



**DURHAM CATHOLIC
DISTRICT SCHOOL BOARD**
Learning and Living in Faith

POLICY – 327

Director of Education Performance Appraisal

Area: Human Resources Services
Source: Director of Education/Board of Trustees

Approved: November 10, 2014
Revised: September 11, 2023 (Interim)

1. Introduction

The Director of Education Performance Appraisal (DPA) is designed within the framework of the Ontario Leadership Framework (OLF). The DPA is a tool used by the Durham Catholic District School Board (the “Board”) to achieve goals set out in the Ministry of Education Student Achievement Plan Framework and the Board’s Multi-Year Plan.

Key Goal Areas include:

- Achievement of Learning Outcomes in Core Academic Skills
- Preparation of Students for Future Success
- Student Engagement & Well-being
- Ensuring effective stewardship of the Board’s resources; and
- Increasing public confidence in our publicly funded Catholic schools

2. Definitions

Nil

3. Purpose

The purpose of this policy is to outline the key components of the DPA process. The DPA process is designed to help the Board achieve its strategic and annual goals. This process is also designed to help foster and build a strong working relationship between the Director and the Board. The organizations goals are essentially the goals of the Director. Therefore, performance management for the Director is key in ensuring overall Board success.

4. Application / Scope

This policy applies to the Board and the Director in the employment of the Board.

5. Principles

The Board of Trustees shall adopt a performance appraisal process that:

- is consistent with the Mission and Values of the Board;
- documents the leadership that the Director provides in the areas of Faith Formation, Achievement of Learning Outcomes in Core Academic Skills, Preparation of Students for Future Success, Student Engagement & Well-being, Governance and Supervision;
- sets measurable goals, objectives and directions for the Director that directly relate to the Board's Mission and Multi-Year Plan;
- ensures that the Board's expectations and priorities are being effectively addressed by the Director;
- builds upon and improves the Director's performance by establishing a formal process to provide feedback, monitor expectations and promote professional growth;
- shall be based on duties as assigned in provincial statutes, regulations, policies and guidelines for the position of Director of Education.

6. Requirements

6.1 The DPA Committee

6.1.1 The DPA Committee shall consist of the Chair, Vice Chair and one or more additional Trustees appointed by the Board of Trustees. All meetings of the DPA will be held in camera. The DPA Committee shall make regular reports to the Board of Trustees throughout the year as the DPA process is implemented. All Trustees would be welcome to attend DPA meetings with an expectation that they notify the Chair of their intent to attend.

6.1.2 Key expectations of the DPA Committee are:

- act as a liaison between the Board of Trustees and the Director;
- help achieve Board Goals and Priorities;
- help build a strong, mutually respectful relationship between the Director and the Board;
- provide clarity to the Director regarding Board Goals and Priorities;
- support the Director's ongoing development;
- provide consistent communication so that the DPA Committee and Director are aligned with respect to the performance appraisal process.

6.1.3 The Board of Trustees may implement the DPA process with or without the use of a third-party consultant.

6.2 The DPA Process. The DPA timeline is appended to this policy (See Appendix 1- DPA Timeline).

6.2.1 Present Annual Plan to the Board

- a) In September, the DPA process begins with the communication of the Annual Student Achievement Plan to the Board of Trustees, which is developed by the Director, with input from the Senior Team for the upcoming school year. The Annual Student Achievement Plan provides the basis and context for the Director's Performance Plan.

6.2.2 Director's Performance Plan to DPA Committee

- a) In October, the Director will draft a Performance Plan and review it with the DPA Committee. This meeting is the first of three formal meetings for the year and will set and clarify expectations at the beginning of the school/fiscal year. (See Appendix 2 – Director's Performance Plan)

6.2.3 DPA Committee Report to Board

- a) In October, the DPA Committee will report back to the Board (In Camera). The DPA Committee will share the contents of the Director's Performance Plan and outline key performance indicators to be used in the appraisal. The DPA Committee will solicit input from the Board regarding process and indicators to help inform the performance appraisal.

6.2.4 The Mid-Year DPA Progress Review to DPA Committee

- a) In March, the Mid-Year DPA Progress Review will take place. This review allows the Director and the DPA Committee to discuss the Director's progress at the mid-point of the year. This review will cover all areas of the Directors Performance Plan, including achievements, challenges and any concerns. The Director will receive formal feedback from the DPA Committee including a performance rating based upon Implementation Indicators/Targets where available.

6.2.5 DPA Committee Mid-Year Report to Board

- a) In March, the DPA Committee will report back to the Board (In Camera). The DPA Committee will share the contents of the Mid-Year DPA Review. The DPA Committee will solicit input from the Board regarding process and indicators to help inform the appraisal cycle.

6.2.6 Year-End Performance Plan to DPA Committee

- a) In June, the Year-End Review will take place. This is the formal annual performance assessment. The DPA Committee will evaluate the Director's achievements over the year measured against the Implementation and Outcome Indicators/Targets.

6.2.7 DPA Committee Year-End Report to Board

- a) In June, the DPA Committee will report back to the Board (In Camera). The DPA Committee will share the contents of the Year End DPA Review with the full Board. The Board shall consider the Year End DPA Review and raise any questions or suggestions for future performance cycles. In a Board meeting (public session), the Board shall confirm that the Director Performance Appraisal was completed in compliance with policy.

6.2.8 360 Stakeholders Survey

- a) Every third year a 360 Survey of Stakeholder input shall be incorporated into the DPA Process. A third-party consultant shall be contracted to complete this assessment. The Survey should include key elements of the Ontario Leadership Framework (OLF) for Catholic System Leaders (See Appendix 3 – Catholic System Level Leadership Framework). The Board may approve additional questions beyond the OLF in collaboration with the Director. In consultation with the Director, the Board of Trustees shall determine which stakeholders should be included. The Survey should be completed during the Spring of the DPA assessment cycle.

6.2.9 New Director

- a) When a new Director has been appointed by the Board, the DPA Process will proceed as outlined excepting that:
 - the Chair shall review the DPA Process with the newly appointed Director prior to commencing the process;
 - timelines may be revised by mutual agreement, in recognition of the transition in leadership;
 - the Board of Trustees may engage a third-party consultant help facilitate the initial DPA process

6.2.10 Extenuating Circumstances

- a) It is recognized that from time to time, with the school year, there may be circumstances beyond the control of the Board or Director that may cause challenges with either the content and/or process of the DPA. In such cases, the Board and Director shall mutually agree upon an alternate approach that achieves the "Principles" of this policy while modifying content and/or timelines.

6.2.11 Dispute Resolution

- a) If the Director and/or the DPA Committee do not agree on the final evaluation after informal discussions, a three-member panel composed of the following individuals will be established:
 - i. One member will be selected by the Director in consultation with the English Council of Catholic Directors of Education (ECCODE) and CODE.
 - ii. A second member will be selected by the DPA Committee in consultation with the Ontario Catholic School Boards Association (OCSTA).
 - iii. A third member will be an external consultant, with expertise in mediation, agreed upon by ECCODE and OCSTA.
- b) This three-member panel will consider all information presented by the Chair or Vice Chair, the Director and the external consultant and make recommendations to the Board of Trustees for consideration. The external consultant will facilitate this process.

6.2.12 Incentive Compensation Plan

- a) The DPA process may be used as a tool to implement an Incentive Compensation Plan (ICP) when such a plan has been enacted into law within Ontario school boards. The Board and Director shall work in collaboration to create an effective and impactful ICP within the government guidelines.

7. Sources

- 7.1 Good Governance Guide – Module 5 – Performance Review: Director of Education – <https://modules.ontarioschooltrustees.org/Modules/05-Director-of-education.aspx>
- 7.2 Ontario Leadership Framework, September 2013 – www.education-leadership-ontario.ca/application/files/8814/9452/4183/Ontario_Leadership_Framework_OLF.pdf
- 7.3 Catholic System-Level Leadership – www.education-leadership-ontario.ca/application/files/2914/9452/2827/Catholic_System-Level_Leadership.pdf
- 7.4 [Ontario Education Act](#), s. 169.11

8. Related Policies and Administrative Procedures

Nil



Appendix 1 – DPA Timeline

	Meetings/Presentation to Board of Trustees	Full Board	DPA Committee	Date
7.1	Present Annual Plan for school year to Board	✓		September
7.2	Director's Performance Plan to DPA Committee		✓	October
7.3	DPA Committee Report to Board	✓		October
7.4	Mid-Year DPA Progress Review to DPA Committee		✓	March
7.5	DPA Committee Mid-Year Report to Board	✓		March
7.6	Year-End Performance Plan to DPA Committee		✓	June
7.7	DPA Committee Year-End Report to Board	✓		June
7.8	360 Stakeholders Survey to Board	✓	✓	Every 3 rd Year



Appendix 2 – Director’s Performance Plan Form

Goal Area 1		
Mid-Year		
Mid-Year Implementation Indicators	Mid-Year Results	
DPA Committee Comments		
1.		
2.		
Director’s Comments		
1.		
2.		
Year-End		
Year-End Outcome Indicators	Year-End Results	Year-End Rating
		<input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Approaches Expectations <input type="checkbox"/> Does Not Meet Expectations
DPA Committee Comments		
1.		
2.		
Directors Comments		
1.		
2.		



Goal Area 2		
Mid-Year		
Mid-Year Implementation Indicators	Mid-Year Results	
DPA Committee Comments		
1.		
2.		
Director's Comments		
1.		
2.		
Year-End		
Year-End Outcome Indicators	Year-End Results	Year-End Rating
		<input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Approaches Expectations <input type="checkbox"/> Does Not Meet Expectations
DPA Committee Comments		
1.		
2.		
Directors Comments		
1.		
2.		



Goal Area 3		
Mid-Year		
Mid-Year Implementation Indicators	Mid-Year Results	
DPA Committee Comments		
1.		
2.		
Director's Comments		
1.		
2.		
Year-End		
Year-End Outcome Indicators	Year-End Results	Year-End Rating
		<input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Approaches Expectations <input type="checkbox"/> Does Not Meet Expectations
DPA Committee Comments		
1.		
2.		
Directors Comments		
1.		
2.		



Goal Area 4		
Mid-Year		
Mid-Year Implementation Indicators	Mid-Year Results	
DPA Committee Comments		
1.		
2.		
Director's Comments		
1.		
2.		
Year-End		
Year-End Outcome Indicators	Year-End Results	Year-End Rating
		<input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Approaches Expectations <input type="checkbox"/> Does Not Meet Expectations
DPA Committee Comments		
1.		
2.		
Directors Comments		
1.		
2.		
DPA Chair Signature:	Director Signature:	
Date:	Date:	



DPA Committee's Comments and Reflections

The DPA Committee will comment on the Director of Education's overall performance based on the results achieved

Comments

Reflections

Director of Education's Comments and Reflections

Comments (Optional)

Reflections

Overall Rating

Satisfactory

Unsatisfactory

DPA Chair Signature:

Director Signature:

Date:

Date:



Appendix 3 – Catholic System Level Leadership Framework

https://www.education-leadership-ontario.ca/application/files/2914/9452/2827/Catholic_System-Level_Leadership.pdf

OLF Leadership Practices
Establish broadly shared mission, vision and goals founded on aspirational images of the educated person
Provide coherent instructional guidance
Build district and school staff's capacities and commitments to make informed decisions
Create learning-oriented organizational improvement processes
Provide job-embedded professional learning
Align budgets, time and personnel/policies/procedures with district mission, vision and goals
Use a comprehensive performance management system for school and district leadership development
Advocate for and support a policy governance approach to Board of Trustee practices
Nurture productive working relationships with staff and stakeholders