

## PRINCIPAL GROWTH, SUPERVISION AND EVALUATION

### Background

The Division believes that principal growth, supervision and evaluation are important elements associated with a principal's professional performance. Principal growth and supervision are dynamic, collaborative and ongoing processes, while principal evaluation may be required for the purpose of making decisions regarding employment or certification.

### Definitions

- a. **“evaluation”** means the formal process of gathering and recording information or evidence over a period of time and the application of reasoned professional judgment in determining whether one or more aspects of the principal's performance meets or does not meet the *Leadership Quality Standard*.
- b. **“notice of remediation”** means the written statement issued to a principal where it is determined that a principal's performance does not meet the *Leadership Quality Standard*, and such a statement describes
  - i. the leadership responsibilities that are expected,
  - ii. the behaviours or practices that do not meet the *Leadership Quality Standard* and the changes required,
  - iii. the remediation strategies the principal is advised to pursue, and
  - iv. how the determination will be made that the required changes in behaviour or practice have taken place, applicable timelines, and the consequences of not achieving the required changes including, but not limited to, termination of a principal's contract of employment.
- c. **“supervision”** means the ongoing process by which a superintendent carries out duties in respect to the operation of schools, exercises educational leadership and oversees the provision of education programs under section 222 of the Education Act.
- d. **“principal professional growth”** means the career-long learning process whereby a principal annually develops and implements a plan to achieve professional learning objectives or goals that are consistent with the *Leadership Quality Standard* and this administrative procedure.
- e. **“Leadership Quality Standard”** means that quality leadership occurs when the leader's ongoing analysis of the context, and decisions about what leadership knowledge and abilities to apply, result in quality teaching and optimum learning for all school students.

### 1. Principal Growth

- a. All principals are required to engage in ongoing learning and develop an annual growth plan that fosters continuous professional growth.

- b. Each school year a principal is responsible for developing, implementing and completing a Principal Professional Growth Plan that:
  - i. is principal authored, growth-directed and continuous;
  - ii. reflects an assessment of professional learning needs by the individual principal;
  - iii. shows a demonstrable relationship to the *Leadership Quality Standard*; and
  - iv. takes into consideration the education plans of the school, Livingstone Range School Division, and Alberta Education.
- c. A Principal Professional Growth Plan must include:
  - i. goal(s)/objective(s);
  - ii. expected outcomes and desired results;
  - iii. strategies for goal attainment;
  - iv. potential sources for assistance or support;
  - v. timelines; and
  - vi. descriptors or indicators of growth.
- d. A principal is required to work towards professional growth through ongoing action and personal review.
- e. Principals must submit a copy of their professional growth plan to the Superintendent of Schools by October 31 for approval.
- f. The superintendent must make a finding whether the growth plan complies with the legislated requirement, and review that plan with the principal prior to the end of the school year to determine whether the principal has completed the requirements of the professional growth plan.
- g. Responsibility for receiving and reviewing professional growth plans may be delegated by the superintendent to an associate superintendent or, with principal consent, to a group of principals.
- h. Unless a principal agrees, the content of a professional growth plan shall not be a part of an evaluation process.
- i. Notwithstanding Administrative Procedure 420.1(h), the superintendent may identify behaviours or practices of a principal that require an evaluation, provided that the information identified is based on a source other than the information in the principal's professional growth plan.
- j. A principal who does not complete a professional growth plan may be subject to discipline.
- k. The foregoing procedures shall also apply to school principals who shall submit their annual professional growth plans to the Superintendent or designate.
- l. A principal's annual professional growth plan:
  - i. may be a component of a long-term, multi-year plan and
  - ii. may consist of a planned program of mentoring a principal.
- m. A completed annual principal professional growth plan shall be returned to the principal and no copies shall be retained by the school board without the consent of the principal.

## 2. Principal Supervision

- a. The purpose of supervision by the superintendent is:
  - i. to provide support, guidance and development opportunities for the principal;
  - ii. to observe and receive information from any appropriate source about the quality of leadership provided at the school; and
  - iii. to identify the behaviours or practices of a principal that are not in keeping with the expectations of the *Leadership Quality Standard* or that for any reason may require an evaluation.
- b. The Superintendent must provide ongoing supervision for all principals in the system.
- c. It is the principal's responsibility to receive and act on advice provided through supervision to improve the principal's professional performance.
- d. The superintendent must share relevant information with the principal throughout supervision.
- e. The superintendent may provide assistance, support, guidance, and development opportunities to a principal to improve the quality of leadership, and such assistance may vary in nature depending upon the principal's learning needs and professional circumstances.
- f. When, through supervision, the superintendent believes that a principal's behaviours or practices may not meet the requirements of the *Leadership Quality Standard*, the superintendent:
  - i. may work with the principal directly, as part of the program of supervision, to provide assistance to change the behaviours or practices that may be problematic; or
  - ii. may initiate an evaluation.

## 3. Principal Evaluation

- a. An evaluation may be conducted by the superintendent:
  - i. upon the written request of a principal;
  - ii. for the purpose of gathering information related to a specific employment decision;
  - iii. to assess the growth of a principal in specific areas of practice; or
  - iv. when, on the basis of information received through supervision, the superintendent has reason to believe that the leadership practice may not meet the expectations of the *Leadership Quality Standard* or that for any reason may require an evaluation.
- b. When an evaluation is initiated, the principal is to be notified in writing of the following:
  - i. the reason(s) for and purpose(s) of the evaluation;
  - ii. the process, criteria and standards to be used;

- iii. the timelines to be applied including the date of completion of the report; and
  - iv. the possible outcomes of the evaluation.
- c. When conducting an evaluation, the superintendent must:
- i. include observations of the principal's roles and other activities related to the principal's assignment;
  - ii. collect data in accordance with the Alberta Teachers' Association *Code of Professional Conduct*;
  - iii. conduct appropriate pre-evaluation and post-evaluation conference discussions with the principal;
  - iv. provide the principal with on-going feedback over the course of the evaluation.
- d. A principal with a probationary contract must be given written notification of the evaluation to be conducted during the probationary period, and:
- i. pre-evaluation conference should normally occur before January 31; and
  - ii. at least one other conference shall be conducted by the superintendent prior to April 30, prior to any decision being made with regard to renewing a principal's designation.
- e. An evaluation report must be completed by June 15, each year, and include recommendations pertaining to the principal's employment, certification or remediation as applicable.
- f. The evaluator must meet with the principal to discuss the evaluation report, and the principal may add written comments to the evaluation report.
- g. A copy of the original evaluation report, together with the principal's written comments, must be given to the principal, and a copy must also be forwarded to Division Office for inclusion in the principal's personnel file.
- h. If the evaluator carrying out the evaluation concludes that the principal's performance does meet the *Leadership Quality Standard*, or that a change in the behaviour or practice of a principal is not required, the evaluation is complete.
- i. When an evaluation determines the principal's performance does not meet the expectations of the *Leadership Quality Standard*, or that a change in the behaviour or practice of a principal is required, then the principal must be provided:
- i. a notice of remediation describing the required change in behaviour or practice;
  - ii. a program of assistance and strategies the principal is expected to pursue, consistent with the notice of remediation;
  - iii. information about how it will be determined if the required changes have been made, the applicable timelines for the remediation, and the possible consequences of not achieving the required changes; and
  - iv. notification of a subsequent evaluation to be undertaken within a reasonable period of time.

- j. If the evaluator concludes that the principal's performance still does not meet the expectations of the *Leadership Quality Standard*, or that a change in the behaviour or practice of a principal still is required, the evaluator must recommend
  - i. an additional period of remediation and ongoing evaluation;
  - ii. disciplinary action, where appropriate; or
  - iii. termination of the principal's contract of employment; or any combination of these.
- k. A notice of remediation may replace the principal's obligation to develop, implement and complete an annual professional growth plan and the principal must comply with the notice of remediation.
- l. A principal has the right to appeal an evaluation as provided in board policy and the Education Act, and such a request shall be made within 10 calendar days of the principal receiving the evaluation report.
- m. This policy does not restrict a school board or superintendent:
  - i. from taking or recommending disciplinary or other action, as appropriate, where the superintendent has reasonable grounds for believing that the actions or practices of a principal endangers the safety of students, constitutes a neglect of duty, a breach of trust or a refusal to obey a lawful order of the school authority, or
  - ii. from taking any action or exercising any right or power under the Education Act.

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February, 2008

Updates: September 2015, January 2020

**References**

Principal Growth, Supervision and Evaluation Policy 2.1.5

Leadership Quality Standard

Section 33, 52, 53, 197, 202, 203, 204, 222 Education Act