

SYSTEM EDUCATION LEADER GROWTH, SUPERVISION AND EVALUATION

Background

Professional growth, supervision and evaluation processes for Division System Education Leaders are designed to ensure that each System Education Leader's actions, judgments and decisions result in quality school leadership, quality teaching and optimum learning for all students in the school authority. This administrative procedure provides a framework for ensuring that each System Education Leader's practice consistently meets the expectations detailed in Administrative Procedure 454 – *System Education Leader Quality Practice Guidelines* (SELQPG) throughout their careers with the Division.

The Superintendent is responsible for the administration of this administrative procedure.

Definitions

In this administrative procedure:

System Education Leaders means the Assistant Superintendent, Employee Services, the Assistant Superintendent, Learning Services as well as all Division Directors, Coordinators, Supervisors and Facilitators who hold a teaching certificate.

Executive Team member means the Superintendent, the Assistant Superintendent, Employee Services, the Assistant Superintendent, Learning Services or the Assistant Superintendent, Corporate Services.

System Education Leader Quality Practice Guidelines (SELQPG) means the authorized competencies and indicators of quality leadership practice outlined in Administrative Procedure 451.

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 Executive Team member in determining whether a System Education Leader's leadership practice, meets or does not meet Division's System Education Leadership Quality Practice Guidelines.

Notice of Remediation means the written statement issued by an Executive Team member to a System Level Leader where the Executive Team member has determined that the System Education Leader's practice does not meet the SELQPG.

Professional growth means the career-long learning process whereby a System Education Leader annually develops and implements a plan to achieve professional learning objectives or goals that are consistent with the SELQPG.

Supervision means the ongoing process by which an Executive Team member supports and guides the leadership practice of System Education Leaders.

Procedures

1. General

- 1.1 The Assistant Superintendent, Employee Services will review this administrative procedure with System Education Leaders near the commencement of each school year.
- 1.2 A program of career-long learning must be an integral part of a System Education Leader's professional life. System Education Leaders have the responsibility of constantly reflecting upon their professional practice and seeking improvement as part of a continuing process of professional development.
- 1.3 System Education Leaders are required to participate in ongoing supervision by an Executive Team member to ensure that System Education Leader practice meets the expectations of the SELQPG and to promote professional growth in order to optimize teaching and learning.
- 1.4 System Education Leaders who are serving on a term administrative designation will participate in System Education Leader evaluation by an Executive Team member as outlined in this administrative procedure as well as participating in ongoing supervision by an Executive Team member.
- 1.5 This administrative procedure does not restrict Executive Team members from taking disciplinary or other action, as appropriate, where there are reasonable grounds for believing that the actions or practices of a System Education Leader 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 Division or, from taking any action or exercising any right of power under the School Act.

2. System Education Leader Professional Growth

- 2.1 System Education Leaders must complete annual professional growth plans to help them support optimum teaching and learning.
- 2.2 An annual professional growth plan is expected to:
 - 2.2.1 Reflect goals based on self-assessment of professional learning needs by the individual System Level Leader;
 - 2.2.2 Show a demonstrable relationship to the SELQPG;
 - 2.2.3 Take into consideration the educational plans of the department, Division and Alberta Education.
- 2.3 The growth plan may be a planned program of mentoring a new System Education Leader or a member of the school's Leadership team. A growth plan may also be a component of a long-term, multi-year plan.
- 2.4 Prior to October 15 of a school year, a System Education Leader must submit an annual growth plan for review and approval to the designated Executive Team member who is their direct supervisor.
- 2.5 Growth plans are to address the following:
 - 2.5.1 Professional learning goals,
 - 2.5.2 Strategies to obtain each goal,

- 2.5.3 A time line for implementation, and
- 2.5.4 The intended method of assessing goal attainment.
- 2.6 As part of the supervision process, the Executive Team member will maintain awareness of a System Education Leader'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.
- 2.7 Prior to the end of the school year, each System Education Leader will meet with their designated Executive Team member to review the implementation of the growth plan and to consider professional growth possibilities for the next year.
- 2.8 The designated Executive Team member will retain a copy of the growth plan for the period of the school year. The plan will be returned to the System Education Leader at the end of the school year.
- 2.9 Unless a System Education Leader agrees, the content of a growth plan must not be part of an evaluation of a System Education Leader.
- 2.10 Despite 2.9 above, an Executive Team member may identify behaviours or practices that may require evaluation in accordance with this administrative procedure provided that the information identified is based on a source other than that in the annual growth plan of the System Education Leader.

3. Supervision

- 3.1 Supervision involves a range of leadership processes designed to support professional growth and ensure quality system education leadership practice and to improve system education leadership. Supervision includes such leadership activities as:
 - 3.1.1 Providing support and guidance to System Education Leaders;
 - 3.1.2 Observing and receiving information from any source about the quality of leadership practice;
 - 3.1.3 Identifying the behaviours or practices of a System Education Leader that for any reason may require an evaluation.
- 3.2 Executive Team members participate in System Education Leader supervision through:
 - 3.2.1 Ongoing communication with System Education Leaders;
 - 3.2.2 Reviewing and approving annual growth plans;
 - 3.2.3 The acquisition of information regarding the System Education Leader's participation in any aspect of the activities of the Division;
 - 3.2.4 Frequent observation, guidance and support of leadership practice.
- 3.3 If a concern regarding a System Education Leader's practice is expressed by a parent, staff member or by a student to an Executive Team member, the Executive Team member may:
 - 3.3.1 Arrange for the person concerned to discuss the matter with the System Education Leader;

- 3.3.2 Attempt to deal with the situation through mediation, an investigation or more focused supervision if the matter remains unresolved;
 - 3.3.3 Initiate a System Education Leader evaluation process if an investigation or more focused supervision leads to the belief the System Education Leader may not be meeting the SELQPG.
- 3.4 Where an Executive Team Member, through the process of supervision, has reason to believe that a System Education Leader may not be meeting the expectations of the SELQPG, a System Education Leader evaluation may be initiated in accordance with the Evaluation section of this administrative procedure.

4. Evaluation

- 4.1 System Level Leader evaluation is based upon the Executive Team member's informed and reasoned judgment about the System Education Leader's practice in relation to the SELQPG. System Level Leaders shall be evaluated at least once per term of their contract.
- 4.2 Further evaluations of a System Education Leader by an Executive Team member holding their Superintendent Leadership Certificate may be conducted:
 - 4.2.1 Upon written request by a System Education Leader.
 - 4.2.2 For purposes of gathering information related to a specific employment or contract decision.
 - 4.2.3 When, on the basis of information received through supervision, the Executive Team member has reason to believe that the leadership of a System Education Leader may not meet the SELQPG.
- 4.3 On initiating an evaluation, the Executive Team member will communicate explicitly to the System Education Leader:
 - 4.3.1 Reasons for and purposes of the evaluation;
 - 4.3.2 Processes, criteria and Practice Guidelines to be used;
 - 4.3.3 Evaluation data sources to be used;
 - 4.3.4 Timelines to be applied; and
 - 4.3.5 The possible outcomes of the evaluation.
- 4.4 The following processes will be used in System Education Leader evaluations:
 - 4.4.1 Multiple observations based upon established SELQPG criteria;
 - 4.4.2 Additional data related to the System Education Leader's leadership practice:
 - 4.4.2.1 Planning documents;
 - 4.4.2.2 A variety of performance and administrative artifacts;
 - 4.4.2.3 Staff and parent interviews or focus group sessions;
 - 4.4.2.4 Surveys; and
 - 4.4.2.5 Other agreed upon data sources.

- 4.4.3 Frequent conferencing including the Executive Team member's updates about the System Education Leader's strengths/weaknesses in the major areas of administrative practice.
- 4.5 A System Education Leader evaluation report is to 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 SELQPG competency.
 - 4.5.5 Identification of the significant strengths of the System Education Leader.
 - 4.5.6 Recommendations for improvement.
 - 4.5.7 A concluding statement:

In my opinion, at this time and in this assignment, the System Education Leader's leadership practice (meets or does not meet) the Division's expectations contained in Administrative Procedure 451 – System Education Leadership Quality Practice Guidelines.
 - 4.5.8 A statement verifying that the report has been discussed with the System Education Leader, that provision has been made for the System Education Leader to sign the report prior to its submission to Employee Services, and that the System Education Leader has been made aware of the right of review related to compliance with this administrative procedure.
- 4.6 The System Education Leader and the Executive Team member will sign the evaluation report. A copy of the evaluation report will be provided to the System Education Leader. The original report will be retained in the System Education Leader's employment file.
- 4.7 A System Education Leader being evaluated shall be given the opportunity to append additional comments to an evaluation report.
- 4.8 A System Education Leader may ask the Superintendent to review the System Education Leader's evaluation to ensure compliance with this administrative procedure.
- 4.9 A request for a review of an evaluation must be made within ten (10) calendar days of the System Education Leader receiving the evaluation report and must outline in writing the System Education Leader's reasons for the request.
- 4.10 Upon receiving a request for a review of a System Education Leader's evaluation, the Superintendent must conduct the review and issue a written decision within twenty-one (21) calendar days.

5. Notice of Remediation

- 5.1 A Notice of Remediation may be issued to a System Education Leader by an Executive Team member where the Executive Team member has determined that the System Education Leader's leadership does not meet the Divisions expected standards within the SELQPG. A Notice of Remediation describes:

- 5.1.1 The behaviours or practices that do not meet the SELQPG and the changes required;
 - 5.1.2 The remediation strategies the System Education Leader is advised to pursue;
 - 5.1.3 A reasonable time schedule to address the remediation strategies;
 - 5.1.4 How the determination will be made that the required changes have taken place;
 - 5.1.5 The consequences of not achieving the required changes including, but not limited to, termination of the System Education Leader's contract of employment or administrative designation;
 - 5.1.6 Notification that the remediation strategies stipulated may replace the obligation of the System Education Leader to develop and implement an annual professional growth plan.
6. Remediation Follow-up Evaluation
- 6.1 In accordance with the expectations and timelines of the Notice of Remediation, the original evaluator may be involved in the follow-up evaluation or an alternative Executive Team member may conduct the evaluation.
 - 6.2 A remediation follow-up evaluation will be undertaken with a focus on assessing the degree to which the System Education Leader has met the performance expectations specifically described in the Notice of Remediation.
 - 6.3 In the event that remediation follow-up evaluation identifies that the System Education Leader's practice meets expectations, recommendations for a professional growth plan will be included in the report.
 - 6.3.1 An additional evaluation of the System Education Leader's professional practice will be completed within two (2) years of the filing of the second report.
 - 6.4 In the event that the remediation follow-up evaluation report concludes the System Education Leader's professional practice is not meeting the Division's System Leadership Quality Practice Guidelines a recommendation may be made to the Superintendent to remove the System Level Leader's leadership designation with the school authority.
7. Any decisions made by the Superintendent in accordance with the System Education Leader's contract of employment with the Division supersedes any and all understandings outlined in this administrative procedure.

Reference: Relevant Legislation & Guidelines