

POLICIES AND PROCEDURES

SECTION TITLE: PERSONNEL	SECTION REFERENCE: PL
POLICY TITLE: CRITERIA AND PROCEDURE SPECIFICATIONS FOR EXECUTIVE DIRECTOR PERFORMANCE EVALUATION	POLICY NUMBER: PL-001

POLICY STATEMENT:

THE BOARD OF DIRECTORS SHALL CONDUCT AN ANNUAL REVIEW OF THE EXECUTIVE DIRECTOR'S PERFORMANCE OF THE PAST FISCAL YEAR.

PURPOSE: TO OUTLINE PROCEDURE FOR EXECUTIVE DIRECTOR PERFORMANCE EVALUATION.

CRITERIA:

Executive Director's reviews are to be conducted in accordance with terms as set out in the Executive Director's Contract and this document, using criteria as listed herein.

Reviews shall be conducted once annually, at the beginning of the fiscal year, and shall encompass the first year just completed. Reviews shall be concluded prior to June 30 of each year.

Reviews shall be conducted jointly by the immediate past Chairperson, and the current Chairperson of the YUSC. In the event that the past Chairperson is unavailable to participate, or is repeating a term as Chairperson, the Board shall appoint a qualified replacement from amongst its members.

Criteria for Review shall be as follows:

A. FINANCIAL:

1. Achieving anticipated margins in profit centres (ie. Food Court and the Underground).
2. Proactive and Effective expense management.
3. Revenue enhancement, promotion and marketing.
4. Effective use of monetary surpluses.

- Has budgeting philosophy employed to this point shown itself to have been effective, or most appropriate given the circumstances?
5. Timely production of monthly statements.
 6. Fulfillment of all reporting requirements, in accordance with the Executive Director's contract.
 7. Preparation and implementation of Operating Budget/revisions, including Original Budgets and Revised Budgets as necessary.
 - Have budget revisions been extensive? Does this reflect positively or negatively on the original budgeting process? Have operations prospered or suffered as a result of over-ambitious or under-ambitious estimates?
 - Have financial measures which have been implemented provided the expected or necessary results? Were there factors in the method of implementation that were particularly useful or detrimental?
 8. Maximization of leasehold space.
 - Given economic climate and other related developments, including tenant business acumen, are Student Centre commercial leased spaces continually maximized? Have tenants been consistently encouraged to meet material obligations under Lease Agreements?

B. LIQUOR LICENSE CRITERIA:

9. Creation/maintenance of control systems for the prevention of License-related incidents.
10. Handling of situations arising from License violations, if any.
 - What specific circumstances led up to the License violation(s) in the first place? Could such issues have been avoided through better management, staff training, improved control systems, or other such devices?
 - Have there been significant increases or decreases in the number of alcohol-related incidents directly proportional to the frequency of YUSC Liquor Services?
 - Has pricing, policy and enforcement had positive or negative impact on the number of alcohol-related incidents?

C. REPORTING CRITERIA:

11. Attendance to Board/Executive meetings.
12. Thoroughness of reporting.
13. Liaison with Chairperson and Executive.
14. Representation by ED to York administration.
15. Representation by ED to York organizations, clubs, agencies.
16. Representation to York community-at-large.
 - Has the Executive Director represented the best interests of the YUSC to the York community in the course of his/her dealings? Put another

way, has the Executive Director presented positions consistent with the direction and agenda of the Executive and Board?

17. Ensuring tenant satisfaction.

- Notwithstanding Criterion #8, if tenants are viewed to be a factor in the overall prosperity of the YUSC, have significant steps been made by the Executive Director to ensure ongoing tenant satisfaction, and cooperation in matters of a promotional, operational and/or legal nature?

D. REGULAR CRITERIA:

18. Staff management.

19. Staff training

- Have significant advances been made (qualification/training, better quality service, efficiency) or problems been experienced (troublesome dismissals, staff complaints, staff disputes, other improprieties in staff handling) in the area of human resources?

20. Encouraged use of facilities by York community.

21. Overall programmed use of facilities.

- Have or could have initiatives been introduced/maintained to encourage ongoing high-volume use of all building facilities (Food Court, Underground, club spaces, etc.)?

E. PROCESS:

1. The reviewers and ED, using the above criteria, shall simultaneously and separately prepare an evaluation of the ED's performance for the period under review.
2. The reviewers shall refer *exclusively* to minutes of Board and Committee meetings, and any other YUSC documentation deemed necessary in preparing her/his evaluation.
3. The reviewers shall meet once with the ED to compare evaluations, and to discuss issues arising therefrom. One additional meeting may be scheduled if all matters are not attended to in the first meeting.
4. The reviewers shall decide upon bonuses to be awarded as set out in the ED contract, and author a letter to the ED outlining conclusions surrounding the Review. This letter shall be copied to the Board of Directors.
5. In the event that the ED is eligible for bonuses, the Reviewers shall author a letter to the Controller authorizing payment of such bonuses (see Appendix A).

F. APPEALS:

The ED may appeal to the Executive at a meeting called expressly for that purpose, in the event of dispute on the grounds of process only. Any ruling on the

part of the Executive shall be considered final and binding. An appeal may only be made once.

G. DOCUMENTATION:

It is the responsibility of the Board of Directors to maintain written records of performance and Reviews.

H. AMENDMENTS:

Amendments to this document may be recommended to the Board of Directors from time to time, to better reflect the changing responsibilities of the Executive Director. Amendments shall be made in accordance with the ED contract, and proposed in writing at a meeting of the Board of Directors.

APPENDIX A

York University Student Centre

Memorandum

To: _____, Controller

From: _____, YUSC Chairperson

Date:

Re: ED Bonus

For the Review period ending June 30, 20____, the Executive Director has been assessed as being eligible for bonuses totalling _____ (\$ _____) dollars.

With due consideration to cash-flow issues and in consultation with the ED, please arrange for the aforementioned sums to be paid out promptly.

Please notify me when payments are complete. Thanks.

Chairperson

.cc Executive Director

1. Past-Chair Effective use of monetary surpluses

Contact Person (title):	Chairperson
Cross-Manual Reference:	
Monitoring Tools:	Board Minutes
Relevant Forms:	N/A

Board Approval Date:	January 31, 1995
Review Dates:	
Revised Date(s):	May 19, 2006 Administrative Changes: GM to ED and SCC to YUSC.