

## PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF SYSTEM ASSURANCE

Role Expectation: System Leadership	Evaluation Evidence	Quality Indicators
<p>1.1 Ensures compliance with provincial regulations, policies, and educational standards.</p> <p>1.2 Coordinates with various departments to standardize processes and procedures.</p> <p>1.3 Oversees documentation management and procedural training initiatives.</p> <p>1.4 Ensures the application of Board policy and Division administrative procedures as required in the performance of duties.</p> <p>1.5 Provides overall leadership in the planning, development, implementation and evaluation of Administrative Procedures across all Division operations.</p>	<ul style="list-style-type: none"> <li>• Government of Alberta feedback</li> <li>• Division Education Plan</li> <li>• Annual Education Results Report</li> <li>• School Education Plans</li> <li>• School Results Reports</li> <li>• Staff development plan</li> <li>• Satisfaction Survey</li> <li>• Board Policy Handbook</li> <li>• Administrative Procedures Manual</li> <li>• Superintendent's observations</li> <li>• Leadership Practices report (when done)</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures compliance with Government of Alberta mandates and timelines.</li> <li>• Provides recommendations for items of inclusion in the Education Plan and Annual Education Results Reports, including documentation of successes and recommendations for additional supports.</li> <li>• Ensures Division processes and procedures are followed in each department.</li> <li>• Ensures documentation management throughout the Division.</li> <li>• Supports effective training initiatives.</li> <li>• Ensures application of and adherence to policies and administrative procedures within areas of responsibility.</li> <li>• Engages appropriate staff in planning, developing, implementing and evaluating Board policies and administrative procedures.</li> </ul>

<b>Role Expectation: Human Resources Leadership</b>	<b>Evaluation Evidence</b>	<b>Quality Indicators</b>
<p>2.1 Provides recommendations to the Superintendent regarding strategic work force planning.</p> <p>2.2 Provides coaching and mentorship to school administrators.</p> <p>2.3 Supports principals and assistant principals in operational excellence.</p> <p>2.4 Facilitates professional learning opportunities for administrative staff.</p> <p>2.5 Conducts performance assessments and provides constructive feedback.</p> <p>2.6 Leads administrative team development initiatives.</p> <p>2.7 Supports the training of school administrators and the development of leadership capacity within the Division.</p>	<ul style="list-style-type: none"><li>• Personnel demographics</li><li>• School administration selection process</li><li>• Administrative learning opportunities, including mentorship and coaching</li><li>• School administration support</li><li>• Supervision and evaluation processes</li><li>• Leadership development program</li></ul>	<ul style="list-style-type: none"><li>• Provides assistance in strategic workforce planning.</li><li>• Engages school administrators in effective coaching and mentorship activities.</li><li>• Supports operational excellence in school administrator performance.</li><li>• Provides professional learning opportunities for all Division administrators.</li><li>• Effectively implements performance appraisal processes.</li><li>• Ensures administrative team development occurs.</li><li>• Ensures advancement of leadership capacity within the Division.</li></ul>

<b>Role Expectation: Human Resources Management</b>	<b>Evaluation Evidence</b>	<b>Quality Indicators</b>
<p>3.1 Provides high-level Human Resources support to the Director of Corporate Services in strategic planning and implementation.</p> <p>3.2 Assists in complex employee relations matters and conflict resolution processes.</p> <p>3.3 Supports recruitment, retention, and professional development strategies.</p> <p>3.4 Provides supervisory expertise to principals and Division personnel.</p> <p>3.5 Provides support to ensure that each staff member is provided with a welcoming, caring, respectful and safe learning and working environment that respects diversity and fosters a sense of belonging.</p> <p>3.6 Coordinates with the Superintendent on the administration of all certificated employment contracts in the best interests of the Division, including leaves, transfers, transitions to retirement.</p> <p>3.7 Provides support in matters related to staff professional development.</p>	<ul style="list-style-type: none"> <li>• Personnel demographics</li> <li>• Conflict resolution</li> <li>• School administration selection process</li> <li>• Supervision and evaluation processes for school-based administrative staff</li> <li>• Supervision and evaluation processes for teaching staff</li> <li>• Environment enhancements</li> <li>• Certificated contracts</li> <li>• Staff development program</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively involves the Director of Corporate Services in strategic workforce planning.</li> <li>• Responds to unresolved issues and manages conflict effectively.</li> <li>• Supports quality hiring and orientation processes.</li> <li>• Provides supervisory support as requested or as required.</li> <li>• Works to enhance a pleasant and safe working environment for all staff.</li> <li>• Supports the effective administration of employment contracts.</li> <li>• Supports professional development initiatives for staff.</li> </ul>

<b>Role Expectation: Educational Quality Assurance</b>	<b>Evaluation Evidence</b>	<b>Quality Indicators</b>
<p>4.1 Analyzes and reports on mark discrepancies across schools and programs.</p> <p>4.2 Conducts comprehensive marking consistency reviews and implements improvement strategies.</p> <p>4.3 Examines AERR (Annual Education Results Report) data for trends and improvement opportunities.</p> <p>4.4 Oversees analysis of PAT (Provincial Achievement Tests) and Diploma examination results.</p> <p>4.5 Reviews and provides feedback on Three-Year Education Plans.</p> <p>4.6 Identifies systemic patterns and recommends data-driven improvement strategies.</p> <p>4.7 Supports school personnel implementation of school review processes in educational data analysis and decision making.</p> <p>4.8 Supports implementation of school review processes.</p>	<ul style="list-style-type: none"> <li>• Assurance measures</li> <li>• Marking schematics</li> <li>• Satisfaction surveys</li> <li>• Annual Education Results report</li> <li>• Alberta Education feedback</li> <li>• School Education Plans</li> <li>• Division Education Plan</li> <li>• School Reviews</li> <li>• Superintendent observations</li> </ul>	<ul style="list-style-type: none"> <li>• Provides analyses on school/program student assessment data.</li> <li>• Engages staff in marking processes.</li> <li>• Explores improvement opportunities in student results.</li> <li>• Provides assistance with the Division and School Education Plans as necessary.</li> <li>• Provides recommendations for items for inclusion in school review processes, including documentation of successes and recommendations for additional supports.</li> <li>• Supports the school review process to enhance student learning.</li> </ul>

<b>Role Expectation: Fiscal Responsibility</b>	<b>Evaluation Evidence</b>	<b>Quality Indicators</b>
<p>5.1 Develops a department budget within the parameters and constraints of the Division budget.</p> <p>5.2 Ensures the proper fiscal management of department budget allocations.</p> <p>5.3 Operates in a fiscally prudent and responsible manner.</p> <p>5.4 Makes recommendations regarding resource allocations to support system assurance functions.</p>	<ul style="list-style-type: none"><li>• Budget recommendations</li><li>• Budget preparation</li><li>• Budget expenditures</li><li>• Variance reports</li><li>• Year-end projections</li><li>• Value For Money analyses</li><li>• Superintendent observations</li></ul>	<ul style="list-style-type: none"><li>• Ensures budget recommendation and submission timelines and parameters are met.</li><li>• Ensures funds are expended as per approved budgets.</li><li>• Ensures adequate internal financial controls exist and are being followed.</li><li>• Conducts operational reviews</li><li>• Ensures financial savings with no reduction in services are achieved, whenever possible.</li><li>• Accesses available grants and utilizes partnerships for student benefit.</li></ul>

<b>Role Expectation: Organizational Management</b>	<b>Evaluation Evidence</b>	<b>Quality Indicators</b>
<p>6.1 Contributes to a Division culture which facilitates positive relationships, results, effectively handles emergencies, and deals with crisis situations in a team-oriented, collaborative and cohesive fashion.</p> <p>6.2 Maintains comprehensive systems for tracking and reporting on Division-wide performance metrics.</p>	<ul style="list-style-type: none"><li>• Alberta Education feedback</li><li>• Personal calendar</li><li>• Emergency preparedness plans/procedures</li><li>• Superintendent observations</li><li>• Leadership Practices report (when done)</li></ul>	<ul style="list-style-type: none"><li>• Effectively manages time and resources.</li><li>• Utilizes technology effectively and efficiently.</li><li>• Effectively demonstrates leadership in a team-oriented environment.</li><li>• Utilizes support personnel effectively.</li><li>• Effectively responds to emergency/crisis situations.</li><li>• Effectively tracks system performance metrics.</li></ul>

<b>Role Expectation: Communications and Community Relations</b>	<b>Evaluation Evidence</b>	<b>Quality Indicators</b>
<p>8.1 Takes appropriate actions to ensure open, transparent internal communications are developed and maintained in areas of responsibility.</p> <p>8.2 Ensures staff, students, and parents have a high level of satisfaction with the services provided.</p> <p>8.3 Investigates, and facilitates resolution of, concerns and conflicts within areas of responsibility.</p> <p>8.4 Provides clear and comprehensive reporting on system assurance metrics to stakeholders.</p>	<ul style="list-style-type: none"><li>• Memos and correspondence</li><li>• Division publications</li><li>• Presentations</li><li>• Satisfaction surveys</li><li>• Conflict resolution</li><li>• System metrics</li><li>• Superintendent observations</li><li>• Leadership Practices report (when done)</li></ul>	<ul style="list-style-type: none"><li>• Ensures information is disseminated as appropriate.</li><li>• Presents information and speaks effectively at functions.</li><li>• Develops appropriate program materials relative to areas of responsibility.</li><li>• Promotes positive public engagement with the Division.</li><li>• Represents the Division in a positive, professional manner.</li><li>• Participates in community events/functions.</li><li>• Supports effective home-school relations.</li><li>• Manages conflict effectively.</li><li>• Responds to unresolved issues within areas of responsibility.</li><li>• Effectively reports to stakeholders on system assurance metrics.</li></ul>

<b>Role Expectation: Superintendent Relations</b>	<b>Evaluation Evidence</b>	<b>Quality Indicators</b>
8.1 Establishes and maintains positive, professional working relations with the Superintendent.	<ul style="list-style-type: none"><li>• Personal contacts, emails, phone calls</li><li>• Board supports</li><li>• Superintendent observations</li></ul>	<ul style="list-style-type: none"><li>• Implements directions of the Superintendent in a manner which is marked by high-quality service, effective conflict resolution skills, timely response and positive results.</li><li>• Interacts with the Superintendent in an open, honest and professional manner with due regard for and in a manner which strengthens the Superintendent relationship with the Board.</li><li>• Provides balanced, sufficient and concise information (and clear recommendations when appropriate) in reports requested by the Superintendent.</li><li>• Keeps the Superintendent informed about operations within areas of responsibility, including potential or pending litigation.</li></ul>
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 information which the Superintendent requires to perform his role in an exemplary fashion.		
8.4 Supports the Superintendent in strategic decision-making through comprehensive data analysis and recommendations.		



<b>Role Expectation: Leadership Practices</b>	<b>Evaluation Evidence</b>	<b>Quality Indicators</b>
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.  9.3 Demonstrates commitment to continuous improvement and professional growth.  9.4 Models collaborative and inclusive leadership practices.	<ul style="list-style-type: none"><li>• Self-reflection</li><li>• Superintendent observations</li><li>• Leadership Practices report (when done)</li></ul>	<ul style="list-style-type: none"><li>• Provides clear expectations and direction within areas of responsibility.</li><li>• Establishes and maintains positive, professional working relationships with others.</li><li>• Unites people towards common goals.</li><li>• Demonstrates a high commitment to the needs of students.</li><li>• Empowers others.</li><li>• Effectively solves problems.</li><li>• Models high ethical standards of conduct.</li><li>• Exercises leadership consistent with the Division's stated vision, mission and values.</li></ul>