



**BLACK GOLD REGIONAL DIVISION NO. 18
SUPERINTENDENT PERFORMANCE ASSESSMENT GUIDE**

BLACK GOLD REGIONAL DIVISION NO. 18 SUPERINTENDENT PERFORMANCE ASSESSMENT GUIDE		
Role Expectation: Student Welfare	Superintendent Evaluation Evidence	Quality Indicators
<p>The Superintendent shall:</p> <ul style="list-style-type: none"> • Ensure that each student is provided with a welcoming, caring, respectful and safe learning environment that respects diversity and fosters a sense of belonging. • Ensure the safety and welfare of students while participating in school programs or while being transported to or from school programs on transportation provided by the Division. • Ensure the facilities adequately accommodate Division students. • Act as, or designate, the attendance officer for the Division. 	<ul style="list-style-type: none"> • Maintenance Reports • Crisis Response Manual • Expulsion hearings and follow-up correspondence • Accountability reports <ul style="list-style-type: none"> ○ Facilities ○ Transportation • Designation of officer • Attendance correspondence • Board observations 	<ul style="list-style-type: none"> • Monitors progress relative to providing a welcoming, caring, respectful and safe learning environment. • Implements procedures for emergencies as required. • Provides analyses of crisis response incident reports. • Implements the requirements of Occupational Health and Safety legislation, including required staff professional development. • Complies with legislative requirements to appoint attendance officer for the Division.

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Role Expectation: Educational Leadership	Superintendent Evaluation Evidence	Quality Indicators
<p>The Superintendent shall:</p> <ul style="list-style-type: none"> • Provide leadership in all matters relating to education in the Division. • Provide leadership in fostering conditions which promote the improvement of educational opportunities for all students. • Ensure students in the Division have the opportunity to meet or exceed the standards of education set by the Minister. • Implement education policies established by the Minister and the Board 	<ul style="list-style-type: none"> • Annual Education Results Report (AERR) <ul style="list-style-type: none"> ○ PAT results ○ Diploma results ○ Completion rates ○ Trends and Issues ○ Satisfaction survey information • Recommendations to Three-Year Education planning process • Board observations 	<ul style="list-style-type: none"> • Conducts an analysis of student success and ensures Principals develop action plans to address concerns. • Identifies trends and issues related to student achievement to inform the Three-Year Planning process, including recommendations for innovative means to improve measurable student achievement. • Ensures parents and students are satisfied with levels of achievement. • Ensures there is measurable improved student achievement over time. • Meets Alberta Education's expectations re: AERR format, process and content. • Meets all timelines with provision for appropriate Board input relative to the AERR. • Ensures the Division's academic results are published.

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Role Expectation: Fiscal Responsibility	Superintendent Evaluation Evidence	Quality Indicators
<p>The Superintendent shall:</p> <ul style="list-style-type: none"> • Ensure the fiscal management of the Division by the Associate Superintendent, Business and Finance is in accordance with the terms or conditions of any funding received by the Board under the School Act or any other applicable Act or regulation. • Ensure the Division operates in a fiscally responsible manner, including adherence to recognized accounting procedures. • Direct the development of and monitor the budget for the Division. 	<ul style="list-style-type: none"> • Auditor’s Report • Auditor’s Management Letter • Quarterly financial statements • Superintendent confidential reports on litigation and incurred liability • Board observations 	<ul style="list-style-type: none"> • Ensures recognized accounting principles are being followed. • Ensures adequate internal financial controls exist and are being followed. • Ensures 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. • Expends school-based funds as per approved budgets. • Informs the Board annually about incurred liabilities. • Informs the Board immediately regarding pending litigation.

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Role Expectation: Personnel	Superintendent Evaluation Evidence	Quality Indicators
<p>The Superintendent shall:</p> <ul style="list-style-type: none"> • Have overall authority and responsibility for all personnel-related matters, except the development of mandates for collective bargaining and those personnel matters precluded by legislation, collective agreements or Board policy. • Ensure the coordination and integration of human resources within the Division. • Monitor and improve the performance of all staff. 	<ul style="list-style-type: none"> • Superintendent's ongoing reports re: personnel-related actions (e.g. staff professional development, orientation, discipline, evaluation, recognition and supervision) • Board observations 	<ul style="list-style-type: none"> • Develops and effectively implements quality recruitment, orientation, staff development, supervisory, disciplinary and evaluation processes. • Models commitment to personal and professional growth. • Fosters high standards of instruction and professional improvement (Quality Teaching Standard). • Provides for training of administrators and the development of leadership capacity within the Division. • Follows Board personnel policies. • Models high ethical standards of conduct.

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Role Expectation: Policy/Administrative Procedures	Superintendent Evaluation Evidence	Quality Indicators
<p>The Superintendent shall:</p> <ul style="list-style-type: none"> • Provide leadership in the planning, development, implementation and evaluation of Board policies. • Implement Board policy with integrity. • Develop and keep current an Administrative Procedures Manual that is consistent with Board policy and provincial policies, regulations and procedures. 	<ul style="list-style-type: none"> • Board Policy Handbook • Administrative Procedures Manual • Summary of past year revisions • Board observations re: process and implementation 	<ul style="list-style-type: none"> • Appropriately involves individuals and groups in the policy development process. • Takes leadership in bringing policies to the Board for review. • Ensures adherence to Board policies. • Ensures adherence to Administrative Procedures. • Ensures timeliness of policy revision. • Demonstrates a knowledge of and respect for the role of the Board in policy processes. • Ensures timeliness of Administrative Procedures revision and Board notification of the same.

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<p style="text-align: center;">Role Expectation: Superintendent/Board Relations</p>	<p style="text-align: center;">Superintendent Evaluation Evidence</p>	<p style="text-align: center;">Quality Indicators</p>
<p>The Superintendent shall:</p> <ul style="list-style-type: none"> • Establish and maintain positive, professional working relations with the Board. • Respect and honour the Board's role and responsibilities, and facilitate the implementation of that role as defined in Board policy. • Provide the information which the Board requires to perform its role in a timely manner. 	<ul style="list-style-type: none"> • Board agenda packages • Board meetings • Committee meetings • Superintendent e-mails and phone calls re: urgent issues • Board observations 	<ul style="list-style-type: none"> • Implements Board directions with integrity in a timely fashion. • Provides support to the Board re: advocacy efforts on behalf of the Division. • Prepares and makes available Board agendas to trustees in sufficient time to allow for appropriate trustee preparation for the meeting. • Keeps the Board informed about Division operations. • Provides the Board with balanced information and a recommendation at the Superintendent's discretion. • Interacts with the Board in an open, honest, proactive and professional manner. • Ensures high-quality management services are provided to the Board. • Provides the Board with correspondence directed to the Board.

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<p style="text-align: center;">Role Expectation: Strategic Planning and Reporting</p>	<p style="text-align: center;">Superintendent Evaluation Evidence</p>	<p style="text-align: center;">Quality Indicators</p>
<p>The Superintendent shall:</p> <ul style="list-style-type: none"> • Ensure the strategic planning process is developed for: <ul style="list-style-type: none"> ○ Three Year Education plan; ○ Division goals; ○ Budget; ○ Facilities plans; ○ Technology plans; and ○ Transportation plans. • Implement plans as approved. • Involve the Board appropriately. • Report regularly on results achieved. 	<ul style="list-style-type: none"> • Budget process and timelines and approved expenditures • Planning process • Three-Year Education Plan • Capital Plan • Updates as required • Albert Education Monitoring Reports • Board observations 	<ul style="list-style-type: none"> • Ensures the Three-Year Education planning process involves appropriate stakeholder input and results in high stakeholder satisfaction. • Ensures facility project budgets and construction schedules are followed or timely variance reports are provided to the Board. • Ensures transportation services are provided with due consideration for efficiency, safety and length of ride. • Develops plans to meet the needs of the Division and provide for continuous improvement. • Ensures “key results” identified by the Board are achieved. • Develops the budget and Three-Year Education Plan according to a timeline which ensures the Board’s ability to provide direction and is approved within Alberta Education timelines.

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Role Expectation: Organizational Management	Superintendent Evaluation Evidence	Quality Indicators
<p>The Superintendent shall:</p> <ul style="list-style-type: none"> • Demonstrate effective organization skills resulting in Division compliance with all legal, Ministerial and Board mandates and timelines. • Report to the Minister with respect to matters identified in and required by the School Act. • Build an organizational structure and promote a Division culture which facilitates positive results, effectively handles emergencies and deals with crisis situations in a team-oriented, collaborative and cohesive fashion. 	<ul style="list-style-type: none"> • Superintendent's calendar • Board agenda package • Board observations • Albert Education Monitoring Reports • Emergency Preparedness 	<ul style="list-style-type: none"> • Ensures Division compliance with all Alberta Education and Board mandates. • Effectively manages time and resources. • Ensures contracted services (e.g. fiscal, labour and legal) meet quality expectations of the Board. • Ensures use of technology is effective and efficient. • Ensure that appropriate procedures are in place for the management of critical events and emergencies.

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Role Expectation: Communications and Community Relations	Superintendent Evaluation Evidence	Quality Indicators
<p>The Superintendent shall:</p> <ul style="list-style-type: none"> • Take appropriate actions to ensure open, transparent, positive internal and external communications are developed and maintained. • Keep the Board informed through the provision of appropriate accountability reports. • Ensure parents have a high level of satisfaction with the services provided and the responsiveness of the Division. • Participate actively in school-based activities in order to enhance and support the Division's core purpose. • Act as, or designate, the head of the organization for the purposes of the Freedom of Information and Protection of Privacy (FOIP) Act. 	<ul style="list-style-type: none"> • Accountability reports • Survey results • Board observations • Superintendent's calendar 	<ul style="list-style-type: none"> • Ensures information is disseminated to inform appropriate publics. • Facilitates effective home-school relations. • Manages conflict effectively. • Works cooperatively with the media to represent the Board's view/positions. • Promotes positive, public engagement in the Division. • Represents the Division in a positive, professional manner. • Improves the Division's public image. • Complies with FOIP legislation.

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Role Expectation: Leadership Practices	Superintendent Evaluation Evidence	Quality Indicators
<p>The Superintendent shall:</p> <ul style="list-style-type: none"> • Practice leadership in a manner that is viewed positively in carrying out the directives of the Board and the Minister. • Develop and maintain positive and effective relationships with provincial and regional government departments and external agencies. • Work collaboratively with the corporate Board, staff, students, parents, School Councils and community members in establishing a positive and innovative culture and sense of pride in the Division. 	<ul style="list-style-type: none"> • Report of interviews with Principals • Report of interviews with “direct reports” • Board observations 	<ul style="list-style-type: none"> • Provides clear expectations and direction. • Provides effective educational leadership. • Establishes and maintains positive, professional working relationships with staff and government departments. • Demonstrates a high commitment to the needs of students. • Has a well-established value system based on integrity. • Empowers others. • Unites people toward common goals. • Effectively solves problems. • Inspires confidence in his competence. • Develops processes that are aligned with goals and results.