

PERFORMANCE ASSESSMENT GUIDE FOR DEPUTY SUPERINTENDENT

<p>Role Expectation: Student Learning</p>	<p>Evaluation Evidence</p>	<p>Quality Indicators</p>
<p>1.1 Ensures students in the Division have the opportunity to meet the standards of education set by the Minister.</p> <p>1.2 Provides leadership to meet student needs and program goals within the provincial K-12 curriculum.</p> <p>1.3 Provides leadership and strategies to improve student achievement within the Division.</p> <p>1.4 Ensures the effective implementation of the curriculum in the Division.</p> <p>1.5 Provides support for initiatives to facilitate curricular outcomes.</p> <p>1.6 Ensures accountability for achievement of approved learning outcomes in all schools.</p> <p>1.7 Provides leadership in fostering conditions which promote the improvement of educational opportunities for all students in all schools and programs.</p> <p>1.8 Ensures learning environments contribute to the development of skills and habits necessary for the world of work, post-secondary studies, lifelong learning, and citizenship.</p> <p>1.9 Has primary responsibility to lead the work of the Student Services Team and Division psychologists.</p> <p>1.10 Coordinates school/program reviews and evaluations as requested.</p> <p>1.11 Provides a forum for the discussion of issues, trends and changes in instruction, curriculum and instructional support.</p>	<ul style="list-style-type: none"> ● Assurance measures ● Satisfaction surveys ● HPSD Education Plan/Annual Education Results Report ● Alberta Education feedback ● Superintendent's observations 	<ul style="list-style-type: none"> ● 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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<p>Role Expectation: Student Wellness</p>	<p>Evaluation Evidence</p>	<p>Quality Indicators</p>
<p>2.1 Ensures that each student is provided with a safe and caring environment that fosters and maintains respectful and responsible behaviours.</p> <p>2.2 Ensures that a coordinated service delivery model is in place to support student access to programs and services.</p> <p>2.3 Develops and maintains positive and effective relations with provincial government departments and regional/community agencies which provide services/supports to students.</p> <p>2.4 Performs the function of Attendance Officer for the Division pursuant to the provisions of the Education Act.</p>	<ul style="list-style-type: none"> ● Assurance measures ● Satisfaction surveys ● Interagency Partnerships ● Suspension/expulsion issues ● Superintendent's observations ● Leadership Practices report (when done) 	<ul style="list-style-type: none"> ● 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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<p>Role Expectation: Human Resources Management</p>	<p>Evaluation Evidence</p>	<p>Quality Indicators</p>
<p>3.1 Supervises, evaluates, and reviews the performance of “direct reports”.</p> <p>3.2 Provides supervisory expertise to principals and Division personnel.</p> <p>3.3 Provides supervisory oversight of home education personnel.</p> <p>3.4 Provides support in matters related to staff professional development.</p> <p>3.5 Ensures that selected Vice Principals:</p> <p> 3.5.1 Implement education policies established by the Minister and the Board;</p> <p> 3.5.2 Meet the competencies and indicators in the Leadership Quality Standard.</p> <p> 3.5.3 Are accountable for program delivery at individual schools;</p> <p> 3.5.4 Are accountable for the achievement of approved learning outcomes in instructional programming;</p> <p> 3.5.5 Implement and support Division-wide initiatives; and</p> <p> 3.5.6 Acknowledge, respect and understand the roles and procedures that govern support services within the Division Office in relation to schools and communities.</p> <p>3.6 Works with the Director of System Assurance and the District Principal of System Support Services to identify, design and support:</p> <p> 3.5.7 Programs to develop leadership capacity within the Division; and</p> <p> 3.5.8 Processes to recruit, hire and evaluate administrators and teachers within the Division.</p> <p>3.7 Provides opportunities for the professional development of Division staff.</p>	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● 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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<p>Role Expectation: Fiscal Responsibility</p>	<p>Evaluation Evidence</p>	<p>Quality Indicators</p>
<p>4.1 Develops a departmental budget within areas of responsibility within the parameters and constraints of the Division budget.</p> <p>4.2 Ensures the proper fiscal management of budget allocations.</p> <p>4.3 Makes recommendations to the Superintendent regarding possible actions to increase the effective and efficient operations of programs within areas of responsibility.</p> <p>4.4 Operates in a fiscally prudent and responsible manner.</p> <p>4.5 In conjunction with the Superintendent, acts on grant opportunities.</p>	<ul style="list-style-type: none"> ● Budget preparation ● Budget expenditures ● Variance reports ● Year-end projections ● Value for Money analyses ● Superintendent's observations 	<ul style="list-style-type: none"> ● 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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<p>Role Expectation: Policy/Administrative Procedures</p>	<p>Evaluation Evidence</p>	<p>Quality Indicators</p>
<p>5.1 Assists the Superintendent in the planning, development, implementation and evaluation of Board policies and administrative procedures within areas of responsibility.</p> <p>5.2 Ensures application of Board policies and administrative procedures as required in the performance of duties.</p> <p>5.3 Supports the implementation of administrative procedures related to program, school, and student evaluation.</p>	<ul style="list-style-type: none"> ● Board Policy Handbook <ul style="list-style-type: none"> ○ new policies ○ revised policies ● Administrative Procedures Manual <ul style="list-style-type: none"> ○ new procedures ○ revised procedures ● Superintendent's observations 	<ul style="list-style-type: none"> ● 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
<p>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.</p> <p>6.2 Contributes to a Division culture which facilitates positive results, effectively handles emergencies, and deals with crisis situations in a team-oriented, collaborative, and cohesive fashion.</p> <p>6.3 Oversees school operations through the supervision of selected administrators.</p> <p>6.4 Ensures staff has high satisfaction with the services provided and the responsiveness of departments within areas of responsibility.</p>	<ul style="list-style-type: none"> ● Alberta Education feedback ● Personal calendar ● Superintendent's observations ● Board observations ● Leadership Practices report (when done) 	<ul style="list-style-type: none"> ● 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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<p>Role Expectation: Communications and Community Relations</p>	<p>Evaluation Evidence</p>	<p>Quality Indicators</p>
<p>7.1 Takes appropriate actions to ensure open, transparent internal and external communications are developed and maintained in areas of responsibility.</p> <p>7.2 Ensures parents and staff have an acceptable level of satisfaction with the services provided within areas of responsibility.</p> <p>7.3 Assists the Principal and School Council with the formulation and review of the philosophy, policies, and objectives for the school on request.</p> <p>7.4 Attends School Council meetings, as requested, to provide information or resolve concerns within areas of responsibility.</p>	<ul style="list-style-type: none"> ● Memos and correspondence ● HPSD publications ● Presentations ● Satisfaction Survey data ● Community events ● Superintendent's observations ● Leadership Practices report (when done) 	<ul style="list-style-type: none"> ● 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 HPSD, 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 HPSD in a positive, professional manner. ● Participates in community events/functions. ● Works with Principals and School Councils, as requested.

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<p>Role Expectation: Superintendent Relations</p>	<p>Evaluation Evidence</p>	<p>Quality Indicators</p>
<p>8.1 Establishes and maintains positive, professional working relations with the Superintendent.</p> <p>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.</p> <p>8.3 Provides advice and recommendations, and prepares reports which the Superintendent requires to perform his role in an exemplary fashion.</p> <p>8.4 Attends Board, Committee and Administrators' meetings as requested by the Superintendent and arranges other meetings as required.</p> <p>8.5 Works cooperatively with the Division Leadership Team to implement Division plans, projects and initiatives.</p> <p>8.6 Performs any other duties that are delegated by the Superintendent.</p>	<ul style="list-style-type: none"> ● Business arising sheets ● Accountability Reports <ul style="list-style-type: none"> ○ Learning Services ● Personal contacts, emails, and phone calls ● Superintendent's observations ● Board observations 	<ul style="list-style-type: none"> ● 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
<p>9.1 Practices leadership in a manner that is viewed positively and has the support of those with whom she works in carrying out the Superintendent's expectations.</p> <p>9.2 Exhibits a high level of personal, professional, and organizational integrity.</p>	<ul style="list-style-type: none"> ● Self reflection ● Superintendent's observations ● Leadership Practices report (when done) 	<ul style="list-style-type: none"> ● 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.