

## **POLICY WORKING COMMITTEE REPORT**

### **MANDATE**

The PWC initiates and reviews policies related to the Multi-Year Strategic Plan and the Board's operations and makes recommendations for approval to the Board. It receives procedures for discussion and ensures procedures are in alignment with policy and may offer suggestions for consideration by the originating department, with subsequent referral to the Board for information.

<b>Meeting Type:</b>	Public Board Meeting
<b>Presented for:</b>	<b>Approval</b>
<b>Date and Time of meeting</b>	The committee met on 2024 November 12 from 3:01 p.m. to 4:15 p.m..
<b>Content:</b>	<p>The committee completed the following actions to work towards fulfilling its mandate:</p> <p><b>Chair's Announcements</b></p> <p>Chair Cripps addressed member requests for items to be added to the Policy Working Committee (PWC) Workplan, including the Transportation Policy (1002), the Equitable Recruitment Policy (formerly Equitable Recruitment, Selection and Promotion of Staff Policy) (3013) and Procedure (3013a), and the Public Concerns and Complaints Policy (2030) and Resolving Public Concerns Procedure (2030a). There were no objections.</p> <p>It was confirmed that the Transportation Policy and Equitable Recruitment Policy were previously added to the PWC Workplan.</p> <p>The committee discussed the RFP #736 Safe School Policy and Procedure Review completed by Mackenzie Mountford, noting it would be beneficial to the committee to review the report to gain a broader understanding of safe school policies across the province.</p> <p>The mover of the motion provided the rationale.</p> <p>The following motion was moved and ADOPTED:</p>

	<p>THAT RFP 736 Safe School Policy and Procedure Review by Mackenzie Mountford be provided to the Policy Working Committee for review and discussion prior to the next Policy Working Committee meeting.</p> <p><b>Policies/Procedures Following Public Input</b></p> <p><b>a. Director of Education Performance Appraisal Policy (2031)</b></p> <p>Superintendent Griffith-Jones presented the Director of Education Performance Appraisal Policy (2031) for approval following the 30-day public input period.</p> <p>Discussion included housekeeping edits, adding content beyond what is in the regulation, and the inclusion of the Director’s Performance Plan (DPP) in the policy.</p> <p>Questions of clarification were addressed by Administration regarding creating a Director of Education Performance Appraisal (DPA) procedure to house the DPP, the inclusion of the Superintendent of Human Resources in the DPA Policy as a member of the DPA Committee, dates included in the policy, where the responsibility lies for creating the DPP, including specific examples of community partners in policy, and creating a graphical representation of the performance appraisal process.</p> <p>Discussion included adding a flowchart to the DPA Committee’s workplan and the timing for development of the flowchart.</p> <p>The following recommendation was moved and <b>WITHDRAWN</b>:</p> <p>THAT the DPA Committee create a flowchart outlining the performance appraisal process.</p> <p>The following recommendation was moved and <b>CARRIED</b>:</p> <p><b>THAT the Board of Trustees approve the Director of Education Performance Appraisal Policy (2031) as amended.</b></p> <p>Feedback was captured by N. Soave.</p>
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**a. Review of Policy and Procedure 2032(a) the Development, Maintenance and Evaluation of Policies and Procedures**

Discussion included the intent of the language and content of the policy, consistency of the readability of the policy and procedure, and referencing the Multi-Year Strategic Plan (MYSP) in the policy.

It was decided that additional feedback could be submitted through the public input process.

THAT the Development, Maintenance, and Evaluation of Policies and Procedures Policy and Procedure (2032/a) be posted for 30 days of public input incorporating Trustee housekeeping feedback.

**b. Revisions to Safe Schools Policy and Procedure (4008 and 4008 D, H, I, J, K)**

	<p><b>Board Services Update</b></p> <p>Coordinator Hickson informed the committee of upcoming Trustee orientation sessions taking place in December.</p> <p>There was no discussion or questions of clarification.</p> <p><b>Next Meeting Dates</b></p> <p>The next meeting is scheduled for Tuesday, January 14, 2025.</p>
<p><b>Recommendations:</b> <i>(only required when presenting for Board/COW approval)</i></p>	<p><b>MOTIONS</b> <i>(if applicable)</i></p> <p><b>THAT the Board of Trustees approve the Director of Education Performance Appraisal Policy (2031) as amended.</b></p>
<b>Financial Implications:</b>	N/A
<b>Timeline:</b>	N/A
<b>Communications:</b>	N/A
<b>Appendices:</b>	<p>A: Director of Education Performance Appraisal Policy (marked up)</p> <p>B: Director of Education Performance Appraisal Policy (clean)</p>

**POLICY**

Title: **DIRECTOR OF EDUCATION** Policy No.: **2031**  
**PERFORMANCE APPRAISAL** Effective Date: **2018 October 23**

Department: **Office of the Chair**

Reference(s): ~~The Institute for Education Leadership – The Ontario Leadership Framework: A School and System Leader's Guide to Putting Leadership Framework Into Action – 2013, The Education Act, section 169.1~~

**It is the Director of Education Performance Appraisal**

<b><u>Policy Number:</u></b>	<u>2031</u>
<b><u>Policy Owner:</u></b>	<u>Office of the Chair</u>
<b><u>Effective Date:</u></b>	<u>2018 October 23</u>
<b><u>Amendment Dates:</u></b>	<u>2023 February 28</u>
<b><u>EIE Review Date:</u></b>	
<b><u>Resources:</u></b>	<ul style="list-style-type: none"> <li><u>The Education Act, RSO 1990, c E.2</u></li> <li><u>Ontario Regulations 83/24</u></li> </ul>

Administered By: **Office of the Chair**

Amendment Date(s): **2023 Feb. 28**

## 1. Intent

1.1. This policy ~~of the Board of Trustees to conduct an~~ ensures that the annual performance appraisal of the Director of Education is in meeting compliance with the ~~duties under the~~ Ontario Education Act and Regulations, 83/24.

~~1.1.1.2. Ontario Human Rights Code, Occupational Health and Safety Act, Ministry Directives, Board of Trustees Policy, The Board of Trustees' Multi-Year Strategic Plan (MYSP), Board Improvement and Equity Plan, Operational Plan and Any other duties assigned by The Board of Trustees. The Ontario Leadership Framework shall support the criteria for~~ The performance appraisal. ~~This~~ process is intended to strengthen the organization, making it more cohesive, viable, accountable, and proactive in serving the needs of students and the broader Board of Trustees community.

## 2. It is expected that this process will promote respectful, positive, and collaborative dialogue between Definitions

2.1. Director of Education or Director shall refer to the Thames Valley District School Board Director of Education.

2.2. Directors Performance Plan Committee or DPPC refers to the three to seven members of The Board of Trustees responsible for evaluating the Directors Performance.

2.3. The Board or The Board of Trustees shall refer to the Thames Valley District School Board of Trustees.

2.4. TVDSB shall refer to Thames Valley District School Board.

## 3. Objective of Policy

3.1. It is the policy of The Board of Trustees to conduct an annual performance appraisal of the Director of Education in meeting the duties under the following:

3.1.1. Education Act and Regulations.

3.1.2. Ontario Human Rights Code.

3.1.3. Occupational Health and Safety Act.

3.1.4. Ministry Directives. ~~the Director~~

3.1.5. Board of Trustees Policy.

3.1.6. The Board of Trustees' Multi-Year Strategic Plan (MYSP).

3.1.7. Board Improvement and Equity Plan.

3.1.8. Operational Plan.

3.1.9. The duties listed in Section 6 of this policy, and

3.1.10. Any other duties assigned by The Board of Trustees.

3.2. The performance appraisal process provides an opportunity for feedback and discussion about:

3.2.1. Professional growth;

3.2.2. Job expectations and priorities;

3.2.3. Evidence of performance; and

3.2.4. identification of areas where performance may be improved. ~~Education. It~~

~~4.2.3.3.~~ 3.3. The performance appraisal process is to be a mutual learning opportunity\_ to affirm successful practices and to improve areas of identified need, recognizing the overarching goal of benefiting students based on the shared responsibility of the Director of Education and the Trustees for improving student achievement.

~~4.3.1.1. The performance appraisal process provides an opportunity for feedback and discussion about:~~

~~1.3.1.1.1. Professional growth;~~

~~1.3.2.1.1.1. Job expectations and priorities;~~

~~1.3.3.1.1.1. Evidence of performance; and~~

- ~~• identification of areas where performance may be improved.~~

~~1.4.~~

#### 4. Roles and Responsibility

4.1. The **Chair of the Board and Director's Performance Plan Committee (DPPC)** is responsible for implementing this policy.

4.2. The **Director of Education** shall be responsible for:

4.2.1. Updating the ~~implementation~~ performance plan

4.2.2. Providing input to the DPPC regarding community partners and interest holders mentioned in 4.4.6 of this policy. ~~The Chair shall lead the annual~~

4.2.3. Providing input to the DPPC on any additional appraisal process, and elements.

~~1.5.~~ 4.3. All **Trustees** shall be invited to participate. The process is confidential and will be conducted in private in accordance with the Education Act, Section 207(2)(b), provide input regarding the Director of Education's performance report.

#### ~~1.0—Director of Education's Responsibilities~~

~~The Director of Education's Performance Appraisal combines both quantitative and qualitative inputs and measures. The Director of Education will:~~

- ~~• identify annual goals in collaboration with the Board of Trustees, based on the Multi-Year Strategic Plan, Board of Trustees Improvement and Equity Plan, and the Operational Plan~~
- ~~• provide a report to the Board of Trustees of the previous year's accomplishments from the Annual Operational Plan ideally in October of each year (and if faced with extenuating circumstances, no later than February with the approval of the Board of Trustees)~~
- ~~• present the Board of Trustees with the Annual Operating Plan for the current~~



~~school year~~

4.4. During a Bi-Annual Feedback year, the following groups shall provide ~~periodic and timely~~ comments on the Director's performance:

4.4.1. Each member of The Board.

4.4.2. Each member of every statutory, ad hoc, or other committee of The Board.

~~1.5.1.~~ 4.4.3. Each staff member of TVDSB who reports directly to the  
Board ~~Director of Trustees regarding the status of the annual~~  
~~goals~~ Education.

- ~~• respond to new policies or requests emanating either from the Board of Trustees or through legislation in a timely manner, balancing the needs and expectations of key stakeholders~~
- ~~• prepare and disseminate an Annual Report to the public according to Ministry of Education and Board of Trustees requirements; and~~
- ~~• ensure that staff are fulfilling their respective duties and responsibilities, and/or areas of concern are addressed~~

## **2.0 Trustees' Responsibilities**

~~The Board of Trustees will meet with the Director of Education according to the established timelines:~~

~~No later than January:~~

- ~~• the Chair of the Board will begin to lead the process, which may include, at the direction of the Board of Trustees, the engagement of a third party and/or the use of a 360 assessment tool to guide and support the process.~~
- ~~• determine the criteria, methodology and format for the appraisal;~~
- ~~• collaboratively establish annual goals and outcomes;~~
- ~~• review the Director of Education's self-evaluation, and other reports and evidence requested;~~
- ~~• discuss constructive feedback; and~~
- ~~• provide concrete next steps.~~

~~The Board of Trustees will provide written feedback to the Director of Education at the end of the annual performance period, no later than June. This feedback will include evidence of overall performance and accomplishments in relationship to the mutually established goals and identify areas where performance may be improved. The report will be filed in the Director of Education's Human Resources file located in the Office of the Chair of the Board.~~

## **3.0 Performance Appraisal Cycle**

~~The annual appraisal cycle is conducted no later than as follows:~~

~~March~~

- ~~• The Board of Trustees shall collaborate with the Director of Education to establish the criteria for the appraisal process.~~
- ~~• In year 3 of the role of the Director, and every three years thereafter, a 360-performance appraisal will be conducted.~~

~~May~~

- ~~• The Director shall complete a self-evaluation based on the previous year's appraisal process~~
- ~~• The Director will make a presentation to the Board of Trustees based on the criteria established in the Appraisal Meeting~~
- ~~• The Board of Trustees will meet to discuss the Director's self-evaluation~~

~~1.6.~~

~~June~~

- ~~• The Chair and Vice-Chair will meet with the Director to discuss the feedback prepared by the Board. A written performance appraisal report will be shared with Trustees and provided to the Director, a copy of which will be filed in the Director's Human Resources file located within the Office of the Chair of the Board.~~

~~It is recognized that this appraisal review process will occur with no more frequency than every 12 months.~~

~~Quarterly, during the school year a meeting can be called by either the Board of Trustees and/or the Director of Education for an opportunity to provide and/or receive informal feedback.~~

#### **~~4.0 — Performance Improvement Plan~~**

~~In situations where the Director Performance Appraisal determines the performance to be unsatisfactory, an improvement plan will be created which identifies:~~

- ~~• criteria for the rating;~~
- ~~• identification and explanation of the area(s) of concern;~~
- ~~• area(s) requiring attention with links to the specific expectations of the role;~~
- ~~• steps to be taken to correct the action, with timelines for completion;~~
- ~~• resources/supports to be provided to the Director to assist them in meeting the identified expectations; and~~
- ~~• indicators of success.~~

~~The Chair and Vice-Chair, in collaboration with Chair's Committee, will monitor progress on the overall area(s) of identified concern and ensure that they are addressed in accordance with the agreed upon criteria and timelines.~~

4.4.4. Each parent member of the school council at each school of TVDSB.

4.4.5. A representative nominated by each local employee association representing employees of TVDSB.

4.4.6. A representative sample of community partners and stakeholders as determined by the DPCA.

4.4.7. When applicable, the Ontario Minister of Education.

4.5. A consultant with five (5) years of experience conducting multi-source executive performance assessments and, as selected by Board Motion, shall be responsible for requesting feedback on The Director's Performance from the group listed in 4.4 and writing a report summarizing the feedback.

## **5. Committee Membership**

5.1. The DPPC must comprise between three (3) and seven (7) members of The Board.

5.1.1. The board chair shall always be a member of the DPPC and will count towards the minimum and maximum listed in 5.1.

## **6. Role of the Director**

6.1. The TVDSB Director of Education is responsible for the following duties.

6.1.1. Develop and maintain an effective organization and the programs required to implement board policies

6.1.2. Annually review the multi-year plan with The Board of trustees

6.1.3. Ensure that the multi-year plan establishes The Board's priorities and identifies specific measures and resources that will be applied in achieving those priorities and in carrying out its duties under the Act

6.1.4. Implement and monitor the implementation of the multi-year plan

6.1.5. Report periodically to The Board on the implementation of the multi-year plan

6.1.6. Act as secretary to The Board

6.1.7. Immediately upon discovery, bring to the attention of The Board any act or omission by The Board that, in the opinion of the Director of Education, may result in or has resulted in a contravention of this Act or any policy, guideline or regulation made under this Act; and

6.1.7.1. If a board does not respond in a satisfactory manner to an act or omission brought to its attention, advise the Deputy Minister of the Ministry of the act or omission

## **7. Director of Education ~~fails to meet the expectations outlined in~~ Performance Appraisal Process**

7.1. The performance appraisal process is confidential and will be conducted privately following the Education Act, Section 207(2)(b).

7.2. There are three different Director of Education Performance Appraisal processes depending on how long the Director has worked for TVDSB. Interim (Section 8), Full Evaluation (Section 9) and Full Evaluation with Bi-annual Feedback (Section 10). The table below should be followed when determining the type of review required.

<u>Item #</u>	<u>Column 1: Start date of role as Director of Education</u>	<u>Column 2: End date for interim evaluation cycle</u>	<u>Column 3: Start date of first full evaluation cycle</u>
<u>7.2.1</u>	<u>Before March 1, 2024.</u>	<u>None</u>	<u>July 1, 2024</u>
<u>7.2.2</u>	<u>On or after March 1, 2024 and on or before June 30, 2024.</u>	<u>June 30, 2025</u>	<u>July 1, 2025</u>

<a href="#">7.2.3</a>	<a href="#">On or after July 1 in a year and on or before the last day of February in the following year.</a>	<a href="#">The first June 30 following their start date.</a>	<a href="#">The first July 1 following their start date.</a>
<a href="#">7.2.4</a>	<a href="#">On or after March 1 in a year and on or before June 30 in that same year.</a>	<a href="#">June 30 in the following calendar year.</a>	<a href="#">July 1 in the following calendar year.</a>

## [8. Interim Evaluation Process](#)

[8.1. The persons or entities with actions to complete, the actions and completion date, for the Director of Education ~~Improvement~~Interim Evaluation Process shall be as follows:](#)

<a href="#">Item #</a>	<a href="#">Column 1: Person or entity</a>	<a href="#">Column 2: Action</a>	<a href="#">Column 3: Completion Date</a>
<a href="#">8.1.1</a>	<a href="#">Committee chair and at least one other member of the committee</a>	<a href="#">Meet with the Director of Education to develop and finalize their performance plan.</a>	<a href="#">The date that is 30 days after the person's first day in the role of the Director of Education for The Board.</a>
<a href="#">8.1.2</a>	<a href="#">Committee chair</a>	<a href="#">Provide a copy of the Director of Education's performance plan to every member of The Board.</a>	<a href="#">The date that is 45 days after the person's first day in the role of the Director of Education for The Board.</a>
<a href="#">8.1.3</a>	<a href="#">Chair of The Board</a>	<a href="#">1. Provide written notice to the Minister containing the following information, i. the date that the person began their role as Director of Education for The Board, and</a>	<a href="#">The date that is 45 days after the person's first day in the role of the Director of Education for</a>

		<p><u>ii. confirmation that the Director of Education's performance plan has been put in place for the current full evaluation cycle.</u></p> <p><u>2. Post a copy of the confirmation on The Board's website.</u></p>	<u>The Board.</u>
<u>8.1.4</u>	<u>Committee chair</u>	<u>Request feedback from every member of The Board in respect of the Director of Education's progress toward implementing the actions and achieving the goals contained in the performance plan and to discuss other matters relevant to the performance plan.</u>	<u>The date that is 20 days before the date determined for item 8.1.6.</u>
<u>8.1.5</u>	<u>Each member of The Board</u>	<u>Provide any feedback requested in 8.1.4 to the chair of the committee.</u>	<u>The date that is 10 days before the date determined for item 8.1.6.</u>
<u>8.1.6</u>	<u>Committee chair and at least one other member of the committee.</u>	<u>Meet with the Director of Education to review their progress toward implementing the actions and achieving the goals contained in the performance plan and to discuss other matters relevant to the performance plan.</u>	<u>The closest weekday to a date that is midway between the date on which the action in item 8.1.3 is taken and final day of the interim evaluation period.</u>
<u>8.1.7</u>	<u>Director of Education</u>	<u>Update the performance plan in accordance with Section 12.4.</u>	<u>June 10</u>
<u>8.1.8</u>	<u>Committee chair</u>	<u>Provide a copy of the draft performance appraisal report, prepared in accordance with Section 13.6, in respect of the Director of Education to every member of The Board.</u>	<u>June 20</u>

<a href="#">8.1.9</a>	<a href="#">Each member of The Board</a>	<a href="#">Provide any feedback on the draft performance appraisal report to the committee.</a>	<a href="#">June 30</a>
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## **9. Full Evaluation**

9.1. The persons or entities with actions to complete, the actions and completion date, for the Director of Education Full Evaluation process shall be as follows:

<b><u>Item #</u></b>	<b><u>Column 1: Person or entity</u></b>	<b><u>Column 2: Action</u></b>	<b><u>Column 3: Completion Date</u></b>
<a href="#">9.1.1</a>	<a href="#">Committee chair and at least one other member of the committee</a>	<a href="#">Meet with the Director of Education to develop and finalize their performance plan.</a>	<a href="#">July 31</a>
<a href="#">9.1.2</a>	<a href="#">Committee chair</a>	<a href="#">Provide a copy of the Director of Education's performance plan to every member of The Board.</a>	<a href="#">August 15</a>
<a href="#">9.1.3</a>	<a href="#">Chair of The Board</a>	<a href="#">1. Provide written notice to the Minister that includes the following information,</a> <a href="#">i. the date that the person began their role as Director of Education for The Board,</a> <a href="#">ii. whether the steps set out in Section 10.1 are required to be taken during the current full evaluation cycle, and</a> <a href="#">iii. confirmation that the Director of Education's performance plan has been put in place for the current full evaluation cycle.</a>  <a href="#">2. Post a copy of the confirmation on The Board's website.</a>	<a href="#">August 15</a>

<a href="#">9.1.4</a>	<a href="#">Minister</a>	<a href="#">If it is a full evaluation cycle in which the steps set out in Section 10.1 are required to be taken, provide written notice to The Board and the Director of Education indicating whether the Minister intends to provide feedback under Section 10.</a>	<a href="#">December 1</a>
<a href="#">9.1.5</a>	<a href="#">Committee chair</a>	<a href="#">Request feedback from every member of The Board in respect of the Director of Education's progress toward implementing the actions and achieving the goals contained in the performance plan.</a>	<a href="#">January 11</a>
<a href="#">9.1.6</a>	<a href="#">Each member of The Board</a>	<a href="#">Provide any feedback requested in 9.1.5 to the chair of the committee.</a>	<a href="#">January 21</a>
<a href="#">9.1.7</a>	<a href="#">Committee chair and at least one other member of the committee</a>	<a href="#">Meet with the Director of Education to review their progress toward implementing the actions and achieving the goals contained in the performance plan and to discuss other matters relevant to the performance plan.</a>	<a href="#">January 31</a>
<a href="#">9.1.8</a>	<a href="#">Entity described in Section 4.5</a>	<a href="#">If it is a full evaluation cycle in which the steps set out in Section 10 are required to be taken, perform the step described in Section 10.1.1.1</a>	<a href="#">April 30</a>
<a href="#">9.1.9</a>	<a href="#">Entity described in Section 4.5</a>	<a href="#">If it is a full evaluation cycle in which an assessment is required to be performed under Section 10, provide the report described in 10.1.1.2 to the DPPC.</a>	<a href="#">May 15</a>
<a href="#">9.1.10</a>	<a href="#">Director of Education</a>	<a href="#">Update the performance plan in accordance with Section 12.4.</a>	<a href="#">June 10</a>



<a href="#">9.1.11</a>	<a href="#">Committee chair</a>	<a href="#">Provide a copy of the draft performance appraisal report, prepared in accordance with Section 13.6, in respect of the Director of Education to every member of The Board.</a>	<a href="#">June 20</a>
<a href="#">9.1.12</a>	<a href="#">Each member of The Board</a>	<a href="#">Provide any feedback on the draft performance appraisal report to the committee.</a>	<a href="#">June 30</a>

## **10. Bi-Annual Feedback**

10.1. In addition to the actions listed in the Table for Section 9.1, if the Director of Education has not received their first Full Evaluation or it has been two years since a Full Evaluation included Bi-Annual Feedback, the following will occur:

10.1.1. The Board shall ensure that an entity that has at least five years of experience conducting multi-source executive performance assessments takes the following steps:

10.1.1.1. Request feedback from the persons listed in 10.1.2 of this policy regarding the Director of Education's performance.

10.1.1.2. Prepare a written report summarizing and analyzing the feedback.

10.1.2. The persons to be contacted for feedback are:

10.1.2.1. Each member of The Board.

10.1.2.2. Each student trustee of The Board.

10.1.2.3. Each member of every statutory, ad hoc, or other committee of The Board.

10.1.2.4. Each staff member of TVDSB who reports directly to the Director of Education.

10.1.2.5. Each parent member of the school council at each school of TVDSB.

10.1.2.6. A representative nominated by each local employee association representing employees of TVDSB.

10.1.2.7. A representative sample of community partners and stakeholders, as identified by the committee with input from the Director of Education.

10.1.2.8. If notice has been provided in accordance with 9.1.4, the Minister.

10.1.3. In preparing a report under 10.1.1.2, 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 or student.

## 11. Actions to be Taken After an Evaluation Cycle

11.1. Immediately following the completion of Section 8 or 9, the persons or entities with actions to complete, the actions and completion date, shall be as follows:

<u>Item</u>	<u>Column 1 Person or entity</u>	<u>Column 2 Action</u>	<u>Column 3 Completion Date</u>
<u>11.2.1</u>	<u>Committee chair</u>	<u>Provide the draft performance appraisal report for the interim or full evaluation cycle to the Director of Education</u>	<u>July 7</u>
<u>11.2.2</u>	<u>Committee chair and at least one other member of the committee</u>	<u>Meet with the Director of Education to:</u> <u>i. review the actions implemented by the Director of Education to achieve the goals contained in the performance plan and discuss other matters relevant to the performance plan,</u> <u>ii. review and update the Director of Education's performance plan for the following evaluation cycle, if necessary,</u> <u>iii. review and discuss the committee's draft performance appraisal report, and</u> <u>iv. provide the Director of Education an opportunity to respond to the committee's evaluation, performance rating and explanation for the rating.</u>	<u>July 31</u>
<u>11.2.3</u>	<u>Committee</u>	<u>1. Finalize the performance appraisal report, taking into consideration, among other things,</u> <u>i. the feedback from the members of The Board and the Director of Education</u> <u>ii. the feedback set out in the report required by Section 10.1.1.2, if applicable, and</u> <u>iii. the survey information mentioned in 13.5.3.2.</u> <u>2. Provide the final performance appraisal report to The Board and the Director of Education.</u>	<u>August 10</u>
<u>11.2.4</u>	<u>Board</u>	<u>1. Provide written confirmation to the Minister that the performance appraisal for the interim or full evaluation cycle, as applicable, has</u>	<u>August 15</u>

		<p><u>been conducted and that the final performance appraisal report has been adopted by board resolution.</u></p> <p><u>2. If it is a full evaluation cycle in which the steps set out in Section 10 are required to be taken, provide to the Minister a list of the community partners and stakeholders identified in Section 10.1.2.7.</u></p> <p><u>3. Post a copy of the confirmation and, if applicable, the list of community partners and stakeholders on The Board's website.</u></p>	
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## 12. Performance ~~Plan by the timelines~~

12.1. A performance plan required to be developed and finalized under Section 8 or 9 in respect of an evaluation cycle shall include the following elements:

12.1.1. A list of the actions that the Director of Education will implement during the evaluation cycle to achieve each of the following goals:

12.1.1.1. Advance the provincial priorities in education in the area of student achievement set out in Ontario Regulation 224/23 (Provincial Priorities in Education - Student Achievement).

12.1.1.2. Manage human, capital and fiscal resources to achieve the goals identified, ~~the Board may take further~~ in the board's multi-year plan developed under clause 169.1 (1) (f) of the Act.

12.1.1.3. Promote a healthy and inclusive workplace with effective systems for staff selection and oversight.

12.1.1.4. Create and maintain respectful and collaborative relationships with students, parents, staff, school board communities, community partners and stakeholders, Ministry staff and the Minister.

12.1.1.5. Demonstrate leadership that maintains or improves the reputation of and public confidence in The Board.

12.1.1.6. Ensure compliance with applicable laws, Ministry policies and guidelines, and board mandates.

12.1.2. Identification of leadership competencies and practices needed to achieve the goals set out in Section 12.1.1 and actions that the Director of Education shall implement during the evaluation cycle to improve at least one of those competencies or practices.

12.1.3. One or more methods of,

12.1.3.1. Determining whether the Director of Education successfully implemented the actions set out in the performance plan during the evaluation cycle, and

12.1.3.2. Measuring, qualitatively or quantitatively, the degree to which the actions achieved the goals set out in Section 12.1.1.

12.1.4. Any additional appraisal elements determined by the committee with input from the Director of Education and if the additional appraisal elements include additional goals, a list of the actions that the Director of Education will implement during the evaluation cycle to achieve those goals.

12.2. The actions listed under Section 12.1.1 shall include professional development activities that the Director of Education will undertake during the evaluation cycle.

12.3. The leadership competencies and practices identified in Section 12.1.2 shall be described in accordance with any guideline issued by the Minister under Subsection 287.6 (1) of the Act.

12.4. A performance plan update required under Section 8 or 9 shall include,

12.4.1. A confirmation of which of the actions listed for Sections 12.1.1, 12.1.2, and 12.1.4 have been implemented by the Director of Education during the evaluation cycle;

12.4.2. A description of how each action, that was implemented assisted in achieving the goals set out in Sections 12.1.1 and 12.1.4, as applicable;

and

12.4.3. For each action that the Director of Education did not implement, a rationale for why the action was not implemented.

12.5. 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.

### **13. Performance Appraisals and Ratings**

13.1. The committee shall conduct a performance appraisal of the Director of Education for The Board by.

13.1.1. In respect of a full evaluation cycle, holding each meeting mentioned in 9.1.1 and 9.1.7 and the meeting mentioned in item 11.2.2.

13.1.2. In respect of an interim evaluation cycle, holding each meeting mentioned in 8.1.1, 8.1.6, 11.2.2; and

13.1.3. Evaluating the Director of Education's success in implementing the actions and achieving the goals set out in the performance plan developed for the interim or full evaluation cycle.

13.2. Despite 12.1, the performance of a Director of Education shall not be evaluated in respect of the following periods:

13.2.1. A period when the Director of Education is on an extended leave that has been approved by The Board.

13.2.2. A period when the Director of Education is on secondment to a position other than that of Director of Education.

13.3. The performance appraisal shall be conducted in accordance with this Regulation and with such guidelines as the Minister may issue.

13.4. Based on the results of the performance appraisal, the committee shall assign one

of the following performance ratings to the Director of Education:

13.4.1. Meets all expectations.

13.4.2. Meets most expectations.

13.4.3. Meets some expectations.

13.4.4. Does not meet expectations.

13.5. When determining which performance rating to assign to the Director of Education for The Board, the committee shall consider the following factors:

13.5.1. The extent to which the Director of Education worked diligently and consistently toward the implementation of the actions identified in the performance plan.

13.5.2. 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.

13.5.3. 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, ~~but not limited to coaching and/or dismissal.~~

13.5.3.1. The feedback set out in the report required by Section 10, if applicable, and

13.5.3.2. The information collected by the surveys required by Subsection 169.1 (2.1) of the Act in respect of the evaluation cycle, if applicable.

13.5.4. The rationale provided by the Director of Education for the actions that were not implemented and the goals that were not achieved.

13.5.5. The effectiveness of efforts made to overcome challenges faced by the Director of Education in implementing the actions identified in the performance plan.

13.5.6. 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.

~~4.7.~~13.6. The committee shall prepare a draft performance appraisal report summarizing the committee's evaluation, setting out the performance rating and providing an explanation for the rating



## Director of Education Performance Appraisal

<b>Policy Number:</b>	2031
<b>Policy Owner:</b>	Office of the Chair
<b>Effective Date:</b>	2018 October 23
<b>Amendment Dates:</b>	2023 February 28
<b>EIE Review Date:</b>	
<b>Resources:</b>	<ul style="list-style-type: none"> <li>• The Education Act, RSO 1990, c E.2</li> <li>• Ontario Regulations 83/24</li> </ul>

### 1. Intent

- 1.1. This policy ensures that the annual performance appraisal of the Director of Education is in compliance with the Ontario Education Act and Regulations 83/24.
- 1.2. The performance appraisal process is intended to strengthen the organization, making it more cohesive, viable, accountable, and proactive in serving the needs of students and the broader Board of Trustees community.

### 2. Definitions

- 2.1. **Director of Education** or **Director** shall refer to the Thames Valley District School Board Director of Education.
- 2.2. **Directors Performance Plan Committee** or **DPPC** refers to the three to seven members of The Board of Trustees responsible for evaluating the Directors Performance.

2.3. **The Board** or **The Board of Trustees** shall refer to the Thames Valley District School Board of Trustees.

2.4. **TVDSB** shall refer to Thames Valley District School Board.

### **3. Objective of Policy**

3.1. It is the policy of The Board of Trustees to conduct an annual performance appraisal of the Director of Education in meeting the duties under the following:

- 3.1.1. Education Act and Regulations,
- 3.1.2. Ontario Human Rights Code,
- 3.1.3. Occupational Health and Safety Act,
- 3.1.4. Ministry Directives,
- 3.1.5. Board of Trustees Policy,
- 3.1.6. The Board of Trustees' Multi-Year Strategic Plan (MYSP),
- 3.1.7. Board Improvement and Equity Plan,
- 3.1.8. Operational Plan,
- 3.1.9. The duties listed in Section 6 of this policy, and
- 3.1.10. Any other duties assigned by The Board of Trustees.

3.2. The performance appraisal process provides an opportunity for feedback and discussion about:

- 3.2.1. Professional growth;
- 3.2.2. Job expectations and priorities;
- 3.2.3. Evidence of performance; and

3.2.4. identification of areas where performance may be improved.

3.3. The performance appraisal process is to be a mutual learning opportunity to affirm successful practices and to improve areas of identified need, recognizing the overarching goal of benefiting students based on the shared responsibility of the Director of Education and the Trustees for improving student achievement.

#### 4. Roles and Responsibility

4.1. The **Chair of the Director's Performance Plan Committee** (DPPC) is responsible for implementing this policy.

4.2. The **Director of Education** shall be responsible for;

4.2.1. Updating the performance plan

4.2.2. Providing input to the DPPC regarding community partners and interest holders mentioned in 4.4.6 of this policy

4.2.3. Providing input to the DPPC on any additional appraisal elements.

4.3. All **Trustees** shall be invited to provide input regarding the Director of Education's performance report.

4.4. During a Bi-Annual Feedback year, the following groups shall provide comments on the Director's performance:

4.4.1. Each member of The Board.

4.4.2. Each member of every statutory, ad hoc, or other committee of The Board.

4.4.3. Each staff member of TVDSB who reports directly to the Director of Education.

4.4.4. Each parent member of the school council at each school of TVDSB.

4.4.5. A representative nominated by each local employee association

representing employees of TVDSB.

4.4.6. A representative sample of community partners and stakeholders as determined by the DPCA.

4.4.7. When applicable, the Ontario Minister of Education.

4.5. A consultant with five (5) years of experience conducting multi-source executive performance assessments and, as selected by Board Motion, shall be responsible for requesting feedback on The Director's Performance from the group listed in 4.4 and writing a report summarizing the feedback.

## **5. Committee Membership**

5.1. The DPPC must comprise between three (3) and seven (7) members of The Board.

5.1.1. The board chair shall always be a member of the DPPC and will count towards the minimum and maximum listed in 5.1.

## **6. Role of the Director**

6.1. The TVDSB Director of Education is responsible for the following duties.

6.1.1. Develop and maintain an effective organization and the programs required to implement board policies

6.1.2. Annually review the multi-year plan with The Board of trustees

6.1.3. Ensure that the multi-year plan establishes The Board's priorities and identifies specific measures and resources that will be applied in achieving those priorities and in carrying out its duties under the Act

6.1.4. Implement and monitor the implementation of the multi-year plan

6.1.5. Report periodically to The Board on the implementation of the multi-year plan

6.1.6. Act as secretary to The Board

6.1.7. Immediately upon discovery, bring to the attention of The Board any act or omission by The Board that, in the opinion of the Director of Education, may result in or has resulted in a contravention of this Act or any policy, guideline or regulation made under this Act; and

6.1.7.1. If a board does not respond in a satisfactory manner to an act or omission brought to its attention, advise the Deputy Minister of the Ministry of the act or omission

## 7. Director of Education Performance Appraisal Process

7.1. The performance appraisal process is confidential and will be conducted privately following the Education Act, Section 207(2)(b).

7.2. There are three different Director of Education Performance Appraisal processes depending on how long the Director has worked for TVDSB. Interim (Section 8), Full Evaluation (Section 9) and Full Evaluation with Bi-annual Feedback (Section 10). The table below should be followed when determining the type of review required.

Item #	Column 1: Start date of role as Director of Education	Column 2: End date for interim evaluation cycle	Column 3: Start date of first full evaluation cycle
7.2.1	Before March 1, 2024.	None	July 1, 2024
7.2.2	On or after March 1, 2024 and on or before June 30, 2024.	June 30, 2025	July 1, 2025
7.2.3	On or after July 1 in a year and on or before the last day of February in the following year.	The first June 30 following their start date.	The first July 1 following their start date.
7.2.4	On or after March 1 in a year and on or before June 30 in that same year.	June 30 in the following calendar year.	July 1 in the following calendar year.

## 8. Interim Evaluation Process

8.1. The persons or entities with actions to complete, the actions and completion date, for the Director of Education Interim Evaluation Process shall be as follows:

Item #	Column 1: Person or entity	Column 2: Action	Column 3: Completion Date
8.1.1	Committee chair and at least one other member of the committee	Meet with the Director of Education to develop and finalize their performance plan.	The date that is 30 days after the person's first day in the role of the Director of Education for The Board.
8.1.2	Committee chair	Provide a copy of the Director of Education's performance plan to every member of The Board.	The date that is 45 days after the person's first day in the role of the Director of Education for The Board.
8.1.3	Chair of The Board	1. Provide written notice to the Minister containing the following information, i. the date that the person began their role as Director of Education for The Board, and ii. confirmation that the Director of Education's performance plan has been put in place for the current full evaluation cycle.  2. Post a copy of the confirmation on The Board's website.	The date that is 45 days after the person's first day in the role of the Director of Education for The Board.
8.1.4	Committee chair	Request feedback from every member of The Board in respect of the Director of Education's progress toward implementing the actions and	The date that is 20 days before the date

		achieving the goals contained in the performance plan and to discuss other matters relevant to the performance plan.	determined for item 8.1.6.
8.1.5	Each member of The Board	Provide any feedback requested in 8.1.4 to the chair of the committee.	The date that is 10 days before the date determined for item 8.1.6.
8.1.6	Committee chair and at least one other member of the committee,	Meet with the Director of Education to review their progress toward implementing the actions and achieving the goals contained in the performance plan and to discuss other matters relevant to the performance plan.	The closest weekday to a date that is midway between the date on which the action in item 8.1.3 is taken and final day of the interim evaluation period.
8.1.7	Director of Education	Update the performance plan in accordance with Section 12.4.	June 10
8.1.8	Committee chair	Provide a copy of the draft performance appraisal report, prepared in accordance with Section 13.6, in respect of the Director of Education to every member of The Board.	June 20
8.1.9	Each member of The Board	Provide any feedback on the draft performance appraisal report to the committee.	June 30

## 9. Full Evaluation

- 9.1. The persons or entities with actions to complete, the actions and completion date, for the Director of Education Full Evaluation process shall be as follows:

<b>Item #</b>	<b>Column 1: Person or entity</b>	<b>Column 2: Action</b>	<b>Column 3: Completion Date</b>
9.1.1	Committee chair and at least one other member of the committee	Meet with the Director of Education to develop and finalize their performance plan.	July 31
9.1.2	Committee chair	Provide a copy of the Director of Education's performance plan to every member of The Board.	August 15
9.1.3	Chair of The Board	<p>1. Provide written notice to the Minister that includes the following information,</p> <ul style="list-style-type: none"> <li>i. the date that the person began their role as Director of Education for The Board,</li> <li>ii. whether the steps set out in Section 10.1 are required to be taken during the current full evaluation cycle, and</li> <li>iii. confirmation that the Director of Education's performance plan has been put in place for the current full evaluation cycle.</li> </ul> <p>2. Post a copy of the confirmation on The Board's website.</p>	August 15
9.1.4	Minister	If it is a full evaluation cycle in which the steps set out in Section 10.1 are required to be taken, provide written notice to The Board and the Director of Education indicating whether the Minister intends to provide feedback under Section 10.	December 1
9.1.5	Committee chair	Request feedback from every member of The Board in respect of	January 11



		the Director of Education's progress toward implementing the actions and achieving the goals contained in the performance plan.	
9.1.6	Each member of The Board	Provide any feedback requested in 9.1.5 to the chair of the committee.	January 21
9.1.7	Committee chair and at least one other member of the committee	Meet with the Director of Education to review their progress toward implementing the actions and achieving the goals contained in the performance plan and to discuss other matters relevant to the performance plan.	January 31
9.1.8	Entity described in Section 4.5	If it is a full evaluation cycle in which the steps set out in Section 10 are required to be taken, perform the step described in Section 10.1.1.1	April 30
9.1.9	Entity described in Section 4.5	If it is a full evaluation cycle in which an assessment is required to be performed under Section 10, provide the report described in 10.1.1.2 to the DPPC.	May 15
9.1.10	Director of Education	Update the performance plan in accordance with Section 12.4.	June 10
9.1.11	Committee chair	Provide a copy of the draft performance appraisal report, prepared in accordance with Section 13.6, in respect of the Director of Education to every member of The Board.	June 20
9.1.12	Each member of The Board	Provide any feedback on the draft performance appraisal report to the committee.	June 30

## 10. Bi-Annual Feedback

10.1. In addition to the actions listed in the Table for Section 9.1, if the Director of Education has not received their first Full Evaluation or it has been two years since a Full Evaluation included Bi-Annual Feedback, the following will occur:

10.1.1. The Board shall ensure that an entity that has at least five years of experience conducting multi-source executive performance assessments takes the following steps:

10.1.1.1. Request feedback from the persons listed in 10.1.2 of this policy regarding the Director of Education's performance.

10.1.1.2. Prepare a written report summarizing and analyzing the feedback.

10.1.2. The persons to be contacted for feedback are:

10.1.2.1. Each member of The Board.

10.1.2.2. Each student trustee of The Board.

10.1.2.3. Each member of every statutory, ad hoc, or other committee of The Board.

10.1.2.4. Each staff member of TVDSB who reports directly to the Director of Education.

10.1.2.5. Each parent member of the school council at each school of TVDSB.

10.1.2.6. A representative nominated by each local employee association representing employees of TVDSB.

10.1.2.7. A representative sample of community partners and stakeholders, as identified by the committee with input from the Director of Education.

10.1.2.8. If notice has been provided in accordance with 9.1.4, the Minister.

10.1.3. In preparing a report under 10.1.1.2, 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 or student.

## 11. Actions to be Taken After an Evaluation Cycle

11.1. Immediately following the completion of Section 8 or 9, the persons or entities with actions to complete, the actions and completion date, shall be as follows:

Item	Column 1 Person or entity	Column 2 Action	Column 3 Completion Date
11.2.1	Committee chair	Provide the draft performance appraisal report for the interim or full evaluation cycle to the Director of Education	July 7
11.2.2	Committee chair and at least one other member of the committee	Meet with the Director of Education to: i. review the actions implemented by the Director of Education to achieve the goals contained in the performance plan and discuss other matters relevant to the performance plan, ii. review and update the Director of Education's performance plan for the following evaluation cycle, if necessary, iii. review and discuss the committee's draft performance appraisal report, and iv. provide the Director of Education an opportunity to respond to the committee's evaluation, performance rating and explanation for the rating.	July 31
11.2.3	Committee	1. Finalize the performance appraisal report, taking into consideration, among other things, i. the feedback from the members of The Board and the Director of Education ii. the feedback set out in the report required by Section 10.1.1.2, if applicable, and iii. the survey information mentioned in 13.5.3.2.  2. Provide the final performance appraisal report to The Board and the Director of Education.	August 10
11.2.4	Board	1. Provide written confirmation to the Minister that the performance appraisal for the interim or full evaluation cycle, as applicable, has	August 15

		<p>been conducted and that the final performance appraisal report has been adopted by board resolution.</p> <p>2. If it is a full evaluation cycle in which the steps set out in Section 10 are required to be taken, provide to the Minister a list of the community partners and stakeholders identified in Section 10.1.2.7.</p> <p>3. Post a copy of the confirmation and, if applicable, the list of community partners and stakeholders on The Board's website.</p>	
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## 12. Performance Plan

12.1. A performance plan required to be developed and finalized under Section 8 or 9 in respect of an evaluation cycle shall include the following elements:

12.1.1. A list of the actions that the Director of Education will implement during the evaluation cycle to achieve each of the following goals:

12.1.1.1. Advance the provincial priorities in education in the area of student achievement set out in Ontario Regulation 224/23 (Provincial Priorities in Education - Student Achievement).

12.1.1.2. 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.

12.1.1.3. Promote a healthy and inclusive workplace with effective systems for staff selection and oversight.

12.1.1.4. Create and maintain respectful and collaborative relationships with students, parents, staff, school board communities, community partners and stakeholders, Ministry staff and the Minister.

12.1.1.5. Demonstrate leadership that maintains or improves the reputation of and public confidence in The Board.

- 12.1.1.6. Ensure compliance with applicable laws, Ministry policies and guidelines, and board mandates.
- 12.1.2. Identification of leadership competencies and practices needed to achieve the goals set out in Section 12.1.1 and actions that the Director of Education shall implement during the evaluation cycle to improve at least one of those competencies or practices.
- 12.1.3. One or more methods of,
  - 12.1.3.1. Determining whether the Director of Education successfully implemented the actions set out in the performance plan during the evaluation cycle, and
  - 12.1.3.2. Measuring, qualitatively or quantitatively, the degree to which the actions achieved the goals set out in Section 12.1.1.
- 12.1.4. Any additional appraisal elements determined by the committee with input from the Director of Education and if the additional appraisal elements include additional goals, a list of the actions that the Director of Education will implement during the evaluation cycle to achieve those goals.
- 12.2. The actions listed under Section 12.1.1 shall include professional development activities that the Director of Education will undertake during the evaluation cycle.
- 12.3. The leadership competencies and practices identified in Section 12.1.2 shall be described in accordance with any guideline issued by the Minister under Subsection 287.6 (1) of the Act.
- 12.4. A performance plan update required under Section 8 or 9 shall include,
  - 12.4.1. A confirmation of which of the actions listed for Sections 12.1.1, 12.1.2, and 12.1.4 have been implemented by the Director of Education during the evaluation cycle;
  - 12.4.2. A description of how each action that was implemented assisted in achieving the goals set out in Sections 12.1.1 and 12.1.4, as applicable;

and

12.4.3. For each action that the Director of Education did not implement, a rationale for why the action was not implemented.

12.5. 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.

### **13. Performance Appraisals and Ratings**

13.1. The committee shall conduct a performance appraisal of the Director of Education for The Board by,

13.1.1. In respect of a full evaluation cycle, holding each meeting mentioned in 9.1.1 and 9.1.7 and the meeting mentioned in item 11.2.2.

13.1.2. In respect of an interim evaluation cycle, holding each meeting mentioned in 8.1.1, 8.1.6, 11.2.2; and

13.1.3. Evaluating the Director of Education's success in implementing the actions and achieving the goals set out in the performance plan developed for the interim or full evaluation cycle.

13.2. Despite 12.1, the performance of a Director of Education shall not be evaluated in respect of the following periods:

13.2.1. A period when the Director of Education is on an extended leave that has been approved by The Board.

13.2.2. A period when the Director of Education is on secondment to a position other than that of Director of Education.

13.3. The performance appraisal shall be conducted in accordance with this Regulation and with such guidelines as the Minister may issue.

13.4. Based on the results of the performance appraisal, the committee shall assign one

of the following performance ratings to the Director of Education:

13.4.1. Meets all expectations.

13.4.2. Meets most expectations.

13.4.3. Meets some expectations.

13.4.4. Does not meet expectations.

13.5. When determining which performance rating to assign to the Director of Education for The Board, the committee shall consider the following factors:

13.5.1. The extent to which the Director of Education worked diligently and consistently toward the implementation of the actions identified in the performance plan.

13.5.2. 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.

13.5.3. 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,

13.5.3.1. The feedback set out in the report required by Section 10, if applicable, and

13.5.3.2. The information collected by the surveys required by Subsection 169.1 (2.1) of the Act in respect of the evaluation cycle, if applicable.

13.5.4. The rationale provided by the Director of Education for the actions that were not implemented and the goals that were not achieved.

13.5.5. The effectiveness of efforts made to overcome challenges faced by the Director of Education in implementing the actions identified in the performance plan.

13.5.6. 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.

13.6. The committee shall prepare a draft performance appraisal report summarizing the committee's evaluation, setting out the performance rating and providing an explanation for the rating