



HUMAN RESOURCES MANAGEMENT 55 – Growth, Supervision and Evaluation of School Administrators

Original Date: May 25, 2014

Revised Date:

Responsible Administrator: Superintendent

1.0 RATIONALE

- 1.1 Sturgeon School Division supports an evidence-based growth, supervision and evaluation process in direct alignment with the principal Quality Practice Guideline and division goals and priorities. This process is designed to enhance leadership capacity in school administrators.

2.0 PROCESS

Responsibility

- 2.1 The Superintendent is responsible for the growth, supervision and evaluation of school principals.
 - 2.1.1 The Superintendent or designate(s) will initiate the evidence-based growth process for principals in October/November of each year.
- 2.2 School principals are responsible for the growth, supervision and evaluation of school vice principals.
 - 2.2.1 The principal will initiate the evidence-based growth process for vice principals in October/November of each year.

Supervision

- 2.3 The purpose of supervision of an administrator by the supervisor is:
 - 2.3.1 To provide support, guidance and developmental opportunities for the administrator;
 - 2.3.2 To observe and receive information from a variety of sources about the quality of administrative practice;
 - 2.3.3 To identify the behaviours or practices of an administrator that, for any reason, may require an evaluation.

Results of Supervision

References: *Board Policy: E/V/3 – Growth, Supervision and Evaluation of School Administrators*
School Act:
Quality Practice Guidelines
Division Vision, Mission, Mandate Statement
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- 2.4 When, through supervision, the Superintendent or principal believes that an administrator's behaviours or practices may not meet the requirements outlined in the principal Quality Practice Guideline and division goals and priorities, the supervisor shall:
- 2.4.1 Work with the administrator to provide assistance and direction to change identified behaviours or practices; **OR**
 - 2.4.2 Initiate an evaluation.
- 2.5 When performance concerns are identified, the supervisor shall inform the administrator in writing that the administrator is not meeting expectations and stating:
- 2.5.1 The behaviour or practices that do not meet the principal Quality Practice Guideline and division goals and priorities as well as the changes required.
- 2.6 The supervisor must give the administrator a reasonable timeline to address the identified concerns.

Designation

- 2.7 For the purposes of administrative designation determination, the evaluation of a principal and/or vice principal shall be conducted following established guidelines including:
- 2.7.1 Notification in written form by November 15 of the school year;
 - 2.7.2 A minimum of three scheduled meetings each to conclude with a written summary to be shared with meeting participants;
 - 2.7.3 Completion of the evaluation by May 31 of the same school year;
 - 2.7.4 A final written summary report to include a recommendation regarding designation.

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Conducting an Evaluation

- 2.8 The supervisor must conduct an evaluation of an administrator:
 - 2.8.1 For the purpose of gathering information related to a specific employment or contract decision;
 - 2.8.2 When, on the basis of information received through supervision, the supervisor has reason to believe that the administrator may not meet the expectations outlined in the principal Quality Practice Guideline and division goals and priorities; **OR**
 - 2.8.3 Upon receipt of a written request for an evaluation by the administrator

Evaluation Principles

- 2.9 All administrator evaluations must be conducted in a professional manner with the intention of supporting the administrator's competency and performance.
- 2.10 The context in which the administrator works will be described.
- 2.11 The administrator will participate in the evaluation process by identifying appropriate data, providing artifacts, supporting data collection, and confirming the accuracy, relevance, and coherence of data with the evaluation supervisor.
- 2.12 Data is kept confidential. Due care will be taken by the supervisor to document and protect data used in the evaluation.
- 2.13 Referent feedback is not anonymous, and, prior to participation, referents will be apprised of this requirement.
- 2.14 Evaluation conclusions are formed through the professional judgment of the evaluation supervisor based on careful consideration of the evaluation criteria and data.

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- 2.15 The evaluation report includes clear statements about the administrator's leadership competency, completion of role responsibilities, growth areas, and suitability to continue in the role based on supporting data.
- 2.16 The administrator is responsible for taking action on the evaluation recommendations for growth.

Pre-evaluation process

- 2.17 The supervisor will provide the administrator with a Notice of Evaluation.
- 2.18 The Supervisor will meet with the administrator to review and confirm:
 - 2.18.1 The reasons for and purposes of the evaluation;
 - 2.18.2 The evaluation process;
 - 2.18.3 The sources of data, and methods for collecting the data;
 - 2.18.4 The evaluation criteria based on the principal Quality Practice Guideline and division goals and priorities;
 - 2.18.5 The responsibilities of the supervisor and the administrator in the evaluation and;
 - 2.18.6 The timelines to be applied.

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Evaluation Report

- 2.19 An administrator evaluation report shall include:
 - 2.19.1 An introduction;
 - 2.19.2 A statement of evaluation purpose;
 - 2.19.3 An overview of the context in which the administrator works;
 - 2.19.4 An identification of the strengths of the administrator and:
 - 2.19.5 Identification of growth areas
 - 2.19.6 Identified growth areas for emphasis in the following school year;
 - 2.19.6 A brief concluding statement;
 - 2.19.7 A recommendation to the Superintendent/by the Superintendent;
 - 2.19.8 A response section for the administrator to fill out;
 - 2.19.9 The administrator and the supervisor will sign the evaluation report. A copy of the evaluation report will be provided to the administrator. The original report will be forwarded to the Superintendent and retained in the administrator's personnel file;
 - 2.19.10 An administrator being evaluated shall be given the opportunity to append additional comments to an evaluation report.
- 2.20 The supervisor must meet with the administrator and provide a copy of the written evaluation for the purpose of discussion, review and response.
- 2.21 Within five working days of the meeting with the supervisor the administrator may provide a written response to the evaluation.

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Remediation

- 2.22 A notice of remediation may be issued to an administrator where it has been determined that the administrator's leadership does not meet the principal Quality Practice Guideline and/or division goals and priorities. A Notice of Remediation describes:
- 2.22.1 The behaviours and/or practices that do not meet the principal Quality Practice Guideline and/or division goals and priorities and;
 - 2.22.2 The changes required;
 - 2.22.3 The remediation strategies the administrator is advised to pursue;
 - 2.22.4 A reasonable time schedule to address the remediation strategies;
 - 2.22.5 How the determination will be made that the required changes have taken place;
 - 2.22.6 The consequences of not achieving the required changes including, but not limited to, termination of the administrator's contract of employment and/or administrative designation;
 - 2.22.7 Notification that the remediation strategies stipulated may replace the obligation of the administrator to develop and implement an annual Administrator Professional Growth Plan.

Remediation Follow-up Evaluation

- 2.23 In accordance with the expectations and timeline of the Notice of Remediation, the original evaluator may be involved in the follow-up evaluation or an alternate senior central office administrator may conduct the evaluation.
- 2.24 A Remediation Follow-up Evaluation will be undertaken with the focus on assessing the degree to which the administrator has met the performance expectations specifically described in the Notice of Remediation.

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- 2.25 In the event the Remediation Follow-up Evaluation identifies that the administrator’s practice meets expectations, recommendations for a professional growth plan will be included in the report.

 - 2.26 In the event that the Remediation Follow-up Evaluation report concludes the administrator’s professional practice is not meeting the principal Quality Practice Guideline and division goals and priorities, a recommendation may be made to terminate the administrator’s contract in accordance with the School Act.

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