

## **Evaluation of the Superintendent of Schools**

### **Policy 4220**

### **January 22, 2002**

The Superintendent is accountable to the Board of School Trustees for the general management of the affairs of the District, for providing educational leadership, and for implementing approved policies and programs to ensure the attainment of the objectives established by the Ministry of Education and the Board. In addition, the Superintendent advises and recommends actions to the Board to address current and emerging issues.

Recognition must be given to the inherent value in individual styles of leadership of a Superintendent as well as the need for diversity in the execution of their leadership role.

The Board recognizes its responsibility for advising the Superintendent of its expectations and for evaluating the performance of the Superintendent in respect of assigned duties.

#### Guidelines

##### 1. Purpose of the Evaluation

The Board believes that the evaluation of the Superintendent of Schools provides a mechanism to:

- 1.1 assess the degree to which the Superintendent is meeting the expectations outlined in the job description, the annual district goals, and directives given by the Board;
- 1.2 commend the Superintendent for her/his accomplishments;
- 1.3 assist in the development of harmonious relations between the Board and the Superintendent by clarifying the Board's expectations;
- 1.4 build the confidence of the Board and public in the Superintendent and in the school district leadership;
- 1.5 foster growth and development of the Superintendent;
- 1.6 provide information, which would assist the Board as it considers contract renewal at appropriate times;
- 1.7 prepare an evaluation document, which the Superintendent may use, at her/his discretion.

##### 2. Performance Evaluation Timetable

- 2.1 Early in the tenure of the Superintendent the Board shall, by motion, determine timelines for an evaluation of the Superintendent.
- 2.2 Nothing in this policy is intended to preclude the Board and the Superintendent from discussing matters relating to the performance of the Superintendent as such matters may arise.

3. Evaluation Criteria

The Superintendent's performance will be assessed in the following areas:

- a. Board Relations and Executive Officer Responsibilities
- b. Leadership and Establishing Direction
  - c. Community Public Relations and Communications
  - d. Personnel Management
  - e. Professional and Personal Development
- f. Administration of Curriculum and Instructional Management
  - g. Administration of Student Services
  - h. Business and Fiscal Management
  - i. Facilities Management

4. Data Collection

Unless otherwise agreed to by the Superintendent, the following information shall be used for an evaluation:

4.1 Questionnaires and/or Surveys

- 4.1.1 Consultation will take place with the Superintendent to identify those that will complete questionnaires and/or surveys. The participants may include District Office Staff, Administrative Officers, Parent Advisory Executive members, and parents that have interacted with the Superintendent.
- 4.1.2 All questionnaires and/or surveys will be developed in consultation with the Superintendent prior to distribution.
- 4.1.3 Only questionnaires and/or surveys that are signed will be considered for input.
- 4.1.4 The Secretary-Treasurer shall collate the responses of surveys and will be available to assist the Trustees with development and production of all associated questionnaires, surveys and reports.
- 4.1.5 Due to the nature of the data collected under this section, it is considered to be perception data. Trustees will review this data and determine any common perceptions that are evident. Every attempt will be made to keep the source of the information confidential, however, the Freedom of Information and Protection of Privacy Act allows the Superintendent access to the data, if requested.
- 4.1.6 The Secretary-Treasurer shall keep in safe custody, for one year, individual responses and then destroy them.

4.2 Trustee Questionnaire

- 4.2.1 A Trustee Questionnaire will be developed to gather concrete data on the Trustees' working relationship with the Superintendent. ie. Board Meetings, reports, etc.

4.3 Superintendent's Report

- 4.3.1 A written report will be submitted by the Superintendent, highlighting activities related to her/his position; a summary of initiatives since the previous evaluation; reports on the annual district goals; and any additional information the Board may request in respect of the evaluation.

4.4 Superintendent's Response

- 4.4.1 The Superintendent may, at his or her discretion, provide a response to any information received by the Board, during the data collection.

5. Compiling the Evaluation

- 5.1 A committee of Trustees, or a Committee of the Whole, shall summarize the compiled data.  
5.2 Special Board meetings shall be held to consider the information.

6. Written Evaluation Report

- 6.1 The results of the evaluation will be in a written format.  
6.2 The commendable achievements will be identified.  
6.3 Recommendations for improvement or growth, with appropriate timelines for accomplishment, will be identified.  
6.4 The performance of the Superintendent will be determined as Satisfactory or Less than Satisfactory.

7. Growth Plan

- 7.1 The Superintendent shall draft a growth plan and present it to the Board for approval.  
7.2 The growth plan shall have timelines attached to certain activities to establish their relevance to the next performance review.

8. *Criteria and Indicators of Performance*

8.1 *Board Relations and Executive Officer Responsibilities*

- 8.1.1 *implements and interprets Board policy*  
8.1.2 *advises of the need for new or revised policy*  
8.1.3 *provides sufficient information to assist Board members, staff, parents and students in making decisions*  
8.1.4 *identifies the need to follow-up on actions of the Board*  
8.1.5 *keeps Trustees informed of district and school operations*  
8.1.6 *is responsive to Trustee concerns and answers Trustees' inquiries in a timely manner*
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8.1.7 *demonstrates consideration for the well being and the development of Board members, staff, parents and students*

8.1.8 *exhibits creative problem solving*

## 8.2 *Leadership and Establishing Direction*

8.2.1 *provides a sense of direction to the district*

8.2.2 *assists in development and implementation of a district vision, goals and objectives with input from all stakeholders*

8.2.3 *establishes a climate which facilitates the implementation of the district vision, goals and objectives*

8.2.4 *articulates provincial and district vision, goals and objectives*

8.2.5 *ensures the operation of the district is consistent with the vision*

8.2.6 *identifies progress toward district goals and provides for a regular review and revision of the goals*

8.2.7 *presents a suitable role model for the district*

8.2.8 *motivates employees to achieve district and personal goals*

8.2.9 *promotes high standards of achievement and excellence for staff and students*

8.2.10 *facilitates and encourages leadership development throughout the organization*

## 8.3 *Community Public Relations and Communications*

8.3.1 *articulates District vision, mission and priorities to the community*

8.3.2 *deals with the media skillfully*

8.3.3 *maintains good relations with local government leaders*

8.3.4 *responds to concerns in the community*

8.3.5 *deals quickly and effectively with parental concerns*

8.3.6 *anticipates problems and is prepared for conflict resolution*

8.3.7 *deals positively with problems in a decisive but flexible manner*

8.3.8 *writes and speaks clearly*

8.3.9 *understands consensus building and practices these skills*

8.3.10 *ensures development and initiation of programs that enhance school/community relations, school business partnerships and related public service activities*

## 8.4 *Personnel Management*

8.4.1 *sets standards for staff performance and expectations*

8.4.2 *empowers others to reach high levels of performance*

8.4.3 *delegates responsibilities and authority to others*

8.4.4 *establishes effective and fair procedures for recruitment, selection and transfer of staff*

8.4.5 *administers a comprehensive staff evaluation program*

8.4.6 *demonstrates strong interpersonal skills*

8.4.7 *understands and works effectively in a unionized environment*

8.4.8 *builds self-esteem in staff and students*

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- 8.4.9 *demonstrates consideration for the well being and development of employees*
- 8.4.10 *encourages and supports the staff to participate in professional development*
- 8.4.11 *evaluates the performance of administrative officers and senior district office staff.*

#### 8.5 *Professional and Personal Development*

- 8.5.1 *is perceived as effective in working with provincial leaders and the Ministry of Education*
- 8.5.2 *engages in activities to promote own professional growth and development*
- 8.5.3 *participates in provincial and national organizations*
- 8.5.4 *exhibits self-confidence and recognizes the accomplishments of others*
- 8.5.5 *is able to successfully cope with the stress and demands of the position*
- 8.5.6 *treats all individuals with respect*
- 8.5.7 *sets short and long term goals for her/himself*
- 8.5.8 *demonstrates ethical practices and personal integrity*

*The responsibilities associated with the remainder of the criteria and indicators of performance are jointly shared with other senior district personnel. Evaluation of the Superintendent in these areas will vary, depending on the Superintendent's duties/areas of expertise. Therefore, the focus of the evaluation will be on the Superintendent's role – whether or not they are directly responsible for the task or whether the evaluation will be on the Superintendent's ability to delegate, communicate, empower and monitor the outcome of the work of other senior management personnel, in specified areas.*

#### 8.6 *Administration of Curriculum and Instructional Management*

- 8.6.1 *is knowledgeable and up-to-date in curriculum and instructional programs*
- 8.6.2 *ensures effectiveness in all curriculum planning and instructional matters*
- 8.6.3 *oversees the initiation of new programs, modification of existing programs and discontinuation of programs not suited to the district*
- 8.6.4 *monitors the overall effectiveness of instructional programs*
- 8.6.5 *implements and ensures provincial policies are met*
- 8.6.6 *ensures that appropriate testing/assessment results are interpreted and used to improve education*
- 8.6.7 *ensures that the Ministry School accreditation processes are conducted to high standard*

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#### 8.7 *Administration of Student Services*

- 8.7.1 *ensures student behavior and discipline is handled effectively*
- 8.7.2 *provides for the health and safety of students*
- 8.7.3 *ensures liaison with community agencies concerned with student services*
- 8.7.4 *ensures students with special needs have appropriate programs*
- 8.7.5 *demonstrates a high commitment to education and the needs of students*

8.8 *Business and Fiscal Management*

- 8.8.1 *assists in determining the educational financial needs of the District*
- 8.8.2 *ensures that the District's financial status is clearly communicated and ensures that current financial information is provided, as required*
- 8.8.3 *ensures the District budget is prepared*
- 8.8.4 *ensures budget allocations and expenditures are appropriate*
- 8.8.5 *ensures effective procedures are in place for the procurement of equipment etc.*
- 8.8.6 *ensures that the requirements of the Financial Auditor's recommendations are met*

8.9 *Facilities Management*

- 8.9.1 *ensures that modifications, renovations, expansions and discontinuation of facilities are planned and managed well*
- 8.9.2 *ensures that the maintenance of buildings and grounds is managed appropriately*
- 8.9.3 *provides for security and safety of personnel and property*
- 8.9.4 *ensures all facilities are clean and in good appearance.*