

EVALUATION THEMES AND CRITERIA FOR THE VICE-PRESIDENT, SERVICES, ROGER CÔTÉ

Approved by the Evaluation Committee on November 25, 2016

Evaluation Themes

Success in meeting the goals and objectives established annually and in the areas of responsibilities with respect to:

1. Institutional Planning

→ Align services sector activities and priorities to support continued implementation of the Strategic Directions and the institutional priorities.

2. Human Resources

- Introduce a position review control program to optimize human resources short and long-term development needs.
- Reframe employee relations with stakeholder leaders with particular emphasis on collective bargaining and pension plan reforms.
- Promote more collaborative and responsiveness dynamics with employee groups.

3. Information Systems and Technology

- Provide direction and oversight for the stewardship leading to the University's approval and investments in the University's information systems (student, advancement, human resources, financial).
- Develop and implement a strategy to address the University's information technology security and business continuity needs.

4. Facilities Management

- Update the University Master Space Plan.
- Adjust facilities management strategy to support of Faculty and unit needs.
- Ensure timely delivery of major real estate initiatives.
- Pursue strategic real estate acquisitions in support of long-term development plan.

5. Organizational Effectiveness

- Develop and implement overall sustainability governance framework.
- Develop collaborative rapport with student stakeholders involved in food procurement and sustainability initiatives.
- Enhance environmental health and safety.
- Provide leadership in the management of operational risks and in the promotion of environmental health and safety on campus.

Evaluation Criteria

1. Builds and maintains positive relations with key stakeholders across the University.
2. Initiatives/actions are results-oriented and effective.
3. Leads with innovative and strategic thinking, encouraging it in others.
4. Sector/functions show effective and efficient use of resources.
5. Demonstrates quality of leadership in his sector, and to the broader community. Known as a “champion” for Concordia.
6. Promotes institutional renewal, leading review and change initiatives in the sector that modernize/professionalize functions.
7. Demonstrates collaborative, team-focused approach and works effectively with the President, the senior team, and throughout the organization.
8. Manages complexities, able to communicate across constituencies, negotiate conflicting views.