

BOARD-EXECUTIVE RELATIONSHIP

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Monitoring executive performance is synonymous with monitoring organizational performance against board policies on *Ends* and on *Executive Limitations*. Any evaluation of Executive Director performance, formal or informal, may be derived from the monitoring data as described below.

1. The purpose of monitoring is simply to determine the degree to which board policies are being fulfilled. Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to create the future rather than to review the past.
2. A given policy may be monitored in one or more of three ways:
 - A. Internal report: Disclosure of compliance information to the board from the Executive Director.
 - B. External report: Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the board. Such reports must assess executive performance only against policies of the board, not those of the external party unless the board has previously indicated that party's opinion to be the standard.
 - C. Direct board inspection: Discovery of compliance information by a board member, a committee or the board as a whole. This is a board inspection of documents, activities or circumstances directed by the board which allows a "prudent person" test of policy compliance.
3. Upon the choice of the board, any policy can be monitored by any method at any time. For regular monitoring, however, each *Ends* and *Executive Limitations* policy will be classified by the board according to frequency and method.

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4. In addition to the above, an evaluation taking on odd numbered years will be completed by senior staff and board members covering the topics below. The timeline for this evaluation

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method is also attached. Results of the evaluation will be collated and then shared with the Executive Director by the President of the organization.

A. Personal Attributes

- i. Self-motivation (initiative, drive, energy)
- ii. Leadership (ability to motivate others, acceptance by ILCWR staff, see monitoring report)
- iii. Stability and maturity (discerning what is important, reliability in crises)
- iv. Judgement ability (when to decide and when to consult)
- v. Cooperativeness and team play
- vi. A good sense of humour used in a timely manner
- vii. Promotion of ILCWR's standing in the community
- viii. Commitment to the ILCWR

B. Communication

- i. Reports and letters etc. are written with clarity and Conciseness
- ii. Oral presentations are enunciated clearly and easy to understand and follow
- iii. Uses various forms of communication to keep stakeholders, staff, and volunteers informed about ILCWR (eg. newsletters, annual reports, board reports, etc.)

C. Community & Professional Development

- i. Participation in community organizations (image in the community as a top-level citizen and professional positions of leadership in community organizations)
- ii. Participation in professional activities; standing within the profession (positions of leadership)

D. Administration

- i. Ability to get things done promptly
- ii. Ability to be productive in his office, despite many interruptions
- iii. Quality of work completed (eg. monitoring reports and monthly board reports; ability to project income and expenses accurately)
- iv. Ability to adapt ILCWR to a changing environment, including changing needs of consumers, by revising or deleting programs, introducing new programs, etc.

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- v. Ability to be innovative in the delivery of programs or the management of the organization
- vi. Ability to monitor the financial position of ILCWR
- vii. Ability to attract and retain management of administrative personnel
- viii. Appraisal and development of staff
- ix. Ability to delegate and supervise

E. Technical Knowledge

- i. Up-to-date knowledge of Community health care administration
- ii. Up-to-date knowledge of the administration of not-for profit organizations
- iii. Ability to conduct research and analysis of data relevant to the management of ILCWR

F. Relations With Consumers and Other Relevant Parties

- i. Maintains an acceptable relationship between ILCWR and its consumers
- ii. Exhibits strength in problem solving about ILCWR
- iii. Gets funding for new programs for persons with disabilities
- iv. Maintains a good working relationship with other tenants on the property
- v. Attracts volunteers to ILCWR and retains them

G. Outstanding Accomplishments of Period since last evaluation