



AD HOC COMMITTEE FOR THE BOARD SELF-EVALUATION PROCESS AND THE DIRECTOR PERFORMANCE EVALUATION PROCESS

Report No. 24-074

9 May 2024

Board Annual Evaluation 2023-2024

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PURPOSE:

1. To review the process used for the 2022-2023 Board Evaluation and identify opportunities for improvement and to discuss the timing and process to be used for the 2023-2024 annual evaluation.

STRATEGIC LINKS:

2. Within the 2023-2027 Strategic Plan, effective governance is placed within the social responsibility pillar. As part of the commitment to governance excellence, an evaluation of the performance of the Board serves as a proactive measure to ensure adherence to the Strategic Plan's principles and objectives.

CONTEXT:

3. The Ad Hoc Committee for the Board Self-evaluation (the Committee) is mandated "*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*" for the evaluation of the Board of Trustees.

[Board Policy P.130.GOV Evaluation Process for the Board of Trustees](#) (the Policy) provides for the annual and comprehensive evaluation of the Board of Trustees. The policy states:

The purpose of the Board 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.*

The annual evaluation is intended to create a process for on-going dialogue which will support the Board in improving its overall performance. The policy provides that the evaluation occurs annually, with a comprehensive evaluation to occur at the mid-point in every four year term. The mid-point is November 2024. In the fall of 2024 the Board will evaluate its performance of the 2023-2024 school year and begin to prepare for a comprehensive evaluation of their 2024-2025 performance.

KEY CONSIDERATIONS:

3. Timeline

This year, slight adjustments have been made to the timeline for the work and decision points of the Committee to accommodate the preparation needed for the comprehensive review. The Committee should also factor in natural alignment points with *Regulation 83/24 Director of Education Performance Appraisal* to optimise meeting productivity and make the most efficient use of time. The table below outlines the process and the actions required from May through to October 2024.

Month	Action Required
May	Begin preparations for the evaluation process, including reviewing the timeline and requirements outlined in the policy.
July	Distribute questionnaire link to Board members for completion by August 9
August/September	Prepare a summary report on the data for discussion at the annual reflection meeting. Meet to review results, discuss and encourage new perspectives and identify actionable areas for improvement.
September	Confirm key areas of focus/improvement for the Board based on feedback from the annual reflection session and strategic plan.
October	Committee meeting to review the scope and timelines for the comprehensive evaluation.

4. Questionnaire

In 2023-2024 the Board authorized the use of a new questionnaire, attached as Appendix B, to be completed by each member of the Board to gather perspectives three areas:

- the effectiveness of the Board as a whole;

- individual performance as a member of the Board; and
- the relationship of the Board with the Director of Education.

The results of the survey from 2022-2023, attached as Appendix C, are provided for reference and will be used to generate an additional component to the highlights of the 2023-2024 results to allow for a comparator and further reflections on changes in perceptions.

5. Facilitation

In the fall of 2023, the 2022-2026 Board of Trustees conducted its first annual reflection without the support of a facilitator. During that meeting there were instances where the discussion became challenging to navigate which led to a less productive atmosphere. Regrettably, this dynamic resulted in some trustees feeling upset, and it may have inadvertently contributed to a sense of division among Board members. Moving forward, the engagement of a facilitator would enhance the meeting dynamic to ensure that all voices are heard and respected. Engaging an experienced facilitator could provide valuable support in guiding these potentially difficult conversations and fostering an environment conducive to constructive personal reflections. This expertise could help navigate tensions or disagreements, ultimately leading to a more productive session and a renewed sense of common purpose.

RESOURCE IMPLICATIONS:

6. If an external consultant or firm is engaged to facilitate the annual evaluation meeting, it is anticipated the cost would be in the range of \$10,000. There are budgeted funds which can be used for this purpose.

COMMUNICATION/CONSULTATION ISSUES:

7. The annual reflection process for the Board is an opportunity to reflect on the work the Board has done throughout the year and is an internal and contemplative process designed to provide the Board with areas of focus and opportunities for growth. No external communication or consultation on the process is required at this time.

RECOMMENDATIONS:

- A. THAT staff be directed to engage a facilitator to lead the annual reflection meeting.
- B. THAT staff be directed to administer the annual Board evaluation survey in July 2024.

Pino Buffone
Director of Education and
Secretary of the Board

Michele Giroux
Executive Officer, Corporate Services



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Learning



Well-being



Social
Responsibility

APPENDICES

Appendix A: P.130.GOV: Evaluation Process for the Board of Trustees

Appendix B: Board of Trustees Comprehensive Evaluation Questionnaire

Appendix C: Survey Highlights of the 2022-2023 Evaluation