



Memo

Date: November 18, 2019
To: Members of Council
From: Michelle Miner Seal
Chair, Human Resources Committee
Subject: Report of the Human Resources Committee

Committee Meetings Dates

Since the last meeting of Council, the Human Resources Committee met on October 2 and 10, and on November 25, 2019.

Summary of Discussions

At our October 2 meeting, we reviewed feedback on a revised version of the Registrar Performance Evaluation Form and Process provided by current and former members of Council. Committee members were very appreciative of the rich and varied comments provided by the initial test group.

The committee reviewed further revisions at a meeting on October 10, following the committee requested that an updated version be shared with a second test group comprised of other regulators and senior College staff.

At our November 25 meeting, committee members reviewed the feedback received from the second test group comprised of regulators and staff. It was determined that the responses would be considered following the first use of the revised framework and process in 2020, and that input from additional regulators would be sought.

We also reviewed a series of recommendations on improving Council member-staff relations that was previously shared in a presentation prepared for the February 2019 meeting of Council. The committee determined that further discussion with the Chair of the Governance Committee was warranted for some items and that a majority of the balance of the recommendations were addressed either by current practice or by recently approved Council motions. Members also discussed the development of a draft code of conduct unrelated to the current code of conduct for adjudicative panels currently being considered by various committees.

In anticipation of the committee's formal review of the College salary program in 2020, the Chair directed that College staff retain the services of an external consultant to provide training on compensation for committee members.

Members expressed concerns about their ability to conduct a thorough review of the salary program given the time and expertise required, and discussed the value of having an independent consulting firm provide training on the development of compensation plans. The same firm could be retained to conduct a review of the College's current compensation program at a later date. The committee subsequently passed the following motion:

That the Human Resources Committee develop Terms of Reference to engage an external consulting firm to provide training on compensation and external comparisons to the current College salary program.

The committee approved Terms of Reference for an external consultant to provide training on compensation practices and policies at its meeting in February 2020, prior to undertaking a review of the College's current compensation program.

Motions Referred to Council

The Human Resources Committee recommends the following motions for Council's consideration:

- 1. That Council direct the Human Resources Committee to develop a code of conduct for Council members, for Council's consideration at their next meeting.**
- 2. That Council approve the revised Registrar Performance Evaluation Framework and Process updated in November 2019 as outlined in Document GC20191205-129, Attachment 1, to take effect in January 2020.**

Committee Mandate/Duties

The Human Resources Committee is a Standing Committee of Council that monitors the implementation of the College Salary Program, advises Council on the hiring processes for the Registrar and Deputy Registrar positions, and makes recommendations to Council on Human Resources Policies.

Future Meeting Date(s)

The next meeting has been scheduled for February 13, 2020.

Committee Members

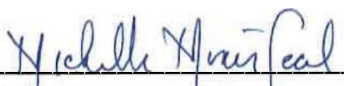
Paige Bennett, OCT (to November 21, 2019)

Marlène Marwah

Michelle Miner Seal (Chair)

Alicia Nunn, OCT (Vice-Chair) (to October 28, 2019)

Nicole van Woudenberg, OCT


Michelle Miner Seal, Chair

Performance Evaluation Framework Ontario College of Teachers Registrar and Chief Executive Officer

Purpose

This framework outlines the annual evaluation of the Registrar and Chief Executive Officer's performance.

Responsibility

Integral to its fiduciary obligations to provide direction and oversight of the Ontario College of Teachers, the Council has the authority and duty to conduct an annual performance evaluation of the Registrar and Chief Executive Officer (CEO). Council has delegated this task to the Chair of Council. The Chair of Council will form a sub-committee comprised of up to five (5) Council members that must include; the Chair, the Vice-Chair, one member of the Executive Committee, and up to two additional members of Council, while maintaining the maximum of five (5) members in total. This sub-committee, chaired by the Chair of Council, will collaborate and complete the annual performance evaluation of the Registrar and CEO.

Selection of Sub-Committee Members

Upon the invitation of the Chair to establish a sub-committee, interested Council Members will indicate their experience related to performance evaluation reviews. When there is more than required Council Members expressing an interest, the Chair will consider such criteria as employee evaluation experience, human resources experience, length of time on Council, diversity of Members, the balance of appointed members and members of the profession and Council/Committee leadership responsibilities in determining composition of the sub-committee.

Timing

The normal review period will be from January 1 to December 31 of a calendar year unless the Registrar has begun his/her employment during the calendar year, in which case the review will begin on the hiring date and end on December 31 if the term of probation has been successfully completed by that date. In the event that the probation period has not concluded by December 31, the review period will extend to December 31 of the following year and will span a greater than 12-month period. Subsequent years will follow the review period of January 1 to December 31.

In the event that the Registrar is commencing a deferred leave prior to the completion of an annual performance evaluation, the sub-committee can use its discretion, for the purpose of a bonus calculation, as per the Deferred Salary Leave Employee Policy, to conduct a performance evaluation for the shortened time period that would otherwise not be evaluated.

For the purpose of clarity, the numerical results of a past performance does not automatically apply to future calculations of a bonus for an unevaluated period. This decision is left at the discretion of the sub-committee.

Reporting

The sub-committee will prepare a summary report of the evaluation. The report will be presented to the Registrar as well as to Council by the Chair of Council.

The report must include:

- An overall rating that will be used to calculate the annual bonus
- A recommendation for the College's Salary Increase Program
- How performance has been measured (evidence of performance) both objectively and subjectively

The report may include:

- Specific objective(s) to be evaluated for example:
 - i) Leading the College through a major change
 - ii) Implementing a major new strategic initiative
 - iii) Strengthening the reputation of OCT
 - iv) Promoting a culture of respect and collaboration
- Notable achievements
- Areas of strength
- Areas in need of improvement
- Recommendations for areas of development

Evaluation Criteria

The following criteria will be used as the basis of the performance evaluation:

- Accomplishment of the College's mission, vision and strategic priorities, for which the Registrar/CEO has the operational responsibility.
- Fulfilment of the role, duties and responsibilities of the Registrar/CEO as outlined in the legislation, regulation, bylaws, job description and resolutions approved by Council.
- Establishment and maintenance of consistent effective communication with Council regarding issues affecting the regulation of the teaching profession and the public interest.
- Upholding and practicing good governance principles.
- Directing the College's operations toward the College's strategic goals and objectives, including both financial and human resources. This includes:
 - Transparency
 - Fiscal responsibility
 - Organizational efficiency and effectiveness
 - Public awareness

- Public interest
- Through the Chair of Council, council efficiency and effectiveness
- Employee engagement.

Evidence of Performance

The Chair of Council, in collaboration with the Registrar, will determine at the previous year's performance evaluation meeting with the Registrar, the process and format for collecting evidence to support performance evaluation. This can include:

- A self-evaluation prepared by the Registrar aligned with the competency grid as outlined in this document
- The next steps identified in the most recent performance evaluation report
- Feedback from Council members, staff and external stakeholders that may, at the request of the Chair of Council at any time through the first to the third quarters of the evaluation period, be provided through the format of a confidential survey, 360 degree assessment, or a similar assessment deemed appropriate.
- Quarterly reports issued to Council by the Registrar/CEO.
- Documents, surveys and reports regarding the College's fulfilment of its mandate and other documents that may contribute to the assessment of the Registrar's performance and contributions. Such documents may include, but are not limited to:
 - Key Results of:
 - Annual financial audit reports
 - Reports of the College's Quality Assurance Committee
 - Member and public surveys
 - Member and public focus group reports
 - Staff member surveys
 - Specific metrics to support evidence of performance.

Rating Performance

Each sub-committee member will provide independent ratings for each performance criteria based on the pre-approved rating system as per the competency grid. The Chair of Council will collect and calculate the average rating for each performance criteria to record a final rating.

The final ratings will be utilized to calculate an annual bonus and presented to Council for information.

Competency Evaluation Grid

Competency Ratings:

- **NE/NA** – Not Evident and/or Not Applicable
- **Rating 1 – Improvement Required** (failed to demonstrate the required competency)
- **Rating 2 – Effectively Demonstrates the Required Competency**
- **Rating 3 – Demonstrates the Required Competency at an Above Average Level**
- **Rating 4 – Demonstrates the Required Competency at an Exceptional Level**

Competency	Performance Behaviors	Rating (circle 1 per line)
Strategic Thinking	1. Provides direction and strategic advice to Council, Council Chair, committee chairs and senior staff.	NE/NA 1 2 3 4
	2. Accepts and follows-through on direction provided by the Chair on behalf of Council.	NE/NA 1 2 3 4
	3. Develops strategies to manage the scope and pace of change within the organization.	NE/NA 1 2 3 4
	4. Advances the College’s Mission, Vision, Values and Strategic Priorities through operational responsibilities and effectiveness.	NE/NA 1 2 3 4
	5. Anticipates and prepares for current and future opportunities for the organization as well as set-backs.	NE/NA 1 2 3 4
Sub-total (max. 20)		-----
	Comments:	
Engagement (Mobilizing people, resources and partners)	1. Cultivates effective relationships and networks with stakeholders in the education and regulatory sectors.	NE/NA 1 2 3 4
	2. Provides clear and consistent communication links up, down and throughout the organization and networks.	NE/NA 1 2 3 4
	3. Assists Council, the Council Chair and staff in understanding the changing legislative and political environment.	NE/NA 1 2 3 4
Sub-total (max 12)		-----
	Comments:	

Competency	Performance Behaviors	Rating (circle 1 per line)
Management Excellence	1. Oversees the operational management of the College with measurable, positive results.	NE/NA 1 2 3 4
Action Management	2. Models transparency and fairness in compliance with the mandate of protecting the public interest.	NE/NA 1 2 3 4
People Management	3. Provides leadership to senior staff and managers by setting and monitoring College-wide performance objectives, and by providing ongoing coaching and feedback.	NE/NA 1 2 3 4
	4. Models integrity and respect by demonstrating values, ethics and transparency in all human resources activities.	NE/NA 1 2 3 4
Financial Management	5. Implements effective strategies to create and maintain a positive work environment.	NE/NA 1 2 3 4
	6. Manages budgets and assets by allocating and managing resources transparently.	NE/NA 1 2 3 4
	7. Reviews results of audits and evaluations to determine pathways for improvements within a realistic timeline.	NE/NA 1 2 3 4
	8. Provides objective, credible and timely reports to Council.	NE/NA 1 2 3 4
	9. Ensures planning is consistent with Strategic Priorities, approved budgets and resources – all measurably tied to the College mandate.	NE/NA 1 2 3 4
	Sub-total (max 36)	-----
	Comments:	
	Total rating all competencies (max 68)	-----

Percentage of eligible bonus:_____