

Administrative Procedure 431

PRINCIPAL PROFESSIONAL GROWTH, SUPERVISION, AND EVALUATION

Background

Effective school leadership by the Principal is the key component in developing a quality learning environment. To ensure that Principal effectiveness receives ongoing support and attention, an administrative procedure concerning Principal professional growth, supervision, and evaluation has been established and maintained.

Definitions

Professional growth means the career-long learning process whereby a Principal annually develops and implements a plan to enhance professional performance goals that are consistent with Administrative Procedure 430 – Role of the Principal.

Supervision means the on-going process by which the Associate Superintendent, Human Resources and Administration monitors a Principal's fulfillment of responsibilities identified under Section 197 of the Education Act and Administrative Procedure 430 – Role of the Principal.

Evaluation means the formal process of gathering and recording information or evidence over a period of time, and the application of reasoned professional judgment by the Associate Superintendent, Human Resources and Administration in determining whether one (1) or more aspects of the performance of a Principal meets or does not meet the requirements of Administrative Procedure 430 – Role of the Principal.

Procedures

1. General

- 1.1 The process will be continuous and designed to promote professional growth.
- 1.2 The three (3) components of the process are:
 - 1.2.1 Development of the Professional Growth Plan, including self-reflection (Leadership Quality Standard Nine Competencies – Self Reflection);
 - 1.2.2 Supervision of Principals by the Associate Superintendent, Human Resources and Administration;
 - 1.2.3 Evaluation of the performance of individual Principals.
- 1.3 The development of professional growth plans, and the supervision and evaluation of the Principal's performance will be characterized by a spirit of empathy, understanding, trust, cooperation, and common sense, with an emphasis upon the process of natural justice.

- 1.4 Professional growth plans will serve to:
 - 1.4.1 Develop professional practice;
 - 1.4.2 Encourage innovation;
 - 1.4.3 Recognize professional accomplishments.
- 1.5 Supervision will include:
 - 1.5.1 Provision of support and guidance to Principals;
 - 1.5.2 Observation of practices and reception of information from identifiable sources about the quality of leadership Principals provide to the school community;
 - 1.5.3 Identification of the behaviours or practices of a Principal that for any reason may require an evaluation.
- 1.6 Evaluation will serve the function of assessing the Principal's performance and making a recommendation regarding the Principal's designation (refer to Appendix A).
- 1.7 Administrative Procedure 430 - The Role of the Principal will be utilized as a guideline for developing professional growth plans and evaluation.
- 1.8 In-service-education with respect to the professional growth plans and the evaluation of professional practice will be provided on an ongoing basis.

2. Professional Growth Plans

- 2.1 A Principal with a continuous designation, probationary designation, or in an acting capacity of one (1) or more years, must by September 30 of each school year, submit to the Associate Superintendent, Human Resources and Administration for review and approval, a Professional Growth Plan that:
 - 2.1.1 Reflects goals and objectives identified by the Principal;
 - 2.1.2 Shows a demonstrable relationship to Administrative Procedure 430 – Role of the Principal and the Leadership Quality Standard;
 - 2.1.3 Takes into consideration the assurance plans of the school, the Division and Alberta Education.
- 2.2 The Associate Superintendent, Human Resources and Administration will supervise the Principal's professional growth plans.
- 2.3 A growth plan may be a long-term, multi-year plan.
- 2.4 The Principal's professional growth plan may include a number of optional approaches:
 - 2.4.1 Cooperative professional development:
 - 2.4.1.1 A process whereby Principals work together for their own professional growth.
 - 2.4.2 Self-directed professional development:

- 2.4.2.1 A process by which the Principal systematically plans their own professional growth and conscientiously carries out the plan.
 - 2.4.3 Administrative advisory:
 - 2.4.3.1 An informal process in which the Associate Superintendent, Human Resources and Administration works with a Principal to provide requested feedback.
 - 2.5 The Principal will submit their Professional Growth Plan Year End Summary report of the accomplishments, comments, or observations associated with the professional growth plan each year, by June 30, and forwarded to the Associate Superintendent, Human Resources and Administration for review.
 - 2.6 A copy of the Professional Growth Plan and Principal Growth Plan Year End Summary report, along with the Associate Superintendent, Human Resources and Administration' comments and signature will be retained by the Principal, with a copy filed at the Division Office.
 - 2.7 Unless the Principal agrees, no documents related to the annual professional growth plan will be used as part of the Program of Evaluation.
3. Supervision
- 3.1 A fundamental component of this procedure is ongoing supervision of the Principal by the Associate Superintendent, Human Resources and Administration, including:
 - 3.1.1 Provision of support and guidance to Principals;
 - 3.1.2 Observation of practices and reception of information from identifiable sources, about the quality of leadership Principals provide to the school community;
 - 3.1.3 Identification of the behaviours or practices of a Principal who, for any reason, may require an evaluation.
4. Evaluation
- 4.1 The Program of Evaluation will be used for:
 - 4.1.1 Providing a Principal with written credentials;
 - 4.1.2 Evaluating a Principal's performance for a specific employment decision;
 - 4.1.3 Providing an opportunity for a Principal to demonstrate their performance on the criteria outlined in Administrative Procedure 430 – Role of the Principal;
 - 4.1.4 Determining whether there is a legitimate basis for the termination of designation.
 - 4.2 The Associate Superintendent, Human Resources and Administration may initiate an evaluation of a Principal's performance on the basis of information received through supervision.
 - 4.3 The Associate Superintendent, Human Resources and Administration may conduct an evaluation of a Principal's performance, if requested in writing, by the Principal.

- 4.4 The components of the program of evaluation will include the evaluation of the Principal's performance and may include the recommendation for remediation of the Principal's performance.
- 4.5 There will be a high degree of consultation and communication between the Associate Superintendent, Human Resources and Administration and the Principal.
- 4.6 An evaluation of a Principal's performance will be based upon Administrative Procedure 430 – Role of the Principal.
- 4.7 The Associate Superintendent, Human Resources and Administration will plan and implement a schedule for the evaluation of all Principals in the Division.
- 4.8 In regard to any evaluation, a letter of notification will be sent to the Principal to confirm the following:
 - 4.8.1 The reason for, and the purpose of the evaluation;
 - 4.8.2 The process and criteria to be used;
 - 4.8.3 The time lines to be applied; and
 - 4.8.4 The possible outcomes of the evaluation.
- 4.9 Evaluations will be conducted according to the following procedures:
 - 4.9.1 Awarding a Continuous Designation to a Principal
 - 4.9.1.1 The Associate Superintendent, Human Resources and Administration will provide the Principal with a written evaluation report two (2) months prior to the fulfillment of a probationary designation.
 - 4.9.2 Reviewing a Principal's Performance
 - 4.9.2.1 Upon completion of the evaluation, the Associate Superintendent, Human Resources and Administration must provide the Principal with a copy of the completed evaluation report.
 - 4.9.3 Remediation of a Principal's Performance
 - 4.9.3.1 Where, as a result of supervision or an evaluation, the Associate Superintendent, Human Resources and Administration determines that a change in the behaviour or practices of a Principal is required, the Associate Superintendent, Human Resources and Administration must provide to the Principal a written notice of remediation.
 - 4.9.3.2 The notice of remediation will describe:
 - 4.9.3.2.1 The behaviours or practices that do not meet the criteria outlined in Administrative Procedure 430 – Role of the Principal; and the changes required.
 - 4.9.3.2.2 The remediation strategies the Principal is advised to pursue.
 - 4.9.3.2.3 The expectation that the Principal will take primary responsibility for their own remediation, and make

significant contributions to the planning and remediation process.

4.9.3.2.4 How the determination will be made that the required changes in behaviour or practice have taken place, applicable time lines, and the consequences of not achieving the required change.

4.9.3.3 A Principal who has been in remediation and who, in the judgment of the Associate Superintendent, Human Resources and Administration, has demonstrated satisfactory progress will be removed from the program of remediation.

4.9.3.4 A Principal who has been in remediation and who, in the judgment of the Associate Superintendent, Human Resources and Administration, has not demonstrated satisfactory progress may continue in remediation or may be recommended for termination of designation.

4.9.3.5 Under special circumstances, the program of evaluation may be postponed by mutual agreement.

4.10 Format/Accessibility

4.10.1 The evaluation report will provide opportunity for the Principal's comments and/or reactions.

4.10.2 The evaluation report will be dated and signed by the Associate Superintendent, Human Resources and Administration and the Principal.

4.10.3 The original copy of an evaluation report will be provided to the Principal and a copy will be retained in the Principal's personnel file at the Division Office.

5. Appeals

5.1 A Principal has the right to appeal an evaluation.

5.2 The appeal must be made, in writing, to the Superintendent.

5.3 The appeal must be made within ten (10) operational days of receipt of the written evaluation, and must state clearly the reason(s) the evaluation is being appealed.

5.4 Within ten (10) operational days of the receipt of an appeal, the Superintendent will:

5.4.1 Consider the appeal,

5.4.2 Review relevant documents,

5.4.3 Conduct a hearing attended by the Associate Superintendent, Human Resources and Administration, the Principal and by counsel if the Principal so chooses.

5.4.4 Determine whether or not a further evaluation is warranted, and

5.4.5 Respond in writing to the Principal.

Reference: Section 33, 52, 53, 197, 202, 203, 204, 222 Education Act
Protection of Privacy Act
Access to Information Act
Employment Standards Code
Labour Relations Act
ATA Collective Agreement
Administrative Procedure 430 – Role of the Principal

Form: 431-1 Leadership Quality Standard - Self-Evaluation
431-2 Parent/School Council Feedback Questions
431-3 Parent/School Council Feedback Interview Summary Themes and Trends
431-4 Teacher/Staff Interview Questions
431-5 Teacher/Staff Feedback Interview Summary Themes and Trends
431-6 Principal Evaluation Report
431-7 Principal Professional Growth Plan Template