

Cradle-to-Career Data Executive Director Review Committee Report

Date Report Issued: August 29, 2024
Attention: Members of the Executive Director Review Committee
Subject: **Executive Director Review Process, Survey, and Survey Logistics (Agenda Item Three)**
Staff Contact: Roni Jones, Leading Resources Inc.

At this meeting, the Executive Director Review Committee (Committee) will have the opportunity to review the draft survey.

Requested Action:

After review and consideration of the draft survey and this staff report, it is recommended that the Committee approve the proposed item.

- ❖ Move to approve the survey as specified in the report.

Background:

At the August 2024 Board meeting, the Board established the Executive Director Review Committee. This included the approval of a [charter](#) and designation of five Board members to be a part of this Committee. The charter sets forth the purpose, duration, scope of work, and activities of the Committee. The charter gives the Committee the authority, during the first Committee meeting, to provide recommendations or modifications to the Executive Director performance review survey.

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.

Survey Content and Design:

This year's proposed survey questions can be found in Attachment A. This is the survey that was approved by the Board last year and was an evolution of the previous year's survey. Last year the Committee made edits to the survey, building on what worked and making improvements in other areas.

Survey Logistics:

Leading Resources, Inc. (LRI), third-party consultants for the Office of Cradle-to-Career Data, 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.

The survey will be shared with all Board members¹. Since the Board is responsible for the evaluation of the Executive Director, it is critical that all members of the Board complete the survey. To achieve 100% response rate, the survey will be administered as follows:

- Identifying information may be included in the survey to determine who has and has not completed the survey.
- Members who have not completed it by a predetermined date will first be sent reminders from LRI.
- Members who have not completed the survey by a predetermined date will then be identified by LRI and their names shared with the Chair and Chair Elect. The Chair and Chair Elect will contact members directly about participation.

An additional consideration is to protect the identity of respondents in connection to their responses so that it is not shared with Board members or Staff.

¹ Should the Board receive a new appointment in the time that the survey is out with members, there will be no expectation for the newly appointed member to complete the survey.

The [Governance 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.

Considerations by the 2023-2024 Committee:

On March 13, 2024 the 2023-2024 Committee held their last [meeting](#) to debrief how the 2023-2024 process was implemented and consider room for improvement. Some ideas that had been shared are noted below:

- Shorten or condense the number of questions
- Allow for open responses regardless of rating

Draft Governing Board Survey for Executive Director Performance Evaluation

This survey is reviewing the Executive Director's performance from November 2023 to November 2024.

Rating Scale:

- 3: Performance consistently exceeds expected standards
- 2: Performance fully meets expected standards
- 1: Improvement needed for performance to meet expected standards

Board Relations

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

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 & 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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