas need to be maintained as excellent. Consideration should be given to providing the rating in a numeric format such as:

Rating

- 3 Regularly exceeds expectations, exceptional, (excellent)
- 2 Almost always meets expectations and sometimes exceeds them (good)
- 1 Sometimes meets expectations but needs improvement to fully satisfy them (fair)
- 0 Does not meet expectations, needs significant improvement (unsatisfactory)

This way a tally can be made and a year on year comparison can made.

The performance appraisal also identified areas of concern or need for improvement and provided are the goals and comments as requested:

Area of Concern or need for improvement	Executive Director Comments
<i>Need to improve relationships; this requires communication, and building trust; need to work toward consensus.</i>	A good read is the "Guide to Positive Staff-Board Relations." Improving relationships requires all parties to be willing to positively work toward building the relationship and trust. The board needs to feel "supported" by the administration and administration needs to feel "supported" by the Chair and the board. The establishment of a board

	<p>'information needs' policy that provides clear direction to the ED on the type of information the board needs to govern, how frequently the board requires the information, and in what format may be helpful.</p> <p>As the board adjusts to having administration in place, roles are being adjusted to return the board and the committees from doing administrative duties to the roles of directors.</p>
<p><i>In good communications, there should be no surprises</i></p>	<p>Mistakes and miscommunications are bound to happen especially with heavy workloads. All parties are working with good and honorable intentions and thus, forgiveness, a let's get back on track attitude, how can we quickly fix this and a sense of humor goes a long way! Respect, as well as open and positive communication with no hidden agendas and/or surprises for either administration or the board is important. Once the work plan is established and budgets set, all need to focus on the tasks at hand.</p>
<p><i>Develop environment of respect, inclusiveness, consensus.</i></p>	<p>All parties should be respectful, positive and avoid personalization (feeling hurt or attacked when others express disagreement with their points of view). Differing viewpoints need to be celebrated and agreement when further information is required to come to a consensus. Given the strategic planning session in November, it is clear that the board and administration is moving nicely to the desired environment.</p>
<p><i>Perceptions; re: following Board direction on identified priorities (IWMP and Outreach, also finance); also perceptions regarding all sectors and partner groups being viewed as having equal importance.</i></p>	<p>With open communications, clear roles established and a solid workplan in place with the required resources (staff and funding), operations should run smoothly however, the council is short staffed and underfunded. Prioritizing items on the workplan is administrative responsibility if they are to be evaluated on the achievement of these goals and the direction of the AWC board was for this. Creating partnerships and</p>

	<p>relationships takes staff time, individual board members time and finances. It is important for us to look at the most effective and efficient means of creating these connections with each sector (actually with all 160,000 residents of the basin). Many opportunities can be combined for efficiencies of time and finances. (IWMP, projects, education and outreach etc.)</p>
<p><i>Job knowledge; reliance on historical records vs. benefit of experience of Board members; need to use a balance of both.</i></p>	<p>Bylaws, Terms of References, policies, HR handbook, process guideline, office forms, and records require review and updating to reflect clearly the current board direction. This is presently underway with the Bylaws and with the Committees looking at their terms of references, policies etc.</p> <p>I have completed the Alliance for Watershed Council's training and have been certified on the standard. Further, I have investigated some online courses in Watershed Management Planning. I believe that an online course for the 2019-2020 year would be goal to explore to eventually receive my certification in this area.</p>

**Conclusion**

The Board has a motion on the books for the HR committee to review the documents of the council regarding the inconsistencies for the Executive Director, reporting, performance appraisal etc. the board will need to review and approve any recommended changes suggested by the HR committee. I recommend that this report be given to the HR committee and that once the review is completed, a formal process and forms be developed and presented to the Board of Directors the Executive Directors annual performance appraisal process.