



THE ALMA MATER SOCIETY OF THE UNIVERSITY OF BRITISH COLUMBIA VANCOUVER

I-9 Executive Goal Setting and Reporting Policy

[Draft revision: Deletions indicated by striking through (~~like this~~); additions by ***bold italics***.]

Effective Date:

~~April 1, 2017~~ ***May 1, 2019***

TBA

~~**Approval Date:** March 29, 2017~~

Expected Consideration Date:

February 27, 2019

Policy Type:

Internal Policy

Review Date:

This policy shall be reviewed ~~annually~~ ***every two years***.

~~**Responsible Bodies:**~~ ***Body:***

Governance Committee; ~~Executive Committee~~

Authority:

AMS Bylaw 5, Section 1(a)

"[Council] may make such further rules and regulations as may be considered necessary for the Society, provided such rules and regulations are consistent with the Constitution, Bylaws, and Code of the Society."

AMS Code of Procedure Section II, Article 11(1)

"Council may create external and internal policies as well as combined policies."

Purpose and Goals:

This policy is designed to:

- 1) Provide consistency in executive evaluations on a year-to-year basis
- 2) Develop a process that improves individual executive performance in a constructive way
- 3) Ensure executive evaluation is done in an open and transparent fashion with respect to the membership at large

Applicability:

This policy is applicable to the evaluation of all elected Executives, in addition to the Student Services Manager, annually unless otherwise directed by Council. ~~This policy shall not be interpreted in a way that contravenes the AMS Constitution, Bylaws or Code.~~

Exclusions:

~~This policy does not apply to the 2016-17 Executive team in evaluating their own performance, but does apply to those executives in preparing the 2017-18 Executive team for this process.~~
There are no exclusions for this policy.

Definitions:

~~For the purposes of this policy and in all other policies in which they are not otherwise defined:~~

- ~~• ***Oversight Committee:*** Former committee of *Council* which evaluated executive performance based upon meeting attendance as well as individual goals. It was dissolved in the summer of 2016 after a recommendation from MNP LLP during the AMS's Governance Review. More details in the 'Related Policies' section.~~
- ~~• ***Designated staff member:*** employee designated by the Executive Committee to assist with evaluations~~

Designated Staff Members shall mean permanent staff selected by the outgoing Executive Committee to assist incoming Executives with their goals

Policy:

- 1) Before the conclusion of the elections to choose their successors, the outgoing Executive Committee shall select Designated Staff Members to assist the incoming Executives in developing their goals.***
- 2) In the case that a Designated Staff Member becomes unavailable to assist the incoming Executives, the current Executive Committee (either outgoing, or incoming, as per the usual timing at which Executives come into office) shall re-assign the role to another staff member.***
- 3) Each member of the incoming Executive and the incoming Student Services Manager shall be assigned an individual staff member to assist them in developing their individual goals.***
- 4) The Managing Director shall assist the incoming Executive Committee in developing its collective goals.***
- 5) Each outgoing Executive and the outgoing Student Services Manager shall meet individually at least twice with their successors to assist them in developing their individual goals.***
- 6) The outgoing Executive Committee shall meet at least once as a body with the incoming Executive Committee to assist in developing the new Executive's goals.***

- 7) *The proposed goals of the new Executives and the new Student Services Manager shall be discussed by the new Executive Committee to ensure compatibility between the goals.***
- 8) *The proposed goals shall be brought to Council for approval at a meeting in June. At the meeting, the Executive shall make an oral presentation on their goals and shall also submit a goals document.***
- 9) *If not approved, the Executives and Student Service Manager shall bring revised to the next regular meeting of Council. This process shall continue until the goals document is approved.***
- 10) *Once approved, the goals document shall be posted on the Society's website and kept up-to-date with any revisions.***
- 11) *The goals must uphold the Society's Mission Statement and must not contravene the Society's Code, Bylaws, or Policies.***
- 12) *In their portion of the goals document, each Executive shall refer to their election campaign promises and indicate how they relate to their goals. If they are not going to continue pursuing any of their campaign promises, they shall explain why.***
- 13) *The Executives and the Student Services Manager, as well as the Executive Committee as a whole, should each present large-scale goals and shall include Key Performance Indicators to benchmark the goals.***
- 14) *In the second half of October, the designated staff members shall sit down with each of the Executives and the Student Services Manager to review their goals and current progress, after which the Executive Committee shall meet to review the individual goals and the progress made on them and also the collective goals of the Executive Committee and the progress made on them.***
- 15) *In November the Executive shall make a written progress report and presentation to Council on individual and collective goals. Additionally, Individual Executives, the Student Services Manager, or the Executive Committee collectively, may bring recommendations for changes to the goals. If Council approves the changes, the goals document shall be updated.***
- 16) *At the last regularly scheduled Council meeting of their term, end of March or in April, after consultation with the designated staff members, the Executive and the Student Service Manager shall make an oral presentation to Council on the progress made on their goals over the year and shall also submit a final reflection document. This document shall be posted to the Society's website.***

17) Notwithstanding section 15), recommendations for changes to goals may be brought at any time for approval by Council with consultation from the Executive(s) responsible for the goals being changed.

18) The Executive may also make recommendations for changes to codified Executive duties to the Governance Committee for consideration.

Consultations:

The following groups ~~have been~~ **were** consulted during the **initial** development of this policy: Governance Review Implementation Committee; Executive Committee; Governance Committee

The following groups have been consulted during the second revision of this policy: Governance Committee; Executive Committee; Archivist & Clerk of Council

History:

This is the first draft of the ~~first~~ **second** version of this policy.

Related Policies:

There are no policies related to this policy.

Timeline

- ~~Executives develop their goals, in consultation and with the support of the staff member designated by Council, between time of election and May~~ ○ ~~At the earliest possible time following the election, the incoming VP Finance, outgoing VP Finance and Human Resources Manager shall develop a proposed rubric for evaluation of executive goals (GORICOM to develop the initial rubric)~~
 - ~~A meeting at a similar time shall take place between the incoming and outgoing executive to advise on setting goals~~
- ~~These goals are discussed at the Executive Committee as needed to ensure compatibility amongst those of the Executive collectively~~
- ~~The goals are brought to Council for approval (against criteria listed below) at a meeting of Council in May in a document and presentation listing each individual Executive's goals as well as the team's goals~~ ○ ~~The Communications Department shall assist in compiling the document in an aesthetically pleasing format which is then submitted to Council and posted to the Society's website~~
 - ~~The presentation shall include the campaign promises of the elected executives for reference~~
- ~~In the second half of October, the designated staff member will sit down with each executive to review their goals and current progress; the Executive Committee will convene shortly thereafter to review the goals collectively~~
- ~~Any major concerns and/or recommendations for changes to Executive duties are brought to Council during November, along with a presentation on individual and collective progress~~ ○ ~~Each executive should also prepare a written summary of their progress to date as a submission at the same time~~

- A final document and presentation on goals and recommendations for changes to duties to Council are given at the end of March or beginning of April ○ The Communications Department shall assist in compiling the document, to be similar to an annual report, in an aesthetically pleasing format which is then submitted to Council, posted to the Society's website and made available at the Society's Annual General Meeting the following fall

Goals

- Must advance the Society's Strategic Plan and governing documents (unless specific and realistic changes to the governing documents are outlined as a part of the goal approval process) ○ It must be outlined to Council how each Executive's goals fit into the Strategic Plan and governing documents
- Three to five targeted goals must be set, at least two of which must be able to be benchmarked against key performance indicators

Related Policies:

From the now defunct Section 5, Article 15 of the Code:

3. The Oversight Committee shall

(a) constructively review key activities and personnel of the Society, such review to include but not be limited to the following duties:

(i) establishing interview teams consisting of the Chair of the Committee and one (1) other Committee member, each team to meet an assigned member of the Executive as follows:

- 1) in June to create the goals of the member;*
- 2) in July to review and approve the goals and to recommend them to Council;*
- 3) in November and February to evaluate the progress on the goals and present updates to Council; and*
- 4) in April to make a final report on achievement of goals and present to Council;*

(ii) reviewing, in July, October, and February, the performance of the Ombudsperson and providing feedback on his or her performance; (iii) responding to, investigating, and if it so deems necessary by Resolution reporting to Council on complaints regarding the Ombudsperson;

(iv) responding to, investigating, and if it so deems necessary by Resolution reporting to Council on performance concerns regarding members of the Executive; and

(v) reviewing the finances of the Society in the event Council deems it necessary, by Resolution, to inspect a specific component of the Society's financial activities;

(b) have the power to authorize the receipt of gifts by members of the Executive in accordance with Section II, Article 1(14);

(c) review the remuneration of the members of the Executive and recommend changes in that remuneration to Council; and

(d) have such other duties as are outlined in the Bylaws or the Code or assigned by Council from time to time.

Appendix:Current Status

The AMS, in the summer of 2016, dissolved the Executive Oversight Committee upon the recommendation of MNP LLP, who conducted a Governance Review of the Society. This particular body had become highly politicized and ultimately ineffective at maintaining executive performance. MNP at the same time identified the need for an effective way in which to measure executive performance and maintain components of accountability to the membership at large
[Executive evaluation rubric will be automatically included upon completion.]