

# GROWTH, SUPERVISION and EVALUATION OF ADMINISTRATORS

## Background

Administrator growth, supervision, and evaluation processes in the Division are designed to ensure that each administrator's actions, judgments, and decisions support optimal teaching and learning. It provides a framework for administrators and the Superintendent or designate to work together to ensure that administrators' practice is consistent with the Leadership Quality Standard (LQS) established by Alberta Education, Board policy and the Division's administrative procedures.

The Growth, Supervision and Evaluation Plan for administrators is based upon an environment of trust and confidence consistent with the mission, vision, beliefs, values and goals of the Division.

A program of career-long learning must be an integral part of an administrator's professional life. Administrators have the responsibility of reflecting upon their professional practice and seeking improvement as part of a continuing process of professional development.

## Purpose

The Division believes that formal evaluations provide information that is necessary to determine the quality of administrative performance. The information on which evaluative decisions will be based should be shared with the Administrator in an open and forthright manner.

The purpose of evaluation is to provide information that may be used to assist in assessing the many considerations involved in making decisions relative to the competence, performance and suitability of an Administrator in a particular position. Evaluation can be used to assist in making decisions related to:

- a) movement from a probationary contract to a term contract;
- b) movement from a term contract to a continuing contract;
- c) extension of a probationary contract or renewal of a term contract;
- d) transfers; and
- e) termination of a contract.

## Definition

Administrator: an individual on a Principal or Assistant Principal contract with the Division.

## Procedures

1. The Superintendent or designate will review this administrative procedure with administrators at the start of the school year.
2. Administrators are required to participate in ongoing supervision by a Superintendent or designate to ensure that administrative practices meet the expectations of the Leadership Quality Standard (LQS) established by Alberta Education and Division's mission, vision, beliefs, values and to promote professional growth in order to optimize teaching and learning.
3. Administrators may be required to participate in administrator evaluation by a Superintendent or designate as outlined in this administrative procedure. Assistant Principals will be

evaluated in accordance with the roles and responsibilities assigned with their designation based on the Leadership Quality Standards.

#### **4. Growth**

- 4.1 Administrators are to develop a Professional Growth Plan (PGP), the primary purpose of which is to allow administrators to reflect on, develop and work to provide quality leadership in achieving professional learning objectives and goals that support optimum teaching and learning.
- 4.2 The PGP is to be developed on an annual basis. Principals shall submit their plan for review or approval to the Superintendent by October 1. Assistant Principals shall submit their plan for review or approval to the Principal.
- 4.3 Administrators who do not submit a PGP, or a cumulative summary, may be subject to disciplinary action.
- 4.4 An annual PGP shall:
  - 4.4.1 Reflect goals based on self-assessment or professional learning needs by the individual administrator;
  - 4.4.2 Show a demonstrable relationship to the LQS;
  - 4.4.3 Be consistent with the mission, vision, values and goals of the Division;
  - 4.4.4 Take into consideration the education plans of the school, Division and Alberta Education;
  - 4.4.5 Reflect strategies / actions / activities selected to meet the professional goal(s);
  - 4.4.6 Reflect an evaluation of progress in goal achievement.
- 4.5 As part of the supervision process, the Superintendent or designate will maintain awareness of an administrator's PGP, the status of progression towards achieving the goal(s) of the plan, and may provide guidance and assistance in implementing the plan.
- 4.6 A cumulative summary of the PGP will be completed by the administrator by May 31, and forwarded to the Superintendent or designated for review.
- 4.7 The administrator will retain the original copy of the PGP and summary, along with the Superintendent's comments and signature.
  - 4.7.1 The Superintendent copy of the PGP will be returned to the administrator at the end of the school year.
- 4.8 Administrators are responsible for maintaining three (3) consecutive years of PGPs and providing these to the Superintendent or designate should they be requested.

#### **5. Supervision**

- 5.1 Supervision involves a range of leadership processes designed to ensure quality administrative practice and to improve administrative performance. As leaders, administrators are accountable for the quality of education provided to students in their school. A fundamental component of this administrative procedure is ongoing supervision of administrators by the Superintendent or designate. Supervision includes such activities as:
  - 5.1.1 Providing support and guidance to administrators;
  - 5.1.2 Directly observing through school visits and receiving information from any source about the quality of administrative practice;

- 5.1.3 Identifying the behaviours or practices of an administrator that for any reason may require an evaluation.
- 5.2 The Superintendent or designate will participate in the supervision of administrators through:
  - 5.2.1 Ongoing communication with administrators;
  - 5.2.2 The review and approval of annual PGPs;
  - 5.2.3 The acquisition of information regarding the administrator's participation in any aspect of the activities of the school;
  - 5.2.4 Ongoing observation, guidance and support of administrative practice;
  - 5.2.5 The addressing of concerns, regarding administrators, generated by stakeholders.
- 5.3 Administrators on a Continuous to System (CTS) contract will participate in a model of **Enhanced Supervision** every five (5) years with the Superintendent or designate. Enhanced Supervision involves an analysis of results, a collection of evidence, as well as reflection and goal-setting. The process will be documented in an Enhanced Supervision Template based on the LQS competencies.
  - 5.3.1 A notice of Enhanced Supervision will be shared with the administrator by September 30.
  - 5.3.2 From October through April, the Superintendent or designate will meet with the administrator for ongoing dialogue and complete a minimum of three (3) school visits.
  - 5.3.3 Prior to the end of May, the Superintendent or designate will have a final meeting with the administrator to complete the process of Enhanced Supervision. This will include the administrator's reflection on the evidence collected as well as areas of strength and areas of growth with respect to the competencies of the LQS. This process will be documented in the Enhanced Supervision Template. The completed copy will be placed in the administrator's personnel file.
- 5.4 Where the Superintendent or designate, through the process of supervision, has reason to believe that an administrator may not be meeting the expectations of the LQS established by Alberta Education, Board policy and Division administrative procedures, an administrator evaluation may be initiated by the Superintendent or designate in accordance with the Evaluation section of this administrative procedure.

## 6. Evaluation

- 6.1 Administrator evaluation is based upon the Superintendent's informed and reasoned judgement about the administrator's practice in relation to the expectations of the Leadership Quality Standard established by Alberta Education, Board policy and Division administrative procedures.
- 6.2 The evaluation of an administrator by the Superintendent or designate may be conducted:
  - 6.2.1 Upon the written request of the administrator;
  - 6.2.2 For the purposes of gathering information to reach a decision about the continuation/termination of the administrative designation during a probationary period, in the final year of an administrative term contract, or to determine movement from an administrative term contract to a continuous administrative contract;
  - 6.2.3 For purposes of assessing the growth of the administrator in specific areas of practice; and

- 6.2.4 When, on the basis of information received through supervision, the Superintendent or designate has reason to believe that the performance of the administrator may not meet Alberta Education and Division expectations.
- 6.3 The Superintendent shall maintain an administrator performance evaluation document.
- 6.4 On initiating an evaluation, the Superintendent or designate will communicate in writing to the administrator:
  - 6.4.1 The reason(s) and the purpose of the evaluation;
  - 6.4.2 The process, criteria and the standards to be used;
  - 6.4.3 The evaluation data sources to be used;
  - 6.4.4 The general timeline;
  - 6.4.5 Any possible outcomes of the evaluation.
- 6.5 Any or all of the following processes will be used in the specific administrator evaluation:
  - 6.5.1 Evidence provided by the administrator in the form of product, process and conversation;
  - 6.5.2 Planning documents;
  - 6.5.3 Staff, student, parent surveys;
  - 6.5.4 Staff, student, parent, community, parish reference letters;
  - 6.5.5 Observations by the Superintendent or designate;
  - 6.5.6 Other data sources.
- 6.6 Upon completion of an evaluation, the Superintendent or designate shall provide the administrator with a copy of the completed evaluation report which will consist of:
  - 6.6.1 An introduction;
  - 6.6.2 A statement of evaluation purposes and possible outcomes;
  - 6.6.3 An overview of the evaluation context;
  - 6.6.4 An overall summary rating of the administrator's performance;
  - 6.6.5 Recommended areas for improvement and growth as necessary;
  - 6.6.6 A concluding statement and / or a recommendation statement; and
  - 6.6.7 A statement verifying that the report has been discussed with the administrator, that provision has been made for the administrator to sign the report indicating that the report has been reviewed and discussed prior to its submission to the Assistant Superintendent - Human Resources.
- 6.7 The administrator and the Superintendent or designate 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 personnel file, as a record of the evaluation.
- 6.8 The administrator being evaluated shall be given the opportunity to append additional comments to an evaluation report, which will be included with the evaluation report.
- 6.9 Assistant Principal evaluations may be completed by the Principal of the school except in the following situations:
  - 6.9.1 The Assistant Principal is in their final year of their term contract before a CTS designation determination is needed;
  - 6.9.2 The Principal is in their first year of service with the Division;
  - 6.9.3 At the discretion of the Superintendent.

## 7. Notice of Remediation

- 7.1 A Notice of Remediation is the written statement issued to an administrator by the Superintendent or designate where the Superintendent or designate has determined through evaluation that the administrator's performance does not meet the expectations of the LQS established by Alberta Education, Board policy and Division administrative procedures.
- 7.2 A Notice of Remediation describes:
- 7.2.1 The behaviours or practices that do not meet the aforementioned expectations and the changes required;
  - 7.2.2 The remediation strategies the administrator is advised to pursue;
  - 7.2.3 A reasonable time schedule to address the remediation strategies;
  - 7.2.4 The resources that shall be available to assist with the remediation;
  - 7.2.5 How the determination will be made that the required changes have taken place;
  - 7.2.6 The consequences of not achieving the required changes that may include, but are not limited to, termination of the administrator's designation or, in the case of an administrator new to the Division, termination of the contract of employment;
  - 7.2.7 Notification that the remediation strategies stipulated may replace the obligation of the administrator to develop and implement an annual administrator PGP.
- 7.3 Remediation Follow-up Evaluation
- 7.3.1 In accordance with the expectations and timelines of the Notice of Remediation, the original evaluator may conduct the follow-up evaluation or choose an alternative Superintendent or designate to conduct the evaluation.
  - 7.3.2 A Remediation Follow-up Evaluation will be undertaken with a focus on assessing the degree to which the administrator has met the performance expectations specifically described in the Notice of Remediation.
  - 7.3.3 In the event that Remediation Follow-up Evaluation identifies that the administrator's practice meets expectations, recommendations for a PGP may be included in the report.
  - 7.3.4 In the event that the Remediation Follow-up Evaluation report concludes the administrator's professional practice is not meeting Alberta Education and Division requirements, the Superintendent will advise the administrator and the Board of the termination of designation or, in the case of an administrator new to the Division, termination of the contract of employment in accordance with the *Education Act*.

8. This administrative procedure does not restrict the Superintendent or designate 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 the Division or, from taking any action or exercising any right of power under the *Education Act*.

Reference: *Education Act*, SA 2012, c E-0.3, ss. 33, 52, 53, 197, 202, 203, 204, 222  
Freedom of Information and Protection of Privacy Act  
Employment Standards Code  
Labour Relations Code  
Personal Information Protection Act  
Collective Agreement  
Alberta Education Leadership Quality Standard  
Certification of Teachers and Teacher Leaders Regulation, AR 84/2019  
Practice Review of Teachers and Teacher Leaders Regulation, AR 92/2019

Appendix 422 - Growth, Supervision and Evaluation of Administrators "**Leadership Quality Standard (LQS)**"