

## PERFORMANCE ASSESSMENT GUIDE FOR SUPERINTENDENT

<b>Role Expectation: Educational Leadership</b>	<b>Superintendent Evaluation Evidence</b>	<b>Quality Indicators</b>
<p>1.1 Provides leadership in all matters relating to education in the Division.</p> <p>1.2 Ensures students in the Division have the opportunity to meet the standards of education set by the Minister and the Board.</p> <p>1.3 Provides leadership that supports and promotes the equitable access to high quality teaching and learning opportunities and experiences for all students.</p> <p>1.4 Works collaboratively with the corporate Board, staff, students, parents, School Councils, and community members in establishing an inclusive, accessible, and innovative culture of education.</p> <p>1.5 Implements education policies established by the Board and directives of the Minister.</p> <p>1.6 Demonstrates leadership practices that support, promote, and encourage all stakeholders to act in ways that reflect the Division's Core Values.</p>	<ul style="list-style-type: none"> <li>● Assurance Plan</li> <li>● Annual Education Results Report (AERR) <ul style="list-style-type: none"> <li>○ Satisfaction survey information</li> <li>○ PAT results</li> <li>○ Diploma results</li> <li>○ Completion rates</li> <li>○ Rutherford and other scholarships</li> <li>○ Trends and Issues</li> </ul> </li> <li>● Superintendent recommendations to Three-Year Planning process</li> <li>● Feedback from Alberta Education re: AERR</li> <li>● Division culture statements</li> <li>● Board Policy Handbook</li> <li>● Ministerial directives</li> <li>● Division core values</li> </ul>	<ul style="list-style-type: none"> <li>● Identifies trends and issues related to student achievement to inform the Three-Year Planning process</li> <li>● Conducts an analysis of student success and ensures school principals analyze individual student success and develop action plans to address concerns</li> <li>● Develops initiatives to foster student achievement</li> <li>● Develops new approaches to the solution of significant and complex learning challenges</li> <li>● Measurable improved student achievement as a trend over time is realized</li> <li>● Collaboratively develops an inclusive, accessible and innovative Division culture.</li> <li>● Effectively implements all Board policies and Ministerial directives. Ensures that the Division's core values are promoted and reflected in all leadership practices.</li> </ul>

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<b>Role Expectation: Student Wellness</b>	<b>Superintendent Evaluation Evidence</b>	<b>Quality Indicators</b>
<p>2.1 Provides each student with a welcoming, caring, respectful and safe learning environment that respects diversity and fosters a sense of belonging.</p> <p>2.2 Ensures the social, physical, intellectual, cultural, spiritual, and emotional growth needs of students are met in the overall school environment.</p> <p>2.3 Prioritizes the safety and well-being of students within the school building, during the school day or by electronic means.</p> <p>2.4 Provides adequate facilities to accommodate Division students.</p> <p>2.5 Acts as, or designates, the attendance officer for the Division.</p>	<ul style="list-style-type: none"> <li>● Assurance measures</li> <li>● Survey results</li> <li>● Superintendent’s Report                             <ul style="list-style-type: none"> <li>○ Suspension/ expulsion statistics</li> <li>○ Incidents/accidents</li> <li>○ Mental health</li> </ul> </li> <li>● Three Year Education Plan</li> <li>● Crisis Response Manual</li> <li>● Three Year Capital Plan</li> <li>● IMR Summary</li> <li>● OHS Advisory Committee minutes</li> <li>● Designation of attendance officer</li> <li>● Attendance correspondence</li> </ul>	<ul style="list-style-type: none"> <li>● Develops standards and monitors progress relative to providing an engaging, welcoming, caring, respectful and safe learning environment</li> <li>● Develops programming thrusts to activate “whole child” learning</li> <li>● Develops an action plan that advances understanding of reconciliation and healing surrounding the residential school legacy</li> <li>● Provides analysis of incident reports</li> <li>● Implements the requirements of Occupational Health and Safety legislation, including required staff professional development</li> <li>● Ensures attendance officer designation</li> <li>● Improves student attendance</li> </ul>

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<b>Role Expectation: Fiscal Responsibility</b>	<b>Superintendent Evaluation Evidence</b>	<b>Quality Indicators</b>
<p>3.1 Ensures the fiscal management of the Division is in accordance with the terms or conditions of any grants received by the Board under the Education Act or any other applicable Act or regulation.</p> <p>3.2 Ensures the Division operates in a fiscally responsible manner, including adherence to recognized accounting procedures.</p> <p>3.3 Directs the development of and monitors the budget for the Division.</p> <p>3.4 Ensures the Board has current and relevant financial information.</p> <p>3.5 Directs the preparation of the Three Year Capital Plan for submission to the Board.</p>	<ul style="list-style-type: none"> <li>● Auditor's Report</li> <li>● Auditor's Management Letter</li> <li>● Response to external reports</li> <li>● Budget process and timelines</li> <li>● Annual Budget</li> <li>● Quarterly financial reports</li> <li>● Superintendent's Report</li> <li>● Superintendent confidential communications to the Board showing notification of litigation</li> <li>● Monthly budget update</li> <li>● Three Year Capital Plan</li> </ul>	<ul style="list-style-type: none"> <li>● Public sector accounting standards are being followed</li> <li>● Adequate internal financial controls exist and are being followed</li> <li>● All collective agreements and contracts are being administered and interpreted so staff and contracted personnel are being paid appropriately and appropriate deductions are being made</li> <li>● Revenue/expenditure envelope designations are clearly demonstrated in budget documents</li> <li>● Budget process is transparent</li> <li>● The budget is developed according to a timeline which ensures the Board's ability to provide direction, revise priorities, and is approved within Alberta Education timelines</li> <li>● All funds are expended as per approved budgets</li> <li>● Variance analysis and year-end projections are provided quarterly</li> <li>● The Board is informed annually about incurred liabilities</li> <li>● The Board is informed immediately regarding pending litigation</li> <li>● The Capital Plan facilitates integrated planning and implementation, and is approved within Alberta Education timelines</li> </ul>

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<p><b>Role Expectation: Personnel Management</b></p>	<p><b>Superintendent Evaluation Evidence</b></p>	<p><b>Quality Indicators</b></p>
<p>4.1 Has overall authority and responsibility for all personnel-related issues, save and except the development of mandates for collective bargaining and those personnel matters precluded by Board policy, legislation or collective agreements.</p> <p>4.2 Monitors the performance of all staff and ensures appropriate evaluation and remediation processes are in place.</p>	<ul style="list-style-type: none"> <li>● Board Policy Handbook</li> <li>● Administrative Procedures Manual</li> <li>● Superintendent’s Report</li> <li>● Personnel statistics</li> <li>● Staff Development Plan</li> <li>● Superintendent’s Evaluation Document</li> <li>● Organizational charts</li> <li>● Job descriptions</li> <li>● Job evaluations</li> <li>● Grievances/complaints</li> <li>● OHS Advisory Committee minutes</li> </ul>	<ul style="list-style-type: none"> <li>● Develops and effectively implements quality recruitment, orientation, staff development, disciplinary, supervisory and evaluation processes</li> <li>● Fosters high standards of instruction and professional improvement (Teaching Quality Standard)</li> <li>● Provides useful, timely information and advice which facilitates the negotiating teams and the Board’s work</li> <li>● Provides for comprehensive staff development opportunities to facilitate the meeting of student needs</li> <li>● Provides for training of administrators and the development of leadership capacity within the Division</li> <li>● Ensures relevant Board policies and administrative procedures are implemented effectively</li> <li>● Models commitment to personal and professional growth</li> <li>● Models high ethical standards of conduct</li> </ul>

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Role Expectation: Policy	Superintendent Evaluation Evidence	Quality Indicators
<p>5.1 Provides leadership in the planning, implementation and evaluation of Board policies.</p> <p>5.2 Develops and keeps current Administrative Procedures that are consistent with Board and provincial policies, regulations, and procedures.</p>	<ul style="list-style-type: none"> <li>● Board Policy Handbook</li> <li>● Administrative Procedures Manual</li> <li>● Summary of past year's activity</li> </ul>	<ul style="list-style-type: none"> <li>● Appropriately involves individuals and groups in the policy development process</li> <li>● Takes leadership in bringing policies to Board for review</li> <li>● Demonstrates a knowledge of and respect for the role of the Board in policy processes</li> <li>● Ensures adherence to Board policies</li> <li>● Ensures adherence to Administrative Procedures</li> <li>● Ensures timeliness of policy revision</li> <li>● Ensures timeliness of Administrative Procedures development and revision, and Board notification of the same</li> </ul>

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<p><b>Role Expectation: Superintendent/Board Relations</b></p>	<p><b>Superintendent Evaluation Evidence</b></p>	<p><b>Quality Indicators</b></p>
<p>6.1 Engages in and maintains positive professional working relations with the Board.</p> <p>6.2 Honours and facilitates the implementation of the Board’s role and responsibilities defined in Board policy.</p> <p>6.3 Keeps the Board informed of Divisional matters, especially of a controversial and/or highly sensitive nature, in a timely manner as appropriate.</p> <p>6.4 Participates in an annual evaluation to be conducted by the Board and designates as directed by the Board.</p>	<ul style="list-style-type: none"> <li>● Board directives report</li> <li>● Board agenda packages</li> <li>● Board meetings</li> <li>● Listing of issues and background information</li> <li>● Superintendent emails and phone calls</li> <li>● Superintendent evaluation</li> <li>● Superintendent’s calendar</li> <li>● Committee meetings</li> <li>● Board functions</li> <li>● Public events</li> </ul>	<ul style="list-style-type: none"> <li>● Interacts with the Board in an open, honest, proactive and professional manner</li> <li>● Ensures high quality management services are provided to the Board</li> <li>● Implements Board directions with integrity in a timely fashion</li> <li>● Provides support to the Board re: advocacy efforts on behalf of the Division</li> <li>● Ensures Board agendas are prepared and made available to trustees in sufficient time to allow for appropriate trustee preparation for the meeting</li> <li>● Provides the Board with balanced, sufficient, concise information and clear recommendations in agendas</li> <li>● Keeps the Board informed about Division operations and on emergent issues</li> <li>● Provides the Board with correspondence directed to the Board or trustees</li> <li>● Actively participates in the Superintendent evaluation by the Board</li> </ul>

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<b>Role Expectation: Strategic Planning</b>	<b>Superintendent Evaluation Evidence</b>	<b>Quality Indicators</b>
<p>7.1 Leads the Strategic Planning process including the development of Division goals, budget, facilities and transportation plans and implements plans as approved.</p> <p>7.2 Works collaboratively with the Board to determine the strategic goals and priorities as well as the desired processes and timelines.</p> <p>7.3 Reports regularly on results achieved.</p>	<ul style="list-style-type: none"> <li>● Planning process and timelines</li> <li>● Three Year Education Plan</li> <li>● Three Year Capital Plan</li> <li>● Facilities Master Plan (FMP)</li> <li>● Technology Plan</li> <li>● Maintenance Plan</li> <li>● Assurance measures</li> <li>● Satisfaction surveys</li> <li>● Alberta Education Monitoring Reports</li> <li>● Annual Education Results Report</li> </ul>	<ul style="list-style-type: none"> <li>● Ensures the Three Year planning process involves appropriate stakeholder input and results in high stakeholder satisfaction</li> <li>● Ensures facility project budgets and construction schedules are followed or timely variance reports are provided to the Board</li> <li>● Ensures transportation services are provided with due consideration for efficiency, safety and length of ride</li> <li>● Ensures the Three Year Education Plan is developed according to a timeline which ensures the Board's ability to provide direction, revise priorities and is approved within Alberta Education timelines</li> <li>● Develops short and long-range plans to meet the needs of the Division and provides for continuous improvement</li> <li>● Ensures "key results" identified by the Board are achieved</li> <li>● Develops a comprehensive, succinct Annual Education Results Report to be approved within Alberta Education timelines</li> </ul>

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<p><b>Role Expectation: Organizational Management</b></p>	<p><b>Superintendent Evaluation Evidence</b></p>	<p><b>Quality Indicators</b></p>
<p>8.1 Demonstrates effective organizational skills resulting in Division compliance with all legal, Ministerial and Board mandates and timelines.</p> <p>8.2 Reviews, modifies, and maintains an organizational chart which accurately delineates lines of authority and responsibility.</p> <p>8.3 Reports to the Minister with respect to matters identified in and required by the Education Act.</p> <p>8.4 Acts as the “Chief Officer” within the Public Interest Disclosure Act and ensures that the Board is notified when the Act is implemented within the Division.</p>	<ul style="list-style-type: none"> <li>● Board agenda packages</li> <li>● Superintendent’s Reports</li> <li>● Alberta Education Results Report</li> <li>● Alberta Education Monitoring Reports</li> <li>● Organizational chart</li> <li>● Administrative Procedures Manual</li> <li>● Public Interest disclosure matters</li> </ul>	<ul style="list-style-type: none"> <li>● Ensures Division compliance with all Alberta Education and Board mandates (timelines and quality)</li> <li>● Ensures contracted services (eg, fiscal, labour and legal) meet quality expectations of the Board</li> <li>● Ensures organizational structure is clear and facilitates results to be achieved</li> <li>● Effectively manages time and resources</li> <li>● Ensures the use of technology is effective and efficient</li> <li>● Ensures the Alberta Education Results Report and other Ministerial reports are effectively completed.</li> <li>● Ensures the Public Interest Disclosure Act is effectively implemented.</li> </ul>



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<b>Role Expectation: Communications and Community Relations</b>	<b>Superintendent Evaluation Evidence</b>	<b>Quality Indicators</b>
<p>9.1 Takes appropriate actions to ensure open, transparent, positive internal and external communications are developed and maintained.</p> <p>9.2 Engages parents annually to assess their satisfaction with the services provided and the responsiveness of the Division.</p> <p>9.3 Maintains effective relationships within the system and the community served by the system.</p> <p>9.4 Acts as the Head of the organization for the purposes of the Freedom of Information and Protection of Privacy (FOIP) Act.</p> <p>9.5 In consultation with the Board Chair, serves as a spokesperson for the Division for the media and public in order to keep the Division's messages consistent and accurate.</p>	<ul style="list-style-type: none"> <li>● Superintendent's memos</li> <li>● Website interactions</li> <li>● Communications Plan</li> <li>● Satisfaction survey data</li> <li>● Focus groups/public events</li> <li>● Administrative Procedures Manual</li> <li>● FOIP requests</li> <li>● Community Leadership Meetings</li> <li>● Communications sent to communities</li> <li>● Media releases</li> <li>● Key messages</li> </ul>	<ul style="list-style-type: none"> <li>● Ensures information is disseminated to inform appropriate publics</li> <li>● Implements the communications plan effectively</li> <li>● Promotes parental engagement in the Division</li> <li>● Promotes positive public engagement in the Division</li> <li>● Facilitates effective home-school relations</li> <li>● Facilitates effective First Nations and Métis relations</li> <li>● Manages conflict effectively</li> <li>● Represents the Division in a positive, professional manner</li> <li>● Complies with FOIP legislation</li> <li>● Works cooperatively with the Board Chair and the media to represent the Board's views/positions</li> <li>● Improves the Division's public image</li> </ul>

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<b>Role Expectation: Leadership Practices</b>	<b>Superintendent Evaluation Evidence</b>	<b>Quality Indicators</b>
<p>10.1 Practices leadership in a manner that aligns with the Division's Core Values, directives of the Board and the Minister, and reflects best practices in the field.</p> <p>10.2 Ensures that meaningful collaboration arises from relationships built on trust, honesty, and respect.</p> <p>10.3 Develops and maintains positive and effective relations with provincial and regional government departments and agencies.</p>	<ul style="list-style-type: none"> <li>● Report of interviews with principals</li> <li>● Report of interviews with Superintendent's "direct reports"</li> <li>● Report of interviews with external agencies</li> <li>● Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>● Provides clear expectations and direction</li> <li>● Provides effective educational leadership</li> <li>● Establishes and maintains positive, professional working relationships with staff</li> <li>● Unites people toward common goals</li> <li>● Demonstrates a high commitment to the needs of students</li> <li>● Has a well-established value system based on integrity</li> <li>● Empowers others</li> <li>● Effectively solves problems</li> <li>● Builds the leadership capacity of school-based and central office administrators</li> <li>● Ensures that appropriate procedures are in place to develop external relationships</li> </ul>

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<b>Role Expectation: Health and Safety</b>	<b>Superintendent Evaluation Evidence</b>	<b>Quality Indicators</b>
<p>11.1 Provides a statement of policy relating to the Division safety program. The statement demonstrates a commitment and philosophy that sets levels of expectation for safety performance throughout the Division.</p> <p>11.2 Conducts an annual tour of worksites.</p> <p>11.3 Provides immediate direction in an emergency that has the potential for a fatality, personal injury, and health exposure or property damage.</p> <p>11.4 Understands and implements the health and safety program as well as assures compliance with the Occupational Health and Safety Act, Regulation and Code.</p> <p>11.5 Provides all supervisory staff with an understanding of this health and safety program as well as relevant parts and sections in the Alberta Occupational Health and Safety Act, Regulation and Code.</p> <p>11.6 Provides all employees access to a copy of the Alberta Occupational Health and Safety Act, Regulation and Code.</p> <p>11.7 Ensures that health and safety issues receive adequate attention during staff meetings.</p> <p>11.8 Provides ongoing health and safety education programs and approves first aid training courses as required.</p>	<ul style="list-style-type: none"> <li>● Division safety program documentation</li> <li>● Annual Division tours</li> <li>● Emergency preparedness</li> <li>● Crisis response manual</li> <li>● Professional development plan</li> <li>● Occupational health and safety legislation</li> <li>● Safety meeting agendas</li> <li>● First aid training</li> <li>● Staff evaluations</li> <li>● Worksite inspections</li> </ul>	<ul style="list-style-type: none"> <li>● Ensures the effective implementation of safety performance throughout the Division</li> <li>● Ensures an annual work site tour is scheduled and conducted</li> <li>● Ensures that appropriate procedures are in place for the management of critical events and emergencies</li> <li>● Ensures implementation of an effective and compliant health and safety program</li> <li>● Ensures the Division professional development plan includes health and safety perspectives</li> <li>● Ensures copies of legislation respecting Occupational Health and Safety is readily available</li> <li>● Ensures principals effectively address health and safety matters at school facilities</li> <li>● Ensures first aid training courses are available for and completed by staff</li> <li>● Ensures staff evaluations include health and safety performance</li> <li>● Ensures Division work sites meet all Occupational Health And Safety requirements</li> </ul>

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<p><b>Role Expectation: Health and Safety (Continued)</b></p>	<p><b>Superintendent Evaluation Evidence</b></p>	<p><b>Quality Indicators</b></p>
<p>11.9 Monitors employees and holds them accountable for their individual health and safety performance.</p> <p>11.10 Takes reasonable precautions to protect the safety of the employees and workers in relation to Division worksites.</p>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

**Legal References**

*Education Act Section 8, 11, 33, 35.1, 51, 52, 53, 222, 223, 224*  
*Freedom of Information and Protection of Privacy Act*  
*Public Interest Disclosure Act*  
*Alberta Occupational Health and Safety Act,*  
*Occupational Health and Safety Regulation, and*  
*Occupational Health and Safety Code*  
*Trust and Reconciliation Commission Calls To Action*  
*Superintendent Leadership Quality Standard*

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