

SYSTEM LEADERSHIP QUALITY PRINCIPLES
(Non Teachers)

Background

Division System Level Leaders (non teachers) are expected to provide quality leadership throughout their careers. The following leadership quality statement and the seven (7) supporting leadership principles are designed to guide the selection, professional growth, supervision and evaluation of Division System Level Leaders.

Division System Level Leaders provide quality leadership that supports the provision of optimum learning opportunities for all students in the jurisdiction.

Division System Level Leaders are expected to consistently demonstrate professional leadership practices in keeping with the above leadership quality statement and the following seven (7) leadership principles and supporting descriptors.

Division System Level Leaders are responsible to the Superintendent or designate for the implementation of this administrative procedure.

Procedures

1. Principle One – Serving on the Division Leadership Team
 - 1.1 Division System Level Leaders serve the interests and needs of the school community within the framework of the larger the Division leadership team.
 - 1.2 Division System Level Leaders:
 - 1.2.1 Understand, communicate and are committed to the Division mission.
 - 1.2.2 Communicate views, perspectives and concerns in an open, direct and solution-oriented manner to the appropriate party within the framework of the Division teamwork.
 - 1.2.3 Make difficult decisions within the context of the Division mission.
 - 1.2.4 Build understanding and support for Division policies, plans and decisions.
 - 1.2.5 Engage in reciprocal dialogue and team work with all Division staff members.
2. Principle Two – Effective Relationships
 - 2.1 Division System Level Leaders collaborate with staff, parents and community members in support of the Division Mission.
 - 2.2 Division System Level Leaders:
 - 2.2.1 Act with integrity and treat everyone with dignity and respect.
 - 2.2.2 Model principles of professional and ethical conduct.

- 2.2.3 Demonstrate sensitivity to diversity and respect for varying perspectives.
 - 2.2.4 Manage conflict to sustain working relationships.
 - 2.2.5 Establish and maintain effective teamwork and open communication.
 - 2.2.6 Promote shared leadership opportunities and build leadership capacity.
 - 2.2.7 Establish, communicate and support high expectations for staff
 - 2.2.8 Provide opportunities for staff to work and plan together.
3. Principle Three – Human Resource Leadership
- 3.1 Division System Level Leaders attract, retain and develop positive, competent and innovative employees.
 - 3.2 Division System Level Leaders:
 - 3.2.1 Select, orient, supervise and evaluate staff in accordance with Division procedures.
 - 3.2.2 Establish opportunities to recognize and celebrate staff contributions.
 - 3.2.3 Facilitate the professional growth of staff.
 - 3.2.4 Ensure a positive, safe and caring working and learning atmosphere.
 - 3.2.5 Hold employees accountable to Division expectations and mission.
 - 3.2.6 Support employee wellness and work-life balance.
 - 3.2.7 Communication effectively with employees.
4. Principle Four – Effective Management
- 4.1 Division System Level Leaders ensure ethical management of resources to optimize student learning.
 - 4.2 Division System Level Leaders:
 - 4.2.1 Plan, organize and communicate effectively.
 - 4.2.2 Use time wisely.
 - 4.2.3 Flexibly adjust work schedules and plans to respond to shifting Division priorities.
 - 4.2.4 Manage financial resources through effective, accountable and open budget procedures.
 - 4.2.5 Ensure adherence to provincial regulations, Board policies, processes and timelines.
5. Principle Five – Mission-Based Decision Making
- 5.1 Division System Level Leaders make decisions within the context of the Division mission.
 - 5.2 Division System Level Leaders:
 - 5.2.1 Exhibit the courage to make tough decisions.
 - 5.2.2 Exhibit collaborative, consultative and individual decision-making skills.

- 5.2.3 Demonstrate effective facilitation, problem-solving and negotiating skills.
 - 5.2.4 Explain the reasons for their decisions to appropriate parties.
6. Principle Six – Career-Long Learning
- 6.1 Division System Level Leaders model engagement in continuous professional learning.
 - 6.2 Division System Level Leaders:
 - 6.2.1 Connect their professional development to department and system learning goals.
 - 6.2.2 Tie their professional growth plans to these principles as well as to the Division mission and priorities.
 - 6.2.3 Participate in staff learning initiatives.
 - 6.2.4 Strive to continually improve their leadership practices.
7. Principle Seven – Professional Expertise
- 7.1 Division System Level Leaders demonstrate professional knowledge and skill in leadership area of responsibility.
 - 7.2 Division System Level Leaders:
 - 7.2.1 Demonstrate competence in assigned areas of responsibility as detailed in their Division position descriptions.
 - 7.2.2 Continuously improve professional knowledge and skills.
 - 7.2.3 Work with respective professional organizations to stay current with research and methodological developments.

Reference: Relevant Legislation & Guidelines