

**ANGLOPHONE SOUTH DISTRICT EDUCATION COUNCIL**

**POLICY TYPE:** Council- Staff Relationship

**POLICY NO:** C-SR 5

**POLICY TITLE:** Monitoring Superintendent Performance/  
Annual Evaluation

**PAGE:** 1 of 6

The Council will view Superintendent performance as being identical to organizational performance. Superintendent job performance will be monitored systematically against the only Superintendent job expectations: reasonable progress toward organizational accomplishment of the Council's *ENDS* policies and organizational operation as set out in the District Education Plan within the boundaries established in the Council's *Executive Limitations* policies.

Accordingly:

1. Monitoring determines the degree to which Council policies are being met. Information not formally presented as monitoring data and that does not contribute directly to this purpose is not considered monitoring data.
2. The Council will acquire monitoring data on *Ends* and *Executive Limitations* policies by one or more of two methods, by:
  - a. Internal report – in which the Superintendent discloses information and certifies compliance to Council;
  - b. Council Self-Assessment, in which the whole Council formally assesses compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be whether the Superintendent has reasonably interpreted the Council policy being monitored and determination of whether reasonable progress is being made toward achieving the Council's *Ends* policies. The Council will make the final determination as to whether a Superintendent's interpretation is reasonable and whether reasonable progress is being made.
4. All policies that instruct the Superintendent will be monitored on schedule and by a method chosen by Council. The Council may monitor any policy at any time by any method, but as a rule, will depend upon the decided method and frequency.

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**Adopted: November 13, 2013**

**Revised: June 10, 2020**

**Review Method: Council Self-Assessment**

**Review Frequency: Annual**

5. Each May/June the Council will conduct a formal evaluation of the Superintendent. A sub-committee may be formed to lead this process. The evaluation will be based upon data collected during the year from the monitoring of Council policies on *Ends* and *Executive Limitations*. The Council and the Director of Human Resources will review the evaluation document and process in closed session.

The evaluation document will consist of:

- a. A written self-reflection document by the Superintendent, reflecting on the year gone by in relation to the Council's policies on *Ends* and *Executive Limitations*, and considering accomplishments and challenges.
- b. The results of the self-reflection will be made available to the Superintendent by the Chair of the District Education Council and the Chair of the Evaluation Committee. These results will also be available to the District Education Council in private session. The District Education Council will meet with the Director of Human Resources at the June private session to discuss salary and a motion for public session to address salary according to the provincial pay band.
- c. A motion will be prepared and discussed with a recommendation of salary using the provincial pay bands.

Nothing in this policy is intended to imply the establishment of any personal rights not explicitly established by Statute, contract or Council policy. This policy in no way limits the Council's right to remove a Superintendent as authorized by law. All employment decisions related to the Superintendent remain the sole discretion of the Council, except those prescribed by Act or Statute.

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**Adopted: November 13, 2013**

**Revised: June 10, 2020**

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**Review Frequency: Annual**

## **APPENDIX A - C-SR #5 - Monitoring Superintendent Performance Annual Evaluation (June 2020)**

FOR ADDITION TO THE DEC HANDBOOK

### **MONITORING SUPERINTENDENT PERFORMANCE**

DECs often look for guidance on how to evaluate their superintendent's performance. They know it is a responsibility they must take seriously but the methods have often varied from district-to-district and from year-to-year. A more standardized approach has been endorsed by DEC chairs, EECs and superintendents to provide a consistent, effective, and fair method of measuring superintendent performance.

Your Council-Staff Relations policies contain a statement on Superintendent Review/Evaluation which declares that superintendent performance is equal to district performance. Under the Carver model of Policy Governance, the DEC determines the superintendent's performance by analysing the monitoring of DEC policies to determine if your superintendent managed the district in a way that met or exceeded your written expectations. If the DEC has been diligent in its monitoring, the Council will have all the information it needs to evaluate the superintendent.

Having good policy monitoring practices is the cornerstone to effective superintendent evaluations. The DEC must be committed to assessing district performance through the careful consideration of evidence-based monitoring reports as outlined in the section on Monitoring District Performance.

The DEC may elect to use a superintendent evaluation committee to do some of the preparation for the discussion on superintendent performance but the annual superintendent review is a responsibility of the whole DEC.

#### **STEP 1 – PREPARE A SUMMARY OF THE MONITORING FOR THE YEAR**

The DEC Monitoring Report Tracking Worksheet will allow the DEC to compile a record of your decision on district performance throughout the year. It tracks the board's initial assessment and the follow-up on incomplete or non-compliant policies. If this form has not been updated through the year, an individual or superintendent evaluation committee can be tasked with reviewing DEC minutes and summarizing the Council's findings on Ends and Executive Limitations.

#### **STEP 2 – ANALYSE THE SUMMARY INFORMATION FOR TRENDS IN COMPLIANCE OR NON-COMPLIANCE AND PREPARE A REPORT.**

The DEC reviewed the superintendent's interpretations and evidence in detail when evaluating the district's performance. The DEC has made an official motion recorded in the minutes. It is not necessary

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or appropriate to reassess the policy monitoring when conducting a performance evaluation. The annual review is not an opportunity to second-guess the decisions previously made by the Council.

The DEC's work at this stage is to determine overall performance trends based on the monitoring work that has already been completed. When the DEC considers the monitoring of all the policies during the past year, does the DEC's findings indicate that your superintendent has met expectations by reasonably interpreting your Ends policies and working within your Executive Limitations? Has the superintendent demonstrated achievement in one or more areas in a way that has exceeded reasonable expectations? Does the monitoring indicate that the superintendent has generally failed to meet reasonable expectations?

To help the DEC assess superintendent performance, the following template has been developed by adapting the question guide recommended by The Governance Coach in the guide on Meaningful Monitoring.

Assessing performance in relation to Ends Policies

1) Use the DEC's official assessment of the Ends monitoring reports (internal, external and direct inspection) as recorded in the minutes to sort the Ends into the following categories:

Superintendent achieved a reasonable interpretation.

Superintendent did not achieve a reasonable interpretation.

Superintendent exceeded a reasonable interpretation.

Note: If you have used a District Performance Tracking worksheet, the DEC will have this information at your fingertips.

2) Use the DEC's official assessment of the Executive Limitations monitoring reports as recorded in the minutes to sort the policies into the following categories:

Superintendent achieved a reasonable interpretation.

Superintendent did not achieve a reasonable interpretation.

Superintendent exceeded a reasonable interpretation.

3) Assess performance based only on the information in these tables. The DEC looks at the big picture to determine the overall performance of the superintendent. For example, how does exceeding in Ends for literacy, science and numeracy balance out against a failure to meet expectations with regards to superintendent succession planning.

4) The DEC Chair or superintendent evaluation committee creates a report using the monitoring data and provides a rationale for their recommendation on performance. The report assessing superintendent performance may refer to previous monitoring reports but must not re-interpret or re-evaluate.

STEP 3 – Present the report and recommendation to the Superintendent and the Council. The report and a recommended motion on superintendent performance are made available to Council members and the superintendent at least 2 weeks in advance of the private session meeting in which the DEC is to decide on performance. There is an important exception, the Governance Structure Regulation of the Education Act requires the Student DEC member to be excluded from all discussion on superintendent review. The DEC Chair and the Committee Chair will meet with the Superintendent to review the report and the recommendation to Council.

All copies of the report must be marked as confidential. It is important that all DEC members respect the privacy rights of their sole employee. Personnel files must be held in the strictest confidence and cannot be shared or discussed outside a private session. Failure to maintain confidentiality can have legal repercussions for you, your Council, and your District.

STEP 4 - DEC meets in private session for discussion and drafts a motion on the superintendent's performance and salary recommendation.

Having reviewed the report and recommendation of the committee, the Superintendent can address the Council in private session and discuss the report. The superintendent may choose to provide some selfreflection or address any concerns with the committee's report.

The Council may ask the committee chair questions for clarification on issues raised in the report. This is not an opportunity to reassess or debate previous monitoring reports. The DEC Chair will have the task of keeping the discussion on point.

The superintendent will be asked to leave the room so the Council can further deliberate and discuss the report and the motion with regards to performance.

The Council drafts a motion stating the monitoring data supports a finding that the superintendent has met expectations, exceeded expectations, or failed to meet expectations.

Once the Council has determined the appropriate performance level, they will ask the director of human resources to join the meeting to consult on the appropriate salary recommendations in keeping with the provincial pay band structure.

The Council will finalize a motion for the public session that states the overall finding on superintendent performance and the salary recommendation. For example:

“The DEC makes the following salary recommendation having found the superintendent’s overall performance has met/exceeded/failed to meet expectations in managing the operations of the school district as established by DEC policy.”

#### STEP 5 – Keeping Records

The DEC’s report and a record of the motion on superintendent performance is kept in a confidential HR file at District Office and may be reviewed by the DEC in closed session when considering future HR decisions such as the renewal of a 5-year contract.