

Performance Management

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| Date: | October 23, 2017 |
| To: | Toronto Public Library Board |
| From: | Director, Human Resources |

SUMMARY

The Toronto Public Library Board at its meeting on April 18, 2017 approved a confidential recommendation that requests the Director, Human Resources to report to the October 2017 Board meeting recommending a strategy for conducting a “360-degree review” as part of the City Librarian’s performance appraisal for 2018.

This report presents two options for conducting a “360-degree review” as part of the City Librarian’s performance appraisal for 2018.

RECOMMENDATIONS

The Director, Human Resources recommends that the Toronto Public Library Board:

1. considers and approves one of the following options for conducting a “360-degree review” as part of the City Librarian’s performance appraisal for 2018:
 - a. Option 1, an internal process in which Toronto Public Library staff conduct a “360-degree review” as part of the City Librarian’s performance appraisal for 2018; or
 - b. Option 2, the engagement of an external consultant to conduct a “360-degree review” as part of the City Librarian’s performance appraisal for 2018; and
2. approves the City Librarian’s Performance Review Committee as the Board’s liaison to internal library staff or an external consultant, and with the Director, Human Resources as a technical advisor and assistant to the Committee.

FINANCIAL IMPACT

There is no financial impact associated with Option 1, the engagement of library staff to conduct a “360-degree review” as part of the City Librarian’s performance appraisal for 2018.

There is a financial impact of up to approximately \$10,000.00 over two years, 2017 and 2018, to be managed within the approved 2017 operating budget and the proposed 2018 operating budget associated with Option 2, the engagement of an external consultant to conduct a “360-degree review” as part of the City Librarian’s performance appraisal for 2018.

The Director, Finance and Treasurer has reviewed the financial impact statement and is in agreement with it.

ALIGNMENT WITH STRATEGIC PLAN

The recommendations in this report are consistent with Strategic Plan Priority 6: Transforming for 21st Century Service Excellence.

DECISION HISTORY

At its Closed meeting on April 18, 2017, the Library Board approved the following recommendation regarding the City Librarian’s annual performance evaluation for 2018:

That the Toronto Public Library Board requests the Director, Human Resources report to the October 2017 Board meeting recommending a strategy for conducting a “360-degree review” as part of the City Librarian’s performance appraisal for 2018.

This report recommends to the Board two options for conducting a “360-degree review” as part of the City Librarian’s performance appraisal for 2018.

COMMENTS

A “360-degree review” is a method for collecting feedback about work performance from a variety of persons who have a work-related relationship with an organization’s leader. In most circumstances, a “360-degree review” is implemented only for the senior executive positions. Its purpose and value is to develop leadership competencies in the senior staff.

Options for conducting a “360-degree review”

There are two options for conducting a “360-degree review”: a process may be conducted by internal staff or by an external consultant.

Option 1:

The first option is to use internal staff for conducting a “360-degree review” for the City Librarian. The Director, Human Resources would be the internal staff member responsible for conducting the “360-degree review”. Other staff in the Human Resources department would be involved in administrative roles.

There is no financial impact associated with Option 1.

An internal review reduces the level of privacy and confidentiality of all internal participants in the process because the Director, Human Resources is conducting the “360-degree review” and reporting the results to the Board. It also should be noted that the Director, Human Resources is in a reporting relationship to the City Librarian.

The normal process the Director, Human Resources would follow in conducting a “360-degree review” for the City Librarian would include:

- working with the City Librarian’s Performance Review Committee to establish: the list of persons to be interviewed for the review; the list and format of interview questions; and the method and format for reporting-back to the Committee;
- conducting all of the interviews, with strict confidentiality;
- reporting to the Committee and advising the Board of options for follow-up actions such as training or coaching;
- implementing Board directions regarding follow-up actions from the City Librarian’s “360-degree review.”

Option 2:

The second option for conducting the “360-degree review” is to engage an external consultant.

There is a financial impact of up to \$10,000.00 associated with the use of an external consultant, and below is a discussion of the factors that influence the cost.

The external consultant would be responsible for all work involved in the “360-degree review.” An external consultant will also provide as part of a contract, follow-up actions, such as coaching and training.

The use of an external consultant provides strict privacy and confidentiality to all internal and external participants in the review process.

The normal process an external consultant would follow in conducting a “360-degree review” for the City Librarian would include:

- the consultant working with the City Librarian’s Performance Review Committee to establish: the list of persons to be interviewed for the review; the list and format of interview questions; and the method and format for reporting-back to the Committee;
- the consultant conducting all of the interview, with strict privacy and confidentiality;
- The consultant reporting to the Committee and making recommendations about follow-up actions such as training or coaching;
- The consultant meeting with the City Librarian to review the results and making recommendations relating to leadership competencies and style;
- The consultant also may provide leadership coaching to the City Librarian, depending on the terms of the contract.

Factors impacting the cost of an external consultant

In preparing this report a number of external consultants were contacted for information about the cost of conducting an executive-level “360-degree review.” The marketplace offers many options with a very wide-range of costs for such reviews, from off-the-shelf products to completely customized products. The costs will vary depending on a number of factors including: the number of consultations with the City Librarian’s Performance Review Committee and the degree of customization of the review; the number of interviewees and the nature of the interview process; the format for reporting results; the extent and nature of the feedback, support and coaching provided to the City Librarian following the review; and the professional experience and reputation of the consultant.

Option #2 identifies a cost of up to approximately \$10,000.00 for conducting the review and some follow-up actions, such as coaching. Based on the review of the marketplace, staff are confident that for this cost a “360-degree review” can be conducted for the City Librarian that is professional, of high quality, and appropriate to the executive-level of the position. Before beginning the tender process it is important to know what cost is acceptable to the Board and to request proposals within that cost level.

Timelines

The deadline for the completion of the City Librarian’s 2018 performance review is March 31, 2018.

If Option 1 is selected, the Director, Human Resources will ensure the process is completed in time for the City Librarian’s 2018 performance review.

If Option 2 is selected, a contract with an external consultant should be awarded no later than December 2017, with interviews taking place in January 2018, in order for the “360-degree review” to be part of the 2018 performance review process.

The feedback to the City Librarian, and other follow-up actions, may continue after the completion of the 2018 performance review.

CONTACT

Dan Keon; Director, Human Resources; Tel: 416-395-5850;
E-mail: dkeon@torontopubliclibrary.ca

SIGNATURE

Dan Keon
Director, Human Resources