

## DIRECTOR EVALUATION PROCESS, CRITERIA & TIMELINES

### 1. Purpose and Context for Evaluation

The evaluation process, criteria and timelines for the Director evaluation described in this document:

- 1.1 Provide for both growth and accountability, and the strengthening of the relationship between the Board and the Director.
- 1.2 The written reports will affirm specific accomplishments and identify growth areas. Some growth goals will address areas of needed development while others will identify areas where greater emphasis is required due to changes in the environment.
- 1.3 Recognize that the Director is the Chief Executive Officer for the Division. The Director is held accountable for work performed primarily by other senior administrators.
- 1.4 Emphasize the need for, and requires the use of, evidence for evaluation purposes.  
Evaluations are most helpful when the evaluator provides concrete evidence of strengths and/or weaknesses. The Performance Assessment Guide identifies the source of the evidence in advance, while the quality indicators describe expectations in regard to that evidence.
- 1.5 Align with the Director's Roles, Responsibilities and the Quality Indicators outlined in policy.
- 1.6 Support the work towards the achievement of the Division's goals.  
This appendix directly links the Director's performance to the Strategic Planning and Reporting Section of Policy 13, which includes the Division's Strategic Plan and related goals.
- 1.7 Set out standards of performance.  
The Quality Indicators in the Performance Assessment Guide set out initial standards. When growth goals are identified, additional standards will be set to provide clarity of expectations and a means of assessing performance.
- 1.8 Outline a performance-based assessment system that focuses on improvement over time.  
After the initial evaluation, all subsequent evaluations take into consideration the previous evaluation and assess of the Director's level of success in addressing identified growth areas.
- 1.9 Use multiple data sources.  
Objective data such as financial audits, performance audits, Ministry of Education monitoring reports, and student achievement data are augmented with subjective data to create a comprehensive and informed picture of performance.
- 1.10 Elicit evidence to support subjective assessments.  
Multiple pieces of evidence will be provided to support subjective statements, especially those subjective statements provided by the Board regarding the CEO's work relative to Board agendas, committee and Board meetings, etc.
- 1.11 Ensure Board feedback is provided regularly.  
Such feedback will be timely, supported by specific examples, and will focus on areas over which the Director has authority.

## 2. Timelines for Evaluation

Unless approved by the Board otherwise, annual summative Director performance evaluations will occur in the first three years. After the first three years of the Director's contract, the evaluation will be completed once every two years. In the first year of the Director's contract, the period of evaluation is based on the Director's performance from the date the contract starts and until the date of the summative performance review. In subsequent years, the evaluation will be based on the Director's performance from the date of the last summative performance review until the next one. The timeline of scheduled evaluations each year will include:

- Formative performance conversation within the first six months of the Director's contract.
- Summative performance review in May with the Evaluation Report completed and approved no later than June 15.

The Board, in consultation with the Director, will approve or amend the timelines for evaluations and schedule the dates for the performance review.

## 3. Criteria for Evaluation

The criteria for the evaluation will be those Role Expectations and Quality Indicators set out in Appendix B, plus any growth goals provided by the Board in the previous written evaluation report. These criteria clarify for the Director performance expectations that are held by the corporate Board and these criteria also guide the Board in their evaluation of the performance of the Director. The Board will review the indicated evidence and will determine whether, or to what extent, the quality indicators have been achieved.

## 4. Evidence for Evaluation

It is the responsibility of the Director to provide evidence that each role expectation has been met during the evaluation period. This evidence will include:

- 4.1 Formally identified Accountability Reports provided to the Board. These may be presented to the Board by the Director, by members of senior administration or by others, but the data, evidence and recommendations within them will be considered as part of the Director's evidence of performance.
- 4.2 Other reports or documentation provided to the Board that explicitly address one or more of the Role Expectations or Quality Indicators.
- 4.3 A summary of evidence (examples, written or visual artifacts, documents, data, etc.) provided to the Board, as needed, to support an identified formative performance conversation or summative performance review. This evidence summary will be provided to the Board at least five (5) business days prior to the performance conversation or review.
- 4.4 Perspectives of those who work most closely with the Director will be collected during the summative evaluation phase, specifically to assess the extent to which the Director has met Role Expectations in section 11 (Leadership Practices). Members of the Administrative Council and one third of principals will be surveyed or interviewed by an external facilitator in the following cycle:
  - First evaluation: Year 1 – all members of Administrative Council
  - Second evaluation: Year 2 – one third of principals. The Director will divide the names of principals into three groups and the Board will select by lot the group to be interviewed.

- Third evaluation: Year 3 – No principals or direct reports.
- Fourth evaluation and on: Year 5 - repeat the above evaluation cycle by starting at the first evaluation and completing each evaluation once every two years.

The survey or interview process will ensure that each participant's identity is protected and that the participants are invited to provide evidence specific to each of the Role Expectations outlined in section 11 (Leadership Practices).

Suggested interview or survey questions include:

- 4.4.1 What evidence can you cite to support or refute the following:
1. The Director of Education provides clear expectations and direction?
  2. The Director of Education provides effective educational leadership?
  3. The Director of Education establishes and maintains positive, professional working relationships with staff?
  4. The Director of Education unites people toward common goals?
  5. The Director of Education demonstrates a high commitment to the needs of students?
  6. The Director of Education has a well-established value system based on integrity?
  7. The Director of Education empowers others?
  8. The Director of Education effectively solves problems?
- 4.4.2 What does the Director of Education do, if anything, that helps you do your job?
- 4.4.3 What does the Director of Education do, if anything, that makes doing your job more difficult?
- A summary of the evidence collected will be provided to the Board and Director to inform the performance review conversations.
- 4.5 Other evidence that is determined mutually by the Board and Director to be appropriate and helpful in the performance evaluation process.

## 5 Documentation of Evaluation

Performance conversations and reviews will be summarized in a document that captures the essence of the evaluation, including:

- 5.1 The evaluation context and format (formative or summative);
- 5.2 An assessment of performance in each of the Role Expectations and Quality Indicators included in this phase of the evaluation;
- 5.3 An examination of progress made relative to any growth goals or redirections identified in the previous evaluation;
- 5.4 The identification of any new growth goals if deemed appropriate; and,
- 5.5 A summary/conclusion section followed by appropriate signatures and dates

The Director will only be absent from the room for the period when the Board constructs the final summary/conclusion section. The Board will review the indicated evidence and will determine whether, or to what extent, the quality indicators have been achieved.

The evaluation report will reflect the corporate Board position and be approved by Board motion. A signed copy will be provided to the Director within five (5) business days following the Board approval of the report and a second signed copy will be placed in the Director's personnel file at that time.