

Policy Statement		
	Commission scolaire Western Québec Western Québec School Board	
	Policy No. F-16	
SUBJECT:	Policy on the Evaluation of the Performance of the Director General	
Approval Date:	March 29, 2011	Resolution No: C-10/11-137
Revision Date:		Resolution No:
Origin: Executive Committee		

PURPOSE

The purpose of this policy is to provide feedback to the Director General, to foster and encourage continuous dialogue and to ensure the mutual understanding of expectations between the Director General and the Council of Commissioners. This policy will provide the basis for the Council of Commissioners to assess the degree of success achieved by the Director General in fulfilling his or her responsibilities. It will also provide a basis for any decisions that the Council of Commissioners might make concerning the Director General.

GENERAL PRINCIPLES AND REQUIREMENTS

Council will formally evaluate the Director General on an annual basis, normally by June 30 of each year.

The objective of evaluation is to promote professional excellence, improve skills, clarify Board expectations, review progress towards the achievement of goals, and to set direction for further improvement.

This evaluation will be the result of an ongoing evaluation process and will be based on the Director General's performance during the school year. Throughout the year, the Executive Committee will discuss with the Director General progress toward organizational and personal goals, important issues that may arise in the School Board and any concerns with respect to his performance. The Executive Committee will also acknowledge accomplishments and successes.

The Director General will participate in his evaluation each year by:

- Providing proposed organizational objectives. He may also provide a personal vision statement and/or personal goals.
- Reviewing his level of achievement in a year-end presentation to the Council of Commissioners, including a written self assessment.

THE EXECUTIVE COMMITTEE

The Executive Committee is responsible for Director General Evaluation.

PROCESS

Goal Setting

The Executive Committee will meet the Director General in June of each year to discuss those issues relevant to the goal-setting process. In August, the Director General will present the proposed organizational goals and, optionally, his personal vision statement and personal goals for the upcoming academic year to the Executive Committee. These goals will be aligned with the Western Québec School Board's Strategic Plan.

The Executive Committee shall review the proposed objectives and make recommendations where deemed appropriate. As a result of this process, the Executive will identify specific deliverables for the upcoming school year against which the Director General will be evaluated. The proposed organizational goals and specific deliverables shall subsequently be presented to the Commissioners with an objective of September 30th of that year. Council shall then review the proposed goals and deliverables, request modifications where deemed appropriate, and give its approval. A mid-year review of progress towards the achievement of goals identified in September will occur in January and a report tabled with the Council of Commissioners.

Performance Appraisal

- 1) The Director General will present the achievements of the year to Council, including a written self-evaluation.
- 2) The Executive will then ask the Commissioners to evaluate the performance of the Director General using the Evaluation Criteria of the Director General as a basis for that evaluation. The Commissioners will also evaluate the performance of the Director General in accomplishing the year's organizational goals and, if applicable, his personal goals. The Committee will also ask other individuals (such as Directors and in-school administrators) to participate in the evaluation. All information will be held in confidence.

Commissioners and other individuals will independently complete the designated evaluation form and will return it to the Chairman of the Executive Committee within the prescribed timeline. Those completing the performance appraisal document will be encouraged to provide written comments and suggestions.

These appraisals should take place during the months of May and June of each year, with the time period as stipulated in the evaluation documents.

If appropriate, the Evaluation Survey may use the following codes in the process of evaluation:

- 1 → Excellent performance (excels, exceeds expectations)
- 2 → Satisfactory performance (consistent performance to expectations)
- 3 → Less than satisfactory performance (needs improvement)
- N → Not in a position to evaluate

- 3) Upon review of feedback from Commissioners and other individuals, the Executive Committee will prepare a written evaluation of the Director General. The Executive Committee Chairman will meet the Director General to discuss the evaluation, to examine any recommendations made in the evaluation, and to agree on action to be taken in response to these recommendations. The evaluation will specify the accomplishments of the Director General, the areas requiring improvement or attention, and any recommendations designed to enhance or set direction for further improvement in performance.

- 4) Following the meeting with the Executive Committee will prepare an updated written evaluation of the Director General in which the overall assessment of his performance will be stated.
- 5) The Executive Committee will :
 - Report back to Council on the discussion with the Director General.
 - Make a recommendation in accordance with the Provincial Regulation Respecting the Conditions of Employment of Management Staff of School Boards.
 - Prepare the final report: *Evaluation of the Performance of the Director General*.

The Chairman of the Council of Commissioners and the Director General will sign three copies of the evaluation. One copy is given to the Director General, and the other two are kept in a sealed file confidential to the Executive Committee.

Council will adopt the Provincial Regulation Respecting the Conditions of Employment of Management Staff of School Boards.

Evaluation Criteria

Criteria that may be considered during the evaluation are identified below in general categories that are not meant to be exhaustive nor to be addressed individually. Each year, Council will also develop in conjunction with the Director General specific deliverables for the school year under consideration and these will be the core of the Director General's evaluation.

- 1) Leadership
 - Provides leadership and direction in advising and making recommendations to the Board;
 - Provides leadership to ensure the implementation of board policies;
 - Is effective in working with communities, commissioners, other;
 - Provides support to senior administration and school administrators;
 - Unites people toward common goals;
 - Is innovative and forward-thinking;
 - Espouses a clear vision and direction for the School Board.
- 2) Educational Leadership
 - Exhibits a clear educational philosophy;
 - Is knowledgeable about curriculum and instructional trends;
 - Provides resource information and advice as required to guide the Board on new educational programs;
 - Monitors the effectiveness of the curriculum offered in the schools and centers of the Board.
- 3) Management
 - Ensures effective and efficient management of day-to-day operations;
 - Ensures efficient management and allocation of fiscal resources;
 - Promotes and maintains a positive climate in the work place and with educational partners, various associations and unions;
 - Demonstrates effective problem-solving and decision-making skills;
 - Demonstrates effective organizational skills;
 - Delegates the appropriate levels of responsibility and authority to his staff;
 - Implements Board policies and procedures.

4) Planning

- Advises the Council on policies to meet Board obligations and responsibilities and to provide direction for schools and centers;
- Helps establish both short and long range goals for the Board;
- Establishes and maintains an organizational system with clearly-defined lines of authority and responsibility for members of the directorate;
- Makes recommendations regarding the staffing plan of the Board and schools;
- Plans the use of all school facilities and is responsible for the control and supervision of all school buildings, grounds and equipment.

5) Communications

- Communicates effectively, orally and in writing;
- Reflects the Board's position on issues to the media as well as to local, regional and provincial decision makers;
- Communicates effectively with parents;
- Communicates openly, systematically and in a timely manner with the Council and staff.

6) Board Relations and Responsibilities

- Establishes and maintains a close working relationship with the Council;
- Provides sufficient and necessary information to enable Council members to make decisions;
- Accepts direction from the Council and responds promptly to requests from the Council;
- Prepares for meetings of the Council, the Executive and other committees.

7) Professional and Personal Development

- Actively encourages professional development and growth among Board personnel;
- Engages in activities to promote personal professional growth and development;
- Participates in provincial and regional organizations.

8) Interpersonal Relationships

- Exhibits a sense of justice and fair play;
- Establishes good working relationships;
- Exhibits strong interpersonal skills;
- Involves staff in decision-making;
- Advocates collegiality and team-building among administrators;
- Provides appropriate guidance and support to administrators.

Confidentiality

The Executive Committee must safeguard the confidentiality of the evaluation. The Council of Commissioners is also bound to safeguard the confidentiality of the evaluation reports. The Performance Agreement and the Evaluation Report on the Performance of the Director General approved by Council will be kept in the office of the Director of Human Resources in a sealed file confidential to the Executive Committee.

TIMELINE

Goal Setting:

June	Executive Committee meets with Director General to discuss issues relevant in goal setting for the upcoming year.
August	Director General presents the proposed Organizational Goals and, if applicable, the Personal Vision Statement and/or Personal Goals to Executive Committee.
September	Director General presents the proposed Organizational Goals and, if applicable, the Personal Vision Statement and/or Personal Goals, to Council.

Performance Evaluation:

May/June	Director General presents annual achievements to Council, including a written self-evaluation of current year accomplishments.
	Commissioners (as well as other individuals or groups) submit evaluation feedback to Executive Committee.
June	Preliminary evaluation prepared by Executive Committee.
	Executive Committee presents evaluation to the Director General for discussion. Evaluation is updated.
	Executive Committee prepares final written Director General Evaluation for Council's consideration and approval.
	Council passes resolution regarding Provincial Regulation Respecting the Conditions of Employment of Management Staff of School Boards.

JOB DESCRIPTION

Education Act (R.S.Q., Chapter I-13.3), section 201:

The Director General shall assist the Council of Commissioners and the Executive Committee in the exercise of their functions and powers.

He is responsible for the day-to-day management of the activities and resources of the school board. He shall see that the decisions of the Council of Commissioners and of the Executive Committee are carried out and shall perform the duties that they assign to him.

Regulation Respecting the Conditions of Employment of Management Staff of School Boards (September 23, 1998), p. 87:

The position of Director General entails total responsibility for the management of all the activities, programs and resources of the agency for all the administrative units, establishments and fields of activity as well as the follow-up of the implementation of the decisions made by the Council of Commissioners and the Executive Committee in accordance with the legal and statutory provisions in force.

This position includes in particular the following responsibilities:

- Supervise the personnel required for the operation of the board;
- Take part without voting rights in meetings of the Council of Commissioners and of the Executive Committee;
- Oversee the Management Advisory Committee;
- Participate in the advisory committees on services for handicapped students and students with learning or emotional problems, and in the transportation advisory committee, if he has not designated a representative.

Without limiting any of the above:

- The Director General is the Chief Executive Officer of the school board.
- The Director General is the chief consultant and advisor to the board on all matters concerning the board.
- The Director General shall act in accordance with the policies, rules and regulations as established by the Council of Commissioners and the Executive Committee and the laws and administrative regulations of the Province of Quebec.
- The Director General is the educational leader of the community who is responsible for promoting student achievement and success.
- The Director General ensures the implementation of policies that are in the best interests of the students of the school board.
- The Director General ensures the general supervision and the management of all aspects of school board operation. He may delegate duties and authority for administering various segments of school board operations, but he shall be responsible to the board for the results produced.
- The Director General is responsible for the formal evaluation of the Assistant Director General and the Senior Directorate.