

PERFORMANCE ASSESSMENT GUIDE FOR ASSISTANT SUPERINTENDENT OF LEARNING SERVICES

Role Expectation: Student Learning	Evaluation Evidence	Quality Indicators
1.1 Ensures students in the HPSD within areas of responsibility have the opportunity to meet the standards of education set by the Minister. 1.2 Provides leadership and strategies to improve student achievement within the HPSD. 1.3 Ensures accountability for achievement of approved learning outcomes within areas of responsibility in all schools. 1.4 Provides leadership in fostering conditions which promote the improvement of educational opportunities for all students in schools and programs within areas of responsibility. 1.5 Ensures learning environments contribute to the development of skills and habits necessary for the world of work, post-secondary studies, lifelong learning, and citizenship. 1.6 Has primary responsibility to lead the work of the Student Services Team and HPSD psychologists.	• Assurance measures • Satisfaction surveys • HPSD Education Plan/Annual Education Results Report • Alberta Education feedback • Superintendent's observations	• Develops innovative ways to enhance learning opportunities for students, and in conjunction with principals, implements promising practices. • Ensures the development of action plans to address concerns. • Develops new approaches to the solution of significant and complex learning challenges. • Monitors parent and student satisfaction regarding levels of achievement and makes recommendations to the Superintendent where warranted. • Supports analysis of academic performance within areas of responsibility and assists principals to develop action plans to address concerns. • Develops plans for and assists in the implementation of education transformation initiatives within areas of responsibility. • Develops initiatives to foster student achievement. • Provides recommendations for items of inclusion in the Education Plan/Annual Education Results Reports, including documentation of successes and recommendations for additional supports. • Ensures the Student Services Team and HPSD psychologists effectively enhance student success.

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Role Expectation: Student Wellness	Evaluation Evidence	Quality Indicators
2.1 Ensures that each student is provided with a safe and caring environment that fosters and maintains respectful and responsible behaviours. 2.2 Ensures that a coordinated service delivery model is in place to support student access to programs and services. 2.3 Develops and maintains positive and effective relations with provincial government departments and regional/community agencies which provide services/supports to students. 2.4 Performs the function of Attendance Officer for the HPSD pursuant to the provisions of the Education Act.	• Assurance measures • Satisfaction surveys • Interagency Partnerships • Suspension/expulsion issues • Superintendent's observations • Leadership Practices report (when done)	• Monitors the provision of welcoming, caring, respectful and safe learning environments and, in conjunction with principals, addresses identified concerns. • Reviews research on best safe and caring practices and implements as appropriate. • Coordinates an overall services delivery model to support student access to appropriate programming and services. • Establishes and maintains protocols and relationships with external agencies to maximize student wellness and learning. • Organizes processes for suspension and expulsion and conducts analyses of suspension and expulsion statistical data and develops action plans to address concerns. • Effectively addresses student attendance matters.

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Role Expectation: Human Resources Management	Evaluation Evidence	Quality Indicators
3.1 Supervises, evaluates, and reviews the performance of “direct reports”. 3.2 Assists the Superintendent as required with the recruitment and selection of staff. 3.3 Provides support to high school principals and staff on understanding and implementing high school redesign directives from the province. 3.4 Provides supervisory expertise to principals and HPSD personnel. 3.5 Provides supervisory oversight of home education personnel. 3.6 Provides support in matters related to staff professional development. 3.7 Collaborates with the Superintendent in the supervision and evaluation of school-based administrative staff, as requested.	• Personnel demographics • School administration selection process • Supervision and evaluation processes for school-based administrative staff • Supervision and evaluation processes for teaching staff • Beginning teacher induction program • Leadership development program	• Contributes to the enhancement of capacity of direct reports to maximize student learning. • Effectively implements performance appraisal processes for direct reports. • Supports effective staff selection processes. • Enhances understanding and effective implementation of high school redesign. • Develops and effectively implements quality supervision and evaluation processes for school administrators and teachers, including home education personnel. • Ensures certificated school staff evaluations are completed as required. • Ensures effective staff professional development programs are in place. • Conducts effective supervision and evaluation processes for school-based administrative staff, as requested.

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Role Expectation: Fiscal Responsibility	Evaluation Evidence	Quality Indicators
4.1 Develops a departmental budget within the parameters and constraints of the HPSD budget. 4.2 Ensures the proper fiscal management of budget allocations. 4.3 Makes recommendations to the Superintendent regarding possible actions to increase the effective and efficient operations of programs within areas of responsibility. 4.4 Operates in a fiscally prudent and responsible manner. 4.5 In conjunction with the Superintendent, acts on grant opportunities.	• Budget preparation • Budget expenditures • Variance reports • Year-end projections • Value for Money analyses • Superintendent's observations	• Ensures budget submission timelines and parameters are met. • Ensures funds are expended as per approved budgets. • Ensures adequate internal financial controls exist and are being followed. • Conducts operational reviews • Ensures financial savings with no reduction in services are achieved, whenever possible. • Accesses available grants and utilizes partnerships for student benefit.

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Role Expectation: Policy/Administrative Procedures	Evaluation Evidence	Quality Indicators
5.1 Assists the Superintendent in the planning, development, implementation and evaluation of Board policies and administrative procedures within areas of responsibility. 5.2 Ensures application of Board policies and administrative procedures as required in the performance of duties. 5.3 Supports the implementation of administrative procedures related to program, school, and student evaluation.	● Board Policy Handbook ○ new policies ○ revised policies ● Administrative Procedures Manual ○ new procedures ○ revised procedures ● Superintendent's observations	● Reviews Board policies impacting areas of responsibility and brings recommendations for any change to the Superintendent. ● Provides leadership and involves individuals and groups in the Administrative Procedures development and review process. ● Reviews relevant sections of the Administrative Procedures Manual and brings forward recommendations for revision, as necessary. ● Ensures adherence to Board policy and Administrative Procedures in their area of responsibility, including evaluation processes.

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Role Expectation: Organizational Management	Evaluation Evidence	Quality Indicators
6.1 Within areas of responsibility, demonstrates effective organizational skills resulting in compliance with all legal, Ministerial and Board mandates and timelines and adherence to Superintendent directives. 6.2 Contributes to HPSD's culture which facilitates positive results, effectively handles emergencies, and deals with crisis situations in a team-oriented, collaborative, and cohesive fashion.	• Alberta Education feedback • Personal calendar • Superintendent's observations • Board observations • Leadership Practices report (when done)	• Ensures compliance with Government of Alberta and Board mandates and timelines in areas of responsibility. • Effectively manages time and resources. • Ensures use of technology is effective and efficient. • Effectively demonstrates leadership in a team-oriented environment. • Effectively utilizes support personnel. • Effectively responds to emergency/crisis situations.

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Role Expectation: Communications and Community Relations	Evaluation Evidence	Quality Indicators
7.1 Takes appropriate actions to ensure open, transparent internal and external communications are developed and maintained in areas of responsibility. 7.2 Fosters close ties and develops partnerships with community agencies. 7.3 Ensures parents and staff have an acceptable level of satisfaction with the services provided within areas of responsibility. 7.4 Investigates and facilitates the resolution of concerns and conflicts. 7.5 Assists the Principal and School Council with the formulation and review of the philosophy, policies, and objectives for the school on request.	• Memos and correspondence • HPSP publications • Presentations • Satisfaction Survey data • Community events • Superintendent's observations • Leadership Practices report (when done)	• Ensures information is disseminated as appropriate. • Presents information and speaks effectively at functions. • Develops appropriate program materials relative to areas of assigned responsibility. • Promotes positive public engagement with the HPSP, including partnerships where appropriate. • Facilitates effective home-school relations. • Manages conflict effectively. • Responds to student issues unresolved at the school level within areas of responsibility. • Represents the HPSP in a positive, professional manner. • Participates in community events/functions. • Works with Principals and School Councils, as requested.

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Role Expectation: Superintendent Relations	Evaluation Evidence	Quality Indicators
8.1 Establishes and maintains positive, professional working relations with the Superintendent. 8.2 Honours and facilitates the implementation of the Board's roles and responsibilities as defined in Board policy and encourages staff to do the same. 8.3 Provides the information the Superintendent requires to perform their role in an exemplary fashion.	● Business arising sheets ● Accountability Reports ○ Learning Services ● Personal contacts, emails, and phone calls ● Superintendent's observations ● Board observations	● Implements directions of the Superintendent in a manner which is marked by high-quality service, effective conflict and resolution skills, timely response, and positive results. ● Interacts with the Board in an open, honest, and professional manner with due regard for and in a manner, which strengthens the Superintendent/CEO role. ● Provides balanced, sufficient, and concise information (and clear recommendations when appropriate) in reports requested by the Superintendent. ● Keeps the Superintendent informed about operations within areas of responsibility.

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Role Expectation: Leadership Practices	Evaluation Evidence	Quality Indicators
9.1 Practices leadership in a manner that is viewed positively and has the support of those with whom they work in carrying out the Superintendent's expectations. 9.2 Exhibits a high level of personal, professional, and organizational integrity.	• Self reflection • Superintendent's observations • Leadership Practices report (when done)	• Provides clear expectations and direction in areas of responsibility. • Establishes and maintains positive, professional working relationships with staff. • Unites people towards common goals. • Empowers others. • Effectively solves problems. • Exercises leadership consistent with the Board's stated vision and values. • Models high ethical standards of conduct.