



Contract Award, Director's Performance Appraisal: Consulting Services

To: Finance, Budget and Enrolment Committee

Date: 7 November, 2019

Report No.: 11-19-3776

Strategic Directions

- Transform Student Learning
- Create a Culture for Student and Staff Well-Being
- Provide Equity of Access to Learning Opportunities for All Students
- Allocate Human and Financial Resources Strategically to Support Student Needs
- Build Strong Relationships and Partnerships Within School Communities to Support Student Learning and Well-Being

Recommendation

It is recommended that:

1. The Board retain Metrics@Work for three years (with an option to renew for up to two additional years) in order to provide service to the Board with respect to its annual performance evaluation of the Director of Education; and
2. The Chair of the Board and the Associate Director, Business Operations & Service Excellence be authorized to negotiate and sign an agreement with Metrics@Work consistent with the terms of the Request for Proposals issued on September 25, 2019, as summarized in this report.

Context

At the request of the Director's Performance Appraisal Committee, Purchasing Services issued Request for Proposals (RFP) CF20-15P on September 25, 2019, to engage a consultant to provide Director's Performance Appraisal services for the Board in accordance with Policy P049 – Performance Management: Director of Education (see Appendix A).

The RFP was posted on the Bids and Tenders e-Tendering portal (www.bidsandtenders.ca). Bidders from the previous RFP process were advised of this new opportunity as were other consulting firms on file. The RFP closed on October 9, 2019 and three (3) bids were received from the following bidders (listed alphabetically):

- Governance Solutions Inc.
- Metrics@Work
- Ontario Education Services Corporation (OESC)

Evaluation Process

The Director's Performance Appraisal Committee provided input on the development of the RFP, particularly the evaluation criteria. The three submissions were independently scored by the following members of the DPA Committee and arrived at final consensus scores were as follows:

- Chair Robin Pilkey
- Vice-Chair Chris Moise
- Trustee Stephanie Donaldson
- Trustee Chris Mammoliti

Following their independent review, a consensus meeting was held to arrive at final consensus scores which the group agreed fairly assessed the bid submissions.

The criteria used to score the bid submissions included proven experience with senior level performance appraisals, outline of proposed approach and methodology to the performance reviews, a high level project plan for how reviews would be conducted, demonstrated experience with projects of similar scope preferably in the public sector, and skills and experience of team members that would be assigned to the TDSB engagement. Fees/pricing was scored by Purchasing Services.

Based on the final rated criteria consensus scores plus pricing scores, two bidders were shortlisted for a brief presentation/interview, Governance Solutions Inc. and Metrics@Work.

During the presentation/interviews the bidders discussed their proposal and the evaluation team asked them a series of questions to get a deeper understanding of their proposals and approach to performance evaluations. In addition to team members listed above, Trustee Sriskandarajah attended the presentation meeting. Before adjournment of this meeting, scores for the written proposals and the interviews/presentations were tallied and Metrics@Work had the highest overall score. As a result, the evaluation team recommends award of the contract to Metrics@Work.

The fees proposed by Metrics@Work are as follows:

Year 1	\$9,560
Year 2	\$8,885
Year 3	\$9,110

The RFP requested a three (3) year initial term, with two (2) additional 1-year extension options (exercised at the Board's discretion).

Copies of all bids received and detailed information regarding all recommended awards are available in the Purchasing Services department.

Action Plan and Associated Timeline

Not applicable.

Resource Implications

The engagement is budgeted for under Trustee Services – Governance.

Communications Considerations

Not applicable.

Board Policy and Procedure Reference(s)

P017 – Purchasing

P049 – Performance Management: Director of Education

Appendices

- Appendix A: Policy P049 – Performance Management: Director of Education

From

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Toronto District School Board

Policy P049

Title: **PERFORMANCE MANAGEMENT: DIRECTOR OF EDUCATION**

Adopted: May 17, 2000

Revised: February 3, 2015, **March 11, 2015**

Reviewed:

Authorization: Board

1.0 OBJECTIVE

A Performance Management Process will be used to develop clear objectives for the Board and the Director of Education and to provide an annual evaluation of the Director's work.

2.0 RESPONSIBILITY

Board of Trustees

3.0 DEFINITIONS

A Performance Management Process provides a forum for constructive dialogue and exchange of information between the Director and the Board.

The process is an opportunity for both the Board and the Director to clarify expectations and goals, to review past accomplishments and to agree on needs of the School Board. The end result provides clear objectives for the coming year.

As well, the performance review process should give an accurate reading of the performance of the Director, and establish agreement on the indicators for future success. It is understood that the process will be structured to evaluate the work of the Director, rather than the progress of the school system.

The complexity relating to the Director's accountability creates some challenges for the Board in providing useful and fair performance evaluations. Unlike all other employees of the Toronto District School Board, the Director of Education, as head of the organization, does not have one direct supervisor. Rather, the Director is accountable to the Board, an elected entity of 22 school trustees. Therefore, the selected evaluation process must provide for full participation of the Board.

4.0 POLICY

Performance Review Process

The performance review process for the Director of Education provides for six steps.

4.1.1 Step 1: Establishing the Process

For each review the Board will identify members of a Performance Review Committee. The Committee will include the Chair, Vice-Chair and at least 5 additional trustees.

The Chair of the Board will chair the Committee.

The Performance Review Committee will be responsible for selecting a consultant who will facilitate the Performance Review Process.

4.1.2 Step 2: Terms of Evaluation

The consultant will meet with the Performance Review Committee and the Director of Education to discuss mutually agreed upon, written goals and objectives.

Based on these discussions with trustees, the consultant will draft the detailed terms of the evaluation including goals, areas to be reviewed and anticipated timeline required for each step to evaluate the process. This will include the presentation of Performance Review Questionnaires, which will be used as the foundation of the Director's performance review.

Once a mutual agreement on the terms of the evaluation has been reached, the Performance Review Committee will present the terms of the evaluation to the Board for information.

4.1.3 Step 3: Director's Report

The Director will prepare a report which includes the goals and priorities that were set for the identified period, as well as indications of the results obtained. This report will be used for reference throughout the process and presented to the Performance Review Committee.

4.1.4 Step 4: Board Feedback

The consultant will conduct surveys with all Trustees. Trustees will also be engaged via telephone interviews to provide clarity and further depth to the process. All responses will be reported anonymously to ensure candor.

4.1.5 Step 5: Staff Feedback

The consultant will conduct surveys with staff representatives. Selected survey respondents will also be engaged via telephone interviews to provide clarity and further depth to the process. All responses will be reported anonymously to ensure candor. The Director of Education will provide a suggested list of the categories of staff or the names of staff to be involved in the peer review in consultation with the Performance Review Committee; however, the Performance Review Committee will approve the individuals to be included in the survey and interviews prior to the beginning of this phase.

4.1.6 Step 6: Director's Self-Evaluation

Self-Evaluation

The Director of Education self-evaluates using the evaluation questionnaire prepared by the consultant and the Performance Review Committee.

The consultant compiles the information gathered throughout the process and prepares the final performance evaluation report. This report will highlight the evaluation of achievements for the past year as well as proposed goals and objectives for the coming year.

A copy of the final report and the executive summary report are presented to the Performance Review Committee and the Director of Education for review.

The final reports are approved by the Performance Review Committee. The approved executive summary report will be provided to the Board of Trustees.

4.1.7 Step 7: Presentation to the Board

The Performance Review Committee submits the final Executive Summary Report to the Board for review and approval in Private Session as a Committee of the Whole. The Board will only disclose the evaluation process publicly, but not the results.

Role of the Consultant

An outside consultant will be hired to facilitate the annual performance review of the Director of Education. The consultant will be mutually acceptable to both the Board and the Director of Education.

- i. The consultant will coordinate the steps in the review process and will act as a liaison between the Board and the Director throughout the process.

- ii. The consultant will have the responsibility of working with the Board and the Director of Education in completing the Performance Review Process.
- iii. The consultant will compile the necessary information required to complete the performance evaluation of the Director in accordance with the Performance Review Process. Finally, the consultant will prepare an objective performance evaluation Executive Summary Report for the Performance Review Committee to present for approval of the Board.

5.0 SPECIFIC DIRECTIVES

The Board of Trustees has authority to issue operational procedures to implement this policy.