

ASSOCIATE SUPERINTENDENT / DIRECTOR GROWTH, SUPERVISION AND EVALUATION

Background

The Division believes that Associate Superintendent / Director growth, supervision and evaluation are important elements associated with professional performance. Associate Superintendent / Director growth and supervision are dynamic and ongoing processes, while Associate Superintendent / Director evaluation may be required for the purpose of making decisions regarding employment or certification. It is recognized that Associate Superintendent / Directors need to collaborate in this process.

Definitions

- a. **“Evaluation”** means the formal process of gathering and recording information or evidence over a period of time and the application of reasoned professional judgment in determining whether one or more aspects of the Associate Superintendent / Director’s performance meets or does not meet the *applicable Superintendent Leadership Quality Standard (Associates) Leadership Quality Standard (Directors)*.
- b. **“Notice of Remediation”** means the written statement issued to an Associate Superintendent / Director where it is determined that an Associate Superintendent / Director’s performance does not meet the *applicable Standard* and such statements describe:
 - i. the leadership responsibilities that are expected,
 - ii. the behaviours or practices that do not meet the *Standard* and the changes required,
 - iii. the remediation strategies the Associate Superintendent / Director is advised to pursue, and
 - iv. how the determination will be made that the required changes in behaviour or practice have taken place, applicable timelines, and the consequences of not achieving the required changes including, but not limited to, termination of an Associate Superintendent / Director’s contract of employment.
- c. **“Supervision”** means the ongoing process by which a Superintendent carries out duties in respect to the operation of schools, exercises educational leadership and oversees the provision of education programs under section 222 of the Education Act.
- d. **“Associate Superintendent / Director professional growth”** means the career-long learning process whereby an Associate Superintendent / Director annually develops and implements a plan to achieve professional learning objectives or goals that are consistent with the *Standard* and this administrative procedure.

e. **Standard**

The Superintendent Leadership Quality Standard: Quality superintendent leadership occurs when the superintendent's ongoing analysis of the context, and the superintendent's decisions about what leadership knowledge and abilities to apply, result in quality school leadership, quality teaching and optimum learning for all students in the school authority.

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1. Associate Superintendent / Director Growth

- a. All Associate Superintendent / Directors are required to engage in ongoing learning and develop an annual growth plan that fosters continuous professional growth.
- b. Each school year an Associate Superintendent / Director is responsible for developing, implementing and completing a Professional Growth Plan that:
 - i. is self-authored, growth-directed and continuous;
 - ii. reflects an assessment of professional learning needs by the individual;
 - iii. shows a demonstrable relationship to the *Standard*; and
 - iv. takes into consideration the education plans of Livingstone Range School Division and Alberta Education, as well as the roles and responsibilities of the position.
- c. An Associate Superintendent / Director Professional Growth Plan must include:
 - i. goal(s)/objective(s);
 - ii. expected outcomes and desired results;
 - iii. strategies for goal attainment;
 - iv. potential sources for assistance or support;
 - v. timelines; and
 - vi. descriptors or indicators of growth.
- d. An Associate Superintendent / Director is required to work towards professional growth through ongoing action and personal review.
- e. Associate Superintendent / Directors must submit a copy of their Professional Growth Plan to the Superintendent by October 31 for approval.
- f. The Superintendent must make a finding whether the growth plan complies with the legislated requirement, and review that plan with the Associate Superintendent / Director prior to the end of the school year to determine whether the Associate Superintendent / Director has completed the requirements of the Professional Growth Plan.
- g. Responsibility for receiving and reviewing Professional Growth Plans may be delegated by the Superintendent with consent, to a group of Associate Superintendents / Directors.

- h. Unless an Associate Superintendent / Director agrees, the content of a Professional Growth Plan shall not be a part of an evaluation process.
- i. Notwithstanding Administrative Procedure 424.1(f), the Superintendent may identify behaviours or practices of an Associate Superintendent / Director that requires an evaluation, provided that the information identified is based on a source other than the information in the Associate Superintendent / Director's Professional Growth Plan.
- j. An Associate Superintendent / Director who does not complete a Professional Growth Plan may be subject to discipline.
- k. An Associate Superintendent / Director's Annual Professional Growth Plan
 - i. may be a component of a long-term, multi-year plan and
 - ii. may consist of a planned program of mentoring.
- l. A completed Annual Professional Growth Plan shall be returned to the Associate Superintendent / Director and no copies shall be retained by the school board without the consent of the Associate Superintendent / Director.

2. Associate Superintendent / Director Supervision

- a. The purpose of supervision by the Superintendent is:
 - i. to provide support, guidance and development opportunities for the Associate Superintendent / Director;
 - ii. to observe and receive information from any appropriate source about the quality of leadership provided to schools in the jurisdiction; and
 - iii. to identify the behaviours or practices of an Associate Superintendent / Director that are not in keeping with the expectations of the *Standard* or that for any reason may require an evaluation.
- b. The Superintendent must provide ongoing supervision for all Associate Superintendents / Directors in the system.
- c. The Associate Superintendent must provide ongoing supervision for the Directors in the system.
- d. It is the Associate Superintendent's / Director's responsibility to receive and act on advice provided through supervision to improve the Associate Superintendent / Director's professional performance.
- e. The Superintendent or Associate Superintendent, in the case of Director's, must share relevant information throughout supervision.
- f. The Superintendent or Associate Superintendent may provide assistance, support, guidance, and development opportunities to improve the quality of leadership, and such assistance may vary in nature depending upon the Associate Superintendent / Director's learning needs and professional circumstances.

- g. When, through supervision, the Superintendent or Associate Superintendent believes that an Associate Superintendent or Director's behaviours or practices may not meet the requirements of the *Standard*, the Superintendent or Associate Superintendent:
 - i. may work with the Associate Superintendent or Director directly, as part of the program of supervision, to provide assistance to change the behaviours or practices that may be problematic; or
 - ii. may initiate an evaluation.

3. Associate Superintendent / Director Evaluation

- a. An evaluation may be conducted by the Superintendent or Associate Superintendent:
 - i. upon the written request of an Associate Superintendent or Director;
 - ii. for the purpose of gathering information related to a specific employment decision;
 - iii. to assess the growth in specific areas of practice; or
 - iv. when, on the basis of information received through supervision, the Superintendent or Associate Superintendent has reason to believe that the leadership practice may not meet the expectations of their annual administrative profile or the *Standard*, or that for any reason may require an evaluation.
- b. When an evaluation is initiated, the Associate Superintendent / Director is to be notified in writing of the following:
 - i. the reason(s) for and purpose(s) of the evaluation;
 - ii. the process, criteria and standards to be used;
 - iii. the timelines to be applied including the date of completion of the report; and
 - iv. the possible outcomes of the evaluation.
- c. When conducting an evaluation, the Superintendent or Associate Superintendent must:
 - i. include observations of roles and other activities related to the Associate Superintendent / Director's assignment;
 - ii. collect data in accordance with the CASS / ASBOA *Code of Professional Conduct*;
 - iii. conduct appropriate pre-evaluation and post-evaluation conference discussions;
 - iv. provide on-going feedback over the course of the evaluation.
- d. An Associate Superintendent / Director with a probationary contract must be given written notification of the evaluation to be conducted during the probationary period, and
 - i. pre-evaluation conference should normally occur before January 31; and
 - ii. at least one other conference shall be conducted prior to April 30, prior to any decision being made with regard to renewing an Associate Superintendent / Director's designation.
- e. An evaluation report must be completed by June 15 of each year, and include recommendations pertaining to the employment, certification or remediation as applicable.

- f. The evaluator must meet with the Associate Superintendent / Director to discuss the evaluation report, and the Associate Superintendent / Director may add written comments to the evaluation report.
- g. A copy of the original evaluation report, together with the Associate Superintendent / Director's written comments, must be included in the Associate Superintendent / Director's personnel file in Division Office.
- h. The *Superintendent Leadership Quality Standard and the Leadership Quality Standard* outlines many of the expectations associated with leadership practice expected of an individual in this leadership role.
- i. If the evaluator carrying out the evaluation concludes that the Associate Superintendent / Director's performance does meet the *Standard*, or that a change in the behaviour or practice of an Associate Superintendent / Director is not required, the evaluation is complete.
- j. When an evaluation determines the Associate Superintendent / Director's performance does not meet the expectations of the *Standard*, or that a change in the behaviour or practice is required, then the Associate Superintendent / Director must be provided:
 - i. a notice of remediation describing the required change in behaviour or practice;
 - ii. a program of assistance and strategies the Associate Superintendent / Director is expected to pursue, consistent with the notice of remediation;
 - iii. information about how it will be determined if the required changes have been made, the applicable timelines for the remediation, and the possible consequences of not achieving the required changes; and
 - iv. notification of a subsequent evaluation to be undertaken within a reasonable period of time.
- k. If the evaluator concludes that the Associate Superintendent / Director's performance still does not meet the expectations of the *Standard*, or that a change in the behaviour or practice still is required, the evaluator must recommend:
 - i. an additional period of remediation and ongoing evaluation;
 - ii. disciplinary action, where appropriate; or
 - iii. termination of the contract of employment;or any combination of these.
- l. A notice of remediation may replace the Associate Superintendent / Director's obligation to develop, implement and complete an annual Professional Growth Plan and the Associate Superintendent / Director must comply with the notice of remediation.
- m. An Associate Superintendent / Director has the right to appeal an evaluation as provided in board policy and the *Education Act*, and such a request shall be made within 10 calendar days of the Associate Superintendent / Director receiving the evaluation report.
- n. This policy does not restrict a School Board or Superintendent:

- i. from taking or recommending disciplinary or other action, as appropriate, where the Superintendent has reasonable grounds for believing that the actions or practices of an Associate Superintendent / Director endangers the safety of students, constitutes a neglect of duty, a breach of trust or a refusal to obey a lawful order of the school authority, or
- ii. from taking any action or exercising any right or power under the *Education Act*.

August, 2010

Updates: October 2015, January 2020

References

[Superintendent Leadership Quality Standard](#)

[Leadership Quality Standard](#)

ASBOA Leadership Criteria

Section 33, 52, 53, 197, 202, 203, 204, 222 Education Act

