



YORK REGION DISTRICT SCHOOL BOARD

Policy and Procedure #211.0, Director of Education Performance Review

The Director of Education Performance Review policy and procedure address the Board's commitment to providing an environment where the Director is supported in achieving the performance expectations of their position.

Who has responsibilities?

- Trustees
- Director of Education
- Director of Education Performance Review Committee
- External Consultant
- Corporate Secretariat and Trustee Services

How is this policy and/or procedure related to Board priorities?

The Director of Education Performance Review policy and procedure supports student success and fosters ethical leadership and confidence in public education by ensuring that regular and cyclical performance appraisals of the Director of Education are completed.

Legislative Context

[Education Act](#)

[Municipal Freedom of Information and Protection of Privacy Act](#)

Related Policies and Resources

[Leadership Development](#)

[Director of Education Selection](#)

[Purchasing](#)

[Information Access and Privacy Protection](#)

[Equity and Inclusivity](#)

[Human Rights](#)

[Standards of Conduct](#)

[Violence Prevention and Intervention](#)

[Supporting Community Concerns](#)

Department

Director's Office

It is the expectation of the York Region District School Board that all employees, students and persons invited to or visiting Board property; or partaking/volunteering in Board or school-sponsored events and activities will respect the policies and procedures of the Board. The term "parents" refers to both biological/adoptive parents and guardians in all Board policies and procedures.



Board Policy #211.0, Director of Education Performance Review

1. Policy Statement

The Director of Education has leadership responsibilities for implementing the elected board's multi-year strategic plan by maintaining an effective organization with the programs and services that operationalize the board's policies.

Respecting the [Mission, Vision and Values](#) and the strategic priorities outlined. The successful performance of the Director of Education is critical to ensuring organizational success and provides demonstrated evidence of progress towards the achievement of Board priorities.

The Director of Education performance review strengthens the organization by making it accountable and proactive in meeting the needs of students and the broader school community. The review provides:

- (a) a mutual and reciprocal learning opportunity for both the Director of Education and the Board of Trustees;
- (b) a mechanism for the Director to develop clear expectations and plans for the system;
- (c) the Director with concrete feedback from the Board and selected stakeholders to be used as a basis for personal development; and
- (d) an opportunity to confirm and acknowledge successes.

2. Application

While feedback is an ongoing process, the performance of the Director of Education is reviewed annually and comprehensively bi-annually using a 360-degree performance feedback format. It is an opportunity to annually clarify expectations, set goals and priorities and engage in constructive and strategic dialogue and bi-annually obtain also feedback from stakeholders that extends beyond the Board of Trustees

2.1 Accountability and Transparency

An accountable, transparent and effective Director of Education Performance Review process will;

- (a) identify a clear rationale and objectives for the process,
- (b) meet legal and other requirements of the [Director's employment contract](#),
- (c) clearly outline a process and timelines,

- (d) identify mutually agreed upon assessment criteria and goals that are measurable, based on the [Director's Position Profile](#), the [Multi-Year Plan](#), legislative requirements and Board policy,
- (e) collect objective evidence to support assessment criteria and goals,
- (f) outline overall performance based on agreed upon assessment criteria and goals,
- (g) identify a process for addressing situations where performance is unsatisfactory, and
- (h) include a written report for approval by the Board of Trustees.

2.2 Confidentiality

The Director of Education performance review is confidential and will be conducted in private. In accordance with the Education Act, Section 207(2)(b), *Closing of certain committee meetings*, which states the disclosure of intimate, personal, or financial information in respect of a member of the Board or committee, an employee or prospective employee of the board or a pupil or his or her parents or guardian, specific details and materials related to the performance review will remain confidential. Only information about the completion of the process and identification of goals and priorities will be shared.

3. Responsibilities

3.1 The Board of Trustees is responsible for:

- (a) reviewing the Director of Education Performance Review policy in accordance with the priorities in the [Multi-Year Plan](#) and the approved policy review cycle;
- (b) reviewing input from the Director of Education on any strategic priorities that may be changing based on the evolving community, educational and political environment;
- (c) addressing any allegations of inappropriate conduct of the Director of Education in accordance with the appropriate policy and/or procedure, including but not limited to the [Standards of Conduct policy and procedure](#);
- (d) understanding and communicating with members of the community about the Director of Education Performance Review policy and procedure, as required;
- (e) enacting the Director of Education Performance Review procedure; and
- (f) approving any revisions to the Director of Education Performance Review procedure.

3.2 The Director of Education is responsible for:

- (a) actively participating in the performance review process.

4. Contact

Board Chair
Director of Education

5. History

Approved: 1995
Working Document: July 2012, November 2017
Revised: 2003, 2007, 2013, November 2018



Board Procedure #211.0, Director of Education Performance Review

1. Application

The Director of Education Performance Review will provide constructive feedback and focus on effective strategies and leadership practices that demonstrate progress on agreed upon objectives and performance measures that are aligned with the Director of Education's Position Profile which take into consideration the following:

- (a) accountabilities using a balanced scorecard of the position requirements;
- (b) Board priorities, including, but not limited to the [Multi-Year Strategic Plan](#) and [Mission, Vision and Values](#),
- (c) leadership competencies that respect the [Ontario Leadership Framework](#),
- (d) any other duties and responsibilities outlined in the [Education Act](#), Board policy and/or Director's employment contract.

1.2 Director of Education Performance Review Committee

This committee of the Board is responsible for working with an external consultant to execute the Director of Education Performance Review in accordance with the Director of Education Performance Review policy and procedure.

The committee will be composed of the Chair of the Board and four additional trustees approved by the Board annually. The external consultant and Director of Education are non-voting members of this committee. When necessary, the Director may be excused to allow trustee members and the consultant to engage in discussions privately.

Administrative support will be provided by Corporate Secretariat and Trustee Services.

1.3 Performance Review Process

1.3.1 Initiating the Performance Review Process

Annually, the Director of Education Performance Review Committee will work with the Director of Education to finalize the Director of Education Position Profile for the upcoming year, taking into consideration any input from the Board and adjustments to the Multi-Year Strategic Plan and Director's Annual Plan.

1.3.2 Periodic Reporting

The Director of Education will provide one interim report to the Director of Education Performance Review Committee and the Board, using the Director of Education Monitoring Tool. Monitoring reports will be provided to the Board of Trustees regularly to outline progress on strategic priorities. These reports will form part of the Director's annual performance review.

1.3.3 Annual Performance Review

Each year, the Director of Education's Performance Review Committee will work with the Director of Education and external consultant, to prepare a final evaluation report to the Board, taking into consideration information contained in periodic reports and the Director of Education Performance Review Position Profile. The Board of Trustees will provide input on the report.

In the second year of the Director of Education's employment, and every two years following, the Director of Education Performance Review Committee will administer a biennial performance review questionnaire. The findings will be summarized in the final evaluation report.

The Board of Trustees will;

- approve the Director of Education Position Profile and periodic reporting schedule for the upcoming year, and
- review the role of trustees as employer.

1.3.4 Biennial Performance Review Questionnaire

A performance review questionnaire will be conducted once every two years, beginning in the Director's second year of employment. The questionnaire will collect data from identified respondents on critical elements of the Director's responsibilities.

At a minimum, the following respondents will be asked to complete the performance review questionnaire;

- (a) all members of senior team,
- (b) all trustees,
- (c) student trustees,
- (d) one non-Board community member of the Audit committee,
- (e) the non-trustee chair(s) or vice-chair(s) of the Board's advisory committees, and
- (f) one representative from each of the Board's local unions, federations, and other employee groups such as, but not limited to York Region Ontario Principals' Council and Corporate Management and Professional Staff (CMPS) Council.

1.3.4 Annual Public Communication

Annually at a public meeting of the Board, the Board of Trustees will;

- (a) publicly confirm the completion of the Director of Education Performance Review, and
- (b) approve the Director of Education Position Profile for the upcoming year.

The Director of Education Position Profile will be posted publicly on the Board website.

1.4 Dispute Resolution

If the Director of Education and Director of Education Performance Review Committee do not agree on the final evaluation, the following process will be followed.

A three member panel composed of the following individuals will be established:

- (a) One member of the panel will be selected by the Director of Education in consultation with the Council of Ontario Directors of Education (CODE).
- (b) The second member of the panel will be selected by the Chair of the Director of Education Performance Review Committee in consultation with the Ontario Public School Boards Association (OPBSA).
- (c) The third member of the panel, an external consultant, with expertise in mediation, suitable to both CODE and OPSBA will be selected.

This panel will consider all information presented by the Director of Education Performance Review Committee, Director of Education and the external consultant and make recommendation(s) to the Board of Trustees for consideration. The external consultant will facilitate this process.

1.5 Performance Improvement Plan

In situations where the Director of Education Performance Review determines the performance of the Director of Education to be unsatisfactory, a plan will be created which identifies:

- (a) criteria for the rating,
- (b) identification and explanation of the area(s) of concern,
- (c) areas requiring attention with links to the specific expectations of the job,
- (d) steps to be taken to correct the action,
- (e) indicators of success, and
- (f) timelines for completion.

The Director of Education Performance Review Committee will monitor progress on the overall area(s) of concern and ensure that they are addressed in accordance with the agreed upon criteria and timelines.

If the Director of Education fails to meet the targets outlined in the Director of Education Performance Improvement Plan by the timelines outlined, the Board may take further action, including, but not limited to coaching and dismissal.

2. Definitions

2.1 Director of Education Position Profile

The Director of Education Position Profile is a document which outlines the role accountabilities, the leadership competencies and the annual key strategic priorities of the Director of Education as both the Chief Education Officer and the Chief Executive Officer of the York Region District School Board.

2.2 Consultant Summary Report

A confidential report summarizing the overall performance of the Director of Education based on the Position Profile for the year under review. This summary is reviewed by the Director of Education Performance Review Committee and recommended to the Board for approval.

2.3 Periodic Reporting

Reports prepared by the Director of Education, outlining progress on accountabilities, leadership competencies and strategic priorities.

2.4 Director of Education Self-Assessment

An annual process, undertaken by the Director of Education to identify:

- (a) their achievement of previously agreed upon deliverables; and
- (b) additional high-level, measurable goals and priorities to advance student achievement and well-being in alignment with the [Multi-Year Plan](#) and [Mission, Vision and Values](#).

2.5 Final Evaluation Report

A detailed, confidential report prepared by the external consultant and submitted to the Director of Education Performance Review Committee summarizing the results of the Director of Education Performance Review for review and submission to the Board for approval.

2.6 Performance Review Questionnaire

A defined format used to collect data from identified respondents on critical elements of the Director's accountabilities, leadership competencies and the Director's Annual Plan including, but not limited to, implementation of the Multi-Year Strategic Plan, stakeholder engagement, handling of critical issues unique to the Board, and previously identified areas of personal development.

2.7 Work Plan

A plan that is developed by the Director of Education Performance Review Committee in consultation with the external consultant and the Director of Education that outlines goals, timelines, assessment criteria and a schedule for reporting to trustees.

3. Responsibilities

3.1 The Board of Trustees shall:

- (a) annually appoint trustee members to the Director of Education Performance Review committee;
- (b) delegate responsibility to hire an external consultant with expertise in performing evaluations for Directors of Education to the Director of Education Performance Review Committee;
- (c) publicly share any additional information about the evaluation process;
- (d) approve the work plan presented by the Director of Education Performance Review committee;
- (e) approve the Director of Education's goals and priorities;
- (f) consider information and recommendations by the Director of Education Performance Appraisal Committee;
- (g) consider and approve the performance improvement plan and other disciplinary action(s) in accordance with the [Staff Progressive Discipline policy and procedure](#), when required;
- (h) consider recommendations from the dispute resolution panel, as required; and
- (i) review individual and collective roles of trustees and reflect on shared learning.

3.2 The Chair of the Director of Education Performance Review Committee shall:

- (a) designate another trustee to perform all duties related to their role if they are unable to attend any Director of Education Performance Review committee meeting; and
- (b) act as its spokesperson on behalf of the Director of Education Performance Review Committee and provide regular updates to the Board.

3.3 Trustees shall:

- (a) be aware of their individual and collective responsibilities as the Board of Trustees related to the performance review of the Director of Education;
- (b) participate in and complete the Performance Review Questionnaire, when required;
- (c) participate in confidential interview(s) with the external consultant, as required; and
- (d) maintain confidentiality.

3.4 The Director of Education Performance Review Committee shall:

- (a) ensure the process used to acquire an external consultant, who is an expert in performing evaluations for directors of education, complies with the [Broader Public Sector Procurement Directive](#) and the Board's [Purchasing policy and procedures](#),
- (b) review documentation and interview prospective external consultants,
- (c) ensure the services of the external consultant includes a multi-year renewal option;
- (d) conduct and share information with the Board of Trustees about the systematic formal performance review of the Director of Education that includes;
 - individual and collective roles and responsibilities of trustees,
 - a work plan, and
 - a biennial performance review questionnaire and a list of respondents;
- (e) ensuring a self-assessment performance evaluation tool is completed by the Director of Education each year;

- (f) consider all data and feedback as part of the review;
- (g) develop a final evaluation report;
- (h) present an annual report to the Board on the performance of the Director of Education;
- (i) monitor progress on the performance improvement plan, where applicable;
- (j) advise the Board when the Director of Education and Director of Education Performance Review Committee do not agree on the final evaluation and outline next steps;
- (k) work with the Ontario Public School Boards' Association (OPSBA) to identify a member to serve on the dispute resolution panel, when required; and
- (l) ensure a public statement is made by the Chair of the Board regarding the completion of the performance review.

3.5 The External Consultant shall:

- (a) work with the Director of Education Performance Review Committee to facilitate the evaluation process in accordance with the Director of Education Performance Review policy and procedure;
- (b) provide professional advice to the Director of Education Performance Review committee, as required;
- (c) support the Director of Education Performance Review Committee to draft the performance review format, based on the Director of Education Performance Review policy and procedures;
- (d) administer the performance review format ensuring;
 - appropriate timelines for completion in order to include as part of the review by the Director of Education Performance Review Committee, and
 - full participation by identified respondents that have been given an opportunity to provide input;
- (e) support the development of a self-assessment performance evaluation tool for the Director of Education;
- (f) help the committee to collate all responses and prepare a final evaluation report includes a summarizing the results of the Performance Review Process including but not limited to;
 - what is working well,
 - areas of improvement and the supporting development plan and
 - recommended goals, priorities and actions;
- (g) work with the representatives from Council of Ontario Directors of Education and the Ontario Public School Boards' Association to identify a third member to serve on the dispute resolution panel, when required;
- (h) provide a written statement confirming completion of the Director of Education Performance review in accordance with Board policy; and
- (i) maintain confidentiality.

3.6 Director of Education shall:

- (a) allocate staff and resources to support the implementation of the Director of Education Performance Review policy and procedure;
- (b) familiarize themselves with their responsibilities and the individual and collective responsibilities of trustees related to the performance review of the Director of Education;

- (c) discuss the evaluation process and develop a work plan with the Consultant and the Director of Education Performance Review Committee
- (d) work with the Director of Education Performance Review Committee to achieve consensus on final goals;
- (e) provide input into the list of respondents who will be asked to complete the performance review questionnaire;
- (f) complete the self-assessment performance evaluation tool;
- (g) present the Director of Education Evaluation Framework and a plan for periodic reporting to the Director of Education Performance Review Committee;
- (h) ensure periodic reports are presented to the Board of Trustees;
- (i) review and provide feedback on the final evaluation report and executive summary;
- (j) work with the Council of Ontario Directors of Education to identify a member to serve on the dispute resolution panel, when required;
- (k) reflect on shared learning and implement goals, priorities and areas of improvement; and
- (l) maintain confidentiality.

3.6 Corporate Secretariat and Trustee Services shall:

- (a) support the Director of Education Performance Review committee, as required; and
- (b) maintain confidentiality.

4. History

Approved: 2007

Working Document: July 2012, November 2017

Revised: March 2010, April 2013, November 2018, April 2019