

<b><i>BUSINESS AND BOARD ADMINISTRATION</i></b>	<b><i>3000</i></b>
<b>ANNUAL EVALUATION OF THE DIRECTOR OF EDUCATION PROCEDURES</b>	<b><i>3002</i></b>

1. Policy

It is the policy of Lakehead District School Board (LDSB) that an evaluation of the director of education be completed by the Board of Trustees on an annual basis.

2. Rationale

Lakehead District School Board believes that a properly conducted program of evaluation of the director of education benefits the director, enhances the relationship between the director and LDSB, ensures accountability, assists LDSB in providing quality educational service and models the importance of systematic assessment throughout LDSB.

3. Definitions

3.1 Board/Board of Trustees/LDSB – Lakehead District School Board.

3.2 Director – director of education.

3.3 DPA – Director Performance Appraisal.

3.4 Community partners and stakeholders – persons or entities that interact with a board, including advocacy groups, First Nations, Métis and Inuit partners, business and labour organizations, municipal and childcare partners and social service agencies.

3.5 Evaluation cycle – the period of time during which the performance of a director of education is appraised.

3.6 Full evaluation cycle – an evaluation cycle that commences July 1 in a year and ends June 30 of the following year.

3.7 Interim evaluation cycle – an evaluation process for directors of education whose start dates fall on or after March 1.

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4. Administrative Procedures

4.1 This evaluation process will:

- 4.1.1 Take place annually – in a director of education’s first full evaluation cycle, and every second full evaluation cycle after that, the Board shall ensure that an entity that has at least five years of experience conducting multi-source executive performance assessments will be engaged. The entity should be mutually agreed upon between the director and the Board.
- 4.1.2 Ensure accountability for the effective leadership and management of the school system.
- 4.1.3 Provide a mechanism for the director to develop clear expectations in accordance with Ontario Regulation 83/24 and plans for the system.
- 4.1.4 Provide the director with concrete feedback from the Board on their performance, to be used as a basis for their personal development in the role.
- 4.1.5 Provide for both growth and accountability by affirming accomplishments and identifying growth areas that respond to issues, trends and external factors.
- 4.1.6 Emphasize the need for and require the presentation of evidence.
- 4.1.7 Meet contractual requirements.
- 4.1.8 Be aligned with and based upon the director’s job description.
- 4.1.9 Be linked to the Board’s goals and Ministry of Education legislation;
- 4.1.10 Be a performance-based assessment system.

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4.1.11 Elicit evidence to support subjective assessments.

4.1.12 Recognize that the director is the chief executive officer for the Board and, as such, is held accountable for work performed primarily by other senior administrators – i.e., fiscal management and personnel management.

4.2 Process and Timelines for a Full Evaluation Cycle

4.2.1 Whereas the director’s contract of employment and the legislation requires annual evaluations, the annual evaluations shall be conducted for the contract term, with evaluations to be completed by August 15 of each year. The Board may, with a motion of the full Board, make exceptions to the timelines due to extenuating circumstances.

On a bi-annual basis, the Board will contract an external consultant to assist with the evaluation of the director of education.

4.2.2 The Director Performance Appraisal Process

4.2.2.1 Appoint DPA Committee

On or before May 15 annually, the Board will establish a committee of no fewer than three and no more than seven members, plus the Board chair and vice chair, to conduct a performance appraisal for the director of education.

One member shall be elected by majority of the committee to act as its chair.

4.2.2.2 The Board of Trustees/Board chair should provide regular and constructive performance feedback to help keep the director’s performance and plan on track and to help the director respond to emerging issues. This process also ensures that there are no surprises at the Year-End Review. The Board of Trustees/Board chair should check in with the director regularly to initiate these informal discussions.

4.2.2.3 On or before July 31, the committee chair and at least one other member will meet with the director at a mutually agreeable time to develop and finalize Director’s Performance Plan for the upcoming school year.

4.2.2.4 On or before August 15, the DPA Committee Chair will provide a copy of performance plan to every member of the Board of Trustees.

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4.2.2.5 On or before August 15, an attestation will be sent to Ministry of Education by the chair of the Board indicating the performance plan is complete and whether bi-annual feedback will be required during the evaluation cycle. A copy of the confirmation will be posted on the Board's website.

4.2.2.6 Mid-Year Feedback Review

- i. On or before December 1, in a full evaluation cycle in which a bi-annual feedback is required, the Minister of Education will provide written notice to the Board of Trustees and the director of education on whether the minister intends to provide feedback.
- ii. On or before January 11, the committee chair must request feedback from every member of the Board on the director of education's progress towards implementing and achieving the goals.
- iii. On or before January 21, each member of the Board is to provide feedback to the chair of the committee.
- iv. On or before January 31, the committee chair and at least one other member of the committee must meet with the director of education to review progress towards implementing and achieving the goals in the performance plan.

4.2.2.7 Bi-Annual Feedback

- i. An entity selected by the Board, mutually agreed by the director of education, will conduct the bi-annual feedback (360 assessment)

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- ii. Feedback will be requested from the following individuals:
  - each member of the Board;
  - each student trustee of the Board;
  - each member of every statutory, ad hoc or other committee of the Board (Miiniwewinan, PIC, SEAC, Audit);
  - each staff member who reports directly to the director of education;
  - each parent member of the school council from each school of the Board;
  - a representative nominated by each local employee association representing employees of the Board;
  - a representative sample of community partners and stakeholders as identified by the committee with input from the director of education; and
  - the Minister of Education if they have provided written notice to the Board and the director of education on or before December 1 that they wish to provide feedback.
  
- iii. The committee chair, at least one other member of the committee and the director will work together to:
  - select focus areas (topics) that are relevant to all feedback groups;
  - develop a basis for questions that can be differentiated (if required) to be contextual and relevant to the group; and
  - amend or reframe the question for each feedback group if/where required.
  
- iv. Draft DPA Report:
  - on or before May 15, the entity selected by the Board to conduct the bi-annual feedback shall provide a written report that summarizes and analyzes the feedback to the committee and the director of education; and
  - in preparing a report, the entity shall remove any words or names that would identify a parent or student, if a request is made to do so by the parent/ caregiver or student.

#### 4.2.2.8 Performance Appraisal

- i. On or before June 10, a confirmation of which of the actions in the performance plan have been implemented by the director of education during the evaluation cycle and how that action assisted in achieving the goals.

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- ii. For each action that was not implemented by the director of education, a rationale for why the action was not implemented.
- iii. The director of education and the chair of the committee shall each sign the performance plan and each of them shall retain a copy for at least six years.
- iv. On or before June 20, the committee, through the chair, is required to provide a copy of the draft performance appraisal report to every member of the Board.
  - a. Based on the results of the performance appraisal, the committee shall assign one of the following performance ratings to the director of education:
    - meets all expectations;
    - meets most expectations;
    - meets some expectations; and
    - does not meet expectations.
  - b. The committee may, if they choose, assign a rating of exceeds expectations.
  - c. The committee's draft performance appraisal report summarizing the committee's evaluation, must provide an explanation for the rating.

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- v. When determining which performance rating to assign to the director of education for the Board, the committee shall consider the following factors:
  - a. The extent to which the director of education worked diligently and consistently toward the implementation of the actions identified in the performance plan.
  - b. The efforts made by the director of education to engage Board staff, community partners and stakeholders, and others in the development of the goals and implementation of the actions identified in the performance plan.
  - c. 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 the feedback set out in the report, if applicable, and the information collected by the surveys if applicable.
  - d. The rationale provided by the director of education for the actions that were not implemented and the goals that were not achieved.
  - e. The effectiveness of efforts made to overcome challenges faced by the director of education in implementing the actions identified in the performance plan.
  - f. 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.
- vi. On or before June 30, each member of the Board is required to provide any feedback on the draft performance appraisal report to the committee. The committee shall prepare a draft performance appraisal report summarizing the Board's evaluation, setting out the performance rating and providing an explanation for the rating.
- vii. On or before July 7, the committee chair is required to provide the draft performance appraisal report to the director of education.

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- viii. On or before July 31, the committee chair and at least one other member of the Board committee will meet the director education to review actions implemented to achieve the goals in the performance plan, update the plan for the following evaluation cycle, discuss the draft report and provide opportunity for response. This may also occur with the whole board in an informal session as mutually agreed up by the chair of the Board and the director of education.
- ix. On or before August 10, the committee will finalize the performance appraisal report and provide the final report to the Board and the director of education, adopted by Board resolution, in closed session.
- x. On or before August 15, the chair of the Board will submit a written confirmation to the Minister of Education that the appraisal was conducted and adopted by Board resolution, and in a feedback year, outline the list to the Minister of Education, of the feedback groups that participated in the bi-annual feedback. The written confirmation and list of feedback groups will also be posted on the Board's website.

#### 4.3 Process and Timelines – Interim Evaluation Cycle

4.3.1 Directors of education whose start dates fall on or after March 1 are required to complete the interim evaluation cycle. After a director of education's first evaluation cycle, performance appraisals will be conducted annually.

##### 4.3.2 Interim timelines

- i. On or before May 15 appoint a DPA committee.
- ii. Within 30 days of a director of education's first day in the role the committee chair and at least one other member of the committee are required to meet with the director of education to develop and finalize their performance plan.
- iii. Notice of Performance Plan.
- iv. Within 45 days of a director of education's first day in the role, the committee chair is required to provide a copy of the director of education's performance plan to every member of the Board. Additionally, the chair of the Board is required to provide written notice to the Minister of Education.

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- v. Mid-year review:
  - a. At least 20 days before the committee chair and at least one other member of the committee are due to meet with the director of education to discuss progress on the performance plan, the committee chair will request feedback from every member of the Board on the director of education's progress towards implementing and achieving the goals in the performance plan.
  - b. At least 10 days before the committee chair and at least one other member of the committee are due to meet with the director of education to discuss progress on the performance plan, each member of the Board will have the opportunity to provide feedback to the chair of the committee.
  - c. By the closest weekday to a date that is midway between the date that notice is provided to the Minister of Education and final day of the interim evaluation period, the committee chair and at least one other member of the committee shall meet with the director of education to review progress towards implementing and achieving goals in the performance plan
- vi. Performance Appraisal
  - a. On or before June 10, the director of education shall update the performance.
  - b. On or before June 20, the committee chair will be required to provide a copy of the draft performance appraisal report to every member of the Board.
  - c. On or before June 30, each member of the Board is required to give any feedback they might have in response to the request for feedback.
  - d. On or before July 7, the committee chair will provide the draft performance appraisal report to the director of education.
  - e. On or before July 31 the committee chair and at least one member of the committee will meet the director of education to review actions to achieve a performance plan, update the performance plan for the following evaluation cycle, discuss the draft of the report, and provide opportunity for response.
  - f. On or before August 10 the committee will finalize the performance appraisal report and provide the final report to the board and the director of education.

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- g. On or before August 15 the Board to provide written confirmation to the Minister of Education that the performance appraisal has been conducted and adopted by Board resolution. On that same date, the Board to post a copy of the written confirmation on the Board's website.

#### 4.4 Dispute Resolution Process

In the event that the director of education informs the chair of the Board that the concluding statements in the annual evaluation of the director of education do not accurately reflect their leadership practices and success as director, a dispute resolution process should be undertaken.

4.4.1 The process will include a three-member panel, selected as follows:

- the first member of the panel will be selected by the director of education in consultation with the Council of Ontario Directors of Education (CODE);
- the second member of the panel will be selected by the Board chair in consultation with the Ontario Public School Boards Association (OPBSA); and
- the third member of the panel, suitable to both CODE and OPSBA, will be selected from a list of acceptable mediators.

#### 5. Appendices

5.1 Appendix A - Written Confirmation of Performance Plan

5.2 Appendix B - Written Confirmation of Completion

5.3 Appendix C - 360 Feedback- Overview and Recommended Best Practices

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6. Review

These procedures shall be reviewed in accordance with 2010 Policy Development and Review Policy.

<u>Cross Reference</u>	<u>Date Approved</u>	<u>Legal Reference</u>
Ontario Leadership Framework for Supervisory Officers	February 22, 2022	Education Act, R.S.O 1990 including Sections 283.1, 2.87 Ontario Regulation 83/24
Lakehead District School Board Strategic Plan (Multi-Year Strategic Plan)	<u>Date Revised</u> June 25, 2024	