

Outline: Proposed Executive Director Annual Performance Assessment Process

Purpose

In line with good governance practices, the System Management Board ('Board') will, annually, assess the performance of the System Organization's Executive Director. Drawing on best practices, the proposal for adoption is that the Board's assessment for the 2017 performance year be comprised of two parts:

1. **Assessing results** – comprising an assessment of the results against the Executive Director's annual objectives agreed with the Board at the start of each new calendar year.
2. **360 feedback on leadership behaviors** – comprising an assessment of the Executive Director's leadership behaviors driving performance through an online 360-degree feedback survey (administered through a confidential survey process, the parameters of which are set out in Appendix 1).

It is proposed that the Board Chair lead the process, so that by early-March of each year, the Board has both completed the prior year's assessment, and has agreed with the Executive Director the objectives for the forthcoming year. Each year's assessment would be discussed by the Board Chair during an in-camera session with the Board, with relevant feedback then provided to the Executive Director.

It is proposed that this approach commence for the calendar year 2017 (that is, an assessment in early 2018), taking note that the Executive Director took up his role from mid-October 2016.

Action Requested

The Board is requested to endorse the proposed assessment approach to commence in January 2018 for the 2017 performance year.

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Appendix 1 – 360 feedback on leadership behaviors

1. Overall framework

- A. Between 9- 15 questions discussed between the Board Chair and Executive Director, within the following five categories considered essential for an effective leader:
- i. **Interpersonal leadership:** assessing whether the Executive Director leverages the full potential of people and creates a dynamic, effective team atmosphere to assist CGIAR to deliver on its strategy;
 - ii. **Personal effectiveness:** assessing whether the Executive Director demonstrates impact through thoughtful influence and personal growth in response to feedback received;
 - iii. **Strategic focus:** assessing whether the Executive Director sets a clear direction for the System Organization, positioning the organization well for the future;
 - iv. **Engagement planning and execution:** assessing whether the Executive Director plans engagements and executes projects effectively, and manages change skillfully; and
 - v. **Communication:** assessing whether the Executive Director is an effective communicator, and candidly addresses difficult issues.
- B. A final open, optional question, to provide the opportunity for survey respondents to extrapolate on any survey response or add anything that has been missed/would be an advantage to include in the assessment process.

Respondents would be asked about their perceptions of the Executive Director's leadership behaviors with the above-mentioned categories according the following 5-point scale:

- strongly agree with the statement
- agree with the statement
- neither agree nor disagree with the statement
- disagree with the statement
- strongly disagree with the statement

2. Survey participant categories

Planned respondents for the survey would be discussed between the Board Chair and Executive Director close to the end of each year, falling into the following categories to be representative of the key Executive Director relationships during a given year:

- Direct Reports and senior internal staff
- Board members, Active Observers
- Other CGIAR stakeholders, including an additional selection of Directors General, CRP/Platform leaders and System Council stakeholders.

3. Survey administration and confidentiality

The online survey would be administered through a secure portal, with the assurance to all that no data would be able to be identified for any given individual, or disaggregated beyond the three survey respondent groups noted above.

4. Suggested annual timetable

Annually	Item
Early January	Agree the survey participants between the Board Chair and Executive Director
During January	<ul style="list-style-type: none"> Survey processes (360 process + feedback on SMB and other stakeholders on how performance has been delivered in the prior year)
February	<ul style="list-style-type: none"> Board Chair assesses survey outcomes Executive Director prepares report on outcomes for prior year and puts forward objectives for current year
Early March	<ul style="list-style-type: none"> Board in-camera review of prior year's performance Board Chair's discussion with Executive Director with relevant feedback on past performance and current year's objectives
Mid-March	Review process concluded