



POLICY NUMBER:	EL- 11
ISSUING AUTHORITY:	Board of Directors
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ISSUE DATE:	July 19, 2012
REVIEW DATE:	February 8, 2019
REVISE DATE:	April 30, 2019

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 in achieving Board ENDS.

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 Process (as per BC-5):

1. In October of each year the Board Chair will review and validate the CEO evaluation process with the Board
2. In November of each year:
 - Board members are to review the current Executive Limitation (EL-11) CEO Leadership Competency Monitoring Tool and bring any questions/comments/clarification to the Board meeting.
 - In accordance with Governance Process (GP-10) Monitoring of Board Policies, the Board will identify a Board Member to monitor Board-CEO Linkage (BC-5) policy.
 - The Board will request the CEO to complete/prepare the following three documents:
 1. Executive Limitation (EL-11) CEO Leadership Competency Monitoring Tool
 2. CEO key goals and objectives (to be consistent with Board ENDS and Strategic Priorities).
 3. A Status Report on achievement of the prior year's key goals and objectives.
3. In January of each year the Board will receive a package for the CEO evaluation.
4. In February of each year:
 - The Board will complete the CEO evaluation.
 - The Board will appoint designated members of the Board to assemble the final performance appraisal package and meet with the CEO to complete the Performance Appraisal process by March 31 each year.

Rating System

The rating for each competency is done on a 10-point scale and is rated from 0: Unacceptable/Completely unsatisfactory to 10: Excellent/Exceeds Expectations. For each of the competencies in the following pages, please use the same scale for scoring.

Completely Unacceptable (*choose a rating between 0-2*) Job performance is work-related performance that consistently fails to meet job requirements specified in the employee's job description or work plan or as directed by the employee's supervisor.

Unsatisfactory (*choose a rating between 3-4*) Job performance is work-related performance that fails to satisfactorily meet job requirements specified in the employee's job description or work plan or as directed by the employee's supervisor.

Satisfactory (*choose a rating between 5 and 6*) Performance means that the employee's overall performance during the review period has been at the level expected considering the employee's previous experience, tenure in the class and job duties and responsibilities. The employee is generally meeting position standards in a steady and reliable manner.

Excellent (*choose a rating between 7-8*) Satisfactory in the core functions or has shown aptitude outside of core area. Consistently generates results above those expected of the position.

Exceeds Expectations (*choose a rating between 9-10*) Consistently exceeds expectations, finds the most effective ways to get the job done, creates new strategies to improve performance, improves the performance of others, targets efforts for maximum results and then achieves them.

Competency #1

Client Service & Quality

Key Considerations:

- Ensures that the operations of SH-SS promote the delivery of effective, high-quality client services to meet the needs of the communities and achieve the best possible outcomes.
- Ensures that SH-SS meets the specific goals and performance expectations outlined in the mandate letter from Manitoba Health Seniors and Active Living.
- Ensures the development, implementation and monitoring of a system of comprehensive performance measures as described in the Health plan and SH-SS strategic plan.
- Ensures the development of processes and systems to identify service delivery issues, resolutions, and measures of progress so as to promote continuous learning and improvement in operational performance and enhance stakeholder satisfaction.
- Promote a high performing and patient-centred culture aligned with the targets and requirements of mandate letter.

SCORING (Select one with "X" below)

Shaded boxes for CEO self-assessment/Clear boxes for board member assessment

Completely Unacceptable		Unsatisfactory			Satisfactory		Excellent		Exceeds Expectations	
0	1	2	3	4	5	6	7	8	9	10

CEO Self Assessment Examples

Board Appraisal Examples/Observations

Competency #2

Strategic Planning

Key Considerations:

- Provides support to the Board in developing and maintaining a strategic plan that responds to the communities need and addresses changes and trends in the delivery of health care services.
- Develops and implements an operation plan that is consistent with the strategic plan, the performance measures and the mission, vision and core values of SH-SS.
- Maintains awareness and knowledge of new programs and innovative ideas that should be considered for implementation by SH-SS.
- Develops and implements operational policies and procedures that are consistent with the operational plan.

SCORING (Select one with "X" below)

Shaded boxes for CEO self-assessment/Clear boxes for board member assessment

Completely Unacceptable		Unsatisfactory			Satisfactory		Excellent		Exceeds Expectations	
0	1	2	3	4	5	6	7	8	9	10

CEO Self Assessment Examples

Board Appraisal Examples/Observations

Competency #3

Financial Management

Key Considerations:

- a. Ensures the preparation of the annual budget to secure funding for the programs, services and to support the strategic plan.
- b. Establishes a financial framework, systems and processes to support sound and timely financial decisions so that SH-SS operates within its approved budget and is able to demonstrate that public funds are used to maximum efficiency with integrity and honesty.
- c. Provides financial and statistical reports to the Board to support decision-making.

SCORING (Select one with "X" below)

Shaded boxes for CEO self-assessment/Clear boxes for board member assessment

Completely Unacceptable		Unsatisfactory			Satisfactory		Excellent		Exceeds Expectations	
0	1	2	3	4	5	6	7	8	9	10

CEO Self Assessment Examples
Board Appraisal Examples/Observations

Competency #4

Human Resources

Key Considerations:

- a. Develops and promotes a positive, respectful workplace culture consistent with the mission, vision, core values to attract, motivate and retain the best personnel.
- b. Ensures the development and implementation of a comprehensive human resource plan to promote employee engagement and foster a high performing culture to meet the needs of the clients and SH-SS mandate.

SCORING (Select one with "X" below)

Shaded boxes for CEO self-assessment/Clear boxes for board member assessment

Completely Unacceptable		Unsatisfactory			Satisfactory		Excellent		Exceeds Expectations	
0	1	2	3	4	5	6	7	8	9	10

CEO Self Assessment Examples

Board Appraisal Examples/Observations

Competency #5

Stakeholder Relationships

Key Considerations:

- a. Develops strategic partnerships with key stakeholders to foster awareness of the needs within SH-SS, resolve issues and promote an integrated provincial service delivery.
- b. Establishes and maintains strategic relationships with community leaders, advocates, local politicians and LIHG leaders, Ministry staff, clients/patients, service providers/staff and the community of SH-SS at large.

SCORING (Select one with "X" below)

Shaded boxes for CEO self-assessment/Clear boxes for board member assessment

Completely Unacceptable		Unsatisfactory			Satisfactory		Excellent		Exceeds Expectations	
0	1	2	3	4	5	6	7	8	9	10

CEO Self Assessment Examples

Board Appraisal Examples/Observations

Competency #6

Communications

Key Considerations:

- a. Ensures the development of an effective communication plan to promote the services and positive value of SH-SS
- b. Acts as the spokesperson for SH-SS to media and public. May delegate to the respective senior leader depending on the media and/or public request.
- c. Provides regular information as may be required or requested to Manitoba Health Seniors and Active Living.

SCORING (Select one with "X" below)

Shaded boxes for CEO self-assessment/Clear boxes for board member assessment

Completely Unacceptable		Unsatisfactory			Satisfactory		Excellent		Exceeds Expectations	
0	1	2	3	4	5	6	7	8	9	10

CEO Self Assessment Examples

Board Appraisal Examples/Observations

Competency #7

Board Governance

Key Considerations:

- a. Executes the strategic plan and policy decisions of the Board.
- b. Provides the Board with advice and assistance in meeting its governance responsibilities and mandate.
- c. Advises the Board on compliance with directives, guidelines, policies, procedures and legislation.
- d. Provides regular reports to the Board on all performance measures.
- e. Briefs the Board on issues and events in the exercise of the Board’s responsibilities, including but not limited to risk, litigation, impropriety or wrongdoing.
- f. Acts within the constraints of the Executive Limitations as approved by the Board.

SCORING (Select one with “X” below)

Shaded boxes for CEO self-assessment/Clear boxes for board member assessment

Completely Unacceptable		Unsatisfactory		Satisfactory		Excellent		Exceeds Expectations		
0	1	2	3	4	5	6	7	8	9	10

CEO Self Assessment Examples

Board Appraisal Examples/Observations

Competency #8

Risk Management

Key Considerations:

- a. Ensures the development and implementation of an effective risk management plan/program that incorporates proven risk management methods, models and tools.

SCORING (Select one with "X" below)

Shaded boxes for CEO self-assessment/Clear boxes for board member assessment

Completely Unacceptable		Unsatisfactory		Satisfactory		Excellent		Exceeds Expectations		
0	1	2	3	4	5	6	7	8	9	10

CEO Self Assessment Examples

Board Appraisal Examples/Observations

Competency #9

Annual Goals

Key Considerations:

Prior to the end of the fiscal year, the Board approves the organization’s goals in alignment with the annual strategic plan. The Board and the CEO performance evaluation committee may identify additional goals. The CEO performance evaluation committee reviews the goals and related indicators each quarter (or semi-annually) to ensure that they remain current with the ever-changing environment.

SCORING (Select one with “X” below)

Shaded boxes for CEO self-assessment/Clear boxes for board member assessment

Completely Unacceptable		Unsatisfactory		Satisfactory		Excellent		Exceeds Expectations		
0	1	2	3	4	5	6	7	8	9	10

CEO Self Assessment Examples

Board Appraisal Examples/Observations

Competency #10

CEO Development Plan

Key Considerations:

The CEO performance evaluation committee and the CEO identify areas for development and agree on a development plan. At the year end review, the CEO and CEO performance evaluation committee meet to discuss progress.

They should identify areas of focus for development, including actions and a timeframe for completion.

SCORING (Select one with "X" below)

Shaded boxes for CEO self-assessment/Clear boxes for board member assessment

Completely Unacceptable		Unsatisfactory		Satisfactory		Excellent		Exceeds Expectations		
0	1	2	3	4	5	6	7	8	9	10

CEO Self Assessment Examples

Board Appraisal Examples/Observations

SCORING AT A GLANCE *Transfer scores from previous pages to this table*

Competency	CEO Score	Board Score
Client Service and Quality		
Strategic Planning		
Financial Management		
Human Resources		
Stakeholder Relationships		
Communications		
Board Governance		
Risk Management		
Annual Goals		
CEO Development Plan		
Total		

<i>Additional CEO Comments</i>
<i>Additional Board of Directors Comments</i>

Final Summary Notes: *to be completed by CEO Appraisal working group*

Signatures:

CEO

Date

Board Chair

Date