



**Board Organizational Meeting – December 3, 2018
Appointment/Election Form**

Position	Member, Ad Hoc Committee for Board Self-Evaluation and Director Performance Evaluation Processes	
No. To Be Appointed	3 trustees	
Appointment Authority	Board Motion – Minutes 30 August 2004 attached	
Term of Appointment	December 3, 2018 – November 30, 2019	
Ex-officio position(s)	Chair and Vice-chair of the Board	
Eligibility Requirements	Any member of the Board.	
Mandate	The mandate of the Ad Hoc Committee for Board Self Evaluation Process and Director Performance Evaluation Process is to make recommendations regarding an effective evaluation strategy, schedule, and evaluation instruments; to implement, manage and monitor the ongoing evaluation strategy; to assess the process used; and to make recommendations to enhance the future evaluation processes.	
Other Relevant Information	Committee meets approximately six times per year, as required, during the day, at the administration building.	
Nominees (nominations/volunteers)		
Number	Name	
1.		
2.		
3.		
4.		
5.		
Candidates Appointed	1.	
	2.	
	3.	
Confirmed	Moved by:	Seconded by:



EXCERPT FROM:

**Board Meeting
30 August 2004**

351 Establishment of Committee for Board Self-Evaluation
and Director's Performance Evaluation

The Board had before it Report No. 04-251 recommending the establishment of a committee to oversee the Board Self-Evaluation Process and the Director's Performance Evaluation.

Trustee Scott, seconded by Trustee Spice, moved as follows:

- A. THAT the Board establish a Committee for the Board Self-Evaluation Process and the Director's Performance Evaluation consisting of the Chair, the Vice-Chair and three other board members.

- B. THAT the Board confirm the appointment of three additional trustee members.

In response to a query by Trustee Moen regarding the participation of the Chair of the Human Resources Committee, Director Rachlis noted that the Director of Education has more involvement with the Chair and Vice-Chair of the Board.

An amendment by Trustee Moen to expand the mandate of the Committee to include oversight for the board self-evaluation process was accepted as friendly.

An amendment by Trustee Scott to revise Part B to replace "confirm the appointment of three additional trustee members" with "appoint three additional trustee members in addition to the chair and vice-chair to the committee." was accepted as friendly.

The following motion was carried:

- A. THAT the mandate for the committee for the Director's Performance Evaluation be expanded to include oversight for the board self-evaluation process

- B. THAT the Board appoint three additional trustee members in addition to the chair and vice-chair to the committee.

On a motion by Trustee Funicello, seconded by Trustee Brockington, Trustees Libbey, Moen and Scott were appointed as the three additional members.

TITLE: EVALUATION OF DIRECTOR OF EDUCATION AND SECRETARY OF THE BOARD

Date Issued: September 2004
Last Revised: 28 March 2017
Authorization: Board: 08 March 2004

1.0 OBJECTIVE

To establish the parameters and process for the evaluation of the Director of Education and Secretary of the Board.

2.0 POLICY

- 2.1 The Director of Education shall be formally evaluated annually by the Board with all Board Members participating in the evaluation process. The annual evaluation process shall be supported by a comprehensive evaluation undertaken at least once in every contractual term of employment.
- 2.2 The purpose of the evaluation is to:
- (a) ensure the accountability of the Director in undertaking his or her responsibilities as the Chief Executive Officer of the school district;
 - (b) monitor the contribution of the Director to the achievement of the strategic plan; and
 - (c) to assist the Board and Director in identifying areas where the Director can improve his or her performance and the overall leadership of the school district.

To this end, the evaluation shall focus on affirmations, and, where appropriate, redirection.

- 2.3 The evaluation of the Director shall be aligned with and based on duties as assigned in provincial statutes, regulations, policies and guidelines and on a current job description for the position of Director of Education and Secretary to the Board.
- 2.4 The evaluation of the Director shall use a performance-based assessment system-and shall emphasize the need for and require the presentation of evidence.

- 2.5 The observable evidence shall be in a manageable form and limited to the amount sufficient to provide a fair, clear and accurate representation of the performance of the Director.
- 2.6 The role expectations, evidence and quality indicators used to assess performance shall be identified in the Director's Performance Assessment Guide. The Performance Assessment Guide is intended to clarify for the Director the performance expectations that are held by the Board. The Board shall use this guide to evaluate the performance of the Director in relation to job expectations.
- 2.7 The Performance Assessment Guide shall include role expectations, evidence and quality indicators based on the Director's responsibilities as outlined in the job description:
 - (a) Educational Leadership
 - (b) Strategic Focus and Policy Implementation
 - (c) Communications and Community Relations
 - (d) Human Resources and Professional Development
 - (e) Fiscal Accountability
 - (f) Strong Relationship with Provincial Officials, including Advocacy for the OCDSB's needs

3.0 SPECIFIC DIRECTIVES

Comprehensive Evaluation

- 3.1 A comprehensive performance evaluation of the Director shall be undertaken at least once in every contractual term of employment. The comprehensive evaluation of the Director may be undertaken at the same time and in conjunction with the comprehensive board evaluation or at a separate time. At the start of each evaluation cycle, the Board shall decide whether or not a comprehensive evaluation will be undertaken for that year.
- 3.2 The comprehensive evaluation shall seek input from the Board, the Director and other stakeholders. The input shall be obtained through a questionnaire, which will ask participants to evaluate the Director based on the framework of the Performance Assessment Guide.
- 3.3 The information collected through the questionnaire shall be compiled by an external resource and submitted to the Board and Director for review and discussion. The purpose of collecting the input is to assist the Board in evaluating the performance of the Director in accordance with section 2.2 of this policy.
- 3.4 The questionnaire shall be established by the Board in consultation with the Director and shall be reviewed during the employment contract unless otherwise directed by the Board.

Annual Evaluation

- 3.5 The annual evaluation will include the submission of a report to the Board from the Director based on the Performance Assessment Guide.
- 3.6 The objective of the report is to provide evidence of the Director's performance based on the expectations, evidence and quality indicators identified in the Performance Assessment Guide.
- 3.7 The Director and the Board will meet with a facilitator to discuss the Director's accomplishments and opportunities for professional growth and/or areas of focus using the report as the basis for the discussion. At the mutual agreement of the Board and the Director, this discussion may take place without a facilitator.
- 3.8 The Board will provide to the Director, a written summary of the facilitated discussion and any professional growth and/or areas of focus identified for the pending academic year.

Mid-Year Evaluation

- 3.9 A mid year discussion (formal report not required) on progress towards areas of focus for attention will be held at a time mutually agreed upon by the Board and the Director;

Evaluation Process and Timelines

- 3.10 The evaluation cycle shall include the following:
 - (a) A meeting of the Ad Hoc Committee on Board and Director Evaluation Processes will be convened in May each year to:
 - discuss the Director evaluation process and timelines for that evaluation cycle, and determine whether a comprehensive evaluation is required;
 - review the Director's Job Description and the Performance Assessment Guide to determine whether any revisions are required;
 - to establish the selection process for a facilitator; and
 - where a comprehensive evaluation is required, to discuss the stakeholders to be included in the consultation, the process, including the questionnaire, and timelines to be followed.

Any changes to the job description or Performance Assessment Guide shall be completed prior to the end of June.

- (b) The Director will prepare a report to the Board outlining the evidence in support of his or her work for the academic year just completed and will identify opportunities for growth for the pending academic year. The report will be submitted to the Board by 30 September. The Board will review the indicated evidence and will determine whether, or to what extent, the quality indicators have been achieved.

- (c) A facilitated meeting between the Director and the Board will be held no later than mid-October to discuss the Director's accomplishments and opportunities for professional growth and/or areas of focus using the report as the basis for the discussion. At the mutual agreement of the Board and the Director, this discussion may take place without a facilitator.
- (d) By October 31, the Board will provide to the Director, a written summary of the facilitated discussion and any areas of growth identified, as well as establish any clear measures and objectives for the year.
- (e) By November 15, the Director will provide a written response to the Board on the summary and growth areas provided which will include further information and/or any clarification previously requested by the Board, if applicable.
- (f) Upon approval of the final evaluation report by the Director and the Board, the evaluation report will be signed by the Director and the Board Chair no later than November 30.

Other

3.11 Support for the above-noted process, inclusive of the preparation of the Director's report and facilitation of the Board evaluation discussions, will be carried out by an external facilitator / consultant mutually approved by the Board and Director.

3.12 The timelines outlined in this policy are subject to change at the mutual agreement of the Board and the Director.

4.0 APPENDICES

Appendix A Job Description, Director of Education and Secretary of the Board
Appendix B Performance Assessment Guide

5.0 REFERENCE DOCUMENTS

Education Act, 1998, § 283

Performance Assessment Guide

TITLE: EVALUATION PROCESS FOR THE BOARD OF TRUSTEES

Date Issued: July 2008
Last Revised: 28 March 2017
Authorization: Board: 10 June 2008

1.0 OBJECTIVE

To establish an evaluation process for the Board of Trustees that values the importance of strategic leadership, accountability and professional development of the Board and of the individual trustee, for the effective governance of the school district.

2.0 DEFINITIONS

- 2.1 **Board** means the Board of Trustees of the Ottawa-Carleton District School Board.
- 2.2 **District** means the Ottawa-Carleton District School Board.
- 2.3 **Governance** is the way in which the Board provides leadership, stewardship and oversight of the school district and its resources.
- 2.4 **Trustee** means a member of the Board elected or appointed in accordance with the *Municipal Elections Act* and the *Education Act*.

3.0 POLICY

- 3.1 The Board of Trustees shall establish a formal evaluation process which includes an annual reflection process, whereby all members of the Board participate in a facilitated discussion to assess progress and opportunities for growth.
- 3.2 The Board annual reflection process shall encourage both the evaluation of the Board as an entity and the self-evaluation of each individual member of the Board.
- 3.3 The evaluation process shall include a comprehensive evaluation undertaken once in every four year term of office. The comprehensive evaluation shall be supported by an annual reflection process.
- 3.4 The purpose of the Board comprehensive evaluation is to:
 - a) assist the Board in identifying areas where the Board can improve its effectiveness;

- b) monitor the contribution of the Board to the achievement of the strategic plan; and
 - c) identify opportunities for the ongoing professional development of the Board and its members.
- 3.5 The purpose of the annual reflection is to encourage individual members of the Board to:
- a) assess their individual effectiveness as a member of the Board;
 - b) reflect on their personal contribution to the success of the Board as a whole; and
 - c) identify opportunities for professional development.
- 3.6 The comprehensive evaluation of the Board and the annual reflection shall be based on duties as assigned in provincial statutes, regulations, policies and guidelines, and in the roles and responsibilities document for the Board and the Board Member, and the Board's contribution to the strategic plan.

4.0 SPECIFIC DIRECTIVES

Comprehensive Evaluation

- 4.1 The comprehensive evaluation shall include input from the Board, the Director and other stakeholders about the performance of the Board. The input shall be obtained through a questionnaire which will ask participants to evaluate the Board as an entity.
- 4.2 The information collected through the questionnaire shall be compiled by an external resource and submitted to the Board for discussion. The purpose of collecting the input is to assist the Board in identifying areas where the Board can improve its effectiveness and to provide input to the Board on the development, implementation and achievement of the strategic plan.

Annual Reflection

- 4.3 A facilitated discussion will be held designed to improve the overall performance of the Board by assisting members to reflect on their individual and collective accomplishments as trustees and as a Board, to build on their strengths and assess their need for continuing education.

Evaluation Cycle

- 4.4 The evaluation cycle shall be as follows:Comprehensive Evaluation
- i) A comprehensive evaluation shall occur at the mid-point in every four year term of office;
 - ii) The questionnaire for the comprehensive evaluation shall be distributed to stakeholder groups in the spring;
 - iii) The questionnaire data shall be compiled by an external resource and a summary report on the data prepared for discussion by the Board at the annual reflection meeting in August/September;

- iv) The Board shall reflect on the feedback from the comprehensive evaluation to direct any further research or information, and incorporate any changes into its key strategic plan objectives for the coming year;
- b) Annual Reflection
 - i) On an annual basis, including a year when the comprehensive evaluation is conducted, a facilitated discussion will be scheduled for members of the Board in late August each year; and
 - ii) The Board and Director will meet to discuss the feedback from the facilitated discussion in late August/September and establish key areas of focus for the Board based on the feedback and the strategic plan for the coming school year;
- c) Key areas of focus shall be confirmed by Board motion by end of September each year; and
- d) Upon Board approval of the key areas of focus, the Ad Hoc Committee for the Board Evaluation Process and the Director Performance Evaluation Process shall convene a meeting within a two month period to discuss the evaluation process and any revisions that may be required.

5 REFERENCE DOCUMENTS

Education Act, Ontario, 1998, § 283

Board Policy P.051.GOV: Evaluation of Director of Education and Secretary of the Board

Board Policy P.048.GOV: Board Guiding Principles

Board Policy P.073.GOV: Board Member Code of Ethics

Job Description for Board Member