



**COUNCIL POLICY  
COMPLIANCE MONITORING FORM  
~ EXECUTIVE REPORT ~**

**Policy Type:** Executive Limitations 3.1

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**Policy Title:** Emergency Superintendent Succession

**Date:** February 11, 2026

I hereby present my monitoring report on your Executive Limitations policy Emergency Superintendent Succession according to the schedule established. I certify that the information contained in this report is true, and represents compliance with all aspects of the policy unless specifically stated otherwise, since the policy was adopted on February 9, 2022.

*Patrick O'Brien*

Superintendent  
February 11, 2026

**I. Interpretation:**

This policy means that at least one person on the leadership team can act as Superintendent in the event of sudden and unexpected loss of Superintendent services. This member of the leadership team would need to be well versed in District and District Education Council issues and processes.

**II. Evidence:**

Our leadership team consists of the Superintendent, Directors for Schools (four), Curriculum and Instruction, Education Support Services, Finance and Administration, Human Resources, Early Childhood Education, and Communications. We meet formally every two weeks – ½ day as a full team and the second ½ to collaborate on specific agenda items. In addition, the Superintendent meets regularly with each director to learn of specific challenges and to follow up on individual department items. Directors attend DEC meetings, collaborate in the development of reports to DEC, and participate in information meetings with EECD. As a team, we continue to meet throughout the year for the strategic planning, team building, and professional learning focused on growth as school system leaders. Further, directors are encouraged and supported in the pursuit of individual professional learning. The entire team is capable to act in the role of Superintendent during an absence and will have opportunities to have these experiences during the Superintendent's vacations or other short-term leaves.

Further, each Director has identified a person in their department who acts in their role during vacations or in the event of illness. This will continue to build leadership capacity in our organization.

The Superintendent is confident that this model of shared and distributive leadership creates an ideal environment for Superintendent succession.

There are two components to the Council's assessment of a monitoring report:

- i. Assessment of whether the Superintendent has made a **reasonable interpretation** of the Council's policy; and
- ii. Assessment of whether the Superintendent actually has **demonstrated achievement** of a reasonable interpretation of the policy.