



**HERITAGE COLLEGE  
POLICY #4**

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

**COMING INTO FORCE:** June 6, 1990  
**REVISED:** June 17, 2008  
**ADMINISTRATORS:** Board Chair and Director General

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# Heritage College Policy #4 concerning the Appointment, Evaluation and Renewal of the Mandates of the Director General and the Academic Dean

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## Preamble<sup>1</sup>

The terms of the present policy are in accordance with the provisions of the *Regulation respecting Certain Conditions of Employment of Senior Executives of General and Vocational Colleges*.

## ARTICLE 1 Purpose

The purpose of the present policy is to ensure consistency and equity with respect to the appointment, evaluation and renewal of the mandates of the Director General and the Academic Dean, bearing in mind that throughout the aforementioned processes, every effort will be made to ensure that respect and confidentiality are maintained.

## ARTICLE 2 Application

The present policy applies to the positions of Director General and Academic Dean at Heritage College.

## ARTICLE 3 Provisions

### 3.1 Vacancies

A vacancy shall occur in the position of the Director General or Academic Dean when there is no incumbent for any of the following reasons:

- a) the incumbent retires or submits a letter of resignation which is accepted by the Board;
- b) the incumbent's mandate is not renewed;
- c) the incumbent's mandate is rescinded;
- d) after having obtained a leave of absence for public office, the incumbent is elected for a second term of office.

A position shall not be considered vacant if the incumbent's mandate is in the process of being renewed.

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<sup>1</sup> See the Glossary for explanations of frequently-used terms.

### 3.2 Interim Measures

The Board must proceed as soon as possible with the selection of an interim appointee when the position of Director General or Academic Dean is vacant.

If the Board appoints the Academic Dean as interim Director General, it normally also appoints an interim Academic Dean to replace the latter.

Interim appointments shall be valid for at least the duration of the selection process to fill the original vacant position.

### 3.3 Selection

#### 3.3.1 Method

The Board shall proceed by public competition to select candidates for appointment to the position of Director General or Academic Dean if either of these positions becomes vacant.

#### 3.3.2 Selection Committee

Pursuant to article 3.3.1 of the present policy, the Board shall establish an *ad hoc* Selection Committee.

For the position of Director General, said Committee shall comprise the Board Chair, Board Vice-chair and additional members appointed by resolution of the Board, with the Board Chair being *ex officio* Committee Chair and spokesperson.

For the position of Academic Dean, the Selection Committee shall comprise the Director General, the Board Chair and additional members appointed by resolution of the Board, with the Director General being *ex officio* Committee Chair and spokesperson.

Each Selection Committee shall establish a selection process, timetable

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and selection criteria, which must be approved by the Board.

Quorum for each Selection Committee shall be one half plus one of the total number of Committee members in office. The general quorum provisions notwithstanding, in each case, quorum must include the Committee Chair.

In the event of a vacancy in any position other than that of the Committee Chair, the other Committee members will continue the selection process. In the case of a vacancy in the position of Board Chair or Vice-chair, the terms of article 3.7.1 of *Heritage Bylaw #1 concerning the General Administration of the College* apply. When the vacant position has been filled, the new appointee fills the corresponding vacancy on the Committee. If more than one vacancy occurs, the Board shall appoint, as soon as possible, replacements who will take office until the end of the mandate of the Committee.

Pursuant to article 4.1 of *Heritage Bylaw #1*, after consultation with Academic Senate, the Selection Committee shall present to the Board a recommendation for the appointment of a candidate to the position of Director General or Academic Dean.

### 3.4 Mandate

In accordance with article 20 of the Act, the mandate for the position of Director General or Academic Dean shall be for a period of not less than three years and not more than five years. Although a mandate is renewable, it shall not be renewed automatically.

The term of each mandate must be specified in the resolution of appointment or renewal.

### 3.5 Hiring Formalities

Pursuant to article 3.2.1 of *Heritage College Policy #3 concerning Personnel Management*, the Board of Governors shall hire the Director General and the Academic Dean by contract and determine the terms of their respective mandates, in accordance with the terms of article 3.4 of the present policy. Any contract of employment must comply with the Regulation.

The terms and conditions of the mandate must be specified in the Board resolution of appointment according to the specifications of articles 3.4.1 and 3.4.2 of *Heritage College Policy #3 concerning Personnel Management*.

#### 3.5.1 Signing Officers

Pursuant to article 3.3.1 of *Heritage College Policy #3*, the contract of employment for the Director General shall be signed by the Chair and Vice-chair of the Board.

Pursuant to article 3.3.2 of *Heritage College Policy #3*, the contract of employment for the Academic Dean shall be signed by the Chair of the Board and the Director General.

### 3.6 Evaluation

#### 3.6.1 Yearly Evaluation of the Achievement of the Director General

The objective of the yearly evaluation of the achievement of the Director General is to assess the incumbent's achievement of the Board-approved annual objectives from an annual perspective and an overall perspective for the duration of the incumbent's mandate.

Under the terms of article 3.11.2 of *Heritage Bylaw #1*, at the regular June meeting of each academic year, the Board shall appoint an Evaluation Committee with a mandate to evaluate

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the achievement of the Board-approved annual objectives of the Director General.

Said Evaluation Committee, of which the Board Chair is *ex officio* chair and spokesperson, comprises two (2) other members, appointed by the Board from among those Board members who do not form part of the staff or the student body of the College.

Article 3.11.2 of *Heritage Bylaw #1* also stipulates that, in the event of a vacancy in any position other than that of the Committee Chair, the other Committee members will continue the evaluation process. In the case of a vacancy in the position of Board Chair, the terms of article 3.7.1 of *Heritage Bylaw #1* apply. When that vacancy has been filled, the new appointee fills the corresponding vacancy on the Evaluation Committee. If more than one vacancy occurs, however, the Board shall appoint, as soon as possible, replacements who will take office until the end of the mandate of the current Committee.

Quorum for the Evaluation Committee shall be one half plus one of the total number of committee members in office. The general quorum provisions notwithstanding, in each case, quorum must include the Committee Chair.

The Evaluation Committee shall meet (*in camera*) as often as required during the year. This will include a mid-term meeting in order to provide the Director General with an interim assessment of the achievement of the Board-approved annual objectives. The Director General will be invited to attend these meetings in order to clarify issues or to receive feedback.

The Committee shall evaluate the incumbent's achievement of the Board-approved annual objectives set by the

Director General at the beginning of the academic year and accepted by the Board. This evaluation is to be done in accordance with processes outlined in *Appendix #P4.1*. The Evaluation Committee shall take into consideration the incumbent's self-evaluation.

The Chair of the Evaluation Committee shall meet with the Director General to communicate the results of the evaluation, and to make recommendations, if applicable.

The Committee Chair shall inform the Board that the evaluation process was duly followed and that the Director General has been presented with the results.

The report of the Evaluation Committee is then filed with Human Resources, in a sealed envelope in the Director General's personnel file.

The Chair of the Board will sign all documents pertaining to the Director General's performance bonus letter.

### **3.6.2 Yearly Evaluation of the Achievement of the Academic Dean**

The objective of the yearly evaluation of the achievement of the Academic Dean is to assess the incumbent's achievement of the annual objectives approved by the Director General from an annual perspective and an overall perspective for the duration of the incumbent's mandate.

The evaluation of the Academic Dean is conducted by the Director General. The Director General shall evaluate the incumbent's achievement of the approved annual objectives, taking into consideration the incumbent's self-evaluation.

The evaluation will be completed by the end of each academic year.

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The Director General shall meet with and inform the Academic Dean of the results of the evaluation and make recommendations, if applicable, including the recommendation as to the percentage of the annual performance bonus.

The Director General shall inform the Board that the evaluation process was duly followed.

The evaluation report is then filed with Human Resources, in a sealed envelope in the Academic Dean's personnel file.

The Director General will sign all documents pertaining to the Academic Dean's salary scale as well as the Academic Dean's performance bonus letter.

### 3.7 Mandate Renewal

The Board shall initiate the mandate renewal procedures for the Director General or the Academic Dean at least six (6) months prior to the expiration of the incumbent's mandate.

The Board shall form a three-member Renewal Committee, which will include the Board Chair as *ex officio* Committee Chair, and two other Board members who do not form part of the staff or the student body of the College. In the case of the Director General's mandate renewal, the Evaluation Committee established pursuant to article 3.6.1 of the present policy may serve as the Renewal Committee.

The Board shall give notice, in writing, to the Director General or Academic Dean at least thirty (30) calendar days before initiating the procedures for renewal or non-renewal of the incumbent's mandate, that is, at least seven (7) months prior to the expiry of the incumbent's mandate.

The Board Chair must receive notice, in writing, of the incumbent's request for renewal of mandate within the thirty (30) calendar days

stipulated in the first paragraph of this article, that is, no later than six (6) months prior to the expiry of the incumbent's mandate.

Failure on the part of the incumbent to provide such notice shall be deemed to be a decision not to seek a renewal of mandate.

The Renewal Committee shall establish a mandate renewal process which must be approved by the Executive Committee.

Pursuant to article 4.1 of *Heritage Bylaw #1*, the Board shall consult the Academic Senate prior to making its decision to renew or not to renew the mandate of the Director General or the Academic Dean.

The incumbent shall be informed, in writing, of the Board's decision to renew or not to renew the mandate at least three (3) months prior to the expiration of the mandate. Only external Board members may vote on the renewal of the mandate of the Director General or the Academic Dean.

If the Board decides not to renew the mandate of the Director General or the Academic Dean, the Board shall so notify the incumbent at least forty-five (45) days prior to the expiration of the mandate, of the Board's intention to maintain or not to maintain the incumbent's employment by the College.

The Chair of the Board of Governors shall act as the Committee spokesperson.

## ARTICLE 4 Roles and Responsibilities

### 4.1 The Board

Under the terms of the present policy, the Board is responsible for the selection, appointment and renewal of the mandates of the Director General and the Academic Dean. Under the terms of article 3.11.2 of *Heritage Bylaw #1*, the Board is also responsible for establishing and mandating the Committee to evaluate the achievement of the Director General.

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The Board shall adopt the present policy and any amendments thereto.

**4.2 The Director General**

The Director General is responsible for the annual evaluation of the achievement of the Academic Dean.

**ARTICLE 5  
Revision**

The present policy will be reviewed at least every five (5) years and revised when it is deemed necessary.

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### GLOSSARY

- the Act:** *The General and Vocational Colleges Act, 1977, Revised Statutes of Quebec, Chapter C-29 and its amendments.*
- Appointment:** The first mandate of a person as Director General or Academic Dean.
- the Board:** The Board of Governors of Heritage College.
- Evaluation:** The task undertaken by the Board to assess the performance of the incumbent from an annual perspective and an overall perspective for the duration of the incumbent's mandate.
- External Board member:** A Board member who does not form part of the staff of the College.
- Goals:** General principles consistent with the College mission statement, articulated by the Board, and applied specifically to the management of College operations.
- Incumbent:** The person whom the College has appointed as Director General or Academic Dean.
- Objectives:** Specific tasks defined by the Board; these can be achieved on a short-term basis (maximum 1 year) and verified in a simple and concise manner.
- Regulation:** *The Regulation respecting Certain Conditions of Employment of Senior Executives of General and Vocational Colleges and its amendments.*
- Renewal:** The confirmation of an incumbent's mandate as Director General or Academic Dean for a term. A **non-renewal** is the termination by the College of a mandate upon its expiry.
- Term:** The duration of an appointment.

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### Related Documents

This document is to be used in conjunction with:

- *The General and Vocational Colleges Act, Revised Statutes of Quebec Chapter C-29 and its amendments.*<sup>2</sup>
- *The Regulation respecting Certain Conditions of Employment of Senior Executives of General and Vocational Colleges and its amendments.*<sup>3</sup>
- *Heritage Bylaw #1 concerning the General Administration of the College.*<sup>4</sup>
- *Heritage College Policy #3 concerning Personnel Management.*<sup>5</sup>

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<sup>2</sup> Copies of this document are available from the Director General's office and from the Secretary to the Board.

<sup>3</sup> Ibid.

<sup>4</sup> Ibid.

<sup>5</sup> Copies of this document are available from Human Resources.

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### **Appendix #P4.1—Evaluation of the Achievement of the Director General**

#### **Preamble:**

The Board of Governors of Heritage College is required by regulation to carry out a yearly evaluation of the Director General's achievement of the objectives approved by the Board for each academic year. Foremost, this evaluation aims at providing the Director General with useful information to include as part of a learning process in the role of CEO. This approach recognizes that learning from past experience and feedback are an integral part of a recognized pedagogical approach. Related to this evaluation, among other elements, is the determination of the level of the performance bonus to be awarded to the Director General at the end of each year.

#### **Principles:**

It is of utmost importance that the members of the Director General Evaluation Committee are clear on the objectives and the principles guiding this operation:

1. The Board of Governors has appointed an individual to the position of Director General or has renewed the incumbent's contract. It is thus an accepted fact that this individual possesses the necessary qualities, abilities, knowledge and experience to occupy that position. Consequently, these elements have been established and are not objects to be evaluated.
2. The Director General's Board-approved annual objectives are the basis for the evaluation process.
3. The role of the Committee is to evaluate the level of achievement attained in a given academic year with respect to the aforementioned goals and objectives, the quality of that achievement or the reason(s) for the inability to achieve said objectives, when this is the case.
4. When needed, the Committee must assist the Director General with concrete suggestions to facilitate the achievement of said objectives.
5. In accordance with article 3.2.6 of the present policy, the Committee must report to the Board that the evaluation was conducted as required and that the Director General has acknowledged the results.

#### **Process:**

- Every December, the Evaluation Committee convenes a first meeting to review its mandate, agrees on a timetable and requests, for January, a mid-term report from the Director General;
- Every January, the Committee receives the Director General's mid-term report. This report should identify the state of achievement of the Board-approved objectives of the current academic year. It should also describe any significant event that has contributed to the achievement or non-achievement of the objectives;
- At a minimum, the mid-term report must contain the following elements: a list of the Board-approved objectives for the current academic year, a brief description of the state of achievement of each of the objectives, comments on the process of achievement for each objective, and any other element pertinent to the achievement of the objectives which would assist the Committee with its evaluation mandate;
- By the end of January of each year, the Committee meets to discuss the Director General's mid-term report and to receive, if need be, additional comments from the Director General related to the report;
- Subsequently, the Committee completes the attached form (Appendix #P4.2);

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- When the form has been completed, the Chair of the Committee meets with the Director General to review its contents.
- By mid-February of each year, the Committee establishes dates for the year-end evaluation, which must be completed by the end of the academic year;
- The Committee also establishes the date for the review of the Director General's objectives for the following year, with a view to having these objectives approved by the Board of Governors at its regular September meeting.

### **Conclusion:**

The yearly evaluation of the Director General of Heritage College is a very important task for the Board in its support to the management of the institution. A prime requirement for the success of the evaluation process is that it is achieved in a climate of mutual respect and trust. It must be a rewarding process for all parties.

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**Appendix #P4.2—Evaluation of the Achievement of the Director General  
Director General’s Objectives for 20\_\_\_\_\_ - 20\_\_\_\_\_**

Mid-Term \_\_\_ Year-End \_\_\_

Objectives – Professional	Achievement – Mid-Term	Achievement – Year-End	Comments – Director General	Comments – Committee
<b>Objective:</b>  <b>End-of-Year Outcome:</b>				
<b>Objective:</b>  <b>End-of-Year Outcome:</b>				
<b>Objective:</b>  <b>End-of-Year Outcome:</b>				
<b>Objective:</b>  <b>End-of-Year Outcome:</b>				
<b>Personal Objectives</b>				
<b>Comments and Suggestions:</b>				

Evaluation Committee Chair: \_\_\_\_\_ Date: \_\_\_\_\_ Director General: \_\_\_\_\_ Date: \_\_\_\_\_