



Ad Hoc Committee for the Board Self-Evaluation Process and the Director Performance Evaluation Process

April 7, 2021, 9:30 am
Zoom Meeting

Members: Lynn Scott , Justine Bell, Chris Ellis,
Wendy Hough

Staff Present Camille Williams-Taylor (Director of
Education), Nicole Guthrie (Manager,
Board Services), Michele Giroux
(Executive Officer, Corporate Services),
Rebecca Grandis (Senior Board
Coordinator)

1. Call to Order

Director Williams-Taylor called the meeting to order at 9:35 am.

2. Election of Chair of the Committee

Director Williams-Taylor called for nominations for Chair of the Ad Hoc Committee for the Board Self-Evaluation and the Director Performance Evaluation Process.

Trustee Scott, seconded by Trustee Bell nominated Trustee Hough.

Moved by Trustee Scott,

That nominations be closed,

Carried

By acclamation, Trustee Hough was named Chair of the Ad Hoc Committee for the Board Self-Evaluation and the Director Performance Evaluation Process.

Director Performance Evaluation Process.

3. Approval of the Agenda

Moved by Trustee Scott,

That the agenda be approved,

Carried

4. Matters for Discussion:

4.1 Report 21-030, Board Comprehensive Evaluation Process for 2020-2021

Your Committee had before it Report 21-030, providing an opportunity to review, and approve the questionnaire for the Board comprehensive evaluation process for 2020-2021.

Executive Officer Giroux advised that Policy P.130.GOV, Evaluation Process for the Board of Trustees, requires that a comprehensive evaluation be undertaken once in the term of the Board of Trustees. She noted that the committee can determine when they wish to proceed with a comprehensive evaluation. The intent of the comprehensive evaluation requirement in the long-established policy is to provide feedback from stakeholders on how the Board is performing in the context of its legislative responsibilities under *the Education Act*. She advised that this year, the stakeholder response could provide an assessment based on current issues and that could create a barrier to the evaluation.

- The current survey includes five questions regarding satisfaction with communication and asks how responsive the Board is to community needs;
- The 2019-2023 Strategic Plan identifies surveys as a method of collecting data. The Board evaluation survey is intended to seek feedback on the Board's performance rather than how responsive the organization as a whole is to community needs;
- A covering letter, that explains the purpose and context of the survey, could be included to ensure the feedback is germane to the Board's performance;
- There is a need in the survey for nuanced questions. It is a challenge for the community to separate the Board's legislative responsibilities from its responsibility to the community;
- It may be valuable to engage a third party to conduct the survey to ensure objectivity;
- The response rate and the feedback are not as important as the Board's willingness to accept and use the feedback;
- In 2008 the comprehensive evaluation process shifted to once in the term of Board, rather than annually, to increase the response rate;
- In accordance with the policy, a facilitated discussion would occur once the data was collected;
- The comprehensive evaluation is a policy directive and not a legislative requirement. The OCDSB has been a leader in school districts in

conducting this process. In accordance with the policy, the distribution of the survey occurs in the spring and a report would be presented to the Board in late August, to inform the work plan for the next school year;

- There are two purposes in conducting a comprehensive evaluation, one is to learn and inform future work; the other is to comply with the policy. The intention of the work must be clear and not a practice undertaken for the sake of undertaking a practice; and
- It may be prudent to recommend the Board comprehensive process, be postponed pending further investigation into alternative Board evaluation practices.

Executive Officer Giroux advised that there are two decisions that could be made, either that this is not the year to conduct a comprehensive evaluation or that a policy review is required to investigate alternative models of evaluation, which, when last completed, took 6 months.

Director Williams-Taylor noted that it is important to determine why a comprehensive evaluation is being conducted. The contemplation of the policy, process and the tools to solicit feedback could be barriers to doing the work.

Executive Officer Giroux noted that Policy P.130.GOV contains an established annual self reflection requirement that is facilitated and designed to improve the performance of the Board by assisting trustees in reflecting on their individual and collective accomplishments. The self-reflection is scheduled in late August to prepare for the upcoming school year.

Moved by Trustee Ellis,

THAT the Board suspend section 4.4 a (i-iv) of Policy, P.130.GOV, Evaluation Process for the Board of Trustees, on the comprehensive review.

Carried

4.2 Report 21-031, 2020-2021 Director of Education Performance Evaluation Process and Review of the Director's Job Description for 2021-2022

Your Committee had before it Report 21-031, to review the job description for the Director of Education for the 2021-2022 evaluation cycle and to recommend the evaluation process and the instruments to be used for the 2020-2021 Director of Education Evaluation.

Executive Officer Giroux advised that there is an established cycle for evaluation of the Director's performance and noted that Boyden Canada has been the service provider for several years. She outlined that there is

a comprehensive element in the Director evaluation process and there are two considerations for the committee:

- Revisions to the job description; and
- Timelines for the evaluation cycle.

Executive Officer Giroux noted that, in accordance with Policy, P.051, Evaluation of the Director of Education and Secretary of the Board, a comprehensive performance evaluation must be conducted once in the Director's contractual term of employment. The Director must be informed, prior to September of the evaluation year, that a comprehensive review is to be conducted.

During the discussion, the following points were noted:

- It is important to undertake a comprehensive 360 evaluation of the Director's performance, and also to review the job description;
- The Director's contractual term of employment was for (5) five years, and ends on 30 November 2023;
- An evaluation of the performance of the Director, measured by the advancement the 2019-2023 Strategic Plan, would be challenging as much of the work was deferred to respond to the COVID-19 pandemic;
- It is important for the current Board of Trustees to undertake the comprehensive evaluation before the end of their term;
- A decision in April of 2021 about conducting the comprehensive evaluation for the next school year (2021-2022) providing notice to the Director before the start of the evaluation cycle;
- Amendments to the Director's job description must be made before the start of the 2021-2022 school year to ensure the Director is aware of the performance expectations;
- Changing the Director's job description in June leaves little time to demonstrate skills or meet expectations by November of the following evaluation year;
- There is a very well established process with Boyden and they are familiar with the work of the Board; changing the consultant could result in additional cost and time to secure a new consultant and additional work for staff; and
- Director Williams-Taylor noted that having Boyden facilitate the process is favourable as this is a part of a cycle of hiring and evaluating the Director.

Moved by Trustee Penny,

THAT the Board undertake a comprehensive review of the Director's performance during the 2021-2022 school year, based on the current job description;

That a review of the Director's job description be undertaken following the comprehensive evaluation; and

THAT Boyden Global Executive Search be contracted to facilitate an evaluation of the Director's performance for the 2021-2022 school year.

Carried

- a. 2020-2021 Evaluation Process
- b. Review of Director's Job Description and Performance Assessment Guide for 2021-2022

5. New Business -- Information and Inquiries

There were no items of new business.

6. Adjournment

the meeting adjourned at 11:16 am.

The recommendations will go to Board in April

Wendy Hough, Chair, Ad Hoc Committee for Board and Director Evaluation Processes