

402.11.4 - Leadership Team Members – Growth, Supervision and Evaluation

Purpose

The purpose of the growth, supervision, and evaluation process for the leadership team is to support professional development and enhance leadership effectiveness through constructive feedback and ongoing dialogue. This process recognizes the autonomous nature of leadership team roles while maintaining accountability and professional standards.

Leadership team members are expected to demonstrate competencies aligned with their role description, the Leadership Quality Standard (LQS) where applicable, and contribute to the Division's success. This procedure is intended to build capacity, recognize contributions, and strengthen the overall effectiveness of the Division's leadership team, while ensuring accountability and maintaining a high standard of leadership that advances student learning and organizational success.

Definitions

Growth: Continuous development of leadership skills, knowledge, and competencies in alignment with the Division's Education Plan and strategic priorities.

Designated Supervision: Ongoing oversight and support provided by the Superintendent. Other designated supervisors include Associate Superintendents and other Leadership roles as designated by the Superintendent.

Evaluation: Formal process of assessing leadership effectiveness, contributions, and alignment with divisional goals.

Leadership Growth Plan: An annual and ongoing development plan aligned with organizational priorities and individual leadership goals relevant to the role as well as the Leadership Quality Standard (LQS) and/or other Professional Designations.

Leadership Team Members: Non-union positions including Associate Superintendents, Directors, and other executive leadership roles as designated by the Superintendent.

Leadership Quality Standard (LQS): the authorized standard, competencies and indicators as defined in the Ministerial Order #002-2020

Procedures

The process for leadership team members growth, supervision and evaluation will address the following;

1. Growth

- 1.1. Leadership team members will engage in ongoing growth and development on a regular basis, which meets the requirements of this administrative procedure.
- 1.2. The professional growth process will typically include:
 - 1.2.1. Reflect self-assessed professional learning needs
 - 1.2.2. Demonstrate connection to Division priorities
 - 1.2.3. Consider provincial priorities
- 1.3. The professional growth process could typically include;
 - 1.3.1. Assessment of strengths and development areas
 - 1.3.2. Specific goals with timelines
 - 1.3.3. Learning activities and success measures
- 1.4. Leadership team members are responsible for:
 - 1.4.1. Engaging in self-reflection and professional learning
 - 1.4.2. Providing periodic updates on progress to their designated supervisor
- 1.5. Designated supervisors will;
 - 1.5.1. Provide guidance and support as needed
 - 1.5.2. Monitor progress through ongoing dialogue

2. Supervision

- 2.1. Supervision occurs through regular formal and informal interactions focused on:
 - 2.1.1. Providing strategic guidance and support
 - 2.1.2. Monitoring performance and leadership effectiveness
 - 2.1.3. Identifying strengths and development opportunities
 - 2.1.4. Addressing any performance concerns
- 2.2. When supervision indicates potential performance issues, the designated supervisor will:

- 2.2.1. Work collaboratively with the leadership team member to address concerns
- 2.2.2. Provide appropriate support, resources and direction
- 2.2.3. Document discussions and agreed upon actions
- 2.2.4. Consider evaluation and consult with the Associate Superintendent of Human Resources (or designate) if concerns persist

3. Evaluation

3.1 An evaluation may be conducted:

- 3.1.1. At the Leadership team member's written request;
- 3.1.2. For employment or contract decisions;
- 3.1.3. When performance concerns arise through supervision;
- 3.1.4. As part of regular Division review cycles

3.2. The evaluation process includes but not limited to;

- 3.2.1. Written notice outlining purpose, process, timelines and possible outcomes
- 3.2.2. Multiple data sources including but not limited to;
 - 3.2.2.1. Performance observations and outcomes
 - 3.2.2.2. Stakeholder feedback
 - 3.2.2.3. Leadership artifacts and documentation.

3.3. Upon completion of the evaluation, the designated supervisor shall provide the leadership team member with the following:

- 3.3.1. The completed evaluation report;
- 3.3.2. A written determination indicating whether performance is meeting, not meeting, or partially meeting the expectations of the role; and
- 3.3.3. An opportunity, not to exceed 3 school days from the receipt of the report, to append additional comments to an evaluation report.
- 3.3.4. If the leadership team member refuses to sign the evaluation report, this shall not invalidate the report nor prevent further steps being taken under this administrative procedure.

3.4. A copy of all written evaluations shall be forwarded to Human Resources.

3.5. Where, as a result of an evaluation, the designated supervisor determines that a leadership team member is not meeting the expectations of the role:

- 3.5.1. The designated supervisor will notify the Superintendent or designate to identify next steps.

- 3.6. Notwithstanding any other provision within the evaluation process, the Superintendent or designate may suspend a leadership team member from their duties under applicable legislation, and/or Board policy.
- 3.7. This administrative procedure does not limit the Division's authority to make employment decisions regarding leadership team members.

References

Division Policies:	402.11.1 Growth, Supervision, and Evaluation 400.1 Welcoming, Caring, Respectful and Safe Work Environments Appendix A 400.1 Employee Code of Conduct 402.12 Staff Learning 607.4 Responsible Use of Technology 1003.1 Channels of Communication and Disputes Resolution 403.3 Employee Discipline
Other:	Alberta Employment Standards Occupational Health and Safety Act Alberta Education Act Leadership Quality Standard (LQS)