

## **Administrative Procedure 484 Human Resources**

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# **SUPPORT STAFF GROWTH, SUPERVISION AND EVALUATION**

### **BACKGROUND**

Supervision and evaluation of support staff are important components for providing high quality learning experiences to students and support services within the school.

The supervision and evaluation of staff must be ethical, fair, just and based on processes known to support staff.

Casual support staff are exempt from the specific provisions for evaluation under this administrative procedure.

Professional practices used to implement this administrative procedure must respect procedural fairness and provide for opportunities to appeal.

If a conflict of interest exists between two members in the administrator and direct supervisory level, concerns arising under this administrative procedure are addressed at the next level beyond the supervisor.

The superintendent and principal are jointly responsible for the implementation of this administration procedure.

### **DEFINITIONS**

In this administrative procedure:

#### Administrator

Means the principal or assistant principal of Westmount Charter School.

#### 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 an administrator in determining whether one or more aspects of the performance of a support staff member exceeds, meets or does not meet the distinctive requirements of this charter school.

#### Principal

Means the principal of Westmount Charter School.

#### Professional growth

Means the career-long learning process whereby a support staff member annually develops and implements a plan to achieve professional learning objectives or goals.

#### Superintendent

Means the superintendent of Westmount Charter School and any alternate superintendent appointed by the charter board.

#### Supervision

Means the ongoing process by which an administrator supports and guides teaching.

## **GUIDELINES**

### **1. PURPOSE**

- 1.1 The processes of supervision and evaluation and any related decisions are intended to meet these aims:
  - 1.1.1 to improve the delivery of service in order to enhance the teaching-learning environment;
  - 1.1.2 to assist in making staffing decisions;
  - 1.1.3 to recognize the worth and value of individual employees;
  - 1.1.4 to communicate performance objectives to employees; and
  - 1.1.5 to motivate employees to more closely attain their potential and to improve their job performance.

### **2. SUPERVISION**

- 2.1 Supervision is the process of becoming familiar with the manner in which employees meet their employment responsibilities. It is formative in intent and functions to support, guide and, where necessary, redirect job performance.
- 2.2 Supervision occurs through frequent, informal visits between administrators and employees, through knowledge gained of an employee's contribution to the school and through the communication which should occur between administrators and employees, and for which both are responsible.

### **3. EVALUATION**

- 3.1 Evaluation is the process of formalizing supervision of an employee through documentation. The process is interactive and therefore presumes active employee involvement. The process leads to a written report by an administrator. The report is used as one basis from which on-going supervision is planned and provides a basis for decision-making relative to these guidelines.
- 3.2 Evaluation focuses on the quality of an employee's job performance and employee's contribution to the school as a whole. All evaluation processes should be pre-planned with employees. While the process will feature frequent oral and written communication, reports should be:
  - 3.2.1 growth focused or formative for employees after the end of their probationary period;
  - 3.2.2 comprehensive or summative for employees before the end of their probationary period and
  - 3.2.3 for employees who request an evaluation; or
  - 3.2.4 for employees whose job performance is of concern to the principal or superintendent.

## **PROCEDURES**

### **1. SUPERVISION**

- 1.1 Administrators are expected to visit an employee's work place frequently.
- 1.2 Administrators are expected to meet with employees individually and in groups for the purposes of meeting the school's responsibilities to students and the school partners.
- 1.3 Administrators are expected to facilitate communication and promote growth in the job performance of employees and their own knowledge and practices through the process of supervision.

## 2. EVALUATION

### 2.1 Evaluation Criteria

2.1.1 The charter board's expectations for the performance of its employees are contained in administrative procedures AP-400 General Employment, AP-402 Support Staff Code of Conduct and AP-407 Employee Code of Conduct.

### 2.2 Timelines for Evaluations

2.2.1 Employees new to the school shall receive a summative evaluation report from the principal (or designate) prior to the end of their probationary period. The principal shall inform an employee, in writing, if there are concerns with the employee's performance within three (3) months of the date of hiring.

2.2.2 Employees will be evaluated after one (1) year in the position.

### 2.3 Responsibility for Evaluations

2.3.1 The principal is primarily responsible for evaluating employees. The principal may delegate this responsibility to an assistant-principal.

2.3.2 The superintendent may evaluate employees.

## 3. EVALUATION PRACTICES

The administrator's evaluation practices should include but not be limited to the following:

3.1 Creating an evaluation plan prior to a formal evaluation through a meeting between the administrator and the employee. The plan will include:

3.1.1 discussion, clarification and, where appropriate, adaptation of the employee's role description;

3.1.2 determination of the evaluation practices to be used; and

3.1.3 establishment of the proposed timeline for the evaluation.

3.2 The evaluation plan may be communicated in writing to the employee.

3.3 Copies of notes and documentation must be shared with the employee.

3.4 Workplace observation must be followed with feedback. The administrator may provide written comments upon observation. If so, a copy must be given to the employee.

3.5 The follow-up to an evaluation and the process of on-going supervision requires:

3.5.1 The administrator and employee should meet annually to discuss the employee's growth goals.

3.5.2 Where an employee has received a report containing recommendations for growth, a follow-up plan for formative supervision must be developed.

#### 4. EVALUATION REPORTS

- 4.1 Reports are to reflect the quality of the employee's job performance as it relates to the charter board's expectations for the position. Reports are expected to:
- 4.1.1 reflect the objectives of continuous improvement, feedback and quality assurance;
  - 4.1.2 reflect the form of evaluation undertaken;
  - 4.1.3 contain compliments for quality, recognition of growth and ideas for future growth and, in those rare cases where it occurs, clearly identify practices which are less than satisfactory and/or acceptable and make recommendations related thereto;
  - 4.1.4 describe the context of the environment within which the employee works; and
  - 4.1.5 provide evidence to support the conclusions drawn throughout the report.
- 4.2 The contents of reports must include as a minimum:
- 4.2.1 a summary of the supervision process;
  - 4.2.2 for growth-oriented supervision reports, descriptive and qualitative comments on the elements of job performance observed for purposes of growth, the outcomes of the growth process, and ideas pertinent to future growth within these elements; or
  - 4.2.3 for comprehensive reports, description and qualitative comment on the major elements of job performance as identified in administrative procedures AP-400 General Employment, AP-402 Support Staff Code of Conduct, AP-407 Employee Code of Conduct and the individual employee's role description; and
  - 4.2.4 a summary section which contains:
    - identification of the employee's significant strengths;
    - recommendations for improvement if significant improvement is required (suggestions for improvement should be contained in the body of the report);
    - ideas for future growth; and
    - a statement verifying the report has been discussed with the employee and that the employee has been given the opportunity to provide comments and sign the report.
- 4.3 Copies of evaluation reports, together with the employee's comments, if any, are to be provided to the employee, the principal and the employee's human resources personnel file.

## 5. EVALUATION DECISIONS

- 5.1 Any decisions taken as a consequence of a written evaluation shall be clearly communicated to the employee. If further evaluation is to occur as a consequence of writing a report, the employee shall be notified of this in writing.
- 5.2 For employees on probation:
  - 5.2.1 The administrator may recommend removal of the probationary designation;
  - 5.2.2 The administrator may recommend an extension to the probationary period with a subsequent evaluation to be performed; or
  - 5.2.3 The administrator may recommend termination of employment.
  - 5.2.4 The principal must authorize decisions in respect of employment status. In order to remove a probationary designation, the concluding statements in the report must state that the employee's job performance is satisfactory (or better) and the contribution is acceptable (or better).
- 5.3 For employees after their probationary period:
  - 5.3.1 The administrator will follow-up evaluations with on-going supervision.
- 5.4 For employees whose performance is less than satisfactory and/or acceptable:
  - 5.4.1 Such findings may lead to termination of employment.
- 5.5 Where an individual's employment with Westmount Charter School is at risk, the following practices will usually apply:
  - 5.5.1 Shortcomings in the employee's job performance will be clearly identified;
  - 5.5.2 Recommendations for improvement in job performance will be identified;
  - 5.5.3 The administrator will be responsible for writing a subsequent evaluative report;
  - 5.5.4 The employee may be assigned another employee to assist with formative supervision only;
  - 5.5.5 In the process of evaluation or formative supervision, assistance will be offered and ideas shared with the employee. The employee will be given sufficient time to implement suggestions and recommendations and will also be responsible for additional learning which may be required to implement suggestions and recommendations;

5.5.6 In the event that a second report also identifies the employee's job performance as less than satisfactory and/or acceptable, a recommendation will be made to the charter board to terminate the individual's employment; and

5.5.7 In the event that a less than satisfactory/acceptable report is followed by a satisfactory/acceptable report, formative supervision will be used as a follow-up. Another summative evaluation will occur within one year of the date of the most recent report.

5.6 The procedures to be followed in the termination of employment will be consistent with those identified in the *Employment Standards Code*.

## 6. APPEAL PROCEDURE

Employees have the right to appeal any report written on their performance.

6.1 The appeal should be directed first to the author of the report.

6.2 If the concern of the employee remains after meeting with the author of the report (where the author of the report is not the principal), the employee may forward the appeal to the principal.

6.3 If the concern of the employee remains after meeting with the principal, the employee may forward the appeal to the superintendent.

6.4 The superintendent will review the process of evaluation to ensure that it is consistent with charter board policy, guidelines and regulations.

6.5 If the opinions and judgement of the evaluator are called into question, these are addressed through subsequent evaluation.

6.6 Upon receipt of an appeal, the superintendent will acknowledge the appeal, investigate the circumstances, and respond to those involved in the original report.

6.7 The superintendent will normally render a decision to uphold, modify or reject a report within six (6) weeks from receipt of the appeal.

Legal Reference: *Employment Standards Code*  
Cross Reference: AP-405 Supervision and Evaluation  
AP-400 General Employment  
AP-402 Support Staff Code of Conduct  
AP-407 Employee Code of Conduct  
AP-481 Instructional Support Staff  
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