

**Policy 12 Appendix B:  
PERFORMANCE ASSESSMENT GUIDE**

<p><u>Role Expectation: Student Welfare</u></p>	<p><u>Superintendent Evaluation Evidence</u></p>	<p><u>Quality Indicators</u></p>
<ul style="list-style-type: none"> <li>• Ensures that each student is provided with a safe and caring environment that fosters and maintains respectful and responsible behaviours.</li> <li>• Ensures the facilities adequately accommodate Division students.</li> <li>• Ensures 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.</li> <li>• Acts as, or designates, the local attendance counsellor for the Division.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Report</li> </ul>	<ul style="list-style-type: none"> <li>• Develops measurements and monitors progress relative to providing a safe and caring environment.</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>• Complies with legislative requirements to appoint attendance counsellor for the Division.</li> </ul>

<b><u>Role Expectation: Educational Leadership</u></b>	<b><u>Director Evaluation Evidence</u></b>	<b><u>Quality Indicators</u></b>
<ul style="list-style-type: none"> <li>● Provides leadership in all matters relating to education in the Division.</li> <li>● Ensures students in the Division have the opportunity to meet the standards of education set by the Minister.</li> <li>● Implements education policies established by the Minister and the Board.</li> </ul>	<ul style="list-style-type: none"> <li>● Internal Report</li> <li>● Direct Board Observation</li> </ul>	<ul style="list-style-type: none"> <li>● The Director conducts an analysis of student success and ensures development of action plans to address concerns.</li> <li>● The Director identifies trends and issues related to student achievement to inform the setting of yearly priorities and outcomes.</li> <li>● The Director meets all timelines with provision for appropriate Board input relative to the annual review of priorities and outcomes.</li> <li>● The Director ensures the Division’s key results are published.</li> <li>● The Director achieves the key results approved by the Board.</li> </ul>

<p align="center"><b><u>Role Expectation:</u></b> <b><u>Fiscal Responsibility</u></b></p>	<p align="center"><b><u>Director Evaluation</u></b> <b><u>Evidence</u></b></p>	<p align="center"><b><u>Quality Indicators</u></b></p>
<ul style="list-style-type: none"> <li>• Ensures the fiscal management of the Division is in accordance with the terms or conditions of any funding received by the Board.</li> <li>• Ensures the Division operates in a fiscally responsible manner, including adherence to recognized accounting procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• External Report (Auditor's Report and Auditor's Management Letter)</li>   <li>• Internal Report</li> </ul>	<ul style="list-style-type: none"> <li>• Accounting practices are being followed which are in accordance with the Education Act, using accounting principles generally accepted for school divisions as prescribed by the Ministry of Education.</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>• School based funds are expended as per approved budgets.</li> <li>• The Board is informed annually about incurred liabilities.</li> <li>• The Board is informed immediately regarding litigation initiated by or against the Board.</li> <li>• Internal audits of school accounts are conducted and remedial actions taken where deemed warranted.</li> </ul>

<p align="center"><b><u>Role Expectation: Personnel Management</u></b></p>	<p align="center"><b><u>Director Evaluation Evidence</u></b></p>	<p align="center"><b><u>Quality Indicators</u></b></p>
<ul style="list-style-type: none"> <li>● 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.</li> <li>● Monitors and improves the performance of all staff.</li> </ul>	<ul style="list-style-type: none"> <li>● Internal Report</li> <li>● Direct Board Observation</li> </ul>	<ul style="list-style-type: none"> <li>● High quality recruitment, orientation, staff development, disciplinary, evaluation and supervisory processes are developed and effectively implemented.</li> <li>● The Director models a commitment to personal and professional growth.</li> <li>● High standards of instruction and professional improvement are fostered.</li> <li>● Training of administrators is provided.</li> <li>● The Director models high ethical standards of conduct.</li> <li>● Board personnel policies are followed.</li> </ul>

<p align="center"><b><u>Role Expectation: Policy/Procedures</u></b></p>	<p align="center"><b><u>Director Evaluation Evidence</u></b></p>	<p align="center"><b><u>Quality Indicators</u></b></p>
<ul style="list-style-type: none"> <li>Provides leadership in the planning, implementation and evaluation of Board policies and administrative procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Internal Report</li> <li>Direct Board Observation</li> </ul>	<ul style="list-style-type: none"> <li>The Director appropriately involved individuals and groups in the Board policy and administrative procedures development process.</li> <li>The Director ensures policy is adhered to.</li> <li>Policies are revised in a timely fashion.</li> <li>The Director takes leadership in bringing policies to the Board for review.</li> <li>The Director demonstrates a knowledge of and respect for the role of the Board in policy processes.</li> </ul>



<p style="text-align: center;"><b><u>Role Expectation: Provincial Education Plan</u></b></p>	<p style="text-align: center;"><b><u>Director Evaluation Evidence</u></b></p>	<p style="text-align: center;"><b><u>Quality Indicators</u></b></p>
<ul style="list-style-type: none"> <li>● Leads the Provincial Education Planning process including the development of Division goals, budget, facilities and transportation plans and implements plans as approved.</li> <li>● Involves the Board appropriately (Board identification of priorities and outcomes, opportunity for Board input early in the process, final Board approval).</li> <li>● Reports annually on results achieved.</li> </ul>	<ul style="list-style-type: none"> <li>● Direct Board Observation</li> <li>● Internal Report</li> </ul>	<ul style="list-style-type: none"> <li>● The budget and priorities and key results are developed according to a timeline which ensures the Board’s ability to provide direction and revise priorities.</li> <li>● Develops short and long-range plans to meet the needs of the Division and provide for continuous improvement.</li> <li>● Provides accountability reports as directed by the Board.</li> </ul>

<b><u>Role Expectation: Organizational Management</u></b>	<b><u>Director Evaluation Evidence</u></b>	<b><u>Quality Indicators</u></b>
<ul style="list-style-type: none"> <li>● Demonstrates effective organizational skills resulting in Division compliance with all legal, Ministerial and Board mandates and timelines.</li> <li>● Reports to the Minister with respect to matters identified in and required by the Education Act.</li> </ul>	<ul style="list-style-type: none"> <li>● Direct Board Observation</li> <li>● Internal Report</li> </ul>	<ul style="list-style-type: none"> <li>● Ensures Divisional compliance with all Ministry of Education and Board mandates (timelines and quality).</li> <li>● Effectively manages time and resources.</li> <li>● Facility project budgets and construction schedules are followed, or timely variance reports are provided to the Board.</li> </ul>



<p style="text-align: center;"><b><u>Role Expectation:</u></b> <b><u>Communications and</u></b> <b><u>Community Relations</u></b></p>	<p style="text-align: center;"><b><u>Director Evaluation</u></b> <b><u>Evidence</u></b></p>	<p style="text-align: center;"><b><u>Quality Indicators</u></b></p>
<ul style="list-style-type: none"> <li>• Takes appropriate actions to ensure positive external and internal communications are developed and maintained.</li> <li>• Acts as, or designates, the Head of the organization for the purposes of the Local Authority Freedom of Information and Protection of Privacy (LAFOIPP) Act.</li> </ul>	<ul style="list-style-type: none"> <li>• Direct Board Observation</li> <li>• Internal Report</li> <li>• Head of the organization appointed</li> </ul>	<ul style="list-style-type: none"> <li>• Represents the Division in a positive, professional manner.</li> <li>• Manages conflict effectively.</li> <li>• Ensures information is disseminated to inform appropriate.</li> <li>• Works cooperatively with the media to represent the Board’s views/positions.</li> </ul>

<p style="text-align: center;"><b><u>Role Expectation: Leadership Practices</u></b></p>	<p style="text-align: center;"><b><u>Director Evaluation Evidence</u></b></p>	<p style="text-align: center;"><b><u>Quality Indicators</u></b></p>
<ul style="list-style-type: none"> <li>● Practices leadership in a manner that is viewed positively and has the support of those with whom he works most directly in carrying out the directives of the Board and the Minister.</li> <li>● Develops and maintains positive and effective relations with provincial and regional government departments and agencies.</li> </ul>	<ul style="list-style-type: none"> <li>● Provide internal report</li> </ul>	<ul style="list-style-type: none"> <li>● Provides clear 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> </ul>