

## ADMINISTRATOR GROWTH, SUPERVISION AND EVALUATION

### Background

The school administrator is a faith and educational leader in the school and their growth, supervision and evaluation are important elements of their professional performance. Administrators have the primary responsibility for their own effectiveness, relative to the Leadership Quality Standard, and for the improvement of their instructional leadership and administration.

### Definitions

“Administrator” means a principal or vice principal;

“Superintendent” means the Superintendent of Schools;

“Supervisor” means the person performing supervision or evaluation of an Administrator as determined in sections 2 and 3.

### Procedures

#### General

1. The Superintendent or designate shall make all Administrators aware of this Procedure.
2. The Superintendent shall be primarily responsible for the supervision and evaluation of Principals, with the assistance of Assistant Superintendents. The Superintendent may delegate supervision or evaluation of a Principal under this Procedure, or specific duties under this Procedure, to a designate from time to time.
3. Unless otherwise determined by the Superintendent, the Principal of a school shall be primarily responsible for the supervision and evaluation of Vice Principals at that school. Principals may request the assistance of the Superintendent or designate to assist in supervision or evaluation.
4. This Procedure does not restrict the Superintendent from taking disciplinary or other action, as appropriate, where the Superintendent has reasonable grounds for believing that the actions or practices of an Administrator endangers the safety of students or staff, constitutes a neglect of duty, a breach of trust or a refusal to obey a lawful order of the Division; or from taking any action or exercising any right or power under the *Education Act*.

#### Professional Growth

5. By October 31<sup>st</sup> of each school year, an Administrator is responsible for the development and creation of a Professional Growth Plan that:
  - 5.1 Reflects a self-assessment of the Administrator’s professional learning needs;

- 5.2 Shows a demonstrable relationship to the Leadership Quality Standard;
  - 5.3 Takes into consideration the school's and Division's Education Plans.
  - 5.4 The Administrator's Professional Growth Plan should consider the inclusion of a Faith component.
6. Administrator Professional Growth Plans must include:
    - 6.1 Goals/Objectives;
    - 6.2 Expected outcomes and desired results;
    - 6.3 Strategies for goal attainment;
    - 6.4 Potential sources of assistance/supports;
    - 6.5 Timelines
    - 6.6 Indicators of success
  7. An Administrator's Professional Growth Plan may be a component of a longer-term, multi-year long plan, and may include a planned program of mentorship for a new Administrator.
  8. Administrators must submit their Professional Growth Plan to their Supervisor, and must retain a copy. Failure to comply with the requirements of the Professional Growth Plan process, as outlined in 5 and 6, may result in disciplinary action.
  9. The Administrator's Supervisor shall review the Professional Growth Plan with the Administrator within thirty days of its submission, and again in the last sixty days of the school year. The Supervisor shall return their copy of the Professional Growth Plan to the Administrator at this end of the year review.
  10. Unless the Administrator agrees, the content of the Administrator's Professional Growth Plan shall not form a part of any Evaluation of the Administrator.
  11. Nothing in section 10 shall be taken as preventing an Evaluator from using information in an Evaluation which may also have been contained within the Professional Growth Plan. The information must be based upon a source other than the information in the growth plan.
  12. A Supervisor shall maintain an awareness of the implementation status of each Administrator's growth plan.

### Supervision

13. The purpose of supervision of an Administrator is:
  - 13.1 To provide support, guidance and developmental opportunities for the Administrator;
  - 13.2 To observe and receive information about the leadership the Administrator provides to the school;
  - 13.2.1 To identify the behaviours and practices of an Administrator that are not in accordance with the expectations of the Division, the Leadership Quality Standard, or which for any reason may require an evaluation; and

- 13.3 To gather information and evidence that will be used to evaluate, and to make employment decisions concerning the Administrator.
14. The Supervisor shall provide ongoing supervision of the Administrators under their direction through various methods, which may include, but are not limited to:
  - 14.1 review of Professional Growth Plans;
  - 14.2 observation, regular interaction, and other acquisition of information about the Administrator's leadership of, or participation in any aspect of the activities of, the school;
  - 14.3 communication with stakeholders of the school.
15. The Supervisor shall provide ongoing communication, observations and feedback to Administrators about their performance.
  - 15.1 Supervisors may provide assistance, support, guidance and developmental opportunities to the Administrator. The assistance may vary in nature and will depend on the Administrator's needs and professional circumstances.
16. It is the Administrator's ongoing responsibility to be open to feedback and act on feedback received through supervision to improve their professional performance.
17. The Supervisor shall seek to be satisfied that the Administrator's leadership meets the expectations of the relevant Administrative Procedures of the Division, the Leadership Quality Standard, and the Division's Goals, Values and Beliefs.
18. Where the Superintendent or designate has reason to believe, on the basis of information obtained through supervision of an Administrator, that an Administrator may not be meeting the expectations of the relevant Administrative Procedures of the Division, the Leadership Quality Standard, or the Division's Goals, Values and Beliefs, the Superintendent or designate may initiate an evaluation of the Administrator in accordance with this Procedure.

### Evaluation

19. The evaluation of an Administrator:
  - 19.1 Will typically be completed in the second probationary year.
  - 19.2 Shall be completed in the final year of an Administrator's contract;
  - 19.3 May be completed, at the discretion of the Superintendent or designate, upon the request of an Administrator in a school year before the final year of their contract;
  - 19.4 May be completed, at the discretion of the Superintendent or designate, in circumstances described in section 18 above, or otherwise to assess the growth of the Administrator in a specific area(s) of practice.
20. When an evaluation is initiated, the Supervisor shall provide a notice of evaluation and meet with the Administrator to discuss the evaluation process. The following matters shall be discussed at the meeting, and shall subsequently be confirmed by the Supervisor in writing:
  - 20.1 The reasons(s) and purpose for the evaluation;

- 20.2 The timelines to be utilized;
- 20.3 The possible outcomes following the evaluation;
- 20.4 The process, criteria and standards to be utilized;
- 20.5 Identification of the evaluation data sources to be utilized.
  - 20.5.1 The Administrator shall assist in identifying potential appropriate data sources, providing performance artifacts, and supporting the data collection process, but the Evaluator has final discretion concerning data sources utilized.
  - 20.5.2 Potential Evaluation data sources may include, but are not limited to:
    - 20.5.2.1 Evidence provided by the Administrator in the form of products or conversation;
    - 20.5.2.2 Planning documents;
    - 20.5.2.3 Staff, parent or student surveys;
    - 20.5.2.4 Solicited or unsolicited feedback from stakeholders;
    - 20.5.2.5 Observations by the Supervisor;
- 21. The Supervisor will complete a draft evaluation. The evaluation will include:
  - 21.1 Conclusions about Administrative performance and leadership qualities;
  - 21.2 Identification of the Administrator's significant strengths;
  - 21.3 Identification of the Administrator's areas for growth;
  - 21.4 Recommendations for contract status;
- 22. The Superintendent shall maintain an Administrator evaluation document as AP 421 - Appendix A to be utilized by Supervisors.
- 23. The Supervisor will meet with the Administrator and present the draft evaluation for the purpose of discussion, review and response.
- 24. The Administrator will have six working days, from the date the draft evaluation was presented, to provide a written response indicating agreement or disagreement with the draft and to seek additional clarification.
- 25. A final evaluation will be completed within twenty working days after presenting the draft evaluation to the Administrator.
- 26. The Administrator may add a written response to the final evaluation report and must sign and date that they have read and received a copy of the report.
- 27. The Supervisor will sign and date the final evaluation and forward a completed copy to the Administrator and the personnel file.
- 28. For the purposes of an evaluation of an Administrator in the final year of their contract, the following timelines are suggested:
  - 28.1 the Supervisor will meet with the Administrator no later than October 30<sup>th</sup> of the evaluation year to discuss the evaluation process;
  - 28.2 the Supervisor will complete the evaluation in its entirety no later than May 30<sup>th</sup> of the evaluation year.

### Outcomes Following Evaluation

29. While a satisfactory evaluation is a condition for a new or extended administrative designation, it is not a guarantee of such. Term contracts automatically expire at the end of the term. The offering of any extended or continuous administrative designation contract is entirely at the discretion of the Superintendent.
30. A teacher designated as a principal or vice- principal shall enter into a series of term contracts for a period of up to five (5) years. Up to two (2) of these five years may be on a probationary basis. Following the term contract maximum of five (5) years, inclusive of the maximum two (2) years probationary period, the school jurisdiction must decide whether or not the designation will continue, and if it continues, it is deemed to be a continuing designation.
31. If the administration designation is not continued, it will expire at the conclusion of the term provided in the term contract, unless it is otherwise terminated in accordance with the express provisions of the term contract.
33. Where an evaluation takes place, as outlined in 18, and the evaluation determines that an Administrator's performance does not fully meet the expectations of the relevant Administrative Procedure of the Division, the Leadership Quality Standard, and the Division's Goals, Values and Beliefs, the Superintendent or designate must provide to the Administrator a Notice of Remediation.

### Remediation

34. A Notice of Remediation shall be a written statement issued to the Administrator by a designate of the Superintendent that the Administrator's performance does not fully meet the expectations of the relevant Administrative Procedure(s) of the Division, the Leadership Quality Standard, and the Division's Goals, Values and Beliefs. A Notice of Remediation shall describe:
  - 34.1 The behaviors or practices that do not meet the aforesaid expectations, and the changes required;
  - 33.2 A program of strategies, assistance and support that the Administrator is expected to pursue;
  - 33.3 Information about how it will be determined whether the required changes have been made;
  - 33.4 Information about the timelines and process for a subsequent Remediation Follow-Up Evaluation process and final Remediation Follow-Up Evaluation report.
34. The subsequent Remediation Follow-up Evaluation may be conducted by a designate of the Superintendent, who may be the original Supervisor, but the Superintendent shall not perform a Remediation Follow-up Evaluation.
35. The Remediation Follow-up Evaluation will be undertaken with a focus on assessing the degree to which the Administrator has met the expectations described in the Notice of Remediation.

36. The evaluator will meet with the Administrator and present the draft Remediation Follow-Up Evaluation report for the purpose of discussion, review and response.
37. The Administrator will have six working days, from the date the draft evaluation was presented, to provide a written response indicating agreement or disagreement with the draft and to seek additional clarification.
38. A final Remediation Follow-Up Evaluation report will be completed within twenty working days after presenting the draft to the Administrator.
39. The Administrator may add a written response to the final Remediation Follow-Up Evaluation report and must sign and date that they have read and received a copy of the report.
40. The final Remediation Follow-Up Evaluation report will be provided to the Superintendent. If the Remediation Follow-Up Evaluation report determines that the Administrator does not continue not to meet the expectations of the relevant Administrative Procedure(s) of the Division, the Leadership Quality Standard, and the Division's Goals, Values and Beliefs, the evaluator shall provide the Superintendent with the recommendation of the evaluator for:
  - 40.1 An additional period of remediation and evaluation;
  - 40.2 Termination of the Administrator's employment or designation.
41. The Superintendent shall make the final decision concerning any additional period of remediation and evaluation, any decision whether to extend or offer any new term contract, or any decision about the termination of the Administrator's employment or designation. Any decision to terminate a designation shall be made in accordance with the Board's delegation of authority to the Superintendent and the Education Act.

#### References

1. Section 33,52,53,197,202,203,204,222 Education Act
2. School Act, Ministerial Order #016/07 – Teaching Quality Standard Applicable to the Provision of Basic Education in Alberta  
Leadership Quality Standard