

Annual management assessment procedure

Retrospectives take place in January of each year. The questionnaire is given to employees at the beginning of December (at least one month before the meetings). Meetings are held with the following people, in the following order.

- For General Management: The Board of Directors' Evaluation Committee
- For Assistant Management: The General Manager with the support of the Board of Directors
 - A presentation of the results of the Assistant Director's retrospective will be done by the General Manager to the member of the Board of Directors.
- Educator in charge: general manager and assistant manager
- Educator, aides, cook: the general manager, assistant manager and head educator.

Why evaluate the general management?

- To determine management's salary progression, within or outside the salary ranges.
- To recognize the results achieved by management.
- To set objectives and guide management's efforts
- To prioritize certain issues
- To prevent and avoid conflicts.

For the General Manager

It is recommended that the Board of Directors create an evaluation committee and mandate a maximum of 3 Board members, including the President, to manage any issues relating to the salary of the General Manager. This committee must not include any employees.

This same committee will also be responsible for conducting the annual evaluation of the General Manager, and for discussing any changes to the terms and conditions of her employment.

The evaluation committee will then make a recommendation to the rest of the Board of Directors, which must approve the recommendation and adopt a resolution.

The General Manager is responsible for managing the Assistant Manager's salary and assessing her contribution. On the recommendation of the General Manager, the Board of Directors will adopt a resolution concerning the determination of the Assistant Manager's salary.

Procedure

Management must complete the questionnaire and send it to all Board members by e-mail, preferably before the Christmas break.

The evaluation committee is responsible for gathering feedback, comments, observations, etc. from other members prior to the meeting.

Following the reception and reading of the written retrospective, there will be a meeting between the General Manager and the Board of Directors' evaluation committee. (Early January)

The General Manager explains her thinking, her objectives for the past year and her goals for the coming year. During this meeting, the committee and the General Manager will share their respective observations and determine together the means the General Manager will take to achieve her objectives, as well as the ways in which the ECC could support her in achieving her objectives.

The annual employee survey and the annual parent survey are working tools to create objectives for the General Manager.

The committee must report back to the Board of Directors at the next meeting. All discussions concerning the salary and working conditions of the general manager will be done without the presences of the general manager and is followed-up by a written resolution. The committee indicates whether any objectives have been added and provides a general summary of the meeting. The committee gives its recommendations, and a decision is made.

At the Board meeting, the Board members determine the General Manager's increase in salary based on the objectives achieved. The increase is between 0-3% annually.

Management staff receive a fixed annual salary, based on a 37.5-hour working week, within the range applicable to their pay grade. It considers relevant training and years of experience.

Please note: Compensation for managerial staff is paid on an annual basis. As managers, they organize their working hours to reflect the time required to complete their work.

Best practice

Hold quarterly reports or meetings to keep the evaluation committee up to date, either to put corrective measures in place, update the action plan, explain obstacles, staff shortages, major events, changes in subsidies, changes in resources, etc. This practice keeps the evaluation committee up to date and shortens the final evaluation.

For the Assistant Manager

Meeting with the General Manager; The General Manager assesses the Assistant Manager's contribution in terms of objectives, expectations, expected behaviours and any other action plans established.

Following the evaluation process, the General Manager establishes a contribution assessment rating.

Best practice

For the sake of transparency, it is recommended that the General Manager's evaluation of the Assistant Manager be discussed with the Board of Directors' evaluation committee responsible for evaluating the General Manager. This will enable the increases for the entire management team to be adopted in a single Board resolution.

Management staff are evaluated on their management performance, following the setting of annual objectives which are linked to the annual action plan approved by the Board.

Annual objectives should be drawn up using the ISMART method.

Whatever the tool used, it is essential that the implementation of the action plan be evaluated by the Board of Directors. The action plan should not be a list of tasks, but a series of measurable objectives (realistic and achievable in terms of resources).

The Board of Directors, together with the General Manager, must establish the objectives to be achieved, but it is up to management to choose the means to be used and the people responsible. Objectives are based on information received from the auditor, staff and parent satisfaction surveys, capital needs, measures implemented by the MFA, partner needs, etc.

Annual contribution assessment ratings - DG class 2 ditto for DA type 2

The salary progression determined following the performance appraisal is based on the following appraisal ratings:

- **Rating A:** results beyond expectations: salary increase of around 3%.
- **Rating B:** results that meet all expectations: salary increase of around 2%.
- **Rating C:** results that meet part of the stated expectations: salary increase of around 1%.
- **Rating D:** results below stated expectations or targets not met: no salary increases.

Exceeding the maximum of the pay bands: when the annual salary of management staff equals or exceeds the maximum of the pay band, it is possible to pay the salary increase linked to the contribution assessment in the form of a lump sum without modifying the annual salary.

Resolution Model

Resolution adopted at the meeting of: _____

Proposed by: _____

Seconded by: _____

Be it resolved to grant the management team, according to the 20__ and 20__ achievements report, the following amounts: suggest anonymous parameters (examples 2%). Do not include names or individual salaries.

Additional resources and documents

- Tasks - General Management
- Administrative guide to the classification and remuneration of management staff.
- Evaluation of goal attainment