

Cradle-to-Career Governing Board Report

Date Report Issued: October 25, 2023
Attention: Members of Cradle-to-Career Governing Board
Subject: **Executive Director Review Process**
Staff Contact: Jane Harrington, Leading Resources Inc. (LRI)

At this meeting, the Governing Board (Board) will have the opportunity to review the draft survey and key logistics and details associated with the Executive Director (ED) review process, as recommended by the Executive Director Review Committee.

Requested Action:

After review and consideration of the survey and this staff report, it is recommended that the Board approve the proposed items. *Once approved, all corresponding edits and updates will be noted for update in the Governance Manual through the existing annual update process.*

- ❖ Move to approve the process and to update the Governance Manual during the Governance Manual review process to reflect the approved Executive Director review process.

Background:

Performance reviews are accepted as good practice, and it is useful to note all of the boxes checked by outlining and conducting the Executive Director (ED) performance review. Doing so:

- Complies with the Board's oversight duties under [Education Code Section 10866](#).
- Complies with Cradle-to-Career (C2C) [Governance Manual](#), as amended by the [Committee charter adopted on August 9, 2023](#).
- Ensures the ED's performance is achieving the mission and vision of C2C.
- Provides valuable feedback to the Executive Director to inform their own performance and development.

- Requires reflection and input of the Board as part of their leadership duties.
- Informs a Request for ED Salary Increase as required in C2C's Governance Policy [C2C-GOV-01](#).

Last year's performance review, which was the first performance review conducted, was finalized at the May 2023 Board meeting. This staff report is broken down into three sections: section one details the procedures related to the survey, section two covers the survey content, design, and logistics, and section three walks through the post survey process of the performance evaluation.

Section One: Survey Procedures

Understanding the overall process is as crucial to understanding the underlying nuances of the process. This section lays out the components of the process, a timeline and key milestones, and defines the performance evaluation window.

Section One, Part A: ED Review Components and Key Roles

The ED performance review includes the following components:

Component	Responsible Party	CalHR File
Self-Evaluation	Executive Director	Yes
Survey	Governing Board Members	No
CEA Interviews	Direct Reports to Executive Director	No
Survey Results (Raw Data)	LRI (Third-Party Consultants)	No
Survey Summary	LRI (Third-Party Consultants)	No
Performance Review	Chair and Chair Elect	Yes
Response to Review (Optional)	Executive Director	Yes

Letter to CalHR	Chair	Yes
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Section One, Part B: ED Review Process Timeline and Key Milestones

The current timeline provides:

Date	Activity
October 4, 2023	<u>Committee Meeting One</u> : reviewed the ED review process and survey for a recommendation to the Board
November 1, 2023	<u>Board Meeting Presentation</u> : will decide to adopt or modify the revised ED review process and survey and amend the Governance Manual accordingly
November 2, 2023	<u>ED Completes Self-Evaluation</u> : using the survey form, the Executive Director will complete a self-evaluation
November 6 to 20, 2023	<u>Member Survey Period</u> : survey will be shared with all Board members to complete <u>CEA Interview Period</u> : Chair and Chair Elect conduct individual interviews with Career Executive Assignments (CEA) staff that directly report to the Executive Director
November 20 to December 4, 2023	<u>LRI Prepares Survey Summary</u> : from the survey results (raw data), LRI will prepare the survey summary
December 2023	<u>Board Chair Prepares Performance Evaluation</u> : taking into consideration the survey results and survey summary, the Chair will prepare a draft performance evaluation
January 9, 2024	<u>Committee Meeting Two</u> : will review the draft performance evaluation written by the Chair in closed session
January 2024	<u>Chair and Chair Elect Meet with ED</u> : to discuss the Committee's recommended performance evaluation

January 2024	<u>Executive Director Response:</u> The ED has the option of providing a written response to the evaluation within seven business days of meeting with the Chair and Chair Elect
February 28, 2024	<u>Board Meeting Presentation:</u> will consider the adoption of the Committee recommended performance evaluation in closed session
March 13, 2024	<u>Committee Meeting Three:</u> will discuss the implementation of the new process and determine if any adjustments will be necessary

Section One, Part C: ED Performance Review Period

Last year's performance evaluation covered a ten month period, from February 2022, when the Executive Director started, to November 2022. This year's survey collection should begin in November 2023. Therefore, the evaluation period will run from November 2022 to November 2023, one full calendar year.

It is worth noting that one element of the ED review is tied to the [12-Month Workplan](#) and [5-Year Timeline](#), which coincide with the fiscal year. Given that the Office of Cradle-to-Career Data System provides bi-annual updates on these reports, as well as quarterly ED updates, the Board is kept abreast, thus not substantiating a need to align the ED review with the fiscal year.

Section Two: Survey Content, Design, and Logistics

The foundation of the performance review is the survey. The following section outlines the content, design approach, and logistics of the survey.

Section Two, Part A: Proposed Survey Questions

This year's proposed survey questions can be found in Attachment A. The survey is an evolution of last year's survey, building on what worked and making improvements.

Section Two, Part B: Survey Design and Rating Scale

LRI recommends the following rating scale based on the rating scale in the [CalHR Performance Appraisal Summary](#) for rank-and-file staff:

Performance consistently <u>exceeds</u> expected standards
Performance fully <u>meets</u> expected standards
<u>Improvement needed</u> for performance to meet expected standards
Do not know or no opinion

Section Two, Part C: Survey Logistics

LRI will administer the survey using the Survey Monkey platform. A paid account with additional features will be utilized, and LRI will be the only one with access to the platform. LRI will also be responsible for analyzing the survey results (raw data) and compiling the survey summary, which is discussed in more detail in section three.

Last year's survey was shared with all 21 Board members as it is their primary responsibility to provide a ED performance review. It is LRI's recommendation to keep the survey within C2C and not survey stakeholders as it is not designed for their experience of the ED.

Since the Board is responsible for the evaluation of the ED, it is critical that all members of the Board complete the survey. To achieve a 100% response rate, the survey will include a question asking the Board member to share their name and email to determine who has completed the survey. This information will only be available to LRI, and will be removed from any data provided to the Board members or staff.

Members who have not completed the survey by a predetermined date will first be sent reminders from LRI. If the member still has not completed the survey by

the next predetermined date, that member will be identified by LRI and their name will be shared with the Chair and/or Chair Elect. The Chair and/or Chair Elect will then contact the member directly.

Section Two, Part D: Executive Director Self-Evaluation

The Governing Board Manual provides that the Executive Director will complete a self-review that mirrors the survey being completed by Board members. Responses to the self-evaluation will be made available to members as they complete their own survey evaluation of the Executive Director.

Section Two, Part E: CEA Interviews

The Chair and Chair Elect will invite all CEAs that directly report to the Executive Director for individual interviews to provide feedback from the staff level of the Executive Director's performance. The interview will consist of eight open-ended questions with topics covering leadership, accountability, culture, equity and inclusivity. The Chair and Chair Elect will consider any themes as input for the performance evaluation.

Section Three: Post-Survey Process of the Performance Evaluation

Although the survey is a major component of the ED review process, there is much work that happens once the results are collected. This section walks through the survey collection and summarization process as well as the performance review process itself and collaboration with California Department of Human Resources (CalHR).

Section Three, Part A: Survey Results (Raw Data)

Once survey results are in, LRI will maintain the survey results in raw data form. The raw data will be the quantitative ratings from the multiple-choice questions, along with any of the open-ended answers and additional comments. LRI will share the survey results (raw data) with the Chair and Chair Elect.

Section Three, Part B: Survey Summary

LRI will analyze survey results (raw data) and compile the results into a summary. The summary will include the quantitative data for the multiple choice questions along with themes from the open-ended questions. The survey summary will be provided to the Chair, Chair Elect, and Executive Director Review Committee (Committee).

Section Three, Part C: Performance Review

Once the survey summary is complete, the Chair will draft a formal performance review. The performance review may incorporate the takeaways from the Executive Director self-review, survey summary, CEA interviews, along with other additional information. The Chair Elect then reviews the performance review. The Committee will then meet to discuss the draft performance review and their recommendation to the Board in closed session. (This is Committee meeting two, which will take place on January 9, 2024.)

The Chair and Chair Elect will then meet with the Executive Director to discuss the performance review, making all supporting documents available to the Executive Director. The Executive Director will then have seven business days to provide a written response to the performance review.

The Committee will present their recommendation to the Board at the February 2024 Board meeting. The Board will then determine if it would like to adopt the performance review (action will be taken at the February meeting in closed session).

Section Three, Part D: Coordination with CalHR

CalHR has no performance review requirements for exempt employees; however, an annual review is recommended and encouraged, particularly to support a request for salary increase. When a performance review is provided for an exempt employee, a copy may be filed with CalHR for inclusion in the employee's Official Personnel File.

In the event the Board approves a recommendation for the Chair to request a salary increase for the Executive Director, a justification memo must be submitted to CalHR as part of the Exempt Position Request (EPR) package described in governance policy C2C-GOV-01, Requests for Executive Director Salary Increase. The justification memo should include a characterization of the Executive Director's performance, but is not required to include a copy of the performance review or other review artifacts. (For details on the policy: Requests for Executive Director Salary Increase, see the [staff memo](#) for the action the Board took at the August 9, 2023 meeting.)



Executive Director Performance Evaluation

This survey is reviewing the Executive Director's performance from November 2022 to November 2023.

Rating Scale

Performance consistently exceeds expected standards

Performance fully meets expected standards

Improvement needed for performance to meet expected standards

Do not know or no opinion

Board Relations

1. Builds effective relationships with Board members, working both individually and collaboratively, offering clarity and direction around purpose, goals, and roles.
2. Informs and advises the Board about issues, needs, and the operations of C2C, providing information and recommendations as appropriate in a timely manner.

Stakeholder Relations

3. Actively engages and establishes effective working relationships with diverse community groups to advance C2C's mission and vision.
4. Develops effective relationships and cooperative arrangements with data providers and partner organizations.

Staff Relations

5. Creates a workplace which attracts, recruits, and retains a diverse staff of active contributors.



Operations, Business, and Finance

6. Recommends the allocation of resources to achieve C2C's mission, oversees efficient use of resources, and ensures sound financial practices.
7. Ensures operations, including human resources, finance, facilities, procurement, contracts, and administration, are managed effectively.

Strategy and Communications

8. Ensures C2C has a long-range strategy to achieve its mission through goals, objectives, projects, and measures of success, towards which it reports consistent and timely progress.

Leadership

9. Creates a sense of purpose, momentum, and excitement for C2C's mission and vision, offering clarity around goals and objectives to collaboratively achieve results and highlighting achievements and outcomes.
10. Deals with problems directly and effectively before they significantly impact performance or create unacceptable risk to the organization.

Professionalism

11. Operates with honesty and integrity, modeling ethics and accountability, and considers biases, risks, and their broader implications.
12. Demonstrates a commitment to their own professional development through reading, conferences, and professional affiliations to maintain a working knowledge of significant developments and trends in the field.



Program Management

13. Ensures equity considerations are central to all aspects of the data system, including engaging diverse communities in its purpose, design, and use.
14. Ensures data privacy and security by effectively implementing policies and practices, and mitigating incidents if they occur.
15. Ensures continuous improvement by learning from prior work, soliciting feedback, and adjusting policies, practices, and services as appropriate.

Contribution to Workplan

Instructions: The [C2C 5-Year Projected Timeline](#) outlines Year 2 activities in 4 areas: Strategy and Operations, Engagement, Analytical Tools and Operational Tools. Based on those, please rate how much the Executive Director's performance has resulted in the achievement/success of those activities. Note, the Executive Director may have significantly contributed to the achievement/success of an activity, but the activity itself may not have been completed for circumstances beyond the Executive Director's control. Please evaluate based on the Executive Director's performance.

16. Strategy and Operations

a. INSERT

17. Engagement

a. INSERT

18. Analytical Tools

a. INSERT

19. Operational Tools

a. INSERT

Open-Ended Questions

20. What do you consider to be the Executive Director's most significant achievements over the past year?



21. What do you consider to be the Executive Director's most effective leadership qualities and behaviors?
22. What leadership qualities and behaviors would you encourage the Executive Director to strengthen?

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