

Background

Pembina Hills Public Schools is dedicated to maintaining high quality staff. As such, the evaluation of School Based Administrators allows the Division to assess and monitor performance, as well as foster and support individual growth. This process will ensure high quality education for students and high standards for leadership.

Definitions

School Based Administrator: for the purposes of this procedure, are Principals and Associate Principals, as well as equivalent positions seconded to Regional Office.

Leadership Quality Standards: the standards that apply to all leaders employed in a school authority. Each competency in the standard includes several indicators designed to provide illustrative examples of competent leadership practice.

Supervision: the ongoing formative process by which a Supervisor provides support and guidance to an employee. Through this process a Supervisor may identify areas of strength and areas that need improvement.

Notice of Remediation: the written statement issued by a Supervisor to an employee where the Supervisor has determined that the employee's performance does not meet the Leadership Quality Standards. This statement describes the standard that is expected, the specific and measurable objectives, applicable timelines and the consequences of not achieving the required changes.

Procedures

A. Supervision

1. The purpose of supervision is to provide a safe, supportive opportunity for individuals and their Supervisors to communicate freely about job performance, to facilitate better working relationships, to discuss expectations and to identify professional development needs.
2. It is the responsibility of the Supervisor to:
 - a. Provide ongoing support, guidance, and developmental opportunities for the Administrator;
 - b. Observe and receive information from any source about the quality of leadership the Administrator provides;
 - c. Identify behaviours or practices of the Administrator which may require improvement or necessitate an evaluation.
3. It is the responsibility of the Administrator to receive and act on feedback received through the supervision process to improve their professional performance, look for learning opportunities in every-day activity and identify opportunities for training or advancement.

B. Evaluation

1. The purpose of the School Based Administrator evaluation is to make decisions relative to competence, performance and suitability of an Administrator in a particular position.
2. It is the responsibility of the Superintendent or designate to provide for the evaluation of the Principal. Evaluation of the Associate Principal is the responsibility of the Principal.
3. Administrators on probationary contracts shall be evaluated during their probationary year.
 - a. At the end of a successful evaluation a term specific contract may be offered. If an evaluation is not able to be completed within the probationary year, a term contract will be extended for one (1) year to allow for a formal evaluation to occur.
4. Administrators on term contracts shall be evaluated:
 - a. For the purpose of gathering information related to specific employment decisions;
 - b. Upon a transfer;
 - c. When, on the basis of information received through supervision, the Supervisor, has reason to believe that the performance of the administrator may not meet the Leadership Quality Standards. A notice of evaluation will be issued.
5. Principals on Continuous Principal contracts shall be evaluated:
 - a. Upon a transfer;
 - b. When, on the basis of information received through supervision, the Superintendent or designate, has reason to believe that the performance of the Administrator may not meet The Leadership Quality Standards. A notice of evaluation will be issued.
6. An evaluation of the employee may be conducted upon the written request of the employee. The evaluation will only be conducted if the Supervisor is in agreement.
7. Prior to the evaluation commencing, the Supervisor will meet with the School Based Administrator to review evaluation methods and criteria. Data collected will be related to the criteria outlined in the Leadership Quality Standard.
8. Evaluation data collection shall involve:
 - a. A review of documents and artifacts that provide evidence of the Principal/Associate Principal's competencies as they relate to the Leadership Quality Standard;
 - b. Information gathered by use of survey(s) from school staff and/or school council, in regards to:
 - i. the manner in which the Administrator interacts with students, colleagues, parents and community; and
 - ii. the Administrator's leadership.
 - c. On-going observations made by the Supervisor;
 - d. Other sources of data as agreed upon by the Supervisor and the Administrator.
9. Upon completion of the evaluation:
 - a. The Supervisor and the Administrator shall meet to review/discuss the data collected;
 - b. The Supervisor will complete a written report and provide the Principal/Associate Principal the opportunity to add written comments to the evaluation report.
 - c. A copy of the evaluation report shall be provided to the Administrator, and a copy of the signed evaluation report will be submitted to Human Resources for filing in the employee's personnel file.
10. School Based Administrators may appeal an evaluation in writing to the Superintendent or designate, outlining the reasons for the review. The appeal must be made within 10 calendar days of the Administrator receiving the evaluation report. Upon receiving the appeal, the Superintendent or designate will conduct a review and render a written decision with 15 calendar days.
11. When, as a result of an evaluation, the Supervisor determines that the Administrator does not meet the Leadership Quality Standard, the Supervisor shall issue to the Administrator

a notice of remediation. The notice of remediation shall outline the behaviours that do not meet the Leadership Quality Standard, describe the expectations required for acceptable performance, and an applicable timeline, including a date of evaluation.

12. If, after remediation, the evaluator concludes that the Administrator's performance still does not meet the expectations of the Leadership Quality Standard, or that a change in the behaviour or practice is still required, the evaluator must recommend:
 - a. An additional period of remediation and ongoing evaluation;
 - b. Disciplinary action, or
 - c. Termination of the Administrator's contract of employment.
13. This Administrative Procedure does not restrict the Board or Superintendent:
 - a. From recommending disciplinary or other action, as appropriate, where the Superintendent or designate has reasonable grounds for believing that the actions or practices of the School Based Administrator 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
 - b. The Board or the Superintendent from taking any action or exercising any right or power under the *School Act*.

Reference

[School Act](#)
[Leadership Quality Standard](#)