

PEACE WAPITI PUBLIC SCHOOL DIVISION NO. 76

POLICY GCAD – School Administrator

The single-most important activity of the school is the provision of the opportunity for optimum learning and development of all students. School Administrators, as educational leaders of the school, must ensure that their actions, judgments and decisions are in the best interest of students and support an optimal learning and teaching environment.

PURPOSE

To assure that school Administrators' practice is consistent with the *Principals Quality Practice Guidelines*.

DEFINITIONS

1. Administrator – for this policy, the school based Principal
2. Principal Quality Practice (PQP) Guidelines – the practices cited in the Alberta Education documents: *Principal Quality Practice Successful School Leadership in Alberta February 2008*
3. Evaluation – the formal process of gathering and recording information or evidence over a period of time and the application of reasoned professional judgment by a Superintendent determining whether an Administrator's leadership excels, meets or does not meet PQP
4. Notice of Remediation – the written statement issued by a Superintendent to an Administrator where the Superintendent has determined that the Administrator's leadership does not meet the PQP
5. Professional Growth – means the career-long learning process whereby an Administrator annually develops and implements a plan to achieve professional learning objectives or goals that are consistent with the PQP
6. Superintendent – the Superintendent or designate

GUIDELINES & PROCEDURES

1. GENERAL:
 - a) The Superintendent shall ensure that all Administrators are evaluated on a regular basis.
 - b) A program of career-long learning must be an integral part of an Administrator's professional life. Administrators have the responsibility of constantly reflecting upon their professional practice and seeking improvement as part of a continuing process of professional development.
 - c) Administrators will participate in ongoing supervision and evaluation consistent with this policy, the guidelines established by the PQP and the duties outlines under section 20 of the *School Act*.

- d) This policy does not restrict the Superintendent from taking disciplinary or other action, as appropriate, where there are 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 PWSO, or from taking any action or exercising any right of power under *School Act*.

2. ADMINISTRATOR GROWTH:

- a) Administrators must complete annual professional growth plans to help them support optimum teaching and learning.
- b) An annual Growth Plan is expected to:
 - i) reflect goals based on self-assessment of professional learning needs by the individual Administrator;
 - ii) show a demonstrable relationship to the PQP;
 - iii) take into consideration the educational plans of the school, Peace Wapiti School Division and Alberta Education.
- c) The Growth Plan may be a planned program of mentoring a new Administrator. A Growth Plan may also be a component of a long-term multi-year plan.
- d) Prior to October 15 of a school year, an Administrator must submit an annual Growth Plan for review and approval to the Superintendent.
- e) Growth Plans should address the following:
 - i) professional learning goals;
 - ii) strategies to obtain each goal;
 - iii) a time line for implementation, and;
 - iv) the intended method of assessing goal attainment.
- f) As part of the supervision process the Superintendent will maintain awareness of an Administrator's professional Growth Plan, the status of progression towards achieving the goal(s) of the plan and may provide guidance and assistance in implementing the plan.
- g) Prior to the end of the school year, the Superintendent shall review the implementation of the Growth Plan with each Administrator and consider professional growth possibilities for the next year.
- h) The Superintendent will retain a copy of the Growth Plan for the period of the school year. The plan will be returned to the Administrator at the end of the school year.
- i) Unless an Administrator agrees, the content of a Growth Plan must not be part of an evaluation of an Administrator.
- j) Despite 2.i) above, a Superintendent may identify behaviors or practices that may require evaluation in accordance with this policy provided that the

information identified is based on a source other than that in the annual Growth Plan of the Administrator.

3. SUPERVISION:

- a) Supervision involves a range of leadership processes designed to ensure quality administrative practice and to improve administrative leadership. Supervision includes such leadership activities as:
 - i) providing support and guidance to Administrators;
 - ii) observing and receiving information from any source about the quality of administrative practice;
 - iii) identifying the behaviors or practices of an Administrator that for any reason may require an evaluation.
- b) Superintendents participate in Administrator supervision through:
 - i) ongoing communication with Administrators;
 - ii) reviewing and approving annual Growth Plans;
 - iii) the acquisition of information regarding the Administrator's participation in any aspect of the activities of the school;
 - iv) frequent observation, guidance and support of administrative practice.
- c) If a concern regarding an Administrator's practice is expressed by a parent, by a teacher or by a student to a Superintendent, the Superintendent may:
 - i) arrange for the person concerned to discuss the matter with the Administrator;
 - ii) if the matter remains unresolved, attempt to deal with the situation through mediation, an investigation or more focused supervision;
 - iii) if an investigation or more focused supervision leads to the belief the Administrator may not be meeting the PQP, initiate an Administrator evaluation process.
- d) Where a Superintendent, through the process of supervision, has reason to believe that an Administrator may not be meeting the expectations of the PQP, Administrator evaluation may be initiated in accordance with the "Evaluation" section of this policy.

4. EVALUATION:

- a) Administrator evaluation is based upon the Superintendent's informed and reasoned judgment about the Administrator's practice in relation to the PQP.
- b) The evaluation of an Administrator by a Superintendent may be conducted:
 - i) upon written request by an administrator;
 - ii) for purposes of gathering information related to a specific employment or contract decision;

- iii) when, on the basis of information received through supervision, the Superintendent has reason to believe that the leadership of an Administrator may not meet the PQP.
- c) The Superintendent will develop in consultation with the Administrator an evaluation plan that consists of :
 - i) the reasons for and purposes of the evaluation;
 - ii) the processes, criteria and standards to be used;
 - iii) the evaluation data sources to be used;
 - iv) the timelines to be applied, and;
 - v) the possible outcomes of the evaluation.
- d) The following processes may be used in Administrator evaluations:
 - i) ongoing supervision based upon PQP criteria;
 - ii) additional data related to the Administrator’s leadership practice:
 - (1) planning documents;
 - (2) a variety of school performance and administrative artifacts;
 - (3) non-certificated staff, student and parent interviews or focus group sessions;
 - (4) teacher input collected within ATA guidelines
 - (5) surveys, and;
 - (6) other agreed upon data sources.
 - iii) frequent conferencing including the Superintendent’s updates about the Administrator’s strength/weaknesses in the major areas of administrative practice.
- e) An Administrator evaluation report should consist of:
 - i) an introduction;
 - ii) a statement of evaluation purposes and possible outcomes;
 - iii) an overview of the evaluation context;
 - iv) a description and data-based comments related to each applicable PQP standard;
 - v) identification of the significant strengths of an Administrator;
 - vi) recommendations for improvement;
 - vii) a concluding statement:
 - (1) “In my opinion, at this time and in this assignment, the Administrator’s leadership practice (exceeds, meets or does not meet) Peace Wapiti School Division (PWSD)’s expectations contained in the Principal Quality Practice (PQP) Guidelines.”

- viii) A statement verifying that the report has been discussed with the Administrator, that provision has been made for the Administrator to sign the report prior to its submission to Division Office, and that the Administrator has been made aware of the right of review related to compliance with this policy.
- f) The Administrator and the Superintendent will sign the evaluation report. A copy of the evaluation report will be provided to the Administrator. The original report will be retained in the Administrator's Division Office file.
- g) An Administrator being evaluated shall be given the opportunity to append additional comments to an evaluation report.
- h) An Administrator may ask an alternative Superintendent to review the Administrator's evaluation to ensure compliance with this policy.
- i) A request for a review of an evaluation must be made within 10 calendar days of the Administrator receiving the evaluation report and must outline in writing the Administrator's reasons for the request.
- j) Upon receiving a request for a review of an Administrator's evaluation, the Superintendent must conduct the review and issue a written decision within 21 calendar days.

5. NOTICE OF REMEDIATION:

- a) A Notice of Remediation is the written statement issued to an Administrator by a Superintendent where the Superintendent has determined that the Administrator's leadership does not meet the PQP. A Notice of Remediation describes:
 - i) the behaviors or practices that do not meet the PQP and the changes required;
 - ii) the remediation strategies the Administrator is advised to pursue;
 - iii) a reasonable time schedule to address the remediation strategies;
 - iv) how the determination will be made that the required changes have taken place;
 - v) the consequences of not achieving the required changes including, but not limited to, termination of the Administrator's contract of employment or administrative designation.

REFERENCES

Cross References: *Principal Quality Practice* This document is available online at:
<http://education.alberta.ca/media/949129/principal-quality-practice-guideline-english-12feb09.pdf>

Legal Reference: School Act RSA 2000 Section 20

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