



Superintendent/CEO Growth Instrument

Job Description Summary

As the Chief Executive Officer of the Park West School Division, the Superintendent is accountable to the Board for overall leadership and strategic direction in the development, implementation and evaluation of programs and services within the Park West School Division. This includes facilitating the articulation of its vision and mandate, creating the processes and structures needed for implementation, and developing the mechanisms to evaluate the outcomes achieved through the process. The CEO also provides advisory, strategic, and program support services to the Board of Trustees.

The Superintendent may choose to delegate the exercise of identified powers, duties and responsibilities to other Divisional personnel, but remains accountable to the Board for the supervision, administration, coordination, and execution of all Division mandates, including those delegated. Accordingly the success of the Division is directly linked to the performance of the Superintendent and the significance the Trustees attach to the various responsibilities assigned.

This position reports to the Board of Trustees.

Areas of Responsibility Under Review

This growth instrument has been designed to assess the performance and significance of the following domains of responsibility:

1. Board Relations and Responsibilities
2. Educational Leadership and Planning.
3. Programming and Professional Development.
4. Personnel Leadership.
5. Public Relations and Communications.
6. Leadership in Finance, Facilities and Transport
7. Attention to Policy and Legal Requirements
8. Personal Development
9. Support of the Strategic Plan



SUPERINTENDENT/CEO GROWTH INSTRUMENT

Domain 1 – BOARD RELATIONS AND RESPONSIBILITIES: Actively pursues positive Board Relations by meeting Board expectations.

INDICATORS OF ACHIEVEMENT

- Works effectively and respectfully with Trustees and the Board.
- Provides accurate information, advice and guidance to the Board in educational matters, policy development and implementation.
- Assists the Board in the formulation and implementation of policies, procedures and directives.
- Attends and or represents the Board at meetings as required.
- Understands and complies with provincial statute, regulations and the by-laws and policies of the Board.
- Supports the Board and the Chairperson in the performance of the duties and responsibilities assigned.

Domain 2 – EDUCATIONAL LEADERSHIP AND PLANNING: Provides and ensures appropriate Educational Leadership and Planning

INDICATORS OF ACHIEVEMENT

- Articulates and applies the Mission, Vision and Values of the Division in the operations of the programs and practices of the Division.
- Demonstrates leadership in directing, managing and coordinating the work of the leadership team, and the services they provide at both the Division Office and school levels.
- Demonstrates leadership in the management of personnel, programming, and the utilization of facilities and transportation.
- Ensures coordination and cooperation among all facets of the Division's operations – programs, facilities, transportation and administration.
- Demonstrates knowledge of and skill in the management of organizations and organizational change and ensures successful implementation of the Division's Strategic Plan.

Domain 3 – PROGRAMMING AND PROFESSIONAL DEVELOPMENT: Promotes a Culture of Learning through Programming, Administrative Practices, and Professional Development.



INDICATORS OF ACHIEVEMENT

- Possesses and demonstrates extensive knowledge of human learning, instructional pedagogy and provincial curriculum.
- Practices leadership which recognizes and utilizes the abilities of employees and Trustees and strives to develop procedures and professional development activities which ensure the maximum utilization of their strengths.
- Promotes a culture of learning through regular visits to schools undertaking consultation with school administrators, classroom teachers and students.
- Provides leadership which addresses cultural diversity and promotes inclusivity of all students in safe schools.
- Encourages schools to take responsibility for the specific learning needs of the community they serve and achievement of the desired educational outcomes.
- Keeps informed of developing educational practices through membership in professional organizations, research/study, system visitations and conference attendance.

Domain 4 – PERSONNEL LEADERSHIP: Provides Appropriate Personnel Leadership

INDICATORS OF ACHIEVEMENT

- Encourages the Board to make changes in the organizational structure and functional responsibilities of employees which will enhance the operation of the Division and the job satisfaction of individuals.
- Appropriately administers and interprets the Division Policy Manual and collective agreements to ensure fairness in the management of all employees while encouraging harmonious relationships with union representatives, other departments, agencies and professional associations..
- Practices sound judgment when dealing with employees and keeps the Board informed of employments, placements, leaves, transfers, promotions, resignations, and supervision of all personnel.
- Keeps the Board informed of staff experiencing work difficulty and has an appropriate procedure(s) for dealing with matters which may result in suspension or recommendation for dismissal.
- Coordinates the establishment and work of Division selection committees consistent with the procedures of the Board when new school administrators or members of senior management are selected.
- Oversees a system of staff supervision and evaluation, evaluating the Secretary-Treasurer in accordance with Board policy, and



supporting/assisting as appropriate the Secretary-Treasurer with the supervision of staff for which they are responsible.

- Is available to the Board Negotiations Committee for consultation as required on matters under consideration.

Domain 5 – PUBLIC RELATIONS AND COMMUNICATIONS: Ensures Positive Public Relations and Communications.

INDICATORS OF ACHIEVEMENT

- Consults and collaborates on issues in a respectful and inviting manner with Divisional stakeholders, both internal and external.
- Communicates and applies Board policies and directions to Divisional staff and community.
- Effectively communicates with parents, community (including Hutterite and First Nations), professional associations (both local and provincial) including the Park West Teachers' Association.
- Maintains effective communication and consults with Divisional personnel as necessary to ensure the accomplishment of the Mission, Vision, Values, Goals and Objectives of the Division.
- Liaises with social, professional, civic, volunteers and other community agencies and groups with an interest in the Division.
- Consults and cooperates with officials of Manitoba Education, the Manitoba School Boards' Association, the Manitoba Association of School Superintendents, the Manitoba Teachers' Society, and other groups concerned with the advancement of education.
- Receives enquiries from parents and the public and responds promptly.
- Act on own discretion if action is necessary in any matter not covered by Board policy, report on such action to the Board as soon as practicable and recommend policy in order to provide guidance in the future.

Domain 6 – LEADERSHIP IN FINANCE, FACILITIES AND TRANSPORT-ATION: Provides Sound Leadership in the Areas of Finance, Facilities and Transportation.

INDICATORS OF ACHIEVEMENT

- Strives to ensure the most efficient use of the Division's financial, physical and transportation resources.
- Collaborates with the Board and the Secretary-Treasurer in the preparation of the annual budget establishing milestone dates for all



activities and incorporating goal setting, consultation and communication with stakeholders.

- Provides direction and support to the Secretary-Treasurer in the presentation and interpretation of the Annual Budget proposal to the Board and the discussions which result.
- Ensures the presentation of financial matters to other organizations and the general public as directed by the Board.
- Upon approval of the budget, implements and monitors its application throughout the year to ensure adherence to budget objectives.
- Ensures there is a plan in place to manage changing circumstances affecting the maintenance and utilization of the Division's facilities and transportation system.

Domain 7 – ATTENTION TO POLICY AND LEGAL REQUIREMENTS: Ensures all Division Undertakings are Congruent with Legal Requirements.

INDICATORS OF ACHIEVEMENT

- Performs all assigned duties in compliance with provincial statutes and regulations and the by-laws and policies of the Board.
- Ensures that the actions of the Board adhere to Board policy and all provisions of laws, rules and regulations of the Province of Manitoba.
- Demonstrates current knowledge of relevant legislation and Government policies concerning education, and recommends review of divisional policies and processes to maintain alignment when changes are made.
- Receives complaints and concerns of staff, public and students and if unable to satisfy arranges for the complainant to address the concern to the Board.
- Ensures compliance with Division policy and procedures and Government Laws and regulations.
- Performs the responsibilities of Privacy Officer for the Division.
- Maintains confidentiality and integrity showing respect for staff, students and members of the public.
- Able to effectively present information and respond to questions from members of staff and the general public demonstrating appropriate knowledge of the Public Schools Act, its Regulations, Board policy and collective agreements.
- Acts on own discretion if action is necessary in any matter not covered by Board policy, reports on such action to the Board as soon as practicable and recommends policy in order to provide guidance in the future.



Domain 8 – PERSONAL DEVELOPMENT: Undertakes Appropriate Personal Development

INDICATORS OF ACHIEVEMENT

- Demonstrates the characteristics of a life-long learner through reading, and regular participation in personal professional development conferences, workshops and information sessions sponsored by Manitoba Education and encourages others to do likewise.
- Promotes the use of information, data and research and utilizes such to guide the structure of student learning and the instructional policies and practices of the Division.
- Keeps current with the curriculum changes initiated by the Manitoba Education, and other matters such as student evaluation and reporting.
- Embraces and strives for excellence personally and for the students, staff and trustees of the Division.
- Welcomes and fully participates in the annual review of the Superintendent's performance.

Domain 9 – SUPPORT OF THE STRATEGIC PLAN: Strives to Achieve the School Systems' Goals as Outlined in the Annual Division Strategic Plan

INDICATORS OF ACHIEVEMENT:

- Leads the development and maintenance of the overall strategic plan, its vision, implementation and achievement.
- Actively engages in consultations with the parties who can provide input and support the achievement of the Division's goals
- Provides constructive leadership in assisting the Board and members of Divisional Administration in the determination of items of importance to be considered in determining the Annual Goals.
- Outlines and shares with the Board and Divisional Administration a plan to implement and achieve the Annual Goals.
- Actively engages in and supports the process of implementation of the Annual Goals.
- Makes regular reports to the Board on the progress of the efforts to achieve the goals of the Strategic Plan identifying when appropriate, impediments to the achievement of its goals, and seeks direction from the Board concerning continuing pursuit of goals so affected.



**IN THE COMING YEAR I WOULD LIKE THE SUPERINTENDENT TO CONSIDER
THE FOLLOWING GOAL(S):**

End of Growth Instrument



NEXT STEPS

SUPERINTENDENT'S GROWTH SUMMARY

Following completion of the Superintendent's Growth Instrument by all Trustees, the results shall be summarized by the Executive Assistant following which the Chairperson and Vice-Chairperson (or two trustees selected by the Board) will review the results and prepare a written confidential report which shall be provided to the Board for review. The Board shall discuss the draft report in-camera and suggest appropriate changes. The report should then be re-written and a copy provided to the Superintendent who shall meet in-camera with the Board to discuss the report, provide a response and arrive at mutually agreed upon goals for the coming year.

- (1) The **initial report** shall contain: The numerical results as a coefficient of the responses for each domain together with a summary of the items respondents identified as perceived strengths and perceived opportunities for growth. Also included shall be a listing of the suggestions made by respondents for possible goals for the coming year.
- (2) The initial report shall be reviewed by the trustees assigned who shall summarize what they believe to be majority opinion on the strengths and opportunities for each domain and the goals suggested for the coming year in a **draft report**.
- (3) The **draft report** shall be presented to the Board and discussed in camera during which the composition of the report to be provided to the Superintendent shall be agreed. The draft report shall then be re-written to accommodate agreed upon changes and a copy be provided to the Superintendent for review.
- (4) Following review of the draft report the Superintendent shall meet in-camera with the Board to respond to the report's findings and seek agreement on personal and professional goals for the coming year.
- (5) A **final report** shall then be prepared and presented to the Board for approval. It shall contain: (a) the numerical results obtained for each domain with the previous year's results in brackets; (b) a summary of the strengths and opportunities for each domain; (c) a general statement summarizing the conclusions drawn by the Board; (d) the goals identified for the coming year; (e) comments by the Superintendent; (f) the signature of the Board Chairperson, and (g) the date of approval by the Board.
- (6) Upon approval, one copy of the signed report shall be placed in the Superintendent's personnel file and the Superintendent shall be provided with a personal copy.