

Clarifications to Governance Manual

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Governance Structure Roles and Responsibilities

| Governance Structure | Roles and Responsibilities |
|----------------------|--|
| The Office | <ul style="list-style-type: none">• Implements the data system• Ensures the security of the data system• Convenes taskforces to ensure the continued technical development of the Cradle-to-Career System and its ability to ensure privacy and security and comply with current and emerging standards for technology• Relays information to, from, and between respective agencies; responsible for monitoring the quality of data going into the system• Develops recommendations for consideration by the Governing Board and advisory boards• Contracts for the necessary resources to implement the data system |

Responsibilities of the Governing Board

Recommending the types of information available through the Cradle-to-Career System

- ~~The Governing Board would r~~Review recommendations for additional data ~~as part of the strategic planning process~~. All recommendations for additional data ~~would~~ will require a feasibility study conducted by the Office.
- The Office ~~would~~ will work with the relevant data providers and experts to document data availability, reliability, and validity; legal requirements; startup and ongoing costs to the Office and to the data providers; potential approaches for collecting the information; and any political or other implications that would jeopardize the neutrality of the Office.

Meetings

The meeting process will adhere to the following:

- The full schedule of quarterly meetings will be established July, the first month of the fiscal year, by Office staff, in consultation with Governing Board members, and posted on the Cradle-to-Career website. Meetings will generally be held in August, November, February, and May.
- Governing Board members or ~~their~~ designated alternates are expected to attend all Governing Board meetings and to block the full day when Governing Board meetings are scheduled.
- Meetings require a quorum with a majority of the members (11 members).

Chair of the Governing Board

The Governing Board will elect a Chair to serve ~~a~~ two-year ~~staggered~~ terms. In the first year of the term, the ~~newly elected~~ Chair Elect will support the ~~existing~~ Presiding Chair. In the second year of the term, the ~~individual~~ Chair Elect will ~~become~~ the Presiding Chair. The Chair Elect and the Presiding Chair may not be from the same institution.

All eligible board members who are interested in serving as the ~~Board~~ Chair Elect will submit a statement of interest for discussion and a vote at the ~~final~~ ~~first~~ Governing Board meeting of ~~the~~ ~~each~~ fiscal year. If a single candidate does not receive the minimum threshold of 14 votes, a runoff will be held between the top two candidates. The individual who is elected will start as Chair Elect ~~on July 1~~ ~~immediately upon election~~.

The Presiding Chair will be responsible for facilitating board meetings and setting agendas, acting as the Governing Board's primary point of contact for the Office Executive Director, supporting the Office staff with communications, and conducting the annual review of the Office Executive Director based on an established performance evaluation process.

The Chair Elect will be responsible for convening topical committees for tasks such as appointing Advisory Board members, onboarding new Governing Board members, conducting exit interviews with outgoing Governing Board members, and working with the ~~Board Liaison Office~~ to onboard new Advisory Board members.

~~The Presiding Chair and Chair Elect may adjust specific division of tasks between themselves as needed.~~

Performance Review Roles

| Role | Responsibility |
|--|--|
| Presiding Governing Board Chair | Leads the performance review process and the Ad Hoc Committee, aggregates the information gathered via the performance review survey, and fills in develops 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 survey, provide feedback to the performance review form that was compiled drafted 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 |
| Selected Board Members and Staff | Complete survey of Executive Director's performance |
| Staff | Complete performance review of Executive Director |
| Selected External Stakeholders | Complete performance review survey of Executive Director's performance |
| Governing Board Chair Elect | Reviews performance review form developed by Presiding Chair before it is shared with the Ad Hoc Committee |

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~~ performance expectations under each of the areas of responsibility listed in the Executive Director's Job Description. After requesting names of potential 360 survey participants from the Executive Director, the Ad Hoc Committee will identify at least five individuals to fill out the performance review survey, 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 ~~developed~~ ~~compiled~~ by the ~~Current~~ ~~Presiding~~ Board Chair and reviewed by the Board Chair Elect to assure ~~the~~ ~~performance review form~~ it conforms to the expectations of the review process.

January

The draft performance review will be shared with the Ad Hoc Committee; the Presiding Chair will incorporate feedback from the Ad Hoc into a final performance review document. 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~~ performance review 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 the ~~Executive Director's~~ ~~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

- o Planning and Organization
- o Financial Sustainability
- o Data Privacy and Security
- o Continuous Improvement

Information Gathering and Documentation

~~Feedback~~The performance review survey 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 forms survey~~ will also be conducted. To the degree possible, the identities of the ~~reviewers respondents~~ will remain anonymous.

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

Once feedback ~~forms and pertinent information have~~ ~~has~~ been gathered from both the Executive Director and others, the Board Chair will ~~complete~~ ~~develop~~ a formal performance review, 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. ~~The Ad Hoc Committee, 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:

- ~~Does the performance review document accurately reflect the overall themes reflected in the survey data?~~
- ~~Does the performance review document strike an appropriate balance between positive feedback and constructive feedback?~~
- 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?