

SCHOOL ADMINISTRATOR GROWTH, SUPERVISION AND EVALUATION

Background

HPSD recognizes it is responsible for ensuring that the highest possible quality of education is provided for the students in its jurisdiction. It also recognizes that the role of the school administrator is critical to making our schools and students the top priority in our division. HPSP believes that the Learning Support Centre (LSC) staff, school administrators and teachers must work together to achieve the highest possible quality of education for each student. This objective can be achieved by providing opportunities for professional growth of school administrators and by providing effective supervision and evaluation of each school administrator.

Definitions

Annual Professional Growth Plan - a plan developed and implemented by the school administrator to achieve professional learning objectives or goals that are consistent with the mission and education plan of the HPSP, and the mission and education plan of the school. An annual professional growth plan is a continuously developing document and will be modified as needs and circumstances change.

Board of Reference - an appeal system to ensure fairness and natural justice in the termination and suspension of teachers. Scope is limited to termination and suspension matters.

Direct Supervisor – the Principal is the Direct Supervisor of the Vice Principal(s) within the school. The Assistant Superintendent is the Direct Supervisor of the school Principal.

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 in determining whether the requirements of Administrative Procedure 430 – Duties and Responsibilities of the Principal have been met.

Evaluator - a Superintendent as defined in the Education Act. The Superintendent may appoint a designate.

Notice of Remediation - a written statement issued to a school administrator by an evaluator where, as a result of evaluation, the evaluator has determined that a school administrator's performance does not meet the Leadership Quality Standard (Ministerial Order #002/2020).

Supervision - the on-going process by which a Superintendent carries out duties in respect to school administration required under Section 197 of the Education Act.

Procedures

1. General

- 1.1. The Assistant Superintendent shall:
 - 1.1.1. make school administrators aware of this administrative procedure,
 - 1.1.2. provide school administrators with a copy of the *Leadership Quality Standard*, and
 - 1.1.3. discuss the supervision and evaluation process.
- 1.2. School administrators on a term specific designation will have on-going supervision in addition to a comprehensive evaluation in the last year of the specific term.
 - 1.2.1. Each subsequent extension to the contract will be conditioned on the completion of a satisfactory evaluation in keeping with the current Collective Agreement.
 - 1.2.2. While a satisfactory evaluation is a condition for a new contract or extension it is not a guarantee of such.
 - 1.2.3. A term specific designation automatically expires at the end of the term.
- 1.3. School administrators who have been confirmed in their designation will have on-going supervision by the Superintendent.

- 1.4. The purpose of school administrator supervision and evaluation is to ensure that leadership meets the expectations of the *Leadership Quality Standard* and to promote the professional growth of leaders in order to maximize student learning and achievement.
- 1.5. The Superintendent shall take disciplinary or other action, as appropriate, where there is reasonable grounds for believing that the actions or practices of a school administrator:
 - 1.5.1. pose a danger to the safety of students;
 - 1.5.2. constitute a neglect of duty;
 - 1.5.3. demonstrate a breach of trust;
 - 1.5.4. demonstrate a refusal to obey a lawful order of the Board.

2. Annual Professional Growth Plan

- 2.1. All school administrators will develop and pursue annual professional growth plans.
- 2.2. An Annual Professional Growth Plan is expected to:
 - 2.2.1. reflect goals or objectives based on an assessment of learning needs by the individual school administrator;
 - 2.2.2. show a demonstrable relationship to the *Leadership Quality Standard*;
 - 2.2.3. take into consideration the educational plans of the school, HPSD and Alberta Education;
 - 2.2.4. be submitted prior to October 15 of each school year for review by the supervisor;
 - 2.2.4.1. Vice principals will submit professional growth plans to the Principal.
 - 2.2.4.2. Principals will submit professional growth plans to the Assistant Superintendent.
 - 2.2.5. address the following:
 - 2.2.5.1. Goal(s) for the year;
 - 2.2.5.2. Objectives and strategies to obtain the goal;
 - 2.2.5.3. Results/measures;
 - 2.2.5.4. Timeline for implementation.
- 2.3. The Annual Professional Growth Plan may be a component of a long-term, multi-year plan.
- 2.4. As part of the supervision process, the Direct Supervisor shall:
 - 2.4.1. maintain an awareness of the school administrator's professional growth plan, the status of progression toward achieving the goal(s) of the plan and may include the provision of guidance and assistance in implementing and/or achieving the plan;
 - 2.4.2. meet with each school administrator, prior to the end of the school year, to discuss the implementation of the growth plans as well as professional growth needs and any implications for the next planning cycle;
 - 2.4.3. retain a copy of the Annual Professional Growth Plans for the period of the current school year.
- 2.5. A school administrator who fails to submit and/or implement an Annual Professional Growth Plan as required in this policy shall be subject to disciplinary action as determined by the Direct Supervisor, in consultation with the Superintendent.
- 2.6. Unless a school administrator agrees, the content of an Annual Professional Growth Plan shall not be part of an evaluation of a school administrator.

3. Supervision of School Administrators

- 3.1. Supervision of school administrators, as an ongoing process carried out by the Assistant Superintendent, shall:
 - 3.1.1. involve the Principal to develop a plan for the supervision of the Vice Principals under their supervision;
 - 3.1.2. recognize the school administrator's success and achievement in meeting the *Leadership Quality Standard*;
 - 3.1.3. provide support and guidance to school administrators;
 - 3.1.4. include observations and information about the quality of leadership provided to the school community;
 - 3.1.5. identify the behaviours or practices of a school administrator that for any reason may require evaluation.
- 3.2. If, as a result of information gathered through supervision, an ongoing concern about the school administrator's behaviour or practice arises, the Assistant Superintendent shall work with the school administrator to redress the concern in a prompt manner.

4. Evaluation of School Administration

- 4.1. The evaluation of a school administrator, by the Assistant Superintendent, shall be conducted:
 - 4.1.1. for school administrators on term-specific designations, in the final year of the term-specific designation;
 - 4.1.2. upon the written request of the school administrator;
 - 4.1.3. for the purpose of assessing the growth of the school administrator in specific areas of practice; and
 - 4.1.4. when, on the basis of the information received through supervision, the Assistant Superintendent has a reason to believe that the school administrator's performance may not meet the *Leadership Quality Standard* and HPSP standards and expectations.
- 4.2. The Assistant Superintendent shall ensure that school administrators are aware of Administrative Procedure 440 - Duties and Responsibilities of the Principal and this administrative procedure.
- 4.3. The Assistant Superintendent shall ensure that evaluation reports:
 - 4.3.1. are completed by April 30 of the current year;
 - 4.3.2. are discussed with the school administrator;
 - 4.3.3. include a space for the school administrator to sign to acknowledge receipt of the report;
 - 4.3.4. are scanned and sent to the Human Resources Department for inclusion in the school administrator's personnel file prior to giving the original to the school administrator.
- 4.4. Upon receipt of an evaluation report, the school administrator may request a review based on concerns regarding the accuracy of content and/or the evaluator's adherence to procedures, within seven (7) instructional days.
- 4.5. Where, as a result of an evaluation, the Assistant Superintendent determines that a change in the behaviour or practice of a school administrator is required, the Superintendent must provide to the school administrator a Notice of Remediation, which shall be a written statement to the school administrator describing:
 - 4.5.1. the behaviours and practices that do not meet the standard expected, and the changes required;
 - 4.5.2. the remediation strategies that the school administrator is advised to pursue inclusive of:
 - 4.5.2.1. the way determination will be made that the required changes in behaviour or practice have taken place;
 - 4.5.2.2. applicable timelines;
 - 4.5.2.3. consequences of not achieving the required changes including, but not limited to, termination of a school administrator contract of employment;
 - 4.5.2.4. notification that the remediation strategies stipulated may replace the obligation of the school administrator to develop and implement an Annual Professional Growth Plan.
- 4.6. In accordance with the expectations and timelines of the Notice of Remediation and to provide consistency, the original evaluator should be involved in the school administrator's final evaluation. At the Superintendent's discretion, an additional evaluator may be involved in the evaluation process at this stage.
- 4.7. A new (final) evaluation will be undertaken with a focus on assessing the degree to which the school administrator has met the performance expectations specifically described in the Notice of Remediation.
- 4.8. Following the final evaluation process, the evaluator(s) will make a written assessment of the school administrator's performance.
- 4.9. On receiving the report and recommendation(s) from the evaluator(s), the Superintendent shall conclude the evaluation process, and make such decisions or recommendations as the Superintendent believes to be in the best interests of the school administrator, the school, the students and the jurisdiction as a whole.
- 4.10. In the event of the Superintendent recommending removal of designation or termination of employment, the school administrator shall be made aware of the right to appear before the Board of Reference.
- 4.11. Whenever removal of designation or termination of employment is being considered, the school administrator will be entitled to all the procedures available to teachers under the

Education Act, Collective Agreement, Board policy, administrative procedures or any other applicable legislation.

References

Education Act, Sections 197, 202, 204, 213, 214

Ministerial Order #002/2020

Leadership Quality Standard (Alberta Education)

Cross References

[Administrative Procedure 430 - Duties and Responsibilities of the Principal](#)

[Administrative Procedure 463 - Concerns and Complaints - Employees](#)