

Christ the Teacher Catholic Schools

Board Policy 12: Appendix B

PERFORMANCE ASSESSMENT GUIDE

<u>Role Expectation:</u> <u>Faith Leadership</u>	<u>Director Evaluation</u> <u>Evidence</u>	<u>Quality Indicators</u>
<ul style="list-style-type: none"> ◆ Models involvement in a Catholic faith community and ensures students and staff are provided opportunities for spiritual development within the Division. ◆ Follows, both in and out of school, a lifestyle and deportment in harmony with Catholic teaching and principles. ◆ Promotes collaboration and communication between the schools, the parish and the diocese. ◆ Seeks to strengthen the Catholic schools' identity in the community and province. ◆ Serves the Saskatchewan Catholic School Boards Association (SCSBA) as required. 	<p><u>Internal Report</u></p> <ul style="list-style-type: none"> ◆ Parent and student satisfaction survey results. ◆ Director's report. <p><u>External report</u></p> <ul style="list-style-type: none"> ◆ SCSBA report. ◆ ◆ ◆ ◆ ◆ <u>Direct Board Observation</u> 	<ul style="list-style-type: none"> ◆ Identifies trends and issues related faith development. ◆ Makes recommendations regarding means to improve the effectiveness of the Division's faith development program. ◆ Develops a liturgical calendar and ensures a comprehensive set of related classroom activities are provided to students. ◆ Ensures religious celebrations are organized by schools. ◆ Facilitates cooperative religious initiatives involving school, home and parish. ◆ Provides staff with a program of activities which reinforces and forms personal faith development and professional growth in effectively teaching religious education programs. ◆ Models a Catholic lifestyle and deportment.

<p style="text-align: center;"><u>Role Expectation: Educational Leadership</u></p>	<p style="text-align: center;"><u>Director Evaluation Evidence</u></p>	<p style="text-align: center;"><u>Quality Indicators</u></p>
<ul style="list-style-type: none"> ◆ Provides Catholic leadership in all matters relating to education in the Division. ◆ Ensures students in the Division have the opportunity to meet the standards of education set by the Minister. ◆ Implements education policies established by the Minister and the Board. ◆ Provides for the professional development of staff and administrators required to support programs and services. 	<p><u>Internal Report</u></p> <ul style="list-style-type: none"> ◆ Annual Report <ul style="list-style-type: none"> ◆ Satisfaction survey information ◆ PAT results ◆ Diploma results ◆ Completion rates ◆ Trends and Issues ◆ Director recommendations to Continuous Improvement Planning process. <p><u>External Report</u></p> <ul style="list-style-type: none"> ◆ Feedback from Saskatchewan Learning re: Annual Report. <p><u>Direct Board Observation</u></p> <ul style="list-style-type: none"> ◆ Annual Report. 	<ul style="list-style-type: none"> ◆ The Director conducts an analysis of student success and ensures Principals develop action plans to address concerns ◆ The Director identifies trends and issues related to student achievement to inform the Continuous Improvement Planning process, including recommendations for means to improve measurable student achievement. ◆ Parents and students are satisfied with levels of achievement. ◆ There is measurable improved student achievement over time. ◆ The Director meets Saskatchewan Learning expectations re: annual reports. ◆ The Director meets all timelines with provision for appropriate Board input relative to Continuous Improvement Plan. ◆ The Director ensures the Division's academic results are published.

<p align="center"><u>Role Expectation:</u> <u>Fiscal Responsibility</u></p>	<p align="center"><u>Director Evaluation</u> <u>Evidence</u></p>	<p align="center"><u>Quality Indicators</u></p>
<ul style="list-style-type: none"> ◆ Ensures the fiscal management of the Division by the Treasurer is in accordance with the terms or conditions of any funding received by the Board. ◆ Ensures the Division operates in a fiscally responsible manner, including adherence to recognized accounting procedures. ◆ Prepares the annual budget for the consideration of, and adoption by, the Board, which reflects Board priorities. ◆ Ensures the facilities management of the Division meets the needs of the Division. ◆ Ensures that insurance coverage is in place to adequately protect assets, indemnify liabilities and provide for reasonable risk management. 	<p><u>Internal Report</u></p> <ul style="list-style-type: none"> ◆ Director confidential communications to the Board showing notification of litigation. <p><u>External Report</u></p> <ul style="list-style-type: none"> ◆ Auditor’s Report. ◆ Auditor’s Management Letter. 	<ul style="list-style-type: none"> ◆ The Board is informed immediately regarding pending litigation. ◆ Generally accepted accounting practices are consistently being followed. ◆ Adequate internal financial controls exist and are consistently being followed. ◆ All collective agreements and contracts are being administered and interpreted so staff and contracted appropriately and appropriate deductions are being made. ◆ School budgets are expended as per approvals. ◆ The Board is informed annually about incurred liabilities. ◆ Facilities are managed with due concern for student programming. ◆ Risks are effectively managed, liabilities minimized and assets are protected.

<p style="text-align: center;"><u>Role Expectation:</u> <u>Personnel Management</u></p>	<p style="text-align: center;"><u>Director Evaluation</u> <u>Evidence</u></p>	<p style="text-align: center;"><u>Quality Indicators</u></p>
<ul style="list-style-type: none"> ♦ Has overall authority and responsibility for all personnel-related issues, except: the development of mandates for collective bargaining and those personnel matters precluded by legislation, collective agreements or Board policy. ♦ Monitors and improves the performance of all staff. 	<p><u>Internal Report</u></p> <ul style="list-style-type: none"> ♦ Annual Director Evaluation Report re: personnel-related actions e.g. staff professional development and leadership development, orientation, discipline, evaluation, recognition and supervision). <p><u>Direct Board Observation</u></p>	<ul style="list-style-type: none"> ♦ Develops and effectively implements quality recruitment, orientation, staff development, disciplinary, evaluation and supervisory processes. ♦ Models commitment to personal and professional growth. ♦ Fosters high standards of instruction and professional improvement. ♦ Provides for training of administrators and the development of leadership capacity with the Division. ♦ Models high ethical standards of conduct.

<u>Role Expectation: Director/Board Relations</u>	<u>Director Evaluation Evidence</u>	<u>Quality Indicators</u>
<ul style="list-style-type: none"> ◆ Establishes and maintains positive professional working relations with the Board. ◆ Respects and facilitates the implementation of the Board's roles and responsibilities as defined in Board policy including the provision of information the Board requires in order to perform its role. ◆ Provides the Board with briefing notes, materials, and a sound recommendation on which to base its decisions. ◆ Advises when Board possible actions are contrary to legislation, contracts or Board policy. 	<p><u>Internal Report</u></p> <ul style="list-style-type: none"> ◆ Accountability reports. <p><u>Direct Board Observation</u></p> <ul style="list-style-type: none"> ◆ Board agendas. ◆ Board meetings. ◆ Listing of issues and background information. ◆ Director e-mails and phone calls. 	<ul style="list-style-type: none"> ◆ The Director implements Board directions with integrity in a timely fashion. ◆ The Director provides support to the Board re: lobby efforts on behalf of the Division. ◆ Board agendas are prepared and distributed to Board Members in accordance with Board policy to allow for appropriate Board Member preparation for the meeting. ◆ The Director keeps the Board informed about Division operations. ◆ The Director provides the Board with balanced, sufficient, concise information and clear recommendations in agendas. ◆ The Director interacts with the Board in an open, honest, pro-active and professional manner. ◆ Ensures high quality management services are provided to the Board. ◆ The Director ensures that the Board receives correspondence addressed to the Board or Board Members.

<p style="text-align: center;"><u>Role Expectation:</u> <u>Continuous Improvement Planning and Reporting</u></p>	<p style="text-align: center;"><u>Director Evaluation Evidence</u></p>	<p style="text-align: center;"><u>Quality Indicators</u></p>
<ul style="list-style-type: none"> ◆ Leads the Continuous Improvement Planning process including the development of Division goals, budget, facilities and transportation plans and implements plans as approved. ◆ Involves the Board appropriately (identification of priorities and key results, opportunity for Board input early in the process, final Board approval). ◆ Reports regularly on results achieved. 	<p><u>Internal Report</u></p> <ul style="list-style-type: none"> ◆ Budget process and timelines and approved expenditures. ◆ Facilities Master Plan (FMP) ◆ Process and Timelines document approved by the Board. ◆ Satisfaction survey information. ◆ School growth plans. <p><u>Direct Board Observation</u></p>	<ul style="list-style-type: none"> ◆ The Continuous Improvement Planning process involves appropriate stakeholder input and results in high stakeholder satisfaction. ◆ Facility project budgets and construction schedules are followed or timely variance reports are provided to the Board. ◆ Transportation services are provided with due consideration for efficiency, safety and length of ride. ◆ Develops short and long-range plans to meet the needs of the Division and provide for continuous improvement. ◆ “Key results” identified by the Board are achieved. ◆ The budget and Continuous Improvement Plan are developed according to a timeline which ensures the Board’s ability to provide direction and revise priorities.

<u>Role Expectation:</u> <u>Organizational Management</u>	<u>Director Evaluation</u> <u>Evidence</u>	<u>Quality Indicators</u>
<ul style="list-style-type: none">◆ Demonstrates effective organizational skills resulting in Division compliance with all legal, Ministerial and Board mandates and timelines.◆ Reports to the Minister with respect to matters identified in and required by the Education Act.	<p><u>Internal Report</u></p>	<ul style="list-style-type: none">◆ Ensures Division compliance with all Saskatchewan Learning and Board mandates (timelines and quality).

<p style="text-align: center;"><u>Role Expectation: Communications and Community Relations</u></p>	<p style="text-align: center;"><u>Director Evaluation Evidence</u></p>	<p style="text-align: center;"><u>Quality Indicators</u></p>
<ul style="list-style-type: none"> ◆ Takes appropriate actions to ensure open, transparent and positive internal and external communications are developed and maintained. ◆ Keeps the Board informed through the provision of appropriate accountability reports. ◆ Ensures that parents have a high level of satisfaction with the services provided and the responsiveness of the Division. (2008-09 survey implementation). 	<p><u>Internal Report</u></p> <ul style="list-style-type: none"> ◆ Satisfaction survey data. ◆ Director’s monthly report. ◆ Accountability reports. ◆ Student Advisory report. <p><u>Direct Board Observation</u></p> <ul style="list-style-type: none"> ◆ Continuous Improvement planning process. ◆ Networks. 	<ul style="list-style-type: none"> ◆ Facilitates effective home-school relations. ◆ Ensures information is disseminated to inform appropriate publics. ◆ Works cooperatively with the media to represent the Board’s views/positions. ◆ Represents the Division in a positive, professional manner.

<u>Role Expectation: Leadership Practices</u>	<u>Director Evaluation Evidence</u>	<u>Quality Indicators</u>
<ul style="list-style-type: none"> ◆ 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. 	<p><u>Internal Report</u></p> <ul style="list-style-type: none"> ◆ Satisfaction survey. <p><u>External Report</u></p> <p><i>NOTE: This evidence will only be gathered for the second evaluation or by specific request.</i></p> <ul style="list-style-type: none"> ◆ Report of interviews with all of the principals. ◆ Report of interviews with Director's "direct reports". <p><u>Direct Board Observation</u></p>	<ul style="list-style-type: none"> ◆ Provides clear direction. ◆ Provides effective educational leadership. ◆ Establishes and maintains positive, professional working relationships with staff. ◆ Unites people toward common goals. ◆ Demonstrates a high commitment to the needs of students. ◆ Has a well-established value system based on integrity and aligned with Division values. ◆ Empowers others. ◆ Effectively solves problems.

<u>Role Expectation:</u> <u>Student Welfare</u>	<u>Director Evaluation</u> <u>Evidence</u>	<u>Quality Indicators</u>
<ul style="list-style-type: none"> ◆ Ensures that each student is provided with a safe and caring environment that fosters and maintains respectful and reasonable behaviours. ◆ 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. ◆ Ensures the facilities adequately accommodate Division students. ◆ Acts as, or designates, the local attendance counsellor for the Division. 	<p><u>Internal Report</u></p> <ul style="list-style-type: none"> ◆ Survey results ◆ EBS or alternative results. 	<ul style="list-style-type: none"> ◆ Develops measurements and monitors progress relative to providing a safe and caring environment. ◆ Implements the requirements of Occupational Health and Safety legislation, including required staff professional development. ◆ Complies with legislative requirements to appoint an attendance counsellor for the Division.