

<b>Policy Name:</b>	Policy on Officer Onboarding and Performance Management
<b>Background / Purpose:</b>	This document describes efforts to ensure successful onboarding of new officers to the ASPS/PSF Executive Committee or Board of Governors.
<b>Program Area or Business Line</b>	Governance
<b>Policy Sponsor (Staff Officer):</b>	Keith Hume, Senior Vice President Programs and Policy
<b>Approving Body:</b>	ASPS/PSF Executive Committee
<b>Authorized Signatories:</b>	Lynn L. C. Jeffers, MD, MBA, ASPS President
<b>Effective Date of Policy:</b>	July 11, 2018, revised June 20, 2019, and again June 19, 2020
<b>Next Review Date:</b>	June 2023

### **Policy on Officer Onboarding and Performance Management**

To help officers succeed in their roles, coaching and mentoring should take place at all levels, including formal coaching at the President-Elect level to help prepare the incumbent for their role.

Annually, ASPS and PSF elect new officers to fill vacated positions. A newly-elected officer has significant material to learn within their business or organizational line in their inaugural year on the Executive Committee. Additionally, they must gain an understanding of other business lines to effectively participate in discussions.

To facilitate a successful transition, the officer shall be assigned a coach and mentor. Generally, the immediate past leader (*i.e.*, President, President-elect, Board Vice President) shall serve as coach and mentor to his or her replacement.

#### **Roles and Responsibilities for Mentors:**

The mentor will make an introductory call and introduce him/herself as the assigned mentor for the individual's first year of service in his or her role on the Executive Committee once the officer has been elected to that role.

- The mentor should provide an overview of the workings of the Executive Committee, its relationship to the ASPS/PSF Board of Directors and its relationship with the Staff Vice President who supports the officer's business or organizational line.
- The mentor should communicate his/her willingness to provide background information on the mentee's new role, having recently served in this capacity.
- Prior to each Executive Committee call, the mentor should touch base with the officer once the agenda and support materials are posted. Ideally, they will provide some of the background information related to key agenda items.
- The mentor should encourage active participation during Executive Committee discussions.
- The mentor should provide the mentee with both positive and negative feedback on their participation on EC meetings and conference calls throughout the year.

#### **Roles and Responsibilities for Staff VPs:**

Staff Vice Presidents are key partners to officers. Their role is to help support the officer to quickly understand the current activities of all the committees under the business or organizational line, provide historical perspective when needed, and to recommend courses of action to the officer.

The Staff Vice President will contact the new officer upon confirmation of their election to office, and establish a collegial working relationship for the years ahead.

### **Performance Management**

Timely performance management with constructive feedback about performance on the EC and performance as a leader is critical to the success of new and established officers. In addition to intermittent feedback based on evaluation results, officers shall be provided with continuous feedback as needed.

A 360-degree assessment tool is in place to measure performance on an annual basis. The assessment tool shall be administered to each officer for self-assessment. In addition, each volunteer and staff leader with whom the officer works (*i.e.*, EC members, committee chairs, the Executive Leadership Team and staff liaisons) shall be asked to complete the assessment tool. The assessment results, which shall be anonymous, will be shared with the individual. The individual's mentor shall have access to the assessment results if the mentee consents to its release.

As stated in the Code of Conduct for Board Members, action may include a cautionary admonition, a private letter of censure, a request for counseling or other remedial action, a request for resignation or such other action, including removal from office by vote of the membership, as the Board may deem appropriate.

Per Illinois statute, removing a sitting officer or director elected by the membership requires a recommendation from the Board of Directors and two-thirds (2/3) vote of the Active and Life Active members of the Society at a meeting where the action to remove is noted as an agenda item for the meeting.