

## **1.21 - President and CEO Evaluation - Policy**

Approved: November 18, 2008  
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The Carlton Trail College Board of Directors recognizes that the President and CEO performance evaluation is a primary Board responsibility, and the Board is committed to undertaking a review of its President and CEO on a regular basis. The primary purpose of the President and CEO performance evaluation is to maintain high-quality administrative and management leadership and an effective working relationship between the Board and the President and CEO.

This policy sets out a) the principles, and b) a step-by-step procedure for the evaluation process.

### **Principles**

The evaluation process will be designed according to the following principles which are intended to ensure a professional and rational approach to the evaluation:

#### **1. Regular Review**

The Board will review the performance of the President and CEO on an annual basis.

The review will be based on clearly defined goals, objectives, and expectations for the President and CEO and the College.

#### **2. Mission and Results Focus**

When evaluating performance, the Board focuses on the President and CEO's contribution to the mission of the College and the overall outcomes produced. Furthermore, the Board recognizes that the work of the Board and the President and CEO is very much integrated; it is and must be a working partnership. A performance evaluation is intended to inform both the Board, and the President and CEO, about his/her performance and outcomes

#### **3. Communication**

The Board is committed to open communications between the Board and the President and CEO on an ongoing basis and throughout the evaluation process.

#### **4. Respect and Discretion**

Performance reviews shall be conducted with respect and discretion for all individuals involved.

#### **5. Effectiveness**

The Board is committed to an evaluation process that is transparent, concise, simple, and clear as to roles, responsibilities, outcomes, and follow-through.

## 1.21 - President and CEO Evaluation - Procedure

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The Board will organize each evaluation session work plan based on the following steps:

### 1. Confirm Objectives

Establish the objectives for each evaluation and distribute to the Board and the President and CEO.

From time to time, the Board and the President and CEO may have objectives that are more pertinent to a particular year or current strategy of the College. The specific objectives of the evaluation process will be established for each evaluation session and may include any or all of the following objectives.

An evaluation process can answer questions such as the following:

- How well is Carlton Trail College fulfilling its mission and strategic goals?
- Do we have effective President and CEO reporting processes?
- How effectively has the President and CEO implemented board policies and decisions?
- What constructive feedback can we provide for the President and CEO?
- Are there recommendations regarding new or ongoing professional and personal development for the President and CEO?
- How can we enhance the relationship and foster communication between Board and the President and CEO?
- What is useful information for compensation consideration and for contract renewal?

### 2. Lead Coordinator/Facilitator

The Governance and Human Resources Committee will coordinate and lead the evaluation. An external facilitator is especially recommended in the case of a more comprehensive evaluation process, such as a 360-degree feedback evaluation.

### 3. Evaluation Criteria

Establish the criteria, the benchmarks, and performance expectations which are to be measured in each evaluation. Evaluation may include assessment of:

- a. the effectiveness of the institution based on:
  - the mission and mandate, and
  - strategic goals of the institution.
- b. the objectives achieved by the President and CEO in a given timeline, based on:
  - the position description, and
  - the President and CEO annual objectives, work plan.
- c. a general assessment of the leadership of the President and CEO, based on:
  - leadership qualities and skills as stated in the position description, and
  - as decided by the Board from time to time.

Leadership qualities may include integrity, communication, problem solving and decision-making, motivation, change management, innovation, and people management.

#### **4. Evaluation Participants**

The evaluation participants will always consist of the Board and the President and CEO, and may include others on occasion as decided by the Board.

From time to time, the Board may undertake a different, more comprehensive evaluation process, such as a 360-degree feedback evaluation process. This would involve the Board and the President and CEO as well as additional individuals, such as senior staff and external stakeholders. Those outside of the Board who will be involved in any evaluation should be individuals who are familiar with the mission of the College and with the performance of the President and CEO so they can contribute in a meaningful way to the evaluation.

#### **5. The Timeline for the Evaluation Process**

The timeline of the evaluation process is most effective when scheduled to align with the annual calendar and planning cycle of the organization.

#### **6. The Evaluation Methodology and Instruments**

The evaluation methods may vary from time to time. The evaluation may consist of a:

- structured discussion between the Board and the President and CEO,
- a survey of the evaluation participants, and/or
- interviews in person or by telephone, or a combination of the foregoing

The survey and the interviews will use a Board-approved evaluation questionnaire.

#### **7. The Reporting and Discussion Process**

An evaluation report will be prepared based on input from the discussions, surveys and/or interviews. The report should include recommendations for the President and CEO and, where indicated, for the Board.

The report will be delivered to the President and CEO and the Board for their review. The report shall be the basis of a discussion between the Board and the President and CEO on the findings and for forward planning.

The evaluation report, formally received, shall be signed and filed with the President and CEO and with the Board Chair and/or Vice-Chairperson.

#### **8. Evaluate the Process**

The Board and the President and CEO will evaluate the evaluation process and make any recommendations for future evaluations.