



Performance Appraisal for Executive Council Members

Suggested "Look Fors"

The following 'look fors' are suggestions only. The Executive Council member and the Director may mutually agree to additional and/or other 'look fors' with respect to a specific role within his/her portfolio.

Personal Leadership

Demonstrates the knowledge, skills, values and motivations to function successfully in their role.

A System Leader **Builds Trust** by accepting responsibility for personal and team actions, by demonstrating personal integrity, and by maintaining perspective and balance.

- ▶ Accepts responsibility
- ▶ Acts with integrity
- ▶ Maintains perspective and balance in difficult or adversarial situations.

A System Leader **Models Continuous Professional Development** by planning and carrying out a program of personal professional development strategies based on a diagnosis of skills, knowledge, attitudes and personal needs and consideration of the present. and future work context.

- ▶ Balances professional demands with personal needs
- ▶ Identifies own strengths and improvement needs in skills and knowledge
- ▶ Uses feedback from others regarding skills, knowledge and attitudes
- ▶ Sets goals to extend personal skills and competencies
- ▶ Selects work-embedded P.D. activities based on self-analysis and feedback.

A System Leader **Fosters Continuous Professional Development in Others** by sharing his/her experience and expertise, by providing specific feedback based on observations and data, and by identifying and coaching prospective school leaders.

- ▶ Provides specific feedback to others on their strengths and areas for growth
- ▶ Suggests professional development opportunities to others
- ▶ Assists others in planning specific professional development activities to build on their strengths and interests
- ▶ Shares information, experience and expertise.

Interpersonal Leadership

Demonstrates the skills and practices to work effectively with others.

A System Leader **Builds Win-Win Relationships** by listening carefully to people's views, needs, and wants, by focusing on the issues rather than personalities, and by striving for solutions which create positive results and respect for all.

- ▶ Deals respectfully, sensitively and fairly with people
- ▶ Focuses on the issues while demonstrating consideration of people's feelings
- ▶ Attempts to reach consensus through consideration of alternative perspectives
- ▶ Resolves conflict through facilitation
- ▶ Expresses opinions without generating unnecessary conflict
- ▶ Demonstrates influential behaviours in critical incidents
- ▶ Understands the political context in which decisions are made.

A System Leader **Fosters Teams and Teamwork** by coordinating communication efforts, by developing an environment in which people feel included, and by organizing teams to maximize the contributions of all team members

- ▶ Empowers teams to create a working and learning environment congruent with system needs and priorities
- ▶ Ensures communication and coordination between individuals and groups
- ▶ Encourages team members to use their diverse talents and abilities
- ▶ Acknowledges and/or celebrates team and team members' achievements

A System Leader **Values Diversity** by fostering a working-learning environment that is inclusive for all and by addressing with sensitivity the issues, interests, and needs of diverse groups.

- ▶ Seeks the involvement of people from diverse constituencies and populations
- ▶ Demonstrates respect for people from diverse backgrounds
- ▶ Fosters an inclusive working and learning environment
- ▶ Incorporates diverse perspectives in planning and decision-making
- ▶ Communicates appropriately with a variety of audiences

Organizational Leadership

Organizes and manages work efficiently and effectively.

A System Leader **Facilitates Action** by ensuring that initiatives are aligned with the vision and values of the organization, by using data to guide and adjust action plans, and ensuring that people know their roles, responsibilities and timeline commitments.

- ▶ Monitors all initiatives to ensure consistency and congruency with system vision
- ▶ Ensures the development of a detailed action plan including designation of roles and responsibilities
- ▶ Provides means for adjusting actions as a result of data analysis
- ▶ Ensures coordination of project teams and individuals within established priorities, procedures, and timelines
- ▶ Facilitates the acquisition of appropriate resources to support actions and directions.

A System Leader **Makes Decisions Judiciously** by using data in establishing priorities and making decision, by seeking additional information when necessary, by communicating decisions to those affected, and by considering the implications of actions.

- ▶ Assesses the impact of all proposed actions on all constituents
- ▶ Understands the administrative context in which decisions are made
- ▶ Makes decisions based on analysis of valid data
- ▶ Seeks additional information when necessary
- ▶ Incorporates alternative analysis of valid data
- ▶ Makes decisions based on analysis of key contributing factors
- ▶ Provides the rationale for decisions based upon the vision of the organization
- ▶ Asserts personal leadership in difficult situations, when warranted.

A System Leader **Ensures Accountability** by clearly articulating standards and expectations for individual and team performance, by collecting data, and by reporting progress on results.

- ▶ Establishes criteria for success of initiatives or actions
- ▶ Evaluates all data for validity and reliability
- ▶ Evaluates impact of decisions against established evaluation criteria
- ▶ Articulates standards and expectations for performance
- ▶ Ensures the provision of regular feedback to staff on their performance
- ▶ Plans for the regular reporting of progress and achievement.
- ▶ Ensures staff are aware of their occupational health and safety legal obligations.

A System Leader **Contributes to a Positive and Healthy Work Environment** by initiating and participating in healthy workplace activities.

- ▶ Promotes positive work relationships
- ▶ Creates, reinforces, and sustains communications that have a positive impact on employees' overall health.
- ▶ Provides access to information regarding healthy lifestyle behaviours and choices.
- ▶ Implements requirements of Occupational Health and Safety
- ▶ Accesses information, supports, and resources related to Healthy Workplace.

Instructional Leadership/Service Leadership

Demonstrates proficiency in work related tasks.

A System Leader **Plans Strategically** for the success of all students by collaboratively developing and articulating a clear vision of the future and by facilitating the achievement of that vision through long-range planning.

- ▶ Articulates and models the values of the organization
- ▶ Gathers data and information on current practices and conditions
- ▶ Identifies key issues through analysis of data and information
- ▶ Involves others in establishing vision and priorities
- ▶ Anticipates the impact of decisions (long-term and short-term)
- ▶ Engages in long range planning for the desired future of the organization
- ▶ Maintains a focus on important issues and priorities.

A System Leader **Encourages Innovation and Improvement** by continuously seeking more effective ways of accomplishing the mission and vision of the organization, by seeking creative approaches to deal with problems, and by encouraging others who are implementing improvement initiatives.

- ▶ Fosters a culture that encourages discussion and questioning of current practices
- ▶ Builds commitment of individuals and teams for improvement initiatives
- ▶ Uses current relevant research to support change initiatives
- ▶ Translates the vision and system needs into concrete change processes
- ▶ Incorporates imagination and innovation into system improvement.

A System Leader **Supports Student Learning** by clearly articulating the organization's expectations for high achievement for all learners, by ensuring that planning priorities and resources support classroom learning, and by celebrating learning.

- ▶ Articulates the organization's expectations for high achievement for all learners
- ▶ Encourages improvement in the teaching-learning process
- ▶ Assesses the impact of proposed actions on student learning
- ▶ Encourages teaching practices that promote inquiry and the applications of inquiry
- ▶ Assesses the availability, variety and appropriateness of learning resources
- ▶ Builds commitment for the differentiation of instruction and evaluation in order to meet the needs of individual students
- ▶ Celebrates learning.

A system leader fosters **Service Excellence** by determining client needs and ensuring systems and processes are in place to address them

- ▶ Demonstrates effective management strategies
- ▶ Defines processes for gathering analyzing, and using data for informed decision making
- ▶ Formulates a plan to co-ordinate strategic planning in the department
- ▶ Identifies effective department short-term and long-term goals
- ▶ Acquires, allocates, and manages human, material, and financial resources to effectively and accountably support successful student learning
- ▶ Demonstrates use of system and staff evaluation data for policy and decision making related to the department
- ▶ Monitors organizational health/morale and support improvement where necessary
- ▶ Develops a plan to assess system / department needs to identify areas for staff development