Cradle-to-Career Data Executive Director Review Committee Report

Date Report Issued: September 17, 2025

Date Report Modified: September 25, 2025

Attention: Members of the Executive Director Review Committee

Subject: **Executive Director Review Process, Survey, and Survey Logistics (Agenda Item Two)**

Staff Contact: Roni Jones, Leading Resources Inc.

At this meeting, the Executive Director Review Committee (Committee) will have the opportunity to review and discuss the Executive Director review process and performance evaluation survey.

Requested Action:

There is no requested action on this item. This is an informational item only.

Background:

The Governance Manual states, "the yearly performance review of the Executive Director is a critical activity of the Governing Board (Board), which is intended to support the individual leading the Office of Cradle-to-Career Data (Office) and ensure the data system fulfills its mission. This performance review is part of an ongoing, forward-looking, and clarifying process between the Board and the Executive Director. Although the performance review is conducted annually, the 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" (page 25).

At the August 15, 2025 Board meeting, the Board established the 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.

Executive Director Review Process Timeline and Key Milestones:

Date	Activity	Responsible Party
October 1 3, 2025	Committee Meeting One: discuss the Executive Director performance review process and survey.	Committee
November 14, 2025	Board Meeting Presentation: receive presentation on the Executive Director process and timelines.	Board
November 20, 2025	Complete Self-Evaluation: complete a self-evaluation using the survey form.	Executive Director
November 21 to December 5, 2025	Member Survey Period: complete the survey.	Board
November 21 to December 5, 2025	CEA Interview Period: conduct individual interviews with Career Executive Assignments (CEA) staff that report directly to the Executive Director.	Board Chair and Vice-Chair
December 5 to December 12, 2025	Prepare Survey Summary: from the survey results (raw data).	Leading Resources Inc., (LRI)
December to early January 2026	Prepare Performance Evaluation: taking into consideration the survey results and survey summary, prepare a draft performance evaluation.	Board Chair and Vice-Chair
January 8, 2026	Committee Meeting Two: review the	Committee

	draft performance evaluation in closed session.	
February 2026	<u>Meet with the Executive Director</u>: discuss the Committee's recommended performance evaluation.	Board Chair and Vice-Chair
February 25, 2026	<u>Board Meeting Presentation</u>: consider the adoption of the Committee recommended performance evaluation in closed session.	Board

Executive Director Review Components and Key Roles:

Component	Responsible Party	CalHR File
Survey	Governing Board Members	No
Self-Evaluation	Executive Director	Yes
Survey Results (Raw Data)	LRI (Third-Party Consultants)	No
Survey Summary	LRI (Third-Party Consultants)	No
Performance Review	Chair and Vice-Chair	Yes
Letter to California Department of Human Resources (CalHR)	Chair	Yes

Post Survey Process of the Performance Evaluation:

The Governing Board Survey for Executive Director Performance Evaluation can be found in Attachment A. Although the survey is a major component of the Executive Director 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 CalHR.

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 Vice-Chair.

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, Vice-Chair, and Committee.

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, along with other additional information. The Vice-Chair then reviews the performance review. The Committee will then meet to discuss (Committee meeting two) the draft performance review and their recommendation to the Board in closed session. 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).

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.

Governing Board Survey for Executive Director Performance Evaluation

This survey is reviewing the Executive Director's performance from November 2024 to November 2025.

Rating Scale:

- Do not know or **no opinion**
- Performance **needs improvement** to meet expected standards*
- Performance fully **meets** expected standards
- Performance consistently **exceeds** expected standards**

* For this response, members will be required to provide comments.
** For this response, members will be offered the opportunity to share how the performance has exceeded expectations.

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 & 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 clarity around C2C's mission and vision, goals, and objectives to collaboratively achieve results and highlight 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.

Open-Ended Questions

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

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