

The Georgian Bay Association



Founded 1916

MEMO

19 Edgecombe Avenue
Toronto, Ontario M5N 2X1

Date: March 14, 1995
To: GLU Directors
From: John Birnbaum, on behalf of GLU Personnel Committee
Tel: (416) 486-8600 Fax: (416) 781-9944
Re: Interim Performance Review for Burkhard Mausberg,
GLU Executive Director

Ladies and Gentlemen:

I have been asked to coordinate a very prompt interim review of Burkhard's performance by GLU's Personnel Committee. Since we are already well beyond the mid-term of Burkhard's six-month probation period which ends in May, we should target completion by the end of March - with cooperation by each of us and Burkhard.

Interim reviews after only three months on the job are useful, but understandably very tentative. I'd like to suggest that we attempt to identify primarily areas of significant deficiency or neglect - by both Burkhard and by us as GLU employees and counsellors. Our goal should be to give Burkhard the best chance of demonstrating his capacities prior to late May, when we must confirm him in the position. Routine annual reviews in following years will be used to fine tune and reinforce priorities and can be much more detailed and extensive.

In order to be fair to Burkhard and as background for all Directors, I've attached GLU's Job Description and Burkhard's Workplan; both documents should be used as our basis for evaluation - read them carefully before completing our performance review form.

Please fax your form back to me at (416) 781-9944 by March 23, 1995 if possible. All responses will be seen by the four members of the Personnel Committee only, (Kathy Bero, Chair; John Jackson; John Birnbaum; and Jan Conley).

A meeting with Burkhard and available committee members will be scheduled for the last week of March. We expect to solicit and hear his comments and concerns; the results of the review will be shared with Burkhard by GLU's President.

Many thanks,



John

att. GLU Job Description (2 pages)
Burkhard's Workplan (2 pages)
GLU Interim Performance Review (1 page)

THIS IS PARTIALLY BECAUSE HE HAS KNOWN SO MANY BOARD MEMBERS AS PEERS.

CONFIDENTIAL
March 1995

GLU Interim Performance Review of Burkhard Mausberg as Executive Director (after 3 months of 6-month probationary period)

Job Performance Factors

(1-Unsatisfactory 2-Needs Improvement 3-Satisfactory 4-Above Average 5-Exemplary NK-No Knowledge)

	(Circle only one)					
	1	2	3	4	5	NK
1. Relations with you and other Board of Directors				(4)		NK
2. Administration of GLU Staff	1	(2)	(3)	4	5	NK
3. Leadership and Relations with Staff	1	(2)	3	4	5	NK
4. Organization of GLU Programs and Grants	1	2	3	(4)	5	NK
5. Relations with Governmental and Granting Organizations						(NK)
6. Management and Oversight of GLU Financial Matters	1	2	3	(4)	5	NK
7. Development and Implementation of GLU Planning Objectives	1	2	3	(4)	5	NK
8. Service to GLU Member Organizations and Publics	1	2	3	4	5	(NK)
9. Creation and Co-ordination of GLU Fundraising Events	1	2	3	4	5	(NK)

Personal Performance Factors

A. Verbal Communication Skills	1	2	(3)	4	5	NK
B. Dependability	1	2	3	(4)	5	NK
C. Flexibility	1	2	(3)	4	5	NK
D. Ability to Determine Priorities	1	2	3	(4)	5	NK
E. Demonstration of Initiative and Creativity	1	2	3	(4)	5	NK
F. Attendance	1	2	3	(4)	5	NK
G. Ability to Time Manage	1	2	3	(4)	5	NK
H. Written Communication Skills	1	2	3	(4)	5	NK
I. Ability to Take Direction	1	2	(3)	4	5	NK

Additional Comments and Suggestions for Improvement
(Please identify relevant item; i.e. #2 or #E)

#2 I CONTINUE TO BE CONCERNED ABOUT THE LACK OF PROFESSIONALISM OF THE HANDLING OF PERSONNEL MATTERS WHILE I RECOGNIZE THERE IS ALWAYS TWO SIDES TO DISPUTES. IT IS ESSENTIAL THAT THE DIRECTOR PUTS PROFESSIONALISM FIRST. THE COLLECTIVE AGREEMENT GIVES
Name of Director (optional): John Miller Date: MARCH 21 1995

Please fax to: GLU Personnel Committee, c/o John Birnbaum (416) 781-9944

Your co-operation in completing this form within 10 days (March 23, 1995) would be appreciated.

HIM THE TOOLS TO DO THIS. I WOULD SUGGEST THAT EACH NEW GLU E.D. BE ASKED TO TAKE A COURSE ON HOW TO FOSTER STAFF RELATIONS.

MY CONCERN THAT THE ED. HAS THE ABILITY TO THINK OF AND EXTENDS BEYOND PERSONNEL INTERESTS OF THE ORGANISATION TO SPEAK FIRST FROM A PERSONAL VOICE RATHER THAN AS SPOKESPERSON OF GLU.

**JOB DESCRIPTION
GLU EXECUTIVE DIRECTOR**

The Executive Director shall serve as the coordinator of GLU's operations and programmes. The Executive Director will report to the Board and function under the direct supervision of the President.

The Executive Director's responsibilities will include:

A: POLICY AND PROGRAMME IMPLEMENTATION

The Executive Director shall be responsible to the Board for carrying out the policies and directions set by the Board. To carry out this function, the Executive Director shall:

1. Work with the board, staff and members to develop policy and establish programmes and assist in the regular updating of GLU's strategic plan;
2. Work with Board, staff and members to implement the policies and programmes agreed to by the Board;
3. Develop and promote community based partnerships;
4. Conduct scientific research on Great Lakes issues to assist in determining GLU policies and appropriate strategies;
5. Participate on Great Lakes work groups and committees at the binational, regional, federal, state-provincial and local levels, as necessary;
6. Maintain regular contact with Board members and GLU members;
7. Prepare Board packets for Board meetings, which will include financial statements and other pertinent information; these packets will be received by all Board members at least one week before Board meetings;
8. Regularly report to the Board on the organization's progress in carrying out its policies and programmes.

B: ADMINISTRATION

The Executive Director is responsible for the sound overall administration of GLU.

(i) PERSONNEL MANAGEMENT

The Executive Director is responsible for overseeing the work of all staff of GLU in all GLU offices. The Executive Director shall promote individual responsibility within a collaborative framework, programmatic and professional excellence, and creative initiative. To achieve this, the Executive Director shall:

1. Operate under the terms of the Collective Bargaining Agreement with the union;
2. Work with staff to develop work plans for each staff member;
3. Oversee implementation of work plans and assist staff in fulfilling their work plans;
4. Hold regular staff meetings;
5. Conduct formal staff evaluations at least once yearly;
6. Hire staff, in consultation with existing staff;
7. Provide a regular mechanism for staff to evaluate the work of the Executive Director;
8. Establish and maintain positive and effective working relations with all staff.

(ii) FINANCIAL MANAGEMENT

The Executive Director is responsible for the financial management of GLU. The Executive Director will work with the Finance Committee on these functions. To fulfil this responsibility, the Executive Director will:

1. Oversee the development of the annual budget;
2. Secure funding with the assistance of the Board and staff, including the recruitment of new funders;
3. Oversee the financial management of GLU;
4. Report to the Board regularly on GLU's financial status.

SECTION C: PUBLIC OUTREACH

The Executive Director shall:

1. Ensure that GLU's activities are known throughout the Great Lakes basin through public presentations, newsletters, media work, community organizing, etc;
2. Ensure that informational materials are developed;
3. Ensure that information requests are responded to in a timely manner.

Six Month Workplan For Burkhard Mausberg

December 1994 - May 1995

Objectives

- to undertake the transition from Karen;
- to obtain a good understanding of the task-forces and their projects;
- to grasp and improve GLU's financial situation and procedures;
- to ensure GLU's existing grants are fulfilled;
- to identify new funding opportunities and file applications;
- to understand office and administrative procedures
- to develop good working relationships with staff and board members.

December

- meet with staff; review and, if necessary, adjust their workplans
- prepare detailed budget for 1995
- assist Reg in newsletter production
- meet with accountant and review financial statements for Sept./Oct.
- Work with Karen on proposal writing
- plan for February board meeting
- prepare thank you letters for major donors
- meet with chairs of task-forces and executive committee
- review paperwork re: GLU Foundation; delineate responsibilities and clarity of relationships for GLU Foundation
- begin planning for trade workshop (to complete Laidlaw trade grant)
- prepare a press-release for period between Christmas and New Year's ("Ten Wishes for the Lakes for '95")

January

- hire bookkeeper
- prepare final report for grant Mott #93-152 (due Feb. 1)
- begin hiring process for two field-coordinators
- hire auditor for GLU Canada Inc. and GLU Foundation
- meet GLU members and funders
- develop plans for more active GLU participation with EFNY
- finalize policy for GLU acting as flow-through for foundation grants
- prepare for February board meeting
- meet with Buffalo State College
- hire new interns
- meet GLU members and funders

February

- prepare final report for grant Gund #93-389 (due Feb. 15)
- Assist Reg in next newsletter
- with Reg, prepare ideas and proposals to re-vamp the GLU newsletter; present at board meeting;
- identify new funders and prepare project ideas and proposals with task-force chairs
- prepare and hold board meeting
- hire Field Co-ordinators
- prepare cash-flow projection for six months
- hold joint CELA/GLU workshop on trade on February 16/17 (Laidlaw trade grant)

March

- undertake follow-up activities to board meeting
- begin re-vamping of newsletter
- plan/prepare fundraising event for June
- work with auditors for 1994 audited statements
- meet GLU members and funders
- plan/prepare for GLU AGM with committee

April

- plan and prepare major donor campaign
- plan/prepare fundraising event for June
- develop campaign ideas and projects for next two years
- plan/select training courses for summer
- begin analysis/update on GLU database
- write annual report

May

- final plan/preparation for GLU AGM with committee
- hold staff evaluations
- plan/prepare next board meeting
- plan/prepare fundraising event for June
- develop fundraising plan based on campaign ideas and proposals
- prepare Laidlaw grant reports for RAP project and Trade project (#93-49)

Other grant reports:

- Mott (grant #94-243): August 1, 1995 & February 1, 1996
- Joyce: Dec. 1, 1994 & August 15, 1995
- GLPF (grant AOC594-1893): July '95 & Feb. '96