

Governance
The Chief Staff Officer
Performance Review

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Agenda

- Governance and the Performance Review
- The Human Resources Committee
- Competency Based Performance
- Annual Performance Reviews
- Human Resources Policies and Procedures

Governance

- The Board of Trustees
 - Responsibilities of Stewardship
 - Overall Responsibility for the Organization
 - Governance vs. Operations
 - Chief Staff Officer – The Board's "Employee"
 - Hiring / Onboarding
 - Ongoing Supervision
 - Annual Performance Reviews
 - Terminations

The HR Committee

- Committee of the Board of Trustees
- Role is to oversee all aspects of Human Resources management in the Organization
- These include:
 - The Chief Staff Officer
 - Human Resources Policies and Procedures
 - The Organizational Culture
 - Succession Planning
- Who should be on the Committee?

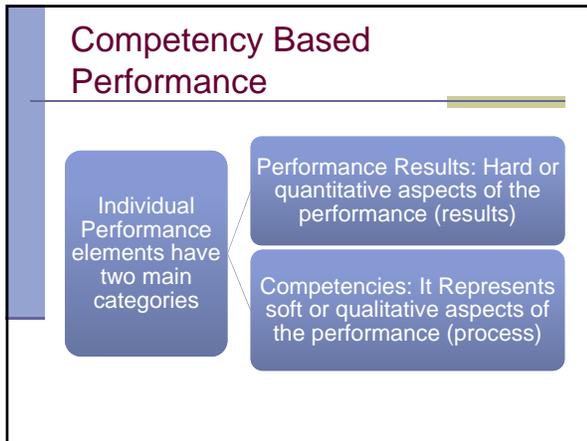
Competency Based Performance

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| ■ Assignment:
Arrange for the Library to provide 25 benches by June 30 th . | ■ Outcome: Library provides the required benches on time and under budget. |
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Competency Based Performance

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|---|--|
| ■ In one scenario, the Chief Staff Officer working with the staff and volunteers, influences the city to meet objectives. The relationships continue and is a positive working environment. | ■ In the other scenario, the Chief Staff Officer, using political connections, pits one party against the other, bullies their way to achieve the objective. |
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Competency

- “A capacity that exists in a person that leads to behaviour that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results.”
Boyatzis (1982)
- Behaviour or a set of behaviours that describes excellent performance in a particular work context.

- ### Examples
- Client Service Commitment
 - Team Work and Collaboration
 - Critical Thinking
 - Business Acumen
 - Innovation
 - Interactive Communications
 - Influence
 - Leadership
 - From the City of Ottawa:
 - Strategic Leadership
 - Demonstrates Business Sense
 - Builds Collaborative Relationships
 - Fosters Innovation and Change
 - Engages Employees
 - Delivers Results
 - Client-centric Focus

Example: Critical Thinking

- Critical thinking is the ability to break a situation down into smaller pieces to identify its key or underlying issues. It includes not only organizing the parts of a problem systematically and comparing all the aspects of a problem, but also figuring out cause-and-effect relationships (if...then...) that can help solve it.

Example: Critical Thinking

- **To what extent does the person understand cause-and-effect relationships, establish constants, gather items into coherent groupings, and find new ways to look at things?**

Example: Critical Thinking

- **It looks like...**
 - solving problems systematically, step by step;
 - when problems arise, thinking about root causes prior to tackling the problem;
 - anticipating the result of an action (if I do A, then B and C).

Example: Critical Thinking

- **It does not look like...**
 - trying to solve problems without developing a specific plan;
 - explaining the problem in vague and general terms (e.g. People in this service never know what they want);
 - working without a sense of perspective or of long term consequences.

How to develop this competency

- **On your own**
 - Engage in analytical thinking and problem solving on those problems which recur in the workplace and for which no adequate solution has yet been found.
 - Break down the problem into all its aspects including main elements, people involved, related dynamics, etc.
 - List all the barriers to finding a resolution to the difficulty.
 - Make an action plan with deadlines or due dates.
 - Track your progress and results.
 - Each time you find yourself before what seems like an insurmountable obstacle, engage in a systematic detailed analysis of all the elements related to the situation.
An analysis can help clarify what is going on in and around this situation.
 - Make it a habit to think in a systematic fashion, in all sorts of situations. Critical thinking and applying a systematic approach to problem solving can be learned but must be exercised often.

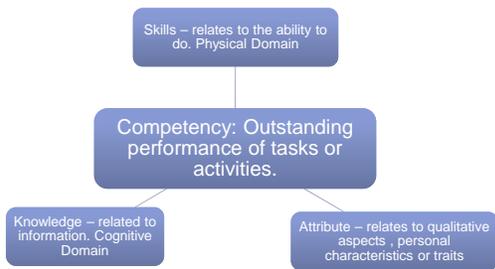
How to develop this competency

- **With your peers**
 - Together, choose a problem which often arises in the workplace.
 - Analyze the situation using point one noted above.
 - Remind yourself to structure your meetings so that they are well prepared and there is a clear agenda and approach.
 - You will save a great deal of time if the contents of your meetings are set up in a logical fashion.

How to develop this competency

- **With your supervisor**
 - Come to an agreement on how you will approach a recurring problem in your unit.
 - Engage in preventative analysis of problems.
 - Examine the problems which recur over the next few months. Together, analyze the causes and consequences of these issues, make a list of possible solutions, and be aware of all the elements involved.

Skills, Knowledge, & Attributes



Annual Performance Review

- **Quick Survey:**
 - For Chief Staff Officers
 - Do you have an employment agreement?
 - Does the employment agreement include provisions for a performance review?
 - Do you have a job description?
 - Have you had a performance review within the last 12 months?

Annual Performance Review

- Quick Survey:
 - For Board Members
 - Does your Chief Staff Officer have a job Description?
 - Have you reviewed the Job Description?
 - Does the Job Description align with the strategic objectives of the organization?
 - Have you provided feedback on the performance of the Chief Staff Officer?
 - Has your Chief Staff Officer had a performance Review within the last 12 months?

Annual Performance Review

- The Starting Point
 - Board policy that the Chief Staff Officer has an annual performance review.
 - Review the Job Description – is it current and appropriate?
 - Establish a Committee to manage the process.
 - Process should be as inclusive as possible.

Annual Performance Review

- The review should be about the job requirements and how those requirements are achieved (competencies).
- Reviews should never include surprises.
- Reviews need to be forward thinking – a good review will include about 40% of where the employee has been and 60% about where the employee is going.
- In today's economy, it is recommended that compensation not be included in the review process.



Legal Issues

- Board of Trustees and Chief Staff Officers should always consult outside legal counsel when dealing with any serious employment issues:
 - Hiring and terminations
 - Human rights
 - Employment standards
 - Policies and Procedures

HR Policies and Procedures

- It is the responsibility of the Board of Trustees to ensure that appropriate policies and procedures have been developed and, more importantly, implemented.
- The Chief Staff Officer is generally responsible and accountable for ensuring this is completed. In some organizations, the Chief Staff Officers submit compliance reports to the Board on a regular basis.

Where do we go from here?

- Boards and Chief Staff Officers need to conduct an internal review of where they are.
- It is not advisable to jump into new processes without having a plan and, in relation to the annual review, agreement on the process.
- Working together, an appropriate review process can be developed that benefits both the organization and the Chief Staff Officer.

Questions

- Thank you very much for your attention.

About the Speaker...

Patrick Gauch is a Trustee on the Board of the Ottawa Public Library. Over the past two years, Patrick has chaired the Governance and Audit Committee, was a member of the CEO Recruitment and Selection Working Group and participated in the CEO Performance review process. He is also on the Governance Review Working Group.

Patrick's expertise in human resources management includes extensive experience in developing competency-based human resource management programs and tools, such as self-assessment and multi-rater feedback systems, behaviour-based recruitment, employee relations, human resource planning and development. An experienced businessman, Patrick has spent over twenty five years working in the corporate and non-profit sectors specializing in operational, financial and human resources management. Patrick has also been a part time member of the faculty at Algonquin College where he taught a number of courses focusing on Business Management, Human Resources, Leadership and Ethics, and Personal Success and he has presented at several provincial and national conferences.

Patrick is a Certified Association Executive and Certified Human Resources Professional and has completed his last course toward his Master of Business Administration at Royal Road University.

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