



<b>POLICY NUMBER:</b>	EL- 11
<b>ISSUING AUTHORITY:</b>	Board of Directors
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<b>ISSUE DATE:</b>	July 19, 2012
<b>REVIEW DATE:</b>	March 16, 2018
<b>REVISE DATE:</b>	June 27, 2018

**SUBJECT:** Executive Limitation  
CHIEF EXECUTIVE OFFICER (CEO) LEADERSHIP COMPETENCY

**REFERENCE BOARD END:**

**Vision:** Together leading the way for a healthier tomorrow.  
**Mission:** To support people and communities in achieving optimal health by providing innovative, sustainable and quality health services.  
**Core Values:** Integrity; Compassion; Excellence; Respect  
**Board ENDS:** Healthy people and healthy environment  
Accessible health services  
Safe, people-centred quality health care  
Sustainable, accountable and responsive health organization

**POLICY:**

With respect to the CEO leadership competency and within the framework of Board-CEO Linkage (BC-1) Global Governance – Management Connection; CEO Position Profile, the CEO shall meet a standard of performance.

Accordingly, the CEO shall not:

1. Fail to meet the standard of performance in the following key skill sets:
  - 1.1 Integrity and trust
  - 1.2 Ethics and values
  - 1.3 People-centred and managing vision and mission
  - 1.4 Political and interpersonal savvy and humor
  - 1.5 Drive for results
  - 1.6 Building effective teams, motivating and delegating
  - 1.7 Organizing, organizational agility
  - 1.8 Setting objectives and goals
  - 1.9 Problem solving and conflict management
  - 1.10 Negotiating

2. Fail to prepare and submit a monitoring report for this Executive Limitation on an annual basis as a self assessment using the attached CEO Leadership Competency Monitoring tool.
3. Fail to submit his/her personal goals and objectives to the Board on an annual basis and a report on the previous year's accomplishments.



**CEO Leadership Competency Monitoring Tool**  
**for**  
**Executive Limitation (EL-11) CEO Leadership Competency**  
**and**  
**CEO Performance Appraisal**

**A. CEO Self Assessment/ Monitoring Report**

Date Submitted to Board of Directors	
CEO Signature	

**B. Board of Directors Monitoring – CEO Appraisal**

Date Reviewed/Completed by Board of Directors	
Board Chair Signature	

## **Introduction**

Since the Southern Health-Santé Sud Board of Directors functions using the Policy Governance model, it establishes criteria for executive performance by declaring its expectations and values through policy. The CEO's performance is assessed taking into account attainment of Board ENDS and Strategic Priorities and compliance with Executive Limitations (ELs).

Monitoring and evaluation of the CEO's performance according to the determined criteria in policy is one of the Board's most important responsibilities and is done in accordance with Board-CEO Linkage (BC-5) Monitoring CEO Performance. The key to effective performance appraisal is the development of a mutually agreed upon format and a process.

### **The CEO Performance Appraisal consists of:**

#### **1. Assessing organizational impact and results**

The Board ENDS and the first ten (10) ELs speak to Board policy on organizational impact and results. The Board evaluates the CEO on his/her performance relative to these policies on an ongoing basis by means of the CEO Governance Dashboard reports. Annually, the Board would review the aggregate of reports submitted during the year and assess the quality of the reports in relation to:

- ✓ Board assessment at report submission times throughout the year as well as
- ✓ A cumulative overview assessment.

#### **2. Assessing CEO leadership competency**

During its 2006-07 CEO recruitment process, the Board of Directors determined that there were specific key leadership competencies or essential skill sets required for a successful candidate to assume the position of CEO of Southern Health-Santé Sud. The Board identified ten (10) leadership competencies or skill sets and weighted each one according to the Board's priorities. These competencies were subsequently woven into the fabric of the Board's performance management monitoring process and thus Executive Limitation (EL-11) CEO Leadership Competency was developed.

To provide a collaborative and consistent approach to the assessment process, a tool was developed to serve as both a template for CEO self assessment/ reporting and a Board monitoring document for CEO Appraisal.

#### **3. Interview(s) with CEO on Accomplishments**

On an annual basis the CEO establishes and submits to the Board key goals and objectives, consistent with Board ENDS and strategic priorities. As well, annually, the CEO provides a status report on the achievement of his/her goals and objectives. The Board and CEO would meet to discuss these as part of an overall performance appraisal.

**Rating System**

The Rating System in the proceeding tool reflects the approach used by the Board of Directors in its selection process with weights attached to each of the leadership competencies ranging from 5, 10 and 15 points for a total of 100 points as a cumulative score.

To construct a flexible tool, the numerical ratings are maintained in relation to the original weighting and a descriptor rating is also associated with the numbers. The ranges and their equivalent descriptor are shown below.

Numerical Value			Descriptor
5 point weight	10 point weight	15 point weight	
1	1	1	Unacceptable
		2	Generally falls between Unacceptable & Unsatisfactory
	2	3	Unsatisfactory
2	3	4	Below Most Expectations
		5	Generally falls between Below Most Expectations & Needs Improvement
	4	6	Needs Improvement
3	5	7	Satisfactory
		8	Generally falls between Satisfactory & Meets Most Expectations
	6	9	Meets Most Expectations
4	7	10	Fully Successful
		11	Generally falls between Fully Successful & Exceeds Some Expectations
	8	12	Exceeds Some Expectations
5	9	13	Exceeds Most Expectations
		14	Performance consistently surpasses all Expectations
	10	15	Excellent/Outstanding

The tool has three functions:

1. It is a template for CEO self assessment as well as a monitoring report (dashboard) to the Board for compliance on EL-11
2. It provides a guide for the Board Appraisal process regarding Leadership Competency as defined by the ten (10) skill sets identified by the Board as being required for leadership competency:
  1. Integrity and trust
  2. Ethics and values
  3. People-centred and managing vision and purpose
  4. Political and interpersonal savvy and humour
  5. Drive for results
  6. Building effective teams, motivating and delegating
  7. Organizing, organizational agility

***Integrity******Compassion******Excellence******Respect***

8. Setting objectives and goals
9. Problem solving and conflict management
10. Negotiating

The Performance Measures listed below each of these serve as a guide to assess competency in the particular skill set but are not limited to other demonstrations of proficiency i.e. other Performance Measures may be added in any area to illustrate skill.

3. It serves as a document for collating all pertinent information contributing to the CEO Performance Appraisal

**1. Integrity and Trust**

**Weight: 15**

**Definition:** Is known to espouse and apply a highest of ethical and moral principles at all times and promotes the values of trust and integrity throughout the organization. Easily admits and rectifies mistakes. (Note for comparison with the second skill set: being ethical implies doing the right thing; having integrity implies doing the right thing even when it hurts)

**Performance Measures:**

- ✓ It is evident that Integrity is a core personal value of the CEO.
- ✓ The CEO is widely trusted and seen as a direct, truthful individual.
- ✓ The CEO openly/appropriately states his/her opinions and is proactive about sharing information.
- ✓ The CEO maintains strict confidentiality as required.
- ✓ The CEO regularly reports and discloses about the organization's performance to the Board.
- ✓ The CEO invites scrutiny and inquiry from the Board and allows subordinates to challenge him/her in constructive ways.
- ✓ The CEO avoids using his/her position or misrepresenting him or herself for personal gain or protection.
- ✓ The CEO supports the principle of due process.
- ✓ The CEO deals with all stakeholders in an honest, courteous, and polite manner.
- ✓ The CEO shows respect to colleagues and their opinions.
- ✓ The CEO's actions "walk the talk."
- ✓ The CEO is consistent in what he/she says.
- ✓ The CEO is accountable and takes responsibility for his/her actions.
- ✓ The CEO surrounds self with senior team members who are people of obvious high quality and character.
- ✓ The CEO is visible in times of crisis.

<b>CEO Self Assessment</b>	<b>Performance Measure Rating</b>	/15

<b>Board Appraisal</b>	<b>Performance Measure Rating</b>	/15

**2. Ethics and Values****Weight: 15**

**Definition:** Reflects a commitment to citizens and clients in own and staff activities. Fosters a climate of transparency, trust, and respect among staff and in partnerships by adhering to corporate values. Acts in good faith at all times.

**Performance Measures:**

- ✓ The CEO shows a belief in and awareness of the moral purpose of Southern Health-Santé Sud.
- ✓ The CEO models accepted moral and ethical standards in all interactions.
- ✓ The CEO provides for a framework, tools and resources to promote ethics in the workplace.
- ✓ The CEO sets an obvious organizational tone that speaks of treating all people in all matters in the right way.
- ✓ The CEO seeks to do what's right, rather than what's clever, in dealing with "gray areas."
- ✓ The CEO values diversity.
- ✓ The CEO engages in serious introspection about the application of proper ethics to practical situations
- ✓ The CEO aligns decision making with Southern Health-Santé Sud core values of excellence, compassion, integrity and respect.
- ✓ The CEO promotes professional conduct and monitors adherence to professional standards and compliance with laws, rules and regulations.
- ✓ The CEO advises the Board of ethical and/or legal issues that impact the work of the Board.
- ✓ The CEO practices good business ethics such as responsible use of resources and assets, avoiding conflicts of interest, proper management of contracts, agreements, etc.
- ✓ The CEO makes available to staff current organizational policies to guide behaviours in the organization.
- ✓ The CEO demonstrates responsible use of public's funds whilst providing appropriate resources for service delivery.
- ✓ The CEO encourages mutually beneficial partnerships with others as long as they are not in conflict with our service ethics or policies.
- ✓ The CEO does not give preferential treatment to any individual or stakeholder groups.

CEO Self Assessment	Performance Measure Rating	/15

Board Appraisal	Performance Measure Rating	/15

### 3 People-centred and managing vision and mission

**Weight: 15**

**Definition:** Is dedicated to and strategically plans and implements superior people-centred service. Investigates and analyzes specific indicators to assess client satisfaction and project stakeholders' future needs. Establishes and nurtures relationships with stakeholders by regularly inviting feedback and suggestions.

#### Performance Measures:

- ✓ The CEO incorporates a long term perspective in addressing client needs.
- ✓ The CEO embraces continual improvement of people-centred service.
- ✓ The CEO provides for clear communication and follows through on external and internal client inquiries, requests and complaints.
- ✓ The CEO focuses on establishing and maintaining effective relationships with clients and client related organizations.
- ✓ The CEO shares and communicates a compelling vision that supports the Board's statement of purpose.
- ✓ The CEO talks beyond today about possibilities.
- ✓ The CEO inspires and conveys a sense of purpose throughout the organization.
- ✓ The CEO actively promotes the establishment and management of partnerships.
- ✓ The CEO identifies quality improvement as a priority for the organization.
- ✓ The CEO regularly monitors organizational measures about client safety.
- ✓ The CEO works with the community and partners to regularly assess and update information about the community's health needs and health status
- ✓ The CEO provides input and advice to the Board about Southern Health-Santé Sud's Board ENDS and Strategic Priorities
- ✓ The CEO obtains feedback from clients in the delivery of health services.
- ✓ The CEO engages in and supports the Board's work in community engagement.
- ✓ The CEO prepares and reports on strategic and operational health plans.

CEO Self Assessment	Performance Measure Rating	/15

Board Appraisal	Performance Measure Rating	/15

<b>4 Political and interpersonal savvy and humour</b>	<b>Weight: 10</b>
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**Definition:** Understands and effectively works within the political environment. Understands positional priorities, roles and responsibilities. Is able to identify external factors impacting the organization and utilizes this knowledge to ensure positive outcomes and the achievement of ENDS. Exhibits confidence and professional diplomacy while effectively relating to people at all levels internally and externally.

**Performance Measures:**

- ✓ The CEO can manoeuvre through complex political situations effectively and quietly
- ✓ The CEO is sensitive to how people and organizations function.
- ✓ The CEO provides for collaboration with a broad network of stakeholders.
- ✓ The CEO views corporate politics as a necessary part of organizational life.
- ✓ The CEO relates well to all people and with communities, agencies and government.
- ✓ The CEO builds appropriate rapport and builds constructive and effective relationships
- ✓ The CEO uses diplomacy and tact.
- ✓ The CEO can diffuse even high-tension situations comfortably.
- ✓ The CEO has a positive and constructive sense of humour.
- ✓ The CEO can laugh at him/herself and with others and can use humour to ease tension.

CEO Self Assessment	Performance Measure Rating	/10

Board Appraisal	Performance Measure Rating	/10

**5. Drive for results****Weight: 10**

**Definition:** Sets clear and realistic goals for self, staff and for the organization. Pursues goals with enthusiasm and energy. Anticipates obstacles, prepares contingency plans and keeps everyone on track. Can be counted for consistent high level performance

**Performance Measures:**

- ✓ The CEO pursues excellence and steadfastly challenges self.
- ✓ The CEO encourages staff to plan for outcomes as well as process.
- ✓ The CEO identifies and allocates resources that achieve required results.
- ✓ The CEO monitors performance and resources to achieve desired results and develops mechanisms to measure results on performance.
- ✓ The CEO establishes a comprehensive approach to risk management in the organization.
- ✓ The CEO provides for contingency and disaster planning as required.
- ✓ The CEO addresses poor performance where this is impacting effective service delivery.
- ✓ The CEO promotes continuous learning, exploring and modelling in a results oriented way.
- ✓ The CEO demonstrates perseverance in the face of obstacles and a solid commitment to achieve.
- ✓ The CEO is open to trial and pilot changes and implement evidence based best practices.

CEO Self Assessment	Performance Measure Rating	/10

Board Appraisal	Performance Measure Rating	/10

## 6. Building effective teams, motivating and delegating

**Weight: 10**

**Definition:** Skilled at building cohesive teams throughout the organization that demonstrate strong morale and that inspires and motivates departments and organization. Willingly credits and honours the whole group by sharing successes.

### Performance Measures:

- ✓ The CEO creates strong morale and spirit in the leadership team.
- ✓ The CEO encourages development of others to achieve excellence and results.
- ✓ The CEO promotes initiatives to support a positive work-life culture.
- ✓ The CEO creates a climate for leadership excellence in which people want to do their best.
- ✓ The CEO develops an organizational structure that is effective and manageable.
- ✓ The CEO comfortably delegates both routine and important tasks and decisions.
- ✓ The CEO provides for reliable succession planning practices.
- ✓ The CEO creates recognition systems to reward and calls attention to good performance
- ✓ The CEO fosters the development and implementation of organizational strategies that result in high levels of talent and performance throughout the organization.
- ✓ The CEO creates a feeling of unity and enthusiasm in the management team.
- ✓ The CEO actively supports the growth and development of the leadership team using performance appraisals and positive mentorship for each member.

CEO Self Assessment	Performance Measure Rating	/10

Board Appraisal	Performance Measure Rating	/10

**7 Organizing,  
organizational  
agility**

**Weight: 10**

**Definition:** Understands how formal and informal organizational systems work and skilfully develops strategies for coordinating and getting things done. Communicates expectations to the organization and builds in accountability measures. Has broad knowledge and perspective and can anticipate the need for flexibility.

**Performance Measures:**

- ✓ The CEO can marshal resources (people, funding, material, support) to get things done.
- ✓ The CEO knows how to get things done both through formal and informal channels and networks.
- ✓ The CEO can assess the current organizational culture and the need to change it if required.
- ✓ The CEO builds flexibility into organizational structure and systems to facilitate successful future changes.
- ✓ The CEO is able to clearly map and analyze the roles and responsibilities of the organization and to align these to appropriate systems and structures.
- ✓ The CEO clearly anticipates priorities and ensures management focus around addressing priorities.
- ✓ The CEO routinely evaluates the effectiveness of programs and services, and implements changes as appropriate.
- ✓ The CEO anticipates trends and opportunities affecting health care operations and develops an appropriate and timely organizational response
- ✓ The CEO understands the organization’s requirement for governance practices and supports the Board in its governance duties by providing necessary information and access to people.
- ✓ The CEO promotes accountability in all organizational practices.

<b>CEO Self Assessment</b>	<b>Performance Measure Rating</b>	/10

<b>Board Appraisal</b>	<b>Performance Measure Rating</b>	/10

## 8. Setting objectives and goals

**Weight: 5**

**Definition:** Develops and implements dynamic and realistic strategies, goals and objectives that create tangible actions and results. Inspires others to rise above their own comfort levels and abilities, and to break through personal barriers. Identifies and removes roadblocks and sets the pace for productivity by example in a firm but unthreatening way.

**Performance Measures:**

- ✓ The CEO ensures that strategies support Board ENDS and strategic priorities
- ✓ The CEO uses resources effectively and efficiently to accomplish goals.
- ✓ The CEO consistently makes decisions that enable the organization to achieve its goals.
- ✓ The CEO demonstrates overall leadership, initiative and persistence needed to accomplish goals and objectives.
- ✓ The CEO encourages senior staff to share in the development of management team objectives and goals for the organization as a whole.
- ✓ The CEO encourages each senior leader to develop professional and personal work related goals and objectives that align with the strategic directions of the organization.

<b>CEO Self Assessment</b>	<b>Performance Measure Rating</b>	/5

<b>Board Appraisal</b>	<b>Performance Measure Rating</b>	/5

## 9. Problem solving and conflict management

**Weight: 5**

**Definition:** uses rigorous logic and methods to solve difficult problems with effective solutions; probes all sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers

### Performance Measures:

- ✓ The CEO exhibits leadership in analytical and critical thinking processes.
- ✓ The CEO seeks solutions from others and expands on their ideas.
- ✓ The CEO builds consensus and support to engage people in exploring new directions.
- ✓ The CEO cultivates new approaches to solve problems.
- ✓ The CEO fosters an organizational environment that promotes and supports respect and professionalism.
- ✓ The CEO demonstrates the ability to effectively manage conflict situations.

<b>CEO Self Assessment</b>	<b>Performance Measure Rating</b>	/5

<b>Board Appraisal</b>	<b>Performance Measure Rating</b>	/5

**10. Negotiating****Weight: 5**

**Definition:** Is a masterful negotiator; can mediate prolonged, complex and difficult disputes both internally and externally. Has a good sense of timing and is able to negotiate concessions while maintaining strong relationships.

**Performance Measures:**

- ✓ The CEO can negotiate skilfully in tough situations with both internal and external situations.
- ✓ The CEO uses fact and sound argument to create a meeting of the minds among stakeholders.
- ✓ The CEO can effectively settle differences with “minimum noise”.
- ✓ The CEO can be both direct and forceful as well as diplomatic and tactful.
- ✓ The CEO is able to walk away from or reject unreasonable proposals, with justification, yet maintaining personal and organizational respect.

CEO Self Assessment	Performance Measure Rating	/5

Board Appraisal	Performance Measure Rating	/5

## **Performance Summary**

### **1. Assessing organizational impact and results**

Summary of CEO governance dashboard reports:

<b>CEO Comments</b>
<b>Board of Directors Comments</b>

**2. Assessing CEO leadership competency****Executive Limitation (EL-11) CEO Leadership Competency**

Transfer performance measure rating for each competency.

<b>Competency</b>	<b>Weight</b>	<b>CEO Rating</b>	<b>Board Rating</b>
Integrity and trust	15		
Ethics and values	15		
People-centred and managing vision and purpose	15		
Political and interpersonal savvy and humour	10		
Drive for results	10		
Building effective teams, motivating and delegating	10		
Organizing, organizational agility	10		
Setting objectives and goals	5		
Problem solving and conflict management	5		
Negotiating	5		
<b>Total</b>	<b>100</b>		

***Board of Directors Comments***

***CEO Comments***

**3. Interview(s) with CEO on Accomplishments**

CEO's key personal goals and objectives for the past year and the status of achievement of each.

**Overall Summary of Performance**

**CEO Comments:**

**Signatures:**

\_\_\_\_\_  
CEO

\_\_\_\_\_  
Date

\_\_\_\_\_  
Board Chair

\_\_\_\_\_  
Date