

## Director's Performance Appraisal Committee

### Report No. 19, January 8, 2020

TO Regular Meeting Date: February 5, 2020

MEETING A meeting of the Director's Performance Appraisal Committee was convened on Wednesday, January 8, 2020 from 2 to 3:48 p.m. in the Director's Conference Room, 5050 Yonge Street, Toronto, Ontario, with Robin Pilkey presiding.

ATTENDANCE The following members were present: Trustees Stephanie Donaldson, Trixie Doyle, James Li, Christopher Mammoliti, Robin Pilkey (Chair), Anu Sriskandarajah and Manna Wong. Trustees Mammoliti and Wong participated by electronic means.

The Committee decided to report and recommend as follows:

#### Part A: Committee Recommendations

##### 1. Director's Performance Goals, 2020

The Committee considered goals for the Director as part of the Director's performance appraisal process for 2020 (see attached).

On the motion of Trustee Donaldson, seconded by Trustee Doyle the Director's Performance Appraisal Committee **RECOMMENDS that the Director's Performance Goals for 2020 as presented, be approved.**

#### Part B: Information Only

##### 2. Director's Performance Appraisal Committee: Meeting Schedule for 2020

The Committee discussed a proposed meeting schedule for 2020 and decided on the following:

- February 19, 2020 at 2 p.m.
- June 10, 2020 at 2 p.m.
- September 10, 2020 at 2 p.m.
- October 7, 2020 at 2 p.m.
- November 4, 2020 at 2 p.m.

Part C: Ongoing Matters

The next meeting is scheduled for Wednesday, February 19, 2020 at 2 p.m.

SUBMITTED  
BY

Robin Pilkey  
Chair of the Committee

**Director Performance Appraisal Process  
Goals for November 2019 – November 2020**

- A. Implement the Multi-Year Strategic Action Plans for this coming year (Appendix A) and ensure that all staff understand these commitments.
- B. Support the Board's effective Governance, Communication, Government Relations, Policy Development, Capital Planning and the Budget process in order to serve students and their families effectively.

**Measurement:** Director's Performance Appraisal Survey.

- C. Enhance trust between the Director / Senior Team and the Board of Trustees by strengthening communication, implementing an information protocol and by providing opportunities for the Board and the Director / Senior Team to collaborate frequently with one another.

**Measurement:** The Director's Performance Appraisal Survey.

- D. Develop and implement programs that support succession planning/talent management in TDSB.

**Measurement:**

- Exemplary candidates are prepared for leadership positions;
- Effective leadership is provided by those appointed to leadership positions.

## Appendix A

### Commitments in the Multi-Year Strategic Plan

#### 1. School Improvement Process

- Three Goals – Achievement, Well-being, Equity;
- Determination and Collection of Evidence, Creation of Professional Learning Plans, Monitoring Progress, Engagement of Students, Parents and Staff;
- Challenging Streaming;
  - The majority of students reading by the end of Grade 1;
  - Inclusive and effective learning environments for students with special needs;
  - Reduction of suspensions and expulsions while ensuring safe learning environments and the use of restorative practices;
  - The majority of students successfully achieving credits at the academic level.

#### Measurement:

- Progress will be shared through annual reports to the Board;
- All schools will improve in terms of the goals they have determined. This data is collected by school superintendents. System data will be shared in the above reports.
- Annual Reports:
  - School Improvement
  - Suspensions/Expulsions
  - Well-Being

#### 2. Service Excellence – Continued Implementation of the Service Excellence Improvement Team Process

#### Measurement:

- Progress will be shared through an Annual Report – Service Excellence.

3. **Research Knowledge Mobilization: We will enhance how we share data of our progress, with the system, in order to support our improved efforts.**

Measurement:

- Knowledge Mobilization Strategy is developed.
- Perceptual data gathered through Pulse.

4. **Transforming Student Learning**

A) Special Education and Inclusion

- Gradual Elimination of Home School Program (HSP);
- Review of Individual Education Plan (IEP) process;
- Focused Capacity Building for Educators.

Measurement:

- Fewer HSP Programs in schools.
- Achievement Data for students with special needs improves.
- Progress will be shared through an Annual Report – Inclusion.

B) **Math**

- Improve Teacher Content Knowledge;
- Strengthen Mathematical Assessment Practices;
- Focus on 106 Schools whose data shows the greatest need for improvement.

Measurement:

- Increased educator participation in Math Additional Qualifications program and other professional learning opportunities in mathematics.
- Focus schools will demonstrate improvement in terms of the math goals identified in their School Improvement Plans.
- Annual Reports:
  - Mathematics
  - Early Literacy and Early Math

**C) Deep Learning and Global Competencies**

- Digital Lead Learner (DLL) Program;
- Digital Lead Administrator (DLA) Program;
- Deep Learning Network Lab Schools.

Measurement:

- School Improvement Plans indicate an understanding of how global competencies and deep learning (critical thinking, creativity, collaboration, communication, citizenship and character) provide the foundation for improvement in literacy and mathematics.
- Student voice data (Student Surveys) indicate increased engagement in their learning.
- Annual Report: Global Competencies.

**D) Early Literacy**

- Provide early literacy support to the 51 schools whose data suggests that greater support is required in order to close reading gaps;
- Continue to invest in reading intervention resources to close gaps in grades 2-8 so that students can be successful in secondary programs.

Measurement:

- 51 schools will show improvement in the reading among those students not currently achieving at level.
- Increase the number of schools using formal literacy intervention resources to close gaps.
- Annual Early Literacy Report will provide evidence of improvement.
- Schools will show improvement in their early literacy goals.

**E) Indigenous Education**

- Improve Achievement and Well-being for Indigenous students;
- Enhance staff's capacity to integrate Indigenous perspectives, knowledge and culture in the classroom.

Measurement:

- Achievement and Well-being data shared through an Annual Report – Indigenous Education.

F) **Towards Excellence in the Achievement and Well-being of Black Students**

- Continue to improve school culture, achievement and teaching practice in 17 pilots in response to Anti-Black Racism and other factors impacting the achievement and well-being of Black students;
- Provide Anti-Black racism training (Part 2) to all leaders in the system;
- Continue to expand the capacity of Superintendents and School Leaders to understand and respond effectively to examples of Anti-Black Racism in schools.

Measurement:

- The Annual Equity, Anti-Racism and Anti-Oppression Report will include, where available and appropriate, Achievement and Well-being data, Student and Educator Research; School Climate and Student Perceptual Surveys to document progress.

G) **Equity, Anti-Racism, Anti-Oppression**

- Integrated into the school improvement process by changing/interrupting, cultures, processes, structures that oppress;
- Develop resources to support staff learning.

Measurement:

- All staff will show progress in their learning and achieve their equity goal;
- Data will be communicated in the Equity, Anti-Racism and Anti-Oppression Annual Report and in other related reports.

H) **Reduction of Suspensions and Expulsions, While Keeping Students and Schools Safe**

- Greater use of Restorative Practices.

Measurement:

- School Climate Survey and Student Census data;
- Data from Annual Reports:
  - Suspensions/Expulsions

- Caring and Safe Schools

5. **Well-being**

A) **Student Well-being**

- Integrate Well-being into the school improvement process;
- Develop a well-being strategy;
- Review the delivery model of Psychological Services to schools.

Measurement:

- All schools fulfill their well-being goal.
- Annual Report on Well-Being will document evidence of progress.
- School Climate Survey and Student Census.

B) **Staff Well-being**

- Communication with staff about all the supports that are available to them;
- Enhancements to Attendance Management System;
- Creation of a table, including all employee groups, focusing on staff well-being.

Measurement:

- Staff Census Data and Pulse.

6. **Access**

A) **Secondary Review**

Measurement:

- High level plan will be created by July, 2020.
- Annual Report: Secondary Review.

B) **French**

- Implementation of the French Recommendations.



Measurement:

- High level plan for program placement will be created by July, 2020.
- Annual Reports:
  - French Programs Enrolment
  - French Review

**C) Optional Attendance**

Measurement:

- Policy and Procedure will be completed.

**D) Specialized Programs / Schools**

Measurement:

- Policy and Procedure will be created.

**E) Long Term Program and Accommodation Strategy**

Measurement:

- The strategy will be adjusted based on the Secondary Review, French Review and the Optional Attendance and Specialized Program / School Policy;
- Annual Long Term Program and Accommodation Strategy document.

**F) Arts**

- An environmental scan will be conducted in order to inform an arts strategy.

Measurement:

- Arts Strategy is developed.

**G) Accessibility**

- Ensure compliance with AODA legislation, especially related to communications and technology.

Measurement:

- All documents posted on the TDSB website, as well as materials distributed to all external stakeholders, will be fully accessible and will be monitored for accessibility standards.

H) **Human Rights**

- Implementing “Dealing with Issues of Discrimination and Hate” Accountability Framework;
- Strengthen all Policies and Procedures and supports related to Human Rights;
- Consultation – assisting staff to deal with Human Rights;
- Integrate principles of human rights into the Leadership Development processes;
- Address and resolve disputes effectively and expediently when they arise through conflict resolution and mediation facilitated by the Human Rights Office;
- Investigate human rights cases brought to the Human Rights Office in a timely and effective manner consistent with Board policies and procedures.

Measurement:

- Data communicated through Annual Report – Human Rights.

I) **Employment Equity**

- Training for secondary administrators who are hiring Positions of Responsibility (PORs);
- Development of the Employee Equity Policy;
- Leadership Program for Racialized staff;
- Development of Staff Demographic Questionnaire Process;
- Capacity Building based on the data that has been collected.

Measurement:

- Data communicated through Annual Report – Employment Equity.

**7. Effective Use of Human and Material Resources**

**A) Review of Learning Opportunity Index and its Application**

Measurement:

- Completion of the Policy and Procedure.

**B) Address Potential Inequities in the Allocation of Capital Funding**

Measurement:

- Capital and maintenance funding data analysis;

**C) Ensure Equitable Distribution of Staff Allocations to Meet Student Needs**

Measurement:

- Staff and student census.

**D) Review of our Fundraising Practices**

Measurement:

- Completion of our Policy and Procedure.

**E) Improvement to our Risk Management and Investigation Processes**

Measurement:

- The creation and implementation of a framework that enhances our work.

F) **Employee Services Review**

Measurement:

- The Review will be completed and recommendations will be considered for implementation.

G) **Enhance our Commitment to Sustainability**

Measurement:

- Development of a climate change strategy, impacting student learning as well as how we use our resources.
- Annual Report – Sustainability / Climate Strategy.

**8. Relationships and Partnerships**

A) **Community Engagement Policy**

Measurement:

- The Policy will be finalized.

B) **Public Engagement Office**

Measurement:

- A work plan aligned with the Multi-Year Strategic Plan will be developed after an initial period of engagement and consultation.

C) **Family Engagement in the School Improvement Process**

Measurement:

- Tools will be created to support principals.
- Superintendents will gather implementation data during their school visits.

- Parent survey using Pulse will be conducted.
- Annual Report – School Improvement.

**D) Finalize Transition of Real Estate Functions to Toronto Lands Corporation (TLC)**

Measurement:

- Service Level Agreement will be finalized.
- Key Performance Indicators (KPIs) developed to assess performance.

**E) Internal and External Communications**

Measurement:

- Development of the Communication Policy and Procedure which will strengthen our communications.
- Annual Report – Internal and External Communication and Government Relations.

**Appendix B****Annual Reports**

<b>Month</b>	<b>Report Title</b>	<b>Standing Committee</b>
January	Annual Review: P048, Occupational Health and Safety	Governance and Policy Committee
January	Annual Review: P072, Workplace Violence Prevention	Governance and Policy Committee
January	Annual Report: Reconciliation of 2018-2019 Actual Results to Budget	Finance, Budget and Enrolment Committee
January	Annual Report: First Quarter Interim Financial Report, 2019-20	Finance, Budget and Enrolment Committee
January	Annual Report: Inclusion	Program and School Services Committee
January	Annual Report: Child Care and EarlyON	Program and School Services Committee
<b>February</b>		
February	Annual Report: Three-Year Enrolment Projection	Finance, Budget and Enrolment Committee
February	Annual Report: Caring and Safe Schools	Program and School Services Committee
February	Annual Report: Suspensions/Expulsions	Program and School Services Committee
February	Annual Report: School Improvement	Program and School Services Committee
February	Annual Report: Financial Facts	Finance, Budget and Enrolment Committee
<b>March</b>		
March	Annual Report: TDSB Service Excellence	Committee of the Whole
March	Annual Report: Mathematics	Program and School Services Committee
March	Annual Report: Indigenous Education	Program and School Services Committee
March	Annual Report: School Year Calendar	Program and School Services Committee
March	Annual Report: Early Literacy and Early Math	Program and School Services Committee
March	Annual Report: School Based Staffing	Finance Budget and Enrolment Committee
<b>April</b>		
April	Annual Report: French Review	Program and School Services Committee
April	Bi-Annual Report: School Climate	Program and School Services Committee
April	Annual Report: Well-Being	Program and School Services Committee

<b>Month</b>	<b>Report Title</b>	<b>Standing Committee</b>
April	Annual Report: Human Rights	Program and School Services Committee
April	Annual Report: Second Quarter Interim Financial Report, 2019-20	Finance, Budget and Enrolment Committee
April	Annual Report: GSN Analysis	Finance, Budget and Enrolment Committee
<b>May</b>		
May	Annual Report: Global Competencies	Program and School Services Committee
May	Annual Report: Final Budget Approval	Finance, Budget and Enrolment Committee
May	Annual Report: Sustainability/Climate Strategy	Program and School Services Committee
May	Annual Report: Employment Equity	Program and School Services Committee
<b>June</b>		
June	Annual Report: International Globalization	Program and School Services Committee
June	Annual Report: French Programs Enrolment	Program and School Services Committee
June	Annual Report: Model Schools	Program and School Services Committee
June	Annual Report: Secondary Review	Committee of the Whole
June	Annual Report: Integrity Commissioner	Board
<b>October</b>		
October	Annual Report: Technology Modernization	Program and School Services Committee
October	Annual Report: Policy Review Schedule	Governance and Policy Committee
October	Annual Report: International Languages and Summer Programs	Program and School Services Committee
October	Annual Report: Equity, Anti-Racism and Anti-Oppression	Program and School Services Committee
October	Annual Report: Academic Pathways	Program and School Services Committee
October	Annual Report: Budget Schedule, 2020-21 & Feedback	Finance, Budget and Enrolment Committee
October	Annual Report: 2020-21 Operating Budget Communications: Overview of Communication Supports	Finance, Budget and Enrolment Committee
October	Annual Report: Internal and External Communication and Government Relations	Committee of the Whole
<b>November</b>		
November	Annual Report: 3 Year Financial Forecast	Finance, Budget and Enrolment Committee

<b>Month</b>	<b>Report Title</b>	<b>Standing Committee</b>
November	Annual Report: 2020-21 Education Funding Engagement Guide Consultation: Final Response	Finance, Budget and Enrolment Committee
December	Annual Report: Director's Performance Appraisal	Board
December	Annual Report: Audited Financial Statements	Audit Committee
TBD	Annual Review: P034, Workplace Harassment Prevention	Governance and Policy Committee