

Director of Education Annual Performance Appraisal

Governance Procedure

Adopted: January 2016
Revision Date: December 3, 2024
Responsibility: Board of Trustees

1. Policy

This Procedure is made pursuant to the Director of Education - Roles, Responsibilities, and Annual Performance Appraisal Policy.

2. Definitions

The Director of Education ("Director") is the Chief Executive Officer, the Chief Education Officer and the Secretary of the Board and is directly accountable to the Board of Trustees (Board). The Board are locally elected representatives, required to carry out their responsibilities and duties under the Education Act.

3. Guiding Principles

On an annual basis, the Board shall monitor and evaluate the performance of the Director in meeting their duties under the Education Act¹ and any policy, guideline or regulation made under the Act, including actions that meet the objectives described in the Multi-Year Strategic Plan (MYSP), Student Achievement Plan, Operational Plan and/or other documents as required by legislation, including the implementation of policies, procedures and organizational structures. This work will be carried out by a Committee, with meetings conducted in Private Session.

The process is intended to:

- benefit the students and school system;
- assist the board in providing quality educational service;

¹ S. 198, S. 283 and 283.1, S. 218.1(f)

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- foster a strong ongoing relationship between the Director and the Board based upon common goals and expectations;
- model the importance of, and contribute to continuous improvement throughout the board;
- provide helpful, concrete and objective feedback to the Director to optimize personal development and future performance;
- ensure accountability for the effective leadership and management of the school system; and
- recognize the contributions of the Director.²

4. Director's Performance Appraisal Committee (DPAC)

4.1. Committee Membership

All Trustees shall be invited to participate in the Director's Performance Appraisal Committee ("DPAC").

4.1.1. DPAC membership will be established through the Striking Committee process annually in May. The term of this committee is effective from July 1st until June 30th of the following year.

4.1.2. The Chair and/or Vice-Chair of the Board will be members of the DPAC.

4.1.3. There shall be no fewer than three and no more than seven members of the DPAC.³

4.1.4. The DPAC Secretary will be selected by the committee members and will be responsible for ensuring minutes of all DPAC committee meetings are taken, and upon approval by the committee shared with all Trustees in a private and confidential manner.

4.1.5. A DPAC Vice-Chair may be selected by the committee members and will assist the DPAC Chair.

² Good Governance for School Boards, Module 5

³ O.Reg. 83/24 S. 3(1)

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- 4.1.6. The Chair, Secretary and Vice-Chair (if appointed) will be responsible for setting the meeting schedule and agenda (in collaboration with all committee members).
- 4.1.7. The Chair and at least one other member of the DPAC shall be responsible for meeting with the Director to develop and finalize their Performance Plan.
- 4.1.8. The DPAC is responsible for conducting any performance appraisal required for the evaluation period beginning on July 1st in the year that the committee is established and ending on June 30th in the following year.⁴
- 4.2. Process and Timelines
- 4.2.1. The DPA process will be a collaboration between the Director and the DPAC. It will combine both quantitative and qualitative inputs and measures.
- 4.2.2. The Director's Performance Appraisal process will take place through an annual cycle to be completed by June 30th.
- 4.2.3. The evaluation criteria for the DPA will include:
- The Director of Education - Roles, Responsibilities and Annual Performance Appraisal Policy, the Director of Education Roles and Responsibilities Governance Procedure, the Multi-Year Plan and other resource documents,
 - Annual goals and unexpected realities of the past year,
 - Legislative requirements,
 - System leadership, and
 - Professional development
- 4.3. Interim Evaluation
- 4.3.1. A Director whose start date in that role with a board is:

⁴ O.Reg. 83/24 S. 3(3)

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- on or after July 1st in a year and on or before the last day of February in the following year shall have an interim evaluation for the period ending the first June 30th following their start date. The first July 1st following their start date shall be the first day of their next evaluation period.
- on or after March 1st in a year and on or before June 30th in that same year shall have an interim evaluation for the period ending June 30 in the following calendar year.

4.3.2. The first July 1st immediately following the end of the first evaluation period shall be the first day of their next evaluation period.

4.3.3. The interim evaluation cycle begins on the Director's start date.

4.3.4. After a Director's first full evaluation cycle with a board, they shall have full evaluation cycles annually with that board.

4.4. Full Evaluation

4.4.1. During a Director's full evaluation cycle, the following actions will be carried out:

Row	Due By	Legislation	Responsibility	Action
1	May Board Meeting	OReg 83/24 s. 3(1) - May 15	Chair & Vice-Chair	Assign Trustees to the DPAC using the Striking Committee process.
2	June 30	OReg 83/24 s. 3(1)	DPAC	Meet to elect a Chair and Secretary; may also elect a Vice-Chair.
3	September 30	N/A	DPAC Chair and at least one other member of the DPAC	Meet with the Director to establish timelines for the DPA process.

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4	December 1 - In Bi-Annual Feedback year	OReg 83/24 s. 5(2) table	Minister	Notify the Board and Director in writing if they will be participating in the Bi-Annual Feedback.
5	January Board Meeting		Director	Provide the Board with a midyear performance plan update report.
6	January 11	OReg 83/24 s. 5(2) table	DPAC Chair	Request feedback from every Trustee re: the Director's midyear performance plan update report.
7	January 21	OReg 83/24 s. 5(2) table	Trustees	May submit feedback to DPAC Chair re: the Director's midyear performance plan update report.
8	January 31	OReg 83/24 s. 5(2) table	DPAC Chair and at least one other member of the DPAC	Meet with the Director to review and discuss other matters relevant to the midyear performance plan feedback.
9	February 1 to April 15 - In Bi-Annual Feedback year	OReg 83/24 s. 5(2) table - February 1 to April 30	Bi-Annual Feedback Facilitator	Request feedback as (per 3.6. Bi-Annual Feedback)
10	April 30 - In Bi-Annual Feedback year	OReg 83/24 s. 5(2) table - May 15	Bi-Annual Feedback Facilitator	Provide the Board with a summary report summarizing and analyzing the feedback, redacting any data that would identify parents or students (upon their request).

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11	May 1 - Not in Bi-Annual Feedback year	OReg 83/24 s. 8(1) - date not specified	DPAC	If the next year will require Bi-Annual Feedback, commence the RFP process to select a Facilitator.
12	May 10	OReg 83/24 s. 5(2) table - June 10	Director	Provide the Board with a final performance plan update report in a private and confidential manner. <ul style="list-style-type: none"> • A confirmation of which of the actions have been implemented by the Director during the evaluation cycle; • A description of how each action that was implemented assisted in achieving the goals; and • For each action that was not implemented by the Director, a rationale for why the action was not implemented.
13	May 30	OReg 83/24 s. 5(2) table - June 20	Trustees	May submit feedback and appraisal of the Director's final performance plan update to the DPAC Chair in a private and confidential manner. (See 3.5 for scoring rubric.)
14	May 30	OReg 83/24 s. 5(2) table - June 20	DPAC Chair	Provide the Board and Director with a draft performance plan appraisal in a private and confidential manner.

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15	First Board Meeting in June	OReg 83/24 s. 5(2) table - June 30	Trustees	Meet with the Director to provide verbal feedback on performance plan appraisal.
16	June 10	OReg 83/24 s. 7(2) table - July 7	DPAC Chair and at least one other member of the DPAC	Provide the Director with the performance plan appraisal report in a private and confidential manner.
17	June 10	OReg 83/24 s. 7(2) table - July 7	DPAC Chair and at least one other member of the DPAC	Meet with the Director to: <ul style="list-style-type: none"> • Review the actions implemented by the Director to achieve the goals contained in the performance plan and discuss other matters relevant to the performance plan, • Review and discuss the committee's draft performance appraisal report, and • Provide the Director an opportunity to respond to the committee's evaluation, performance rating and explanation for the rating.
18	June 14	OReg 83/24 s. 7(2) table - July 31	DPAC Chair and at least one other member of the DPAC	Meet with the Director to review, develop, update and finalize the Director's performance plan for the following evaluation cycle including a concise set of measurable goals for the

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				upcoming year, in alignment with the MYSP, Student Achievement Plan, Operational Plan, and/or other processes and documents as required by legislation or policy.
19	Second Board Meeting in June	OReg 83/24 s. 7(2) table - August 10	DPAC	<p>Finalize the DPA report with a recommendation for approval of the DPA and the Director's goals, and provide them to the Director and the Board in a private and confidential manner, taking into consideration:</p> <ul style="list-style-type: none"> • The feedback from the Trustees and the Director, • The feedback set out in the Bi-Annual Feedback report, if applicable, and • The survey information.
20	Second Board Meeting in June	OReg 83/24 s. 7(2) table - August 15	DPAC	Provide the Director's performance plan for the next school year to the Board.
21	June 30	OReg 83/24 s. 7(2) table - August 15	Board Chair	<p>Provide written notice to the Minister detailing:</p> <ul style="list-style-type: none"> • The date the Director began serving in that role; • Whether bi-annual feedback was required during the current full evaluation cycle; and • Confirmation that the Director's performance

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				<p>plan has been put in place for the current full evaluation cycle. Post the notification on the HDSB website.</p>
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4.5. DPA Scoring

4.5.1. The scoring rubric to be used by Trustees (3.4.1 row 13) is as follows:

1. Meets all expectations.
2. Meets most expectations.
3. Meets some expectations.
4. Does not meet expectations.

4.5.2. Trustees / DPAC shall consider the following factors:

- The extent to which the Director worked diligently and consistently toward the implementation of the actions identified in the performance plan.
- The efforts made by the Director 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.
- The degree of success the Director 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 Bi-Annual Feedback Report, if applicable, and
 - the information collected by the surveys required by subsection 169.1 (2.1) of the Act in respect of the evaluation cycle, if applicable.

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- The rationale provided by the Director for the actions that were not implemented and the goals that were not achieved.
- The effectiveness of efforts made to overcome challenges faced by the Director in implementing the actions identified in the performance plan.
- The demonstrated ability and willingness of the Director to address, in the future, the actions that were not implemented and goals that were not achieved.

4.6. Bi-Annual Feedback (360 Evaluation)

4.6.1. Every other year, starting with the first full evaluation cycle of the Director's term, the DPAC will engage in a 360 evaluation of the Director's performance. The Board shall engage an appropriate external resource⁵ to support this effort. A variety of stakeholders will be consulted.

4.6.2. As per O.Reg 83/24 S. 8(2), people in the following roles will be included:

- Each Trustee,
- Each Student Trustee,
- Each member of every statutory, ad hoc, or other committee of the Board,
- Each staff member who reports directly to the Director,
- Each parent member of a school council,
- 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, and
- The Minister, if notice has been provided.

4.6.3. In addition, people in the following roles may be included:

- Students,

⁵ O.Reg. 83/24 S. 8(1)

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- Elementary and Secondary School Principals,
- System Principals, and
- Senior Administrators

4.6.4. The Bi-Annual Feedback will be used to facilitate the development of the Director's goals for the upcoming year.

4.7. Performance Plan

4.7.1. A performance plan will include but not be limited to:

4.7.1.1. A list of the actions that the Director will implement during the evaluation cycle (including professional development activities that the Director will undertake) to achieve each of the following goals:

- Advance the provincial priorities in education in the area of student achievement set out in Ontario Regulation 224/23.
- Manage human, capital and fiscal resources to achieve the goals identified in the board's multi-year plan developed under clause 169.1 (1) (f) of the Act.
- Promote a healthy and inclusive workplace with effective systems for staff selection and oversight.
- Create and maintain respectful and collaborative relationships with students, parents, staff, school board communities, community partners and stakeholders, Ministry staff and the Minister.
- Demonstrate leadership that maintains or improves the reputation of and public confidence in the board.
- Ensure compliance with applicable laws, Ministry policies and guidelines, and board mandates.

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- 4.7.1.2. Identification of leadership competencies and practices needed to achieve the goals set out in section 3.7.1.1. and actions that the Director shall implement during the evaluation cycle to improve at least one of those competencies or practices. The leadership competencies and practices identified shall be described in accordance with any guideline issued by the Minister under subsection 287.6 (1) of the Act.
- 4.7.1.3. One or more methods of:
- determining whether the Director successfully implemented the actions set out in the performance plan during the evaluation cycle, and
 - measuring, qualitatively or quantitatively, the degree to which the actions achieved the goals set out in section 3.7.1.1.
- 4.7.1.4. Any additional appraisal elements determined by the committee with input from the Director and if the additional appraisal elements include additional goals, a list of the actions that the director will implement during the evaluation cycle to achieve those goals.

4.8. Records Retention

- 4.8.1. The Director and the DPAC Chair shall each sign the performance plan and each of them shall retain a copy for at least six years.
- 4.8.2. Every Board that prepares or receives a document that is required to be prepared by the Board or provided to the Board under this Regulation shall keep the document for a period of at least six years from the date of the draft performance appraisal report to which the document relates.

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Related Statutes

Education Act, R.S.O. 1990, c. E.2

Ontario Regulation 83/24, Education Act

Related Board Policies and Procedures

Director of Education – Roles, Responsibilities, and Annual Performance Appraisal Policy

Governance Procedure Due for Review: December 2028

Revision History

- December 3, 2024 - Comprehensive Review
- December 2021
- December 2020