

Administrative Procedure 445

Human Resources

ADMINISTRATOR GROWTH, SUPERVISION AND EVALUATION

DEFINITIONS

In this administrative procedure,

1. “Administrator” means the principal or assistant principal of Westmount Charter School.
2. “Leadership quality standard” or “LQS” means the standard and descriptors of knowledge, skills and attributes elaborated upon as AP-440 Leadership Quality Standard.
3. “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 superintendent in determining whether an administrator’s leadership exceeds, meets or does not meet Westmount’s Leadership Quality Standard.
4. “Notice of remediation” means the written notice issued by the superintendent to an administrator where the superintendent has determined that the administrator’s leadership does not meet the LQS.
5. “Principal” means the principal of Westmount Charter School.
6. “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 LQS.
7. “Superintendent” means the superintendent of Westmount Charter School and any alternate superintendent appointed by the charter board; and
8. “Supervision” means the ongoing process by which the superintendent supports and guides the leadership of administrators.

GUIDELINES

1. General Provisions

- 1.1 The superintendent will review this administrative procedure with administrators near the commencement of each school year.
- 1.2 A program of life-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.
- 1.3 Administrators are required to participate in ongoing supervision to ensure that administrative practices meet the expectations of the LQS and to promote professional growth in order to optimize teaching and learning.
- 1.4 Administrators who are serving a term administrative designation will participate in administrator evaluation as outlined in this procedure as well as participating in ongoing supervision.
- 1.5 This policy does not restrict the superintendent from taking disciplinary or other action, as appropriate, where there are reasonable ground 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 charter board or, from taking any action or exercising any right of power under the *School Act*.

- 1.6 The superintendent will be responsible for the evaluation of the principal and the principal shall be responsible for the supervision and evaluation of assistant principals. This administrative procedure shall be construed as such throughout.

ADMINISTRATIVE PROCEDURES

2. Administrator Growth

- 2.1 Administrators must complete annual professional growth plans to help them support optimum teaching and learning.
- 2.2 An annual growth plan is expected to:
 - 2.2.1 reflect goals based on self-assessment of professional learning needs by the individual administrator;
 - 2.2.2 show a demonstrable relationship to the LQS; and
 - 2.2.3 take into consideration the educational plans of the school, the charter board and Alberta Education.
- 2.3 Prior to October 15 of a school year, an administrator must submit an annual growth plan for review and approval to the superintendent;
- 2.4 Growth plans should address the following:
 - 2.4.1 professional learning goals;
 - 2.4.2 a time line for implementation; and
 - 2.4.3 the intended method of assessing goal attainment.
- 2.5 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.
- 2.6 Prior to the end of the school year, the administrator will meet with the superintendent to review the implementation of the growth plan to consider professional growth possibilities for the next year.
- 2.7 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.
- 2.8 Unless an administrator agrees, the content of a growth plan must not be part of an evaluation of an administrator.
- 2.9 Despite 2.8 above, the 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

- 3.1 Supervision involves a range of leadership processes designed to ensure quality administrative practice and to improve administrative leadership. Supervision includes such leadership activities as:
 - 3.1.1 providing support and guidance to administrators;
 - 3.1.2 observing and receiving information from any source about the quality of administrative practice; and
 - 3.1.3 identifying the behaviors or practices of an administrator that for any reason may require an evaluation.
- 3.2 Superintendents participate in administrator supervision through:
 - 3.2.1 ongoing communication with administrators;

- 3.2.2 reviewing and approving annual growth plans;
- 3.2.3 acquiring information regarding the administrator's participation in any aspect of the activities of the school; and
- 3.2.4 frequent observation, guidance and support of administrative practice.
- 3.3 If a concern regarding an administrator's practice is expressed by a parent, by a teacher or by a student to the superintendent, the superintendent may:
 - 3.3.1 arrange for the person concerned to discuss the matter with the administrator;
 - 3.3.2 if the matter remains unresolved, attempt to deal with the situation through mediation, an investigation or more focused supervision; and
 - 3.3.3 if an investigation or more focused supervision leads to the belief the administrator may not be meeting the LQS, initiate an administrator evaluation process.
- 3.4 Where the superintendent, through the process of supervision, has reason to believe that an administrator may not be meeting the expectations of the LQS, an evaluation of the administrator may be initiated.

4. Evaluation

- 4.1 Administrator evaluation is based upon the superintendent's informed and reasoned judgment about the administrator's practice in relation to the LQS.
- 4.2 The evaluation of an administrator by a superintendent may be conducted:
 - 4.2.1 upon written request by an administrator;
 - 4.2.2 for the purposes of gathering information related to a specific employment or contract decision; and
 - 4.2.3 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 LQS.
- 4.3 Upon initiating an evaluation, the superintendent will communicate explicitly to the administrator:
 - 4.3.1 the reasons for the purposes of the evaluation;
 - 4.3.2 the processes, criteria and standards to be used;
 - 4.3.3 the evaluation data sources to be used;
 - 4.3.4 the timelines to be applied; and
 - 4.3.5 the possible outcomes of the evaluation.
- 4.4 The following processes will be used in administrator evaluations:
 - 4.4.1 multiple observations based upon established LQS criteria;
 - 4.4.2 additional data related to the administrator's leadership practice:
 - planning documents;
 - a variety of school performance and administrative artifacts;
 - staff, student and parent interviews or focus group sessions;
 - surveys; and
 - other agreed upon data sources.
 - 4.4.3 frequent conferencing including the superintendent providing an update as to the administrator's strengths/weaknesses in the major areas of administrative practice.

- 4.5 An administrator evaluation report should consist of:
 - 4.5.1 an introduction;
 - 4.5.2 a statement of evaluation purposes and possible outcomes;
 - 4.5.3 an overview of the evaluation context;
 - 4.5.4 a description and data-based comments related to each applicable dimension of the LQS;
 - 4.5.5 identification of the significant strengths of an administrator;
 - 4.5.6 recommendations for improvement;
 - 4.5.7 a concluding statement:
 - “In my opinion, at this time and in this assignment, the administrator’s leadership practice (exceeds, meets or does not meet) Westmount Charter School’s expectations contained in its Leadership Quality Standard.”;
 - 4.5.8 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 the board office personnel files, and that the administrator has been made aware of the right of review related to compliance with this policy.
- 4.6 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 personnel file.
- 4.7 The administrator will be given the opportunity to append additional comments to an evaluation report.
- 4.8 An administrator may ask that an alternate superintendent conduct a review of the evaluation to ensure compliance with this administrative procedure. (In the case of assistant principals, the superintendent may be asked to review the evaluation to ensure compliance with this administrative procedure.)
- 4.9 A request for a review of an evaluation must be made within ten calendar days of the administrator’s receipt of the evaluation report, and must outline, in writing, the administrator’s reason(s) for requesting the review.
- 4.10 The requested review must be conducted and a written decision issued within 21 calendar days of receipt of the review request.

5. Notice of Remediation

- 5.1 A notice of remediation is a written statement issued to an administrator by the superintendent where the superintendent has determined that the administrator’s leadership does not meet the LQS. A notice of remediation describes:
 - 5.1.1 the behaviors or practices that do not meet the LQS and the changes required;
 - 5.1.2 the remediation strategies the administrator is advised to pursue;
 - 5.1.3 a reasonable timeline to address the remediation strategies;
 - 5.1.4 at the superintendent’s option, notice that the remediation strategies stated in the notice replace the obligation of the administrator to develop and implement an annual administrator professional growth plan;
 - 5.1.5 how the determination will be made that the required changes in behavior or practice have taken place; and

- 5.1.6 the consequences for not achieving the required changes, including, but not limited to termination of the administrator's contract of employment or administrative designation.
- 5.2 Remediation Follow-up Evaluation
 - 5.2.1 A follow-up evaluation shall be conducted by the superintendent, in accordance with the expectations and timelines stated in the notice of remediation.
 - 5.2.2 The remediation follow-up evaluation will be undertaken with a focus on assessing the degree to which the administrator has met the performance expectations described in the notice of remediation.
 - 5.2.3 In the event the follow-up evaluation concludes the administrator's practice meets expectations, recommendations for a professional growth plan will be included in the report and a further evaluation of the administrator will be completed with two years of the follow-up report.
 - 5.2.4 In the event the remediation follow-up evaluation report concludes the Administrator's professional practice does not meet Westmount's Leadership Quality Standard, a recommendation may be made by the superintendent to the charter board to terminate the administrator's contract in accordance with the *Education Act*.
 - 5.2.5 The principal shall keep the superintendent informed of any evaluation remediation concerns of an assistant principal's performance.
 - 5.2.6 In the event of termination of contract, the administrator shall be made aware of the right to appeal to the charter board.

Cross Reference: AP-440 Leadership Quality Standard
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