



# Administrative Procedure: Performance Appraisal Director of Education

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The Director provides leadership for growth in student achievement and well-being, and implementation of the multi-year plan of the Board.

The Director's Performance Appraisal will focus on the effective strategies and leadership practices that the Director has employed to support the Board in achieving its multi-year plan.

## Objectives

The main intent of the process is to provide helpful, objective feedback to the Director in order to optimize future performance.

1. To build upon and improve the Director of Education's performance by establishing a formal process and mechanism through which to provide feedback and to discuss and monitor expectations and standards of performance.

2. To ensure that the Superior North Catholic District School Board's expectations and priorities are being effectively addressed by the Director.
3. To ensure accountability for the effective leadership and management of the school system.
4. To provide a mechanism to assist the Director to develop clear expectations and plans for the system.
5. To provide the Director with concrete feedback from the Board on his/her performance to be used as a basis for his/her personal development in the role.

## Guiding Principles

1. A performance management process provides a forum for constructive dialogue and exchange of information between the Director and the Board.
2. The process is an opportunity for both the Board and the Director to clarify expectations and goals, to review past accomplishments, and to agree on the future needs of the Catholic school system, based on priorities identified in the strategic multi-year plan. The end result provides clear objectives for the coming year.
3. The policy benefits students, based on the Director's and Board's shared responsibility for improving student achievement and well-being.
4. The Director's Performance Appraisal shall be conducted on an annual basis with the involvement of all members of the Board.
5. The Performance Appraisal is a mutual learning opportunity to affirm successful practices and to improve areas of identified need.
6. The Performance Appraisal is results-oriented and is based on a continuous improvement focus for both the Director and the Board, while:
  - a. Being characterized throughout by transparency and open communication, balanced by professional confidentiality and respect for all parties.
  - b. Identifying any performance concerns at an early stage, providing ample time for resolution and support.

## Specific Directives

1. In September, the Director shall present Trustees with a preliminary statement of goals in the Director's Annual Board Plan, which has been developed with input from Senior Administrators and Principals, based on the identified strategies of the multi-year plan. As much as possible, goals will be stated as measurable SMART goals.

2. The Director will provide each Trustee with the final statement of goals, and the progress made so far, during the December, March and May board meetings.
3. The May update will include a statement attesting to the achievement of the SMART goal, presented by the Director.
4. Following this, the Chair of the Board shall lead the evaluation process, which will occur before the June meeting. All Trustees of the Board shall review the data collected from 11:00 a.m. until 1:00 p.m.
5. The Performance Appraisal shall be based on the information collected from these sources:
  - a. The current multi-year strategic plan.
  - b. The Director's Annual Goals summary.
  - c. The current Director's Annual Report.
  - d. The current Board Improvement Plan for Student Achievement.
  - e. Superior North CDSB "Profile of Director of Education" (included in the Director's Employment Contract).
6. Descriptions of the knowledge of practices, knowledge, attitudes and skills as outlined in the Catholic Leadership Framework (Catholic Supervisory Officers section).
7. The Trustees shall prepare a written appraisal report based on the data collected, that shall be submitted to the Director of Education in September of each following school year.
8. The Director of Education shall then respond and the appraisal report and the Director's response shall be received by the Board for review, approval and disposition at the October meeting.
9. The Director shall file a final annual report in October, identifying areas of focus for attention for the upcoming school year, at the Board Meeting. The report shall consider any recommendations arising out of the appraisal report and the Director's response from the previous school year. These will be added to the Director's Annual Board Plan.
10. The appraisal report and response of the Director shall be filed within the Director's personnel file.

## Responsibility

The Chair of the Board and the Director of Education shall be responsible for the implementation of this policy and administrative regulation.

## Policy Evaluation and Review

The policy and administrative regulation shall be reviewed when the Director and Trustees receive further direction through specific training modules.