

Background

The Division believes that outstanding organizations require excellent management, and that strong leadership can be enhanced through a regular program of performance evaluation. The role of Senior/Middle Management is critical to ensuring the Division operates effectively.

Definitions

Senior Manager – Certificated: individuals who are responsible for the overall operation of the Division and hold a valid Alberta teaching certificate.

Senior Manager – Non-certificated: individuals who are responsible for the overall operation of the Division, but do not require a valid Alberta teaching certificate.

Middle Manager: individuals who manage specific departments within the Division.

Supervision: the ongoing formative process by which a Supervisor provides support and guidance to an employee.

Evaluation: the formal process of gathering and recording information or evidence over a period of time and the application of reasoned professional judgment by the employee's Supervisor in determining whether the performance of an employee meets expectations.

Leadership Quality Standards: the standards that apply to all certificated leaders employed in a school authority. Each competency in the standard includes several indicators designed to provide illustrative examples of competent leadership practice.

Notice of Remediation: the written statement issued by a Supervisor to an employee where the Supervisor has determined that the employee's performance needs improvement.

Procedures

A. Supervision

1. The purpose of supervision is to provide a safe, supportive opportunity for individuals and their Supervisors to communicate freely about job performance, to facilitate better working relationships, to discuss expectations and to identify professional development needs.
2. It is the responsibility of the Supervisor to:
 - a. Provide ongoing support, guidance, and developmental opportunities for the Manager;
 - b. Observe and receive information from any source about the quality of leadership the Manager provides;
 - c. Identify behaviours or practices of the Manager which may require improvement or necessitate an evaluation.

3. It is the responsibility of the Manager to receive and act on feedback received through the supervision process to improve their professional performance, look for learning opportunities in every-day activity, and identify opportunities for training or advancement.

B. Evaluation

1. The purpose of the evaluation for senior/middle managers is to make decisions relative to competence, performance and suitability of an individual in a particular position.
2. It is the responsibility of the Superintendent or designate to provide for the evaluation of the Senior Manager - Certificated. Evaluation of the Senior Manager – Non-Certificated and the Middle Manager is the responsibility of the individual's direct Supervisor.
3. A written evaluation of the employee shall be conducted:
 - a. Prior to the end of a probationary period;
 - b. Within 12 months of being transferred to a different position; or
 - c. When, on the basis of information received through supervision, the supervisor has reason to believe the employee's performance may not be fulfilling the duties and responsibilities identified in the employee's job description. A notice of evaluation will be issued.
4. An evaluation of the employee may be conducted upon the written request of the employee. The evaluation will only be conducted if the Supervisor is in agreement.
5. Prior to the evaluation commencing, the Supervisor will meet with the Manager to review evaluation methods and criteria.
6. Evaluation data collection for Senior Manager – Certificated shall involve:
 - a. A review of documents and artifacts that provide evidence of the Senior Manager – Certificated competencies as they relate to the Leadership Quality Standard;
 - b. A review of documents and artifacts that provide evidence of the Senior Manager – Certificated competencies as they relate to the employee's job description;
 - c. Information gathered by use of survey(s) from a mix of the following groups, Administrators, support staff and colleagues, external stakeholders. The survey will be conducted in regards to:
 - i. the manner in which the Senior Manager – Certificated interacts with those in the above-mentioned groups; and
 - ii. the Senior Manager – Certificated leadership capabilities.
 - d. On-going observations made by the Supervisor;
 - e. Other sources of data as agreed upon by the Supervisor and the Senior Manager – Certificated.
7. Evaluation data collection for Senior Manager – Non-Certificated or Middle Manager designations shall involve:
 - a. A review of documents and artifacts that provide evidence of the Senior Manager – Non-Certificated or Middle Manager competencies as they relate to the employee's job description;
 - b. Information gathered by use of survey(s) from a mix of the following groups, Administrators, support staff and colleagues, external stakeholders. The survey will be conducted in regards to:
 - i. the manner in which the Senior Manager – Non-Certificated or Middle Manager interacts with those in the above-mentioned groups; and
 - ii. the Senior Manager – Non-Certificated or Middle Manager leadership capabilities.
 - c. On-going observations made by the Supervisor;
 - d. Other sources of data as agreed upon by the Supervisor and the Senior Manager – Non-Certificated or Middle Manager.

8. Upon completion of the evaluation:
 - a. The Supervisor and the employee shall meet to review/discuss the data collected;
 - b. The Supervisor will complete a written report and provide the employee the opportunity to add written comments to the evaluation report;
 - c. A copy of the evaluation report shall be provided to the Administrator, and a copy of the signed evaluation report will be submitted to Human Resources for filing in the employee's personnel file.
9. Employees may appeal an evaluation in writing to the Superintendent, outlining the reasons for the evaluation review. Senior Manager – Certificated may appeal the evaluation to the Chair of the Board of Trustees. The appeal must be made within 10 calendar days of receiving the evaluation report. Upon receiving the appeal, the Superintendent/Board Chair will conduct a review and render a written decision with 15 calendar days.
10. When, as a result of an evaluation, the Supervisor determines that the employee does not meet the standards outlined in either the job description or the Leadership Quality Standards, if applicable, the Supervisor shall issue to the employee a notice of remediation. The notice of remediation shall outline the behaviours that do not meet the outlined standards, describe the expectations required for acceptable performance, and an applicable timeline, including a date of evaluation.
11. If, after remediation, the evaluator concludes that the employee's performance still does not meet the expectations, or that a change in the behaviour or practice is still required, the evaluator must recommend:
 - a. An additional period of remediation and ongoing evaluation;
 - b. Disciplinary action, or
 - c. Termination of the employee's contract of employment.
12. This Administrative Procedure does not restrict the Board or Superintendent:
 - a. From recommending disciplinary or other action, as appropriate, where the Superintendent or designate has reasonable grounds for believing that the actions or practices of the Senior/Middle Manager 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
 - b. The Board or the Superintendent from taking any action or exercising any right or power under the *School Act*.

Reference

[School Act](#)
[Leadership Quality Standards](#)