BY-LAW 2

CONCERNING THE APPOINTMENT, THE RENEWAL OF MANDATE AND THE EVALUATION OF THE DIRECTOR GENERAL AND THE ACADEMIC DEAN

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BY-LAW 2 – CONCERNING THE APPOINTMENT, THE RENEWAL OF MANDATE AND THE EVALUATION OF THE DIRECTOR GENERAL AND THE ACADEMIC DEAN

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BY-LAW 2 – CONCERNING THE APPOINTMENT, THE RENEWAL OF MANDATE AND THE EVALUATION OF THE DIRECTOR GENERAL AND THE ACADEMIC DEAN

PREAMBLE

The purpose of this by-law is to state the procedures that the Board of Governors will follow to hire a Director General or an Academic Dean; renew or extend respective mandates and to undertake an annual performance evaluation. For purposes of clarity, as per College By-Law 1 *Concerning the General Administration of the College,* the committees contemplated in this by-law are subcommittees of the HR Committee; and the HR Committee is composed as follows:

- Members of the Executive Committee
- One external Board member
- One non-teaching staff Board member

With the Director of Human Resources as resource-person in an advisory or informational capacity.

Should a member forming part of a committee contemplated in this by-law need to be replaced for any reason, the chair of such committee may choose another person of the same category to replace them.

ARTICLE 1 - APPOINTMENT AND RENEWAL OF THE DIRECTOR GENERAL AND THE ACADEMIC DEAN

The Board appoints the Director General and the Academic Dean, and may extend their respective term of office, in accordance with section 20 of the *General and Vocational Colleges Act* (CQLR, chapter C-29).

1.1 Notice of Renewal/Non-Renewal

At least 120 days prior to the expiry of the term of the Director General/Academic Dean, the Board shall decide the renewal or non-renewal of term by resolution, and shall so advise the incumbent in writing without delay.

1.2 Incumbent's Intentions

Nine months prior to the expiry of the term of the Director General/Academic Dean, the Board Chair will consult with the Director General or in the case of the Academic Dean, the Director General shall be responsible for the consultation, to determine the incumbent's intentions as to an additional term.

1.3 Renewal Committee

In the event the Director General or Academic Dean will stand for another term, the Board shall, by resolution, establish the appropriate Renewal Committee to conduct whatever consultations for the mandate review that are considered necessary, and to make a recommendation on the renewal or non-renewal of the mandate at the end of the process; the process must be carried out and completed within 90 days.

a) In the case of the Director General, the Renewal Committee shall be composed of the Chair of the Board of Governors, who will chair the Committee, the Vice-Chair of the Board of Governors, the external Board member of the HR Committee and one other member of the Board who is not an employee of the College.

b) In the case of the Academic Dean, the Renewal Committee shall be composed of the Chair of the Board of Governors, who will chair the Committee, the Vice-Chair of the Board of Governors and the external Board member of the HR Committee.

c) All deliberations of the Renewal Committee shall remain confidential. As per Article 2, the previous annual evaluation reports will be used by the Renewal Committee in the mandate renewal process. At its discretion, the Renewal Committee may choose to solicit additional stakeholder feedback as suggested in **Schedule A** attached hereto.

d) The Renewal Committee should give the Academic Council a minimum of thirty (30) days' notice of intention, to renew either of these terms of office; and it must at the same time set the date by which the required consultation with the council must be concluded. The incumbent may be invited to the Academic Council prior to its recommendation.

In fulfilling its mandate under this Section 1.3, the Renewal Committee may, to the extent deemed appropriate, follow the renewal process guidelines set forth in **Schedule A** attached hereto. In all cases, the incumbent must be given the opportunity to take cognizance of, and present its observations on, the comments and briefs received by the Renewal Committee which form part of its assessment; the incumbent must also be given the opportunity to be informed, at least one week in advance, of the recommendation and reasons that will be submitted to the Board of Governors, and to present its observations in writing.

1.4 Search Committee

In the event of a Board non-renewal decision, or the Director General/Academic Dean being unwilling to accept a further term, the Board shall establish, by resolution, the appropriate Search Committee.

a) In the case of the Director General, the Search Committee shall be composed of the Chair of the Board of Governors, who will chair the Committee, the Vice-Chair of the Board of Governors, the Academic Dean, the Board member from the faculty category of the Executive Committee, the Board member from the student category of the Executive

Committee, the non-teaching staff Board member of the HR Committee, the external Board member of the HR Committee and one other member of the Board who is not an employee of the College.

b) In the case of the Academic Dean, the Search Committee shall be composed of the Director General, who will chair the Committee, the Chair and Vice-Chair of the Board of Governors, the Board member from the faculty category of the Executive Committee, the Board member from the student category of the Executive Committee, the non-teaching staff Board member of the HR Committee and the external Board member of the HR Committee.

c) All deliberations of the Search Committee shall remain confidential.

d) The Search Committee should give the Academic Council a minimum of thirty (30) days' notice of intention, to make a new appointment to either position; and it must at the same time set the date by which the required consultation with the council must be concluded. The proposed candidate may be invited to be presented to the Academic Council prior to its recommendation.

e) The proposed candidate may be invited to be presented to the Board of Governors prior to the Board's decision on such candidate's appointment.

In fulfilling its mandate under this Section 1.4, the Search Committee may, to the extent deemed appropriate, follow the search process guidelines set forth in **Schedule B** attached hereto.

1.5 Recommendation Deadline

The Board, by resolution, establishes the deadline date by which the Renewal Committee or Search Committee must make its recommendation to the Board.

1.6 Duration of the Term

The renewal of term or the initial term of a Director General/Academic Dean is established by the Board for a period of not under three (3) nor over five (5) years.

1.7 Conditions of Employment

The conditions of employment within the *Regulation respecting certain conditions of employment of senior executives of general and vocational colleges* (hors-cadres) are set by the Chair of the Board who concludes the hiring of the Director General and by the Director General who concludes the hiring of the Academic Dean.

1.8 Extension of Term

For purposes of clarity, any extension of the term of office of the Director General/Academic Dean shall follow the mandate renewal process set forth herein.

ARTICLE 2 - EVALUATION OF DIRECTOR GENERAL/ACADEMIC DEAN

The Director General and Academic Dean shall be evaluated on an annual basis. The purpose of the evaluation is to foster professional growth and development through feedback on job performance. As well, annual evaluation reports will be used by the Renewal Committee to determine its recommendations to the Board in the case of a mandate renewal process.

2.1 Evaluation Committee

For the evaluation of the Director General, the Committee shall be composed of the Chairperson of the Board of Governors, the Vice-Chair of the Board of Governors and the external Board member of the HR Committee. The Chairperson of the Board will chair the Committee.

For the evaluation of the Academic Dean, the Committee shall be composed of the Director General, the Chairperson of the Board of Governors and the Vice-Chair of the Board of Governors. The Director General will chair the Committee.

2.2 Procedure

Evaluation Committees shall report their general conclusions to the Board of Governors normally by the last Board meeting of each academic year but not later than the October Board Meeting. A more detailed written confidential report shall be sealed and placed in the incumbent's permanent file. A copy of the confidential report is to be given to the incumbent.

a) All deliberations of the Evaluation Committee shall remain confidential.

b) The evaluations shall be based on the criteria outlined in Section 2.3, as well as on the status report on the College's Priorities and Work Plan or Management Plan for that year, and on any specific mandates received by the Director General or by the Academic Dean. The Committees and the incumbents may agree to add or to delete criteria as they see fit or according to circumstances.

c) The Evaluation Committee's review will include a self-evaluation by the Director General or the Academic Dean covering activities and accomplishments since the previous evaluation.

d) The Evaluation Committee may include further consultations throughout the College if certain critical issues that might compromise the development of the College arise.

e) The Evaluation Committee shall report the general conclusions of its assessment of the incumbent to the Board, *in camera*, normally by the last meeting of each academic year but not later than the October Board meeting; the Board receives the report. The Committee will share the evaluation results with the incumbent.

f) The Committee's detailed evaluation report shall remain confidential. The report and any written response shall become a permanent part of the Director General's or Academic Dean's file consulted only by the incumbent or by the Renewal Committee at the end of the mandate of the incumbent for renewal purposes.

g) Any specific recommendations or mandates for the following year shall be overseen by the Chairperson of the Board of Governors in the case of the Director General, or by the Director General in the case of the Academic Dean.

2.3 Evaluation Criteria

The Director General and Academic Dean will be evaluated on the basis of the following:

a) The coordination and supervision of operations outlined in the status report on that year's College Priorities and Work Plan or Management Plan. In the case of the Director General, all priorities and the complete work plan shall be considered, and in the case of the Academic Dean, only that which relates to Academic Administration and student success shall apply.

b) Any specific recommendations or mandates from the Board, or in the case of the Academic Dean, from the Director General as well.

c) Specific criteria set by the Evaluation Committee and the incumbent which may include, but are not limited to the following:

Leadership:	Has integrity; is approachable; is persuasive; tends to be collaborative; is dynamic.
Vision:	Is creative; can be inspirational; is conscious of the big picture; is aware of emerging economic, social and educational trends.
Decisiveness:	Courage; strength of character; fairness; capacity to arbitrate.
Consensus Building:	Willingness to facilitate; pragmatism; respect for others.
Communication:	Transparency; strength of articulation; ability to listen as well as communicate.
Management Skills:	Establishing priorities; planning; managing resources; motivation of staff; delegation and control mechanisms.
Commitment to:	The College's Mission Statement; championing student needs; a constructive working relationship with students, faculty and staff; responding to emerging trends from community and business.

2.4 Evaluation Process Guidelines

In fulfilling its mandate under this Article 2, the Evaluation Committee may, to the extent deemed appropriate, follow the evaluation process guidelines set forth in **Schedule C** attached hereto.

ARTICLE 3 - COMING INTO FORCE

This By-law will come into force upon Board approval.

SCHEDULE A

Renewal Process Guidelines

1. Consultation

In fulfilling its mandate, and in addition to the previous annual evaluation reports, the Renewal Committee may decide to solicit written comments and briefs from certain segments of the College community regarding firsthand knowledge of, or direct dealings with, the incumbent in areas related to specific criteria, priorities or mandates. Individual members of the Board may also be given an opportunity to address written comments to the Chair of the Renewal Committee.

2. Touchpoints

Throughout the process, the incumbent should be kept informed of the progress by way of touchpoints at the following times:

- At the beginning of the process; the incumbent should be invited to a Renewal Committee meeting to explain why they are seeking an additional mandate and what they expect to accomplish during such time;

- After the Renewal Committee's preliminary assessment, prior to presenting to the Academic Council; the incumbent should be given the opportunity to respond to the comments and briefs received by the Renewal Committee which form part of its assessment;

- After the Academic Council's recommendation and before the Board meeting where a decision is to be made; the incumbent should be informed of Academic Council's recommendation.

At the Board meeting where a decision is to be made, it is suggested that this agenda item be placed as a last item on the Board agenda.

3. Academic Council

In the Renewal Committee's consultation with the Academic Council, it is suggested that there be three (3) meetings with the Academic Council, with one or more members of the Renewal Committee in attendance:

- First meeting: explain the process that will be followed by the Renewal Committee;

- Second meeting: present a notice of motion in regards to the renewal of the incumbent;

- Third meeting: vote on the motion.

SCHEDULE B

Search Process Guidelines

In fulfilling its mandate, the Search Committee may, to the extent deemed appropriate, follow the following guidelines/steps:

- Hire a professional recruiter with experience in the academic field, in accordance with *By-Law 9 Concerning the Procurement, Service and Construction Work Contracts*; any agreement to be entered into with such professional to be reviewed by the Director of Legal Affairs;
- Prepare a timeline;
- Conduct an exit interview with the outgoing Director General/Academic Dean;
- Solicit input from the Directors of the College in order to better understand their concerns and needs;
- Prepare a competency profile;
- Prepare the job specification, in English and French, and, in the case of the Academic Dean, consult with Academic Council; have the Communications Department review the job specification prior to posting;
- Determine where the job specification will be posted and, if considered necessary, request that the Human Resources Department proceed with the posting;
- Prepare the interview questions and format, decide on a presentation topic, language testing and any other types of testing;
- Hire a professional firm that will conduct psychometric testing;
- Proceed to the pre-selection/prescreening of applicants;
- Coordinate the logistics of the interviews: book a venue, prepare a schedule, set up interviews, etc.
- Deliberate on interviewed candidates and, where applicable, determine points to be verified in reference checks and psychometric testing;
- Proceed to reference checks once the candidate has authorized same by executing an authorization form (may be obtained from the Human Resources Department);
- Bring the candidate to Academic Council and the Board of Governors;
- Prepare an offer letter once candidate is selected outlining major conditions of employment, conditional upon Board of Governors' decision;
- Send regret letters to candidates that were not selected;
- Examine and manage the budget available to it.

The steps above may be completed by, or with the assistance of, the hired professional recruiter; the Search Committee should nevertheless remain involved and oversee all steps performed by the professional recruiter and request that all applications be brought to the Search Committee for review.

The Search Committee may consult with any resource person it considers appropriate, in an advisory or informational capacity, including the outgoing Director General/Academic Dean. It may also invite any such resource person to attend any of its meetings.

The Secretary General should accompany the Search Committee by providing any required guidance or assistance on procedural matters. The Secretary General should attend the first meeting of the Search Committee and any other meeting where their attendance is requested by the Search Committee.

SCHEDULE C
Evaluation Process Guidelines

1. Type of Evaluation

The Evaluation Committee may decide to conduct an extensive or a reduced evaluation depending on the timing of the evaluation. More specifically, and considering that the mandates of the Director General and the Academic Dean are usually of 5-years:

(a) **Extensive evaluations** should be conducted:

- At the end of year-1, on a 1st mandate;
- At the end of year-3;
- During year-5, prior to a mandate renewal; and
- At any other time, if deemed necessary by the Evaluation Committee.

(b) **Reduced evaluations** should be conducted:

- On years where an extensive evaluation is not performed as per above.

2. Further Consultations & Source of Feedback

The Evaluation Committee should conduct further consultations throughout the College so as to obtain 360-degree feedback from individuals who have enough information to contribute valuable information. In such respect, the suggested input sources are given in the following table. Questionnaires to get performance input should focus on tasks or competencies that can reasonably be assessed by the source of input.

	Director General			**Academic Dean**		
	Source	**Extensive** (individuals)	**Reduced** (individuals)	**Source**	**Extensive** (individuals)	**Reduced** (individuals)
Key Committees	Board of Governors	18 (all)	18 (all)	Board of Governors	18 (all)	*
	Academic Council	Chairperson (synthesized input)	-	Academic Council	10 (chosen randomly)	Chairperson (synthesized input)
	All Chairs	-	-	All Chairs	10 (chosen randomly)	Delegate (synthesized input)
External Groups (done by chairperson via phone)	Forum des DG	DG	-	CAP	Chairperson	-
	RCM	Chairperson	-	RCM	Chairperson	-
	ECSC	DG's (up to 5)	-	Anglo Deans	AD's (up to 5)	-
Direct Reports	Directors Table	8 (all)	8 (all)	Deans	6 (all)	6 (all)
	Assistant	1	1	Assistant	1	1
Other Key Managers	Deans	6 (all)	3 (chosen randomly)	Directors	7 (all)	4 (chosen randomly)
Labor Relations**	JACMA	President (synthesized input)	President (synthesized input)	JACMA	President (synthesized input)	President (synthesized input)
	JACFA			JACFA		
	JACPA			JACPA		
	JACASPA			JACASPA		
	SUJAC			SUJAC		
Total Input points		46	35		64	18

* In a reduced evaluation year, the Board members will be notified that written comments can be sent to the Chairperson of the Evaluation Committee if desired.

** It is recommended that the President solicit feedback from the members of its Executive.

3. Evaluation Criteria

As per this By-law 2, the evaluation process should focus on assessing the performance in 2-areas:

i. progress relative to the predefined Annual Work Plan actions; and
ii. performance relative to leadership competencies (By-law 2, Section 2.3c).

4. Questionnaire Guidelines

The Evaluation Committee should prepare a questionnaire for the stakeholders. The questions should focus on areas where the respondent will have a reasonable expectation to be able to evaluate performance. The intent is to keep the questionnaire as short as possible; it should contain 2-parts:

Part 1 – Action Plan

The list of actions set out in the relevant Annual Work Plan should be made available to the respondent. The following questions are suggested:

a) Which two of the actions was the Director General/Academic Dean most successful at?
b) Which one of the actions does the Director General/Academic Dean need to develop/improve?

Part 2 – Leadership

The list of leadership competencies in Section 2.3c) of this By-law 2 should be made available to the respondent. The following questions are suggested:

a) Which two of the leadership competencies does the Director General/Academic Dean use most effectively?
b) Which one of the leadership competencies does the Director General/Academic Dean need to develop/improve?
c) Is there anything that the Director General/Academic Dean should start doing that he is not currently doing?

5. Self-Evaluation

As per Section 2.2c) of this By-law 2, the Director General/Academic Dean should perform a self-evaluation based on the same questions that are being asked of the stakeholders.

6. Timeline

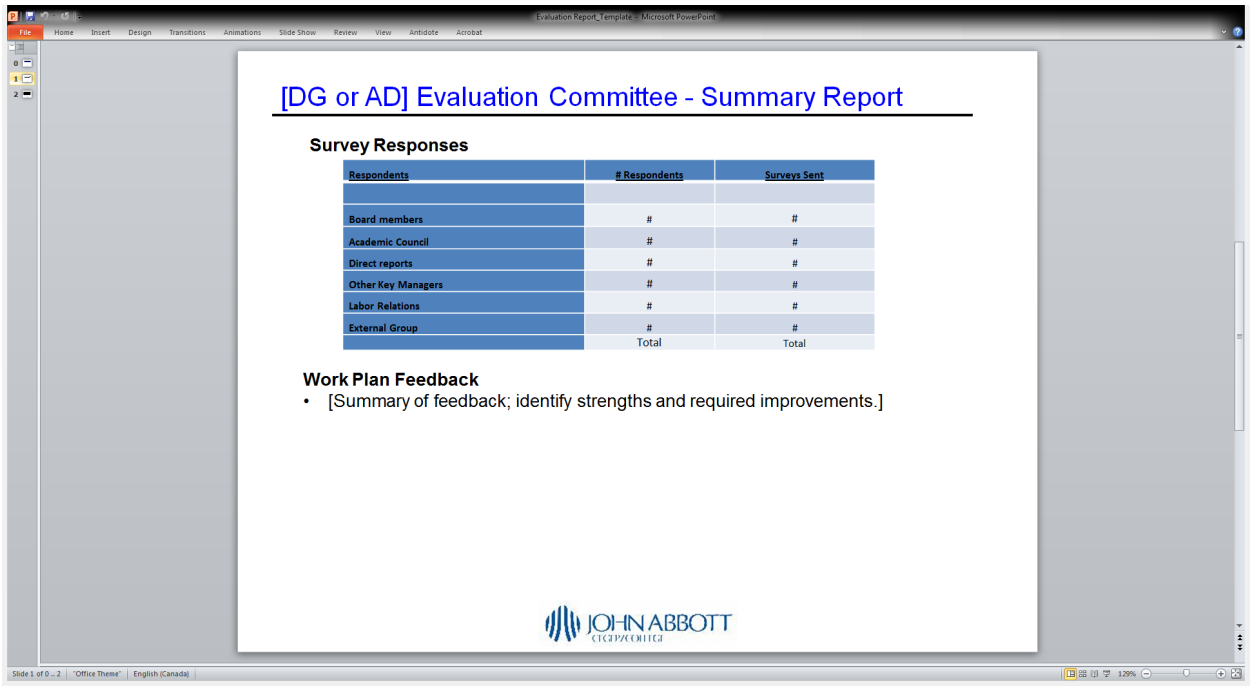
The Evaluation Committee should prepare a timeline, which may include the following tasks:

Task	**Suggested Date** (assuming a June presentation to the Board)
Selection of Evaluation Committee members by the Board of Governors	September
Joint Committee Meeting – Review the evaluation process	Early March
Draft of questionnaires	March
Joint Committee Meeting – Approve the questionnaires	Late March
Present approach to Academic Council	Late March
Present approach to Board of Governors	Early April
Stakeholders informed of upcoming questionnaire	Early April
Survey of stakeholders (questionnaires and phone calls)	April
Deadline for questionnaires to be returned	Late April
Committee Meeting – Questionnaires reviewed by Evaluation Committee members and key feedback points defined	Early May

Detailed evaluation reports completed by Chairperson and communicated to Director General/Academic Dean	Late May
Summary verbal report presented to Board of Governors *(in camera*; preferably last item on Board agenda)	June

7. Report

Below is a sample template report which may be used by the Evaluation Committee and projected during the Board of Governors' meeting where the summary verbal report is presented (*in camera*):



[DG or AD] Evaluation Committee - Summary Report

Survey Responses

Respondents	# Respondents	Surveys Sent
Board members	#	#
Academic Council	#	#
Direct reports	#	#
Other Key Managers	#	#
Labor Relations	#	#
External Group	#	#
	Total	Total

Work Plan Feedback

- [Summary of feedback; identify strengths and required improvements.]

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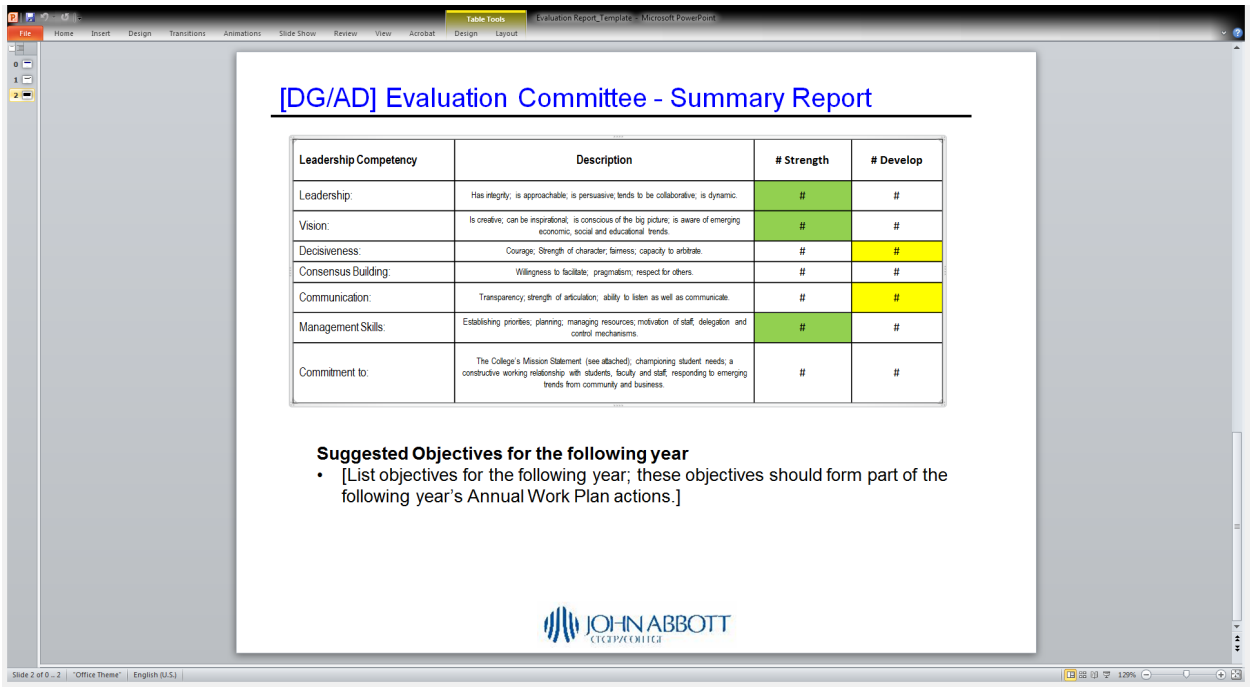

[DG/AD] Evaluation Committee - Summary Report

Leadership Competency	Description	# Strength	# Develop
Leadership:	Has integrity; is approachable; is persuasive; tends to be collaborative; is dynamic.	#	#
Vision:	Is creative; can be inspirational; is conscious of the big picture; is aware of emerging economic, social and educational trends.	#	#
Decisiveness:	Courage; Strength of character; fairness; capacity to arbitrate.	#	#
Consensus Building:	Willingness to facilitate; pragmatism; respect for others.	#	#
Communication:	Transparency; strength of articulation; ability to listen as well as communicate.	#	#
Management Skills:	Establishing priorities; planning; managing resources; motivation of staff; delegation and control mechanisms.	#	#
Commitment to:	The College's Mission Statement (see attached); championing student needs; a constructive working relationship with students, faculty and staff; responding to emerging trends from community and business.	#	#

Suggested Objectives for the following year

- [List objectives for the following year; these objectives should form part of the following year's Annual Work Plan actions.]

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