

EXECUTIVE AND GOVERNANCE POLICY

12.1

Policy Title: 12.1 Executive Director Evaluation Process, Criteria and Timelines

Last Approved: April 2021

BACKGROUND

The purpose of this document is to identify the evaluation process agreed to by the Executive and Executive Director. The evaluation process and criteria are designed to build on past practice and address issues identified through a review of those past practices. These issues include:

- a) There is a need for the Executive to annually communicate their corporate expectations to the Executive Director.
- b) There is a need for the Executive to provide to the Executive Director affirmation and where required redirection relative to these expectations.
- c) Evaluative comments and the written evaluation report must be based on clearly defined expectations and relevant evidence.

The SSBA membership empowers the Executive, through Bylaws, to make decisions in specific areas. Bylaw No. 4.2 (Executive – Powers and Duties) provides that the Executive govern the Association and provide oversight of the business and affairs of the Association. Bylaw No. 6 (Association Staff) states: The Executive shall employ such staff as it deems necessary for the satisfactory operation of the Association.

The Chief Executive Officer of the Association shall be known as the Executive Director, and that person shall be responsible to the Executive for the administration of all Association functions and services.

Direction for the Executive Director is provided through the strategic plan, the Executive's policies and motions, the Executive Director's contract and the Executive Director's evaluation.

APPLICATION

This policy applies to the Association.

POLICY STATEMENT

1. Evaluation Process
 - 1.1. Provides for both accountability and growth, and the strengthening of the relationship between the Executive and the Executive Director. The written report will affirm specific accomplishments and will identify growth areas. Growth goals may address areas of weakness or identify areas where greater emphasis is required due to changes in the environment.
 - 1.2. Recognizes that the Executive Director is the Chief Executive Officer of the Saskatchewan School Boards Association. The Executive Director is held accountable for work performed by other staff.
 - 1.3. Emphasizes the need for and requires the use of evidence for evaluation purposes. Evaluations are most helpful when the evaluator provides concrete evidence of strengths and/or weaknesses.
 - 1.4. Meets contractual requirements in that the Executive Director and Executive must both agree to this process document prior to implementation.

12.1

- 1.5. Is aligned with and based upon the Executive Director's assigned roles and responsibilities.
 - 1.6. Holds the Executive Director accountable for implementing the Executive's Strategic Plan.
 - 1.7. Sets out standards of performance. The quality indicators in the role description set out initial standards. When growth goals are identified, additional standards will need to be set to provide clarity of expectations and a means of assessing performance.
 - 1.8. Is a performance-based assessment system. Such an evaluation focuses on improvement over time. The second and subsequent evaluations take into consideration the previous evaluation, and an assessment of the Executive Director's success in addressing identified growth areas.
 - 1.9. Uses multiple data sources. Objective data such as audit reports are augmented with more subjective data. Evidence will be provided through internal reports provided by the Executive Director, external reports solicited by the Executive from external sources and/or direct Executive observation.
 - 1.10. Elicits evidence to support subjective assessments.
 - 1.11. Ensures written feedback from the Executive is provided.
 - 1.12. In addition to the above, the Executive will provide a verbal performance review in April of each year.
2. Evaluation Criteria
- 2.1. The criteria for the first evaluation will be those criteria defined by the Executive Director's role description.
 - 2.2. The criteria for subsequent evaluations will be those defined by the Executive Director's job description plus any growth goals provided by the Executive in the previous written evaluation report(s).
 - 2.2.1. Such growth goals may be areas requiring remediation or actions which must be taken to address trends, issues or external realities.
 - 2.3. It is the responsibility of the Executive Director to provide evidence that each role expectation has been met during the evaluation period.
 - 2.3.1. This evidence portfolio must be provided to the Board at least one (1) week in advance of the evaluation workshop, which will occur in September and involve the Executive and Executive Director and an external facilitator mutually agreed to.
 - 2.3.1.1. The Executive Director will only be absent from the room for the period when the Executive constructs the conclusion section.
 - 2.3.2. Such evidence will be an internal report or external report.
 - 2.4. The Board will review the indicated evidence and will determine whether, or to what extent, the quality indicators have been achieved.
 - 2.4.1. In addition, the Executive will supplement the evidence contained in the evidence portfolio with agree-upon direct Executive observations. For example, this would be most evident in the section Executive/Executive Director Relations.

12.1

- 2.4.2. During the evaluation workshop, a written evaluation report will be facilitated which will document:
 - 2.4.2.1. The evaluation process,
 - 2.4.2.2. Evaluation context,
 - 2.4.2.3. Assessments relative to each of the criteria,
 - 2.4.2.4. An examination of progress made relative to any growth goals or redirections identified in the previous year's evaluation,
 - 2.4.2.5. Identification of any growth goals if deemed appropriate, and
 - 2.4.2.6. A conclusion followed by appropriate signatures and dates.
 - 2.5. The assessment contained in the report will reflect the corporate Executive position. This report will be approved by Executive motion.
 - 2.6. A signed copy will be provided to the Executive Director and a second signed copy will be placed in the Executive Director's SSBA personnel file.
3. Timelines for Evaluation
- 3.1. The timeframe for each evaluation shall be October 1 – September 30, and the final report must be approved by the Executive and provided to the Executive Director by the end of October.
 - 3.1.1. This means that evidence available during the timeframe will be examined and the work being reflected might fall outside the evaluation period, for example, the audit report and management letter would reflect work done during the previous evaluation period. Since this is the most current information available during the evaluation period, this is the evidence which will be examined.
 - 3.1.2. Likewise, the strategic planning and reporting process requires an interim report in May, a second interim report in June and a final report in September. The September report would differ from the June report only insofar as there might be significant development over the summer.

REFERENCES

Bylaw No. 4.2 – Executive – Powers and Duties
Bylaw No. 6 – Association Staff
Executive Policy 12.0 – Role of the Executive Director