

Executive Director Review Policy

Importance of the Performance Review Process

The yearly performance review of the Executive Director is a critical activity of the Governing Board, which is intended to support the individual leading the Office of Cradle-to-Career Data and ensure the data system fulfills its mission.

This performance review is part of an ongoing, forward-looking, and clarifying process between the Governing Board and the Executive Director. Although the performance review is conducted annually, the Governing Board also responds to status updates by the Executive Director at quarterly board meetings and provides timely feedback to the Executive Director about their activities throughout the year.

Performance Review Roles

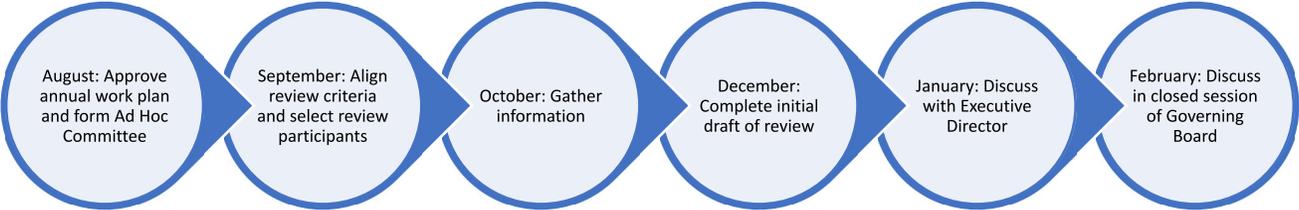
Role	Responsibility
Presiding Governing Board Chair	Leads the performance review process and the Ad Hoc Committee, aggregates the information gathered and fills in the performance review form, and presents the review to the Governing Board in a closed session*
Ad Hoc Committee Members	Identify performance targets related to the annual plan, select individuals to complete the performance review, review the performance review form that was compiled by the Presiding Governing Board Chair, participate in the performance review meeting with the Executive Director
External Human Resource Consultants (as needed)	Assist with conducting the performance review, at the direction of the Governing Board
Executive Director	Completes self-review, discusses performance review with ad hoc committee
Board Members	Complete performance review of Executive Director
Staff	Complete performance review of Executive Director
External Stakeholders	Complete performance review of Executive Director

Governing Board Chair Elect	Reviews performance review form before it is shared with the Ad Hoc Committee
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*Education Code 10866. (a) The governing board shall appoint an executive officer to oversee the managing entity. The executive officer shall be exempt from civil service consistent with subdivision (e) of Section 4 of Article VII of the California Constitution, including setting the terms of employment, and annual compensation shall be commensurate with other like positions in state government.

Performance Review Components and Timeline

The performance review timeline is as follows. The timeline can be adjusted if needed at the discretion of the Governing Board.



August

The Governing Board reviews the Office of Cradle-to-Career Data annual work plan in August of each year. This plan will be used to establish standards by which to measure the Executive Director’s job performance. In August, the Governing Board will also form an Ad Hoc Committee for the express purpose of evaluating the Executive Director. This committee, whose membership will be limited to Governing Board members, will be led by the Presiding Board Chair. Meetings of this Ad Hoc Committee will be exempted from Bagley-Keene regulations due to the sensitive nature of the content.

September

Ad Hoc Committee members will draw on the annual workplan to articulate more specific expected outcomes under each of the areas of responsibility listed in the Executive Director’s Job Description. The Ad Hoc Committee will also identify at least five individuals to fill out the performance review, drawn from the Governing Board, staff, and other relevant stakeholders. The criteria for selection includes having been involved with the activities of the Cradle-to-Career System for the entire performance period, having awareness of strategic priorities for the year, not serving on the Executive Director Review Ad Hoc Committee, and limiting the number of individuals who participated in prior year reviews. An external consultant / organization may be engaged at the discretion of the Governing Board to help with this process in conjunction with the Ad Hoc Committee.

October

Starting in October, the Ad Hoc Committee will gather information to evaluate the Executive Director’s performance.

December

The performance review document will be compiled by the Current Board Chair and reviewed by the Board Chair Elect to assure the performance review form conforms to the expectations of the review process.

January

The Ad Hoc Committee will meet with the Executive Director to share the performance review and finalize the documentation.

February

The Ad Hoc Committee will share the report with the full Governing Board in a closed session.

Performance Measurements

Performance measures for the performance review will be based on the Executive Director job description and made more specific by integrating priorities from the annual workplan. The assessment will also address whether the Executive Director is advancing the vision of fostering evidence-based decision-making to help Californians build more equitable futures and empower individuals to reach their full potential. The performance review will be evidence-based, including documenting what the Executive Director achieved, how objectives were attained, and how their work supports the goals of the data system.

Areas to assess will include:

- Leadership
 - Advances the C2C Vision
 - Inspirational Leadership
 - Cultural Competence
 - Ethics
- Stakeholder and Community Engagement
 - Communications Strategy
 - Governing Board Relationship
 - Stakeholder and Community Relationships
- System Management
 - Planning and Organization
 - Financial Sustainability
 - Data Privacy and Security
 - Continuous Improvement

Information Gathering and Documentation

Feedback surveys will include both quantitative and qualitative elements and will solicit information about specific actions and behaviors for the performance measures. An Information Session on how to

complete the feedback form will also be conducted. To the degree possible, the identities of the reviewers will remain anonymous.

The Executive Director will fill out a self-review. The self-review form will mirror the form being filled out by others.

Once feedback forms and pertinent information have been gathered from both the Executive Director and others, the Board Chair will complete a formal performance review form, which will then be reviewed by the Board Chair Elect.

The Ad Hoc Committee will then meet to discuss the review before it is shared with the Executive Director, and will have access to the information that informed the performance review form. In reviewing the gathered information, all parties should be mindful of the following:

- Are the areas of greatest competence and need for improvement reported by the survey respondents borne out by other evidence?
- Are there certain adjectives frequently used to describe the Executive Director or themes that recur in responses to open-ended questions?
- Do significant differences between the Executive Director's self-assessment and those of the other reviewers point to a different understanding of the Executive Director's responsibilities? If so, which among the reviewers differ most from the Executive Director's self-assessment?
- Do responses all focus on one outstanding quality, without addressing other core expected competencies?
- Do responses all focus on one single incident, without addressing overall performance?
- Do the responses tend to rate personality traits above performance?
- Do the responses substitute personal likes and dislikes for an objective appraisal of performance?
- Do the responses show a propensity to avoid judgment by consistently rating them as average?
- Do the responses show an inclination to rate the Executive Director as unfavorably as possible?
- Do responses reflect an understanding of the legal and fiscal constraints of the C2C system and its authorizing legislation?

The Ad Hoc Committee will also review and recommend modifications to the Executive Director's compensation, within established guidelines for the Government Operations Agency.

The Board Chair will finalize the evaluation based on the input from the Ad Hoc Committee.

Information Sharing with the Executive Director

The Ad Hoc Committee will schedule a meeting to review the performance review form with the Executive Director. The Executive Director will be given the draft performance review one week in advance of this meeting.

During the meeting, Ad Hoc Committee members will work with the Executive Director to develop a set of priorities for professional development for the upcoming year. If the Executive Director is underperforming in specific areas, the Ad Hoc Committee will work with the Executive Director to develop a plan to improve performance, such as receiving training, mentoring, or technical assistance.

After this meeting, the Presiding Board Chair will finalize the performance review.

Finalizing the Performance Review and Other Decisions

The Board Chair will submit the final draft of the performance review and any recommended adjustments to the Executive Director's compensation to the Governing Board for discussion in a closed session. Governing Board members will move to approve or modify the performance review. This confidential document then will become part of the Executive Director's personnel file.

The Board Chair will submit recommendations regarding compensation to the Government Operations Agency.

If the Governing Board determines that the Executive Director is not fulfilling the expectation for the role, and in accordance with Cal HR policies, it may terminate the contract through a two-thirds vote.