

| Policy Statement                                                                  |                                                                     |
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|  | Policy No. F-16                                                     |
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| <b>SUBJECT:</b>                                                                   | Policy on the Evaluation of the Performance of the Director General |
| <b>Approval Date:</b> March 29, 2011                                              | <b>Resolution No:</b> C-10/11-213                                   |
| <b>Revision Date:</b> May 29, 2018                                                | <b>Resolution No:</b> C-17/18-167                                   |
| <b>Revision Date:</b> June 30, 2026                                               | <b>Resolution No.:</b> C-25/26-141                                  |
| <b>Origin:</b> Executive Committee                                                |                                                                     |

## REFERENCES:

### 1. 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.

The Director General is responsible for the day-to-day management of the activities and resources of the school board. The Director General 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.

### 2. 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.

## PURPOSE

The purpose of this policy is to provide a clear, structured framework for the evaluation of the Director General. It aims to:

- Support continuous dialogue and mutual understanding of expectations between the Director General and the Council of Commissioners;
- Provide constructive feedback to promote professional growth and organizational excellence; and

- Establish a consistent, evidence-informed basis upon which the Council of Commissioners may assess the Director General's performance and make related decisions.

## **GENERAL PRINCIPLES AND REQUIREMENTS**

The Executive Committee shall formally evaluate the Director General on an annual basis, normally by June 30 of each school year, within the context of an ongoing, cyclical, and growth-oriented performance evaluation process.

The Executive Committee shall establish a Review Sub-Committee composed of three (3) Commissioners to carry out the operational aspects of the evaluation process. Membership shall be structured to promote both continuity and renewal, including consideration of varying term lengths to preserve institutional knowledge.

The Review Sub-Committee shall meet with the Director General a minimum of four (4) times per year to:

- support ongoing dialogue;
- monitor progress toward established goals;
- provide formative feedback; and
- identify emerging issues or risks.

The evaluation process shall:

- align with the Board's Commitment to Success Plan and legislative responsibilities;
- be based on clearly defined, measurable goals approved by the Council of Commissioners;
- incorporate multiple sources of evidence, which may include qualitative and quantitative data, Board reports, identified internal participant feedback, and other relevant documentation;
- include both formative and summative components;
- support continuous improvement and effective executive leadership; and
- recognize achievements and progress; and
- reflect a "no surprises" approach, whereby significant concerns are communicated to the Director General in a timely manner.

A formal copy of the Director General's evaluation goals shall be provided to the Executive Committee no later than the November Council meeting.

A mid-year progress review shall be conducted to assess progress toward established goals and, where necessary, adjust priorities or expectations.

*The evaluation process shall be conducted in accordance with the principles of procedural fairness, including clarity of expectations, opportunity for response, and consideration of relevant evidence.*

## **THE EXECUTIVE COMMITTEE**

The Executive Committee retains overall authority and accountability for the evaluation of the Director General and shall ensure that the process is conducted in accordance with this policy.

The Executive Committee shall:

- establish and maintain a fair, transparent, and consistent evaluation framework;
- appoint a Review Sub-Committee composed of three (3) Commissioners, including, one Parent Commissioner;
- ensure that performance goals, success indicators, and evaluation criteria are developed and approved in accordance with established timelines;
- ensure alignment with the Board's strategic priorities and legislative responsibilities;
- receive and review reports from the Review Sub-Committee; and
- submit a recommended motion to the Council of Commissioners for consideration and approval.

The Council of Commissioners retains final authority for the approval of the Director General's summative evaluation and any related decisions arising from that evaluation.

Meetings of the Review Sub-Committee shall be held in closed session. Attendance shall be limited to appointed members of the Review Sub-Committee and, where required, the Chair of the Council of Commissioners. Such meetings shall be conducted in a manner that ensures confidentiality and supports open, candid, and respectful discussion.

The Executive Committee may, where appropriate, seek legal, human resources, governance, or other professional advice to support the integrity and effectiveness of the evaluation process.

## **PROCESS – GOAL SETTING AND PROCEDURES**

The evaluation of the Director General shall follow an annual cycle consisting of setting goals, ongoing monitoring, formative feedback, and summative evaluation.

### **1. Annual Goal Setting**

At the beginning of each school year, the Director General shall submit proposed organizational goals and, where applicable, personal and professional goals to the Review Sub-Committee. It is recommended that the Director General review the final student results from the previous year prior to setting their goals.

Each proposed goal shall include:

- a clear description of the goal;
- alignment to the Board's Commitment to Success Plan;
- rationale and intended impact;
- measurable outcomes and success indicators;
- proposed evidence sources; and
- timelines and key milestones.

The Review Sub-Committee shall review the proposed goals, through consultation with the Director General as necessary, and make recommendations to the Executive Committee.

## **2. Ongoing Monitoring and Formative Feedback**

The Review Sub-Committee shall engage in ongoing monitoring of the Director General's performance through regularly scheduled meetings, occurring no fewer than four (4) times per year, for the purposes of:

- monitoring progress toward approved goals and priorities;
- reviewing evidence of progress and outcomes;
- providing formative feedback and guidance;
- identifying emerging issues, risks, or opportunities; and
- discuss potential adjustments.

Any significant proposed adjustments to goals shall be brought forward by the Executive Committee to the Council of Commissioners for approval.

## **3. Mid-Year Progress Review**

A mid-year progress review shall be conducted by the Review Sub-Committee.

The Director General shall submit a written mid-year report outlining progress toward each goal.

The Review Sub-Committee shall review the report and provide a verbal summary to the Executive Committee.

## **4. Year-End Self-Assessment and Summative Evaluation**

In May, the Director General shall submit a written year-end self-assessment addressing progress toward approved goals, established performance expectations, and identified outcomes.

The Review Sub-Committee shall review the self-assessment and supporting evidence, meet with the Director General, and prepare a summative evaluation report outlining its findings, observations, and recommendations.

The Review Sub-Committee shall present a summary of the summative evaluation to the Executive Committee for review and consideration.

## **5. Executive Committee Review and Council Approval**

The Executive Committee shall review the findings and submit a recommended motion to the Council of Commissioners for consideration and approval.

The Council of Commissioners retains final authority for the approval of the Director General's summative evaluation and any related decisions arising from that evaluation.

*Where timelines outlined in this policy cannot be met due to exceptional or operational circumstances, the Executive Committee may adjust timelines as required, while ensuring the integrity and intent of the evaluation process are maintained.*

## **DIRECTOR GENERAL PARTICIPATION**

The Director General shall be an active participant in the evaluation process.

The Director General shall:

- propose annual organizational goal(s) and, where applicable, personal professional goals in accordance with this policy;
- ☐ collaborate with the Review Sub-Committee in refining goals and evaluation criteria;
- participate in a minimum of four (4) meetings annually;
- submit mid-year and year-end reports;
- provide supporting documentation and evidence as appropriate; and
- review and provide written comments on the summative evaluation report, which shall be appended to the final record.

*Participation in the evaluation process does not limit the authority of the Executive Committee or Council of Commissioners in carrying out their respective responsibilities.*

## **CONFLICT OF INTEREST**

Members of the Review Sub-Committee and Executive Committee shall declare any real, potential, or perceived conflict of interest in relation to the evaluation of the Director General. Where a conflict is identified, the member shall recuse themselves from participation in the affected portion of the evaluation process. The Executive Committee shall ensure that appropriate measures are taken to preserve the integrity and impartiality of the evaluation.

## **EXCEPTIONAL REVIEW PROCESS**

Notwithstanding the annual evaluation cycle, the Executive Committee may initiate an exceptional or unscheduled performance review where significant concerns arise regarding the Director General's performance, conduct, or capacity to fulfill the responsibilities of the role. Any such review shall be conducted in accordance with the principles of procedural fairness, confidentiality, and applicable legislation.

## **TRANSITION AND CONTINUITY**

To preserve institutional knowledge and ensure continuity of the evaluation process:

- membership of the Review Sub-Committee shall be structured to balance continuity and renewal;
- outgoing members shall participate in a structured transition process, including the transfer of relevant knowledge and documentation; and
- evaluation records and documentation shall be maintained in a manner that supports continuity across governance terms. in a manner that supports continuity across governance terms.

## **CONFIDENTIALITY**

All discussions, materials, records, and reports related to the evaluation of the Director General are confidential and shall be handled in accordance with applicable legislation, Board policy, and established records management practices.

Meetings of the Review Sub-Committee shall be held in closed session. Attendance shall be limited to members of the Review Sub-Committee, the Director General, and, where required, the Chair of the Council of Commissioners.

All individuals participating in the evaluation process shall take reasonable measures to protect the confidentiality, integrity, and security of evaluation-related information and records.

## **REPORTING TO THE EXECUTIVE COMMITTEE**

Following scheduled meetings, the Review Sub-Committee shall provide the Executive Committee with high-level, non-confidential verbal update(s).

Such updates may include:

- general progress;
- timelines and process milestones;
- completion of required process steps; and
- procedural or governance-related matters.

Updates shall not include confidential personnel information, sensitive evaluation details, or protected information.

At the conclusion of the evaluation cycle, the Executive Committee shall submit a recommended motion to the Council of Commissioners for consideration and approval. Executive Committee shall submit a recommended motion to the Council of Commissioners for consideration and approval.

## **PUBLIC COMMUNICATION**

The Council of Commissioners may publicly acknowledge completion of the evaluation process through a general summary describing:

- the evaluation process undertaken;
- the methods used to gather information and evidence; and
- the Board's commitment to accountability, effective governance, and continuous improvement.

Any public communication shall not include confidential personnel information, individual performance details, detailed ratings, or protected information.

## **RECORD RETENTION**

Final approved summative evaluation reports, including any written response submitted by the Director General, shall be filed confidentially under the responsibility of the Director of Human Resources and retained in accordance with applicable legislation and Board records retention requirements.

Only final approved summative documentation shall form part of the Director General's permanent personnel record.

## **WORKING DOCUMENTS AND RAW DATA**

Working documents and operational records related to the evaluation process, including:

- meeting notes;
- draft materials;
- evidence summaries;
- committee working files; and
- process tracking documents

shall:

- be stored electronically within the Board's secure document management environment;
- be maintained in a restricted-access folder;
- be accessible only to authorized members of the Review Sub-Committee, members of the Executive Committee, and other authorized individuals on a need-to-know basis; and
- be managed in accordance with confidentiality and records management requirements.

Raw evaluation data and temporary working materials collected or created during the evaluation process shall be securely deleted or destroyed at the conclusion of each annual evaluation cycle, unless otherwise required by legislation, legal obligation, or Board policy.

## **RECORD SECURITY**

All evaluation-related records shall be securely maintained using Board-approved electronic storage systems and security practices.

Access to evaluation records shall be limited to authorized individuals and governed by the principles of confidentiality, procedural fairness, and need-to-know access.

*Access to information requests will not be granted concerning these documents, as they are categorized as containing "confidential personnel information"*

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## **ANNEX**

### **Appendix A: Performance Domains for the Evaluation of the Director General**

The Director General's performance shall be evaluated using the following domains. Each domain is aligned with the Board's Commitment to Success Plan, strategic priorities, and legislative responsibilities. Indicators and evidence sources may be developed and refined over time by the Evaluation Committee in consultation with the Director General.

## **1. Student Success and Well-Being**

- Advances student achievement, engagement, and success for all learners
- Commitment to Success Plan (CSP) objectives
- Promotes safe, inclusive, and caring learning environments
- Leads implementation of the Commitment to Success Plan
- Uses data and evidence to inform improvement strategies

## **2. Leadership and Governance**

- Demonstrates ethical, transparent, and accountable leadership
- Supports the Board in fulfilling its governance role
- Implements Council decisions effectively
- Provides accurate, timely, and relevant information to Council

## **3. Equity, Inclusion, and Accessibility**

- Advances equitable access to programs, services, and supports
- Removes systemic barriers and addresses disparities
- Embeds inclusive practices across the organization
- Demonstrates commitment to diverse student and family needs

## **4. Organizational Management and Operations**

- Oversees effective day-to-day operations
- Ensures policies and procedures are implemented consistently
- Manages risk and supports organizational stability
- Aligns operational planning with strategic priorities

## **5. Human Resources and Organizational Culture**

- Fosters a positive, respectful, and collaborative workplace culture
- Supports recruitment, retention, and professional growth
- Promotes staff well-being and engagement
- Demonstrates effective labour relations practices

## **6. Financial Stewardship and Resource Management**

- Ensures responsible and transparent financial management
- Aligns budgets with strategic priorities
- Ensures compliance with legislative and regulatory requirements
- Demonstrates long-term sustainability planning

## **7. Community and System Relationships**

- Builds positive relationships with families, partners, and community organizations
- Represents the Board professionally and effectively

- Communicates clearly and transparently
- Strengthens confidence in the public education system

## 8. Innovation, Continuous Improvement, and Change Leadership

- Demonstrates adaptability and forward-thinking leadership
- Leads organizational improvement initiatives
- Encourages innovation while managing change responsibly
- Uses evidence to evaluate impact and refine strategies

*Performance indicators, evidence sources, and evaluation tools associated with these domains may be established or refined annually by the Evaluation Committee in consultation with the Director General.*

## PARTICIPANT INPUT AND FEEDBACK

As part of the evaluation process, the Review Sub-Committee may gather feedback from identified internal participants to support a balanced and evidence-informed evaluation.

Participants may include individuals or groups who interact directly with the Director General in relation to governance, leadership, organizational management, or operational responsibilities, including:

- members of the Executive Committee;
- Commissioners;
- Senior administration; and/or
- Other identified Board leadership personnel, where appropriate.

The Review Sub-Committee shall determine the scope, format, timing, and method of any feedback collection process.

All feedback collected through the evaluation process shall remain confidential and shall be used solely for the purposes of the Director General's evaluation.

## Appendix B: Director General Evaluation Rubric Template

Each Performance Domain shall be assessed using the following four-level rating scale. Evidence and comments shall accompany each rating.

| Rating Level             | Descriptor            | General Description                                                                                                                                                                             |
|--------------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4 - Exceeds Expectations | Exemplary Performance | Performance consistently surpasses established expectations and demonstrates exemplary leadership and impact. Practices are sustainable, innovative, and positively influence the organization. |

|                                |                            |                                                                                                                              |
|--------------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------|
| 3 - Meets Expectations         | Effective Performance      | Performance consistently meets established expectations and demonstrates effective leadership and positive impact.           |
| 2 - Approaching Expectations   | Developing Performance     | Performance partially meets expectations. Improvement is required in identified areas. Support and monitoring may be needed. |
| 1 - Does Not Meet Expectations | Unsatisfactory Performance | Performance does not meet expectations. Significant improvement is required. Immediate action planning is necessary.         |

## **Appendix C: Director General Evaluation - Annual Timeline and Governance Cycle**

### **PURPOSE**

This timeline is intended to support the effective implementation of Policy F-16 by establishing a structured, predictable annual cycle for the evaluation of the Director General, aligned with governance timelines and operational realities.

### **STRUCTURAL CONSIDERATIONS**

The annual evaluation cycle shall be implemented in accordance with the following governance parameters:

- No formal meetings of the Council of Commissioners or its committees are held during the months of July and August;
- In election years, the Council of Commissioners is sworn in at the beginning of October;
- The Executive Committee and all sub-committees are established following the regular Council meeting held at the end of October; and
- Parent Commissioners serve on two-year terms, while Ward Commissioners serve four- year terms, requiring measures to support continuity and the preservation of institutional knowledge.

The evaluation cycle and organizational goals shall remain aligned with the Board's Commitment to Success Plan (CSP), recognizing that the CSP is established on a multi-year cycle and may be renewed or revised periodically in accordance with legislative and strategic planning requirements.

In election years, timelines may be adjusted to reflect governance formation requirements, while maintaining the integrity, intent, and completeness of the evaluation process.

## **ANNUAL EVALUATION AND GOVERNANCE CYCLE**

### **SEPTEMBER - PREPARATION PHASE**

During the month of September:

- The Director General may begin internal preparation of proposed organizational and professional goals;
- Administrative staff may prepare documentation from the previous evaluation cycle to support transition and continuity.

No formal evaluation decisions or approvals shall occur prior to the establishment of the Executive Committee and Review Sub-Committee.

## **OCTOBER - GOVERNANCE ESTABLISHMENT**

During the month of October:

- The Council of Commissioners shall be sworn in (in election years);
- The Executive Committee shall be established at the regular Council meeting held at the end of the month; and
- The Review Sub-Committee shall be appointed.

Within a reasonable timeframe following the establishment of the Review Sub-Committee, a transition meeting shall be held to:

- review the previous year's evaluation;
- identify any ongoing priorities or concerns; and
- ensure the transfer of relevant knowledge and documentation.

## **DIRECTOR GENERAL TRANSITIONS**

Where a Director General transition occurs during an evaluation cycle, the evaluation process shall be adapted to support continuity, fairness, and operational stability.

In circumstances where an outgoing Director General remains in the role through the completion of the school year, the evaluation process may continue for the applicable portion of the evaluation cycle.

Where a new Director General assumes the role during an active evaluation cycle, timelines, goals, and evaluation expectations may be adjusted by the Executive Committee to reflect the timing of the appointment, transition responsibilities, and operational realities.

## **NOVEMBER - GOAL SETTING**

During the month of November:

- The Director General shall submit proposed organizational and, where applicable, professional goals;
- The Review Sub-Committee shall meet with the Director General to review and refine proposed goals;
- The Review Sub-Committee shall submit recommendations to the Executive Committee; and
- The Executive Committee shall review and approve the final goals.

## **DECEMBER - FORMALIZATION AND INITIAL MONITORING**

During the month of December:

- Final approved goals shall be shared with the Executive Committee; and
- The Review Sub-Committee shall hold its first monitoring meeting with the Director General to:
  - confirm expectations;
  - review early progress; and
  - reinforce the principles of ongoing communication and feedback.

## **JANUARY - MONITORING CYCLE**

During the month of January:

- The Review Sub-Committee shall hold a second monitoring meeting, *if needed*, to:
  - assess early implementation progress;
  - identify emerging issues or risks; and
  - provide formative feedback and guidance. formative feedback and guidance.

## **MID-YEAR REVIEW (FEBRUARY - MARCH)**

During this period:

- The Director General shall submit a written mid-year progress report;
- The Review Sub-Committee shall:
  - review the report and supporting evidence;
  - meet with the Director General; and
  - assess progress toward approved goals.
- A summary of the mid-year review shall be provided to the Executive Committee.

## **APRIL - FINAL MONITORING**

During the month of April:

- The Review Sub-Committee shall hold a third monitoring meeting to:
  - review progress toward completion of goals;
  - identify any remaining gaps; and
  - prepare for the summative evaluation phase. for the summative evaluation phase.

## **MAY - SUMMATIVE EVALUATION**

During the month of May:

- The Director General shall submit:
  - a written year-end self-assessment; and
  - supporting documentation and evidence.
- The Review Sub-Committee shall:
  - review all submitted materials;
  - meet with the Director General; and
  - prepare a summative evaluation report with findings and recommendations. a summative evaluation report with findings and recommendations.

Where provincial, ministry, or system-level data required to support evaluation outcomes is not yet available within the annual evaluation timeline, the Review Sub-Committee may consider preliminary data, prior-year trends, or deferred reporting updates, as appropriate.

## **JUNE - APPROVAL AND CLOSURE**

During the month of June:

- The Review Sub-Committee shall present its findings to the Executive Committee;
- The Executive Committee shall review the evaluation and adopt a recommended motion; and
- The Council of Commissioners shall consider and approve the evaluation.

Following approval:

- The final evaluation report shall be filed with the Director of Human Resources; and
- Any written response from the Director General shall be appended to the final record.

## **MEETING SCHEDULE SUMMARY**

The evaluation process shall include, at minimum, the following meetings:

- ☐ One (1) transition meeting (where applicable for the Committee members and if required the Chairperson, only);
- One (1) goal-setting meeting;
- Three (3) monitoring meetings;
- One (1) mid-year review meeting; and
- One (1) summative evaluation meeting.

## **CONTINUITY AND ACCOUNTABILITY**

All participants in the evaluation process shall ensure that:

- meetings and key discussions are documented;
- feedback is aligned with approved goals and evidence; and
- the principles of transparency, consistency, procedural fairness, and confidentiality are upheld throughout the evaluation cycle.