

GREATER ESSEX COUNTY DISTRICT SCHOOL BOARD

Regulation: Performance Appraisal – Director of Education

Reference No: R-GV-09

Purpose

Ontario Regulation 83/24 sets out the mandatory assessment criteria that all school boards must use to complete their Director's annual performance appraisal.

Guiding Principles

The performance appraisal review process should give an accurate reading of the performance of the Director and establish agreement on the indicators for future success. It is understood that the process will be structured to evaluate the work of the Director, rather than the progress of the school system.

The complexity relating to the Director's accountability creates some challenges for the Board in providing useful and fair performance evaluations. Unlike all other employees of the GECDSD, the Director of Education, as head of the organization, does not have one direct supervisor. Rather, the Director is accountable to the Board, an elected entity of 10 school trustees. Therefore, the selected evaluation process must provide for full participation of the Board.

Performance Review Process

1. Establishing the DPA Committee

The DPA Committee shall consist of three (3) trustees to be elected at the inaugural or annual organization meeting or any other time that may be appropriate to the DPA process.

The committee will be responsible for evaluations between July 1 of the current year and June 30 of the following year, when that committee will be dissolved.

The Chair of the DPA Committee will be elected at the first meeting of the committee.

2. Timing of Evaluation Cycles:

- a) Directors starting on or after July 1 in a year and on or before the last day of February in the following year will have an interim evaluation cycle ending on their first June 30, with their first full evaluation cycle beginning on July 1 following their start date.
- b) Directors starting on or after March 1 in a year and on or before June 30 in that same year will have an interim evaluation cycle ending on June 30 in the following year and the first full evaluation cycle beginning on July 1 in the following calendar year.
- c) After the first full or interim evaluation cycle, the Director of Education shall have full annual evaluations with the Board.

3. Actions During Evaluation Cycles:

- a) Detailed steps and timelines for actions during both full and interim evaluation cycles are outlined in Appendix A and B, respectively.
- b) An outside facilitator with at least five years experience in multi-source executive performance assessments will be hired. The facilitator will be mutually acceptable to both the Board of Trustees and the Director of Education.

- I. The facilitator will coordinate the steps in the review process and will act as a liaison between the Board and the Director throughout the process.
- II. The facilitator will compile the necessary information required to complete the performance evaluation of the Director in accordance with Ontario Regulation 83/24.
- III. The facilitator will prepare an objective report for the Performance Appraisal Committee to present for approval to the Board of Trustees in Private Session.

4. Bi-Annual Feedback:

- a) In the first full evaluation cycle and every second cycle thereafter, an external entity with at least five years of experience in multi-source executive performance assessments will be engaged to collect feedback and prepare a report.
- b) In accordance with Regulation 83/24, feedback will be sought from:
 - i. Each member of the Board
 - ii. Each student trustee of the Board,
 - iii. Each member of every statutory, ad hoc, or other committee of the Board
 - iv. Each staff member of the board who reports directly to the Director of Education
 - v. Each parent member of the school council at each school of the Board
 - vi. A representative nominated by each local employee association representing employees of the Board
 - vii. A representative sample of community partners and stakeholders, as identified by the committee with input from the Director of Education
 - viii. If notice has been provided, the Minister of Education
- c) The Director of Education and the DPA Committee will meet to discuss each group's areas of focus and the associated questions. Areas of focus and questions will vary by stakeholder.

5. Performance Plan and Appraisal:

- a) A performance plan, including specific actions, goals, and evaluation methods, will be developed, finalized and update as needed.
- b) The performance plan will include actions to achieve:
 - i. Goals of the multi-year strategic plan,
 - ii. Provincial priorities,
 - iii. Management of human, capital and fiscal resources,
 - iv. Promotion of a healthy and inclusive workplace,
 - v. Creation and maintenance of respectful and collaborative relationships with stakeholders,
 - vi. Leadership that maintains or improves the Board's reputation and confidence, and
 - vii. Compliance with Ministry policies, guidelines and Board policy.
- c) The performance plan will include leadership competencies and practices to achieve the goal and how they will improve at least one of the competencies or practices.
- d) The committee will evaluate the Director's performance based on these plans and assign performance ratings as appropriate:
 - i. Meets all expectations
 - ii. Meets most expectations
 - iii. Meets some expectations
 - iv. Does not meet expectations.
- e) The Committee will consider the following factors:
 - i. The extent to which the Director of Education worked diligently and consistently toward the implementation of the actions identified in the performance plan,
 - ii. The Director of Education's efforts to engage board staff, community partners and stakeholders, and others in developing the goals and implementing the actions identified in the performance plan,
 - iii. The degree of success the Director of Education had in achieving the goals set out in the performance plan, as informed by data available to the board, including biannual feedback and school climate surveys, if applicable,

Regulation: Performance Appraisal—Director of Education R-GV-08

- iv. The rationale provided by the Director of Education for the actions that were not implemented and the goals that were not achieved,
 - v. The effectiveness of efforts made to overcome challenges the Director of Education faced in implementing the actions identified in the performance plan,
 - vi. The demonstrated ability and willingness of the Director of Education to address, in the future, the actions that were not implemented and goals that were not achieved.
- f) Documents required to be prepared by the board or provided to the board under Ontario Regulation 83/24 will be kept for a period of at least six years from the date of the draft performance appraisal report to which the document relates.