



SCHOOL ADMINISTRATOR APPRAISAL POLICY

CODE:	A.003
CATEGORY:	BOARD SERVICES
RESPONSIBILITY:	BOARD OF TRUSTEES AND BOARD ADMINISTRATION
APPROVAL:	BOARD OF TRUSTEES
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POLICY OVERVIEW

The mission of Mamu Tshishkutamashutau is to provide a quality education that meets the individual and collective needs and vision of our students, in a manner that respects and honours our Innu culture, language, values and traditions, and prepares them to be proud contributing members of our communities and the broader society. This mission requires a new vision of school leadership and dictates the need for a new type of school leader. The successful work of School Administration will only be realized in the creation of a culture in which leadership:

- Is distributed among all members of the school community;
- Consists of open, honest communication;
- Is focused on the use of data, teamwork, shared governance and researched-based practices; and
- Uses modern tools to drive ethical and principled, goal-oriented action.

The intended purpose of the School Administrator Appraisal is to focus on formative professional development in a collegial, non-threatening way to assess the Principal and Vice Principal performance in relation to the MTIE School Administration Performance Standards.

1.0 POLICY FRAMEWORK

1.1 The Board will ensure that this policy complies with any regulatory policies or legislation.

2.0 PRINCIPLES

2.1 The Board recognizes that an effective school is dependent upon the role of school-based administrators and the quality of the leadership they provide.

2.2 The Board believes that school leadership is a contributing factor linked to improving student achievement.

- 2.3 The Board recognizes the essential role of a school-based administrator is to implement the Newfoundland and Labrador School Program and the Innu Program developed and implemented by the Board, and to create and maintain a safe, orderly, positive and effective learning environment.
- 2.4 The Board is committed to ensuring an annual appraisal process for Principals and Vice-Principals, including Self Assessment, Professional Growth Plans and Evaluation, each focused on professional growth.
- 2.5 The Board recognizes the appraisal process contributes to the growth and improvement of school leaders and thereby the effectiveness of schools.
- 2.6 The Board believes that individuals new to leadership roles need opportunities and experiences to develop the skills and competencies needed to be successful.
- 2.7 The Board recognizes the essential role of a school-based administrator to maintain and support an inclusive and diverse learning and work environment.
- 2.8 The Board has approved the following as its School Administrator Performance Standards:
- Standard 1: Strategic Leadership
 - Standard 2: Instructional Leadership
 - Standard 3: Cultural Leadership
 - Standard 4: Human Resource Leadership
 - Standard 5: Managerial Leadership

SCHOOL ADMINISTRATOR APPRAISAL PROCEDURES

1.0 RESPONSIBILITIES

- 1.1 Board Management will be responsible for Principal evaluations.
- 1.2 The Assistant Director of Education – Human Resources will determine which process the Principal will follow for their annual appraisal.
 - 1.2.1 Generally, this will include a three-year cycle of evaluation for each Principal.
- 1.3 The Principal, in consultation with the Assistant Director of Education – Human Resources, will determine which process the Vice-Principal will follow for their annual appraisal.
 - 1.3.1 Generally, this will include a three-year cycle of evaluation for each Vice-Principal.

2.0 APPRAISAL PROCESS FOR PRINCIPALS

2.1 Self-Assessment / Professional Growth Plan Process

- 2.1.1 The Self-Assessment / Professional Growth Plan Process will take place each school year.
- 2.1.2 The Principal will review the School Administrator Performance Standards and Rubric.
- 2.1.3 In selecting goals, the Principal will:
 - Review the School Administrator Performance Standards, past Professional Growth Plans and Evaluation reports
 - Reflect on strengths and areas for growth
 - Reflect on career goals
 - Consider the school improvement plan and particular school needs to support improved student achievement
 - Confer with Board Management
- 2.1.4 A timeline will be established for the Self Assessment / Professional Growth Plan.
 - 2.1.4.1 This will include an initial meeting with the Principal and Assistant Director of Education – Human Resources by October 15 and at least one other meeting mid-year to discuss progress towards the goals.
 - 2.1.4.2 The Self Assessment / Professional Growth Plan Form will be submitted to the Board office no later than October 31.
 - 2.1.4.3 The Assistant Director of Education – Human Resources and the Principal will finalize the Professional Growth Plan Evaluation as the Principal’s appraisal for the year by the end of June.

- 2.1.5 At the end of the process, the appraisal report will be signed and filed in the Principal's personal file at the Board office, becoming part of the permanent employee file.

2.2 Evaluation Process

- 2.2.1 The Evaluation Process will take place every three years.
- 2.2.2 The Principal will review the School Administrator Performance Standards and Rubric.
- 2.2.3 Board Management will complete the Evaluation Process.
- 2.2.4 At the start of each school year, the Principal will complete the Self-Assessment / Professional Growth Plan, which will contribute to the overall conversation with Board Management and the development of the plan.
- 2.2.5 In conjunction with Board Management, the Principal will develop an initial professional growth plan. They will meet to agree on the goals as the focus for the plan and collaborate on the strategies, evidence and timelines that will best support success with each goal.
- 2.2.5 In preparation for an Evaluation, a timeline will be established.
 - 2.2.5.1 This will include an initial meeting with the Principal and Board Management by October 15 to discuss and agree on the Self Assessment / Professional Growth Plan.
 - 2.2.5.2 The Self Assessment / Professional Growth Plan Form will be submitted to the Board office no later than October 31.
 - 2.2.5.3 Board Management will have several meetings with the Principal throughout the year to provide feedback on performance.
 - 2.2.5.4 A School Climate Survey and 360⁰ Assessment will be provided to school staffs and will form as information in completing the Evaluation and subsequent goals for the Principal.
 - 2.2.5.5 Board Management and the Principal will have a final meeting in June to complete the Regular Evaluation process as the Principal's appraisal for the year.
- 2.2.5 At the end of the process, the appraisal report will be signed and filed in the Principal's personal file at the Board office, becoming part of the permanent employee file. The appraisal report will include the completed Evaluator's Form, Self Assessment / Professional Growth Plan, School Climate Survey and 360⁰ Assessment.

3.0 APPRAISAL PROCESS FOR VICE-PRINCIPALS

3.1 Self-Assessment / Professional Growth Plan Process

3.1.1 The Self-Assessment / Professional Growth Plan Process will take place each school year.

3.1.2 The Vice Principal will review the School Administrator Performance Standards and Rubric.

3.1.3 In selecting goals, the Vice Principal will:

- Review the School Administrator Performance Standards past Professional Growth Plans and Evaluation reports
- Reflect on strengths and areas for growth
- Reflect on career goals
- Consider the school improvement plan and particular school needs to support improved student achievement
- Confer with the Principal

3.1.5 A timeline will be established for the Self-Assessment / Professional Growth Plan.

3.1.5.1 This will include an initial meeting with the Principal and Vice Principal by October 15 and at least one other meeting mid-year to discuss progress towards the goals.

3.1.5.2 The Self Assessment / Professional Growth Plan Form will be submitted to the Principal no later than October 31.

3.1.5.3 The Assistant Director of Education – Human Resources and the Principal will finalize the Professional Growth Plan Evaluation as the Vice Principal’s appraisal for the year by the end of June.

3.1.5 At the end of the process, the appraisal report will be signed and filed in the Vice Principal’s personal file at the Board office, becoming part of the permanent employee file.

3.2 Evaluation Process

2.2.1 The Evaluation Process will take place every three years.

2.2.2 The Vice Principal will review the School Administrator Performance Standards and Rubric.

2.2.3 The Principal and Assistant Director of Education – Human Resources will complete the Evaluation Process.

- 2.2.4 At the start of each school year, the Vice Principal will complete the Self-Assessment / Professional Growth Plan, which will contribute to the overall conversation with the Principal and the development of the plan.
- 2.2.5 In conjunction with the Principal and Assistant Director of Education – Human Resources, the Vice Principal will develop an initial professional growth plan. They will meet to agree on the goals as the focus for the plan and collaborate on the strategies, evidence and timelines that will best support success with each goal.
- 2.2.5 In preparation for an Evaluation, a timeline will be established.
 - 2.2.5.1 This will include an initial meeting with the Principal, Assistant Director of Education – Human Resources and Vice Principal by October 15 to discuss and agree on the Self Assessment / Professional Growth Plan.
 - 2.2.5.2 The Self Assessment / Professional Growth Plan Form will be submitted to the Principal no later than October 31.
 - 2.2.5.3 The Principal and Assistant Director of Education – Human Resources will have several meetings with the Vice Principal throughout the year to provide feedback on performance.
 - 2.2.5.4 A School Climate Survey and 360⁰ Assessment will be provided to school staffs and will form as information in completing the Evaluation and subsequent goals for the Vice Principal.
 - 2.2.5.5 The Principal, Assistant Director of Education – Human Resources and Vice Principal will have a final meeting in June to complete the Evaluation process as the Vice Principal’s appraisal for the year.
- 2.2.5 At the end of the process, the appraisal report will be signed and filed in the Vice Principal’s personal file at the Board office, becoming part of the permanent employee file. The appraisal report will include the completed Evaluator’s Form, Self Assessment / Professional Growth Plan, School Climate Survey and 360⁰ Assessment.

4.0 RESOURCES

4.1 *School Administrator Appraisal Handbook*