PEACE WAPITI PUBLIC SCHOOL DIVISION
Educating Today for Success Tomorrow

POLICY GCAD – School Administrator

The single most important activity of the school is the provision of the opportunity for optimum learning and development of all students. School Administrators, as educational leaders of the school, must ensure that their actions, judgments and decisions are in the best interest of students and support an optimal learning and teaching environment.

PURPOSE

To ensure that school administrators' practice is consistent with the *Leadership Quality Standard.*

DEFINITIONS

1. Administrator – for this policy, the Principal and Assistant Principal
2. Leadership Quality Standard (LQS)– the practices cited in the Alberta Education documents: *Leadership Quality Standard.*
3. Evaluation – the formal process of gathering and recording information or evidence over a period of time and the application of reasoned professional judgment by a Superintendent determining whether an Administrator's leadership excels, meets or does not meet LQS
4. Evaluator – the person completing the evaluation of Assistant Principals, as authorized by the Superintendent.
5. Notice of Remediation – the written statement issued by a Superintendent to an Administrator where the Superintendent has determined that the Administrator's leadership does not meet the LQS
6. Professional Growth – means the career-long learning process whereby an Administrator annually develops and implements a plan to achieve professional learning objectives or goals that are consistent with the LQS
7. Superintendent – the Superintendent or designate
8. Term – describes the length of an assignment with a start and end date and conditions that may reduce or extend an assignment.
9. TWINS – Teacher Workforce Information System

GUIDELINES & PROCEDURES

1. **GENERAL**:
   a) The Superintendent shall ensure that all Principals have ongoing supervision and are evaluated at a minimum, on any probationary year and before their designation becomes continuous.
   b) The Principal shall ensure that Assistant Principals are evaluated, at a minimum, on any probationary year and before their designation becomes continuous. Assuming a successful evaluation, the Assistant Principal may be assigned a term contract not to exceed four years, so long as the Assistant Principal continues to work in the same school.

c) A program of career-long learning must be an integral part of an Administrator's professional life. Administrators have the responsibility of constantly reflecting upon their professional practice and seeking improvement as part of a continuing process of professional development.
d) Administrators will participate in ongoing supervision and evaluation consistent with this policy, the guidelines established by the LQS and the duties outlines under sections 35.1(4) and 197 of the *Education Act*.
e) This policy does not restrict the Superintendent from taking disciplinary or other action, as appropriate, where there are reasonable grounds for believing that the actions or practices of an Administrator 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 Peace Wapiti Public School Division, or from taking any action or exercising any right of power under the *Education Act*.

2. ADMINISTRATOR GROWTH:

a) Administrators must complete annual professional growth plans to help them support optimum teaching and learning.
b) An annual Growth Plan is expected to:
   i) reflect goals based on self-assessment of professional learning needs by the individual Administrator;
   ii) show a demonstrable relationship to the LQS;
   iii) take into consideration the educational plans of the school, Peace Wapiti Public School Division and Alberta Education.
c) The Growth Plan may be a planned program of mentoring a new Administrator. A Growth Plan may also be a component of a long-term multi-year plan.
d) Prior to October 31 of a school year, a Principal must submit an annual Growth Plan for review and approval to the Superintendent.
e) Prior to October 31 of a school year, an Assistant Principal must submit an annual Growth Plan for review and approval to the Principal of the school to which they are assigned.
f) Principal and Assistant Principal Growth Plans should address the following:
   i) professional learning goals;
   ii) strategies to obtain each goal;
   iii) a timeline for implementation, and;
   iv) the intended method of assessing goal attainment.
g) As part of the supervision process the Superintendent will maintain awareness of a Principal'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.
h) Annually, the Superintendent shall review the implementation of the Growth Plan with each Administrator and consider professional growth possibilities for the next school year.
i) As part of the supervision process, the Principal will maintain awareness of an Assistant Principal'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.

j) Prior to the end of the school year, the Principal shall review the implementation of the Growth Plan with each Assistant Principal and consider professional growth possibilities for the next year.
k) The supervisor (Superintendent or Principal) will retain a copy of the Growth Plan for the period of the school year. The copy is transitory and will be returned to the Administrator or destroyed within one year.
l) Unless an Administrator agrees, the content of a Growth Plan must not be part of an evaluation of an Administrator.
m) Despite 2.i) above, a Superintendent may identify behaviors or practices that may require evaluation in accordance with this policy provided that the information identified is based on a source other than that in the annual Growth Plan of the Administrator.

3. SUPERVISION:

a) Supervision involves a range of leadership processes designed to ensure quality administrative practice and to improve administrative leadership. Supervision includes such leadership activities as:
   i) providing support and guidance to Administrators;
   ii) observing and receiving information from any source about the quality of administrative practice;
   iii) identifying the behaviors or practices of an Administrator that for any reason may require an evaluation.
b) Superintendents participate in Principal supervision through:
   i) ongoing, scheduled and purposeful communication with Principals;
   ii) reviewing and approving annual Growth Plans;
   iii) the acquisition of information regarding the Principal's participation in any aspect of the activities of the school;
   iv) frequent observation, guidance and support of administrative practice;
   v) scheduled School Liaison meetings.
c) If a concern regarding a Principal's practice is expressed by a parent, by a teacher or by a student to a Superintendent, the Superintendent may:
   i) arrange for the person concerned to discuss the matter with the Administrator;
   ii) if the matter remains unresolved, attempt to deal with the situation through mediation, an investigation or more focused supervision;
   iii) if an investigation or more focused supervision leads to the belief the Administrator may not be meeting the LQS, initiate an Administrator evaluation process.
d) Where a Superintendent, through the process of supervision, has reason to believe that a Principal may not be meeting the expectations of the LQS, Principal evaluation may be initiated in accordance with the "Evaluation" section of this policy.
e) The process described in 3.a) through 3.d) shall apply to the process of a Principal's supervision of an Assistant Principal.

4. PRINCIPAL EVALUATION:

a) Principal evaluation is based upon the Superintendent's informed and reasoned judgment about the Principal's practice in relation to the LQS.

b) The evaluation of a Principal by a Superintendent may be conducted:
   i) upon written request by a Principal;
   ii) for purposes of gathering information related to a specific employment or contract decision;
   iii) For the purpose of 4. b) ii) above, all Principals shall be formally evaluated in the first year of their assignment. At the end of year one, the Superintendent may recommend the following:
      (1) an additional probationary year;
      (2) a Principal term contract of up to 4 years; or
      (3) not to renew the Principal designation.
   iv) After the first year, Principals who are awarded a term contract of up to four years must be formally evaluated in their 5th year. If successful, then the Principal will be recommended for a continuing Principal contract.
   v) Teachers designated in Principal or Acting Principal roles must hold leadership certification. A teacher may temporarily work as a Principal without holding leadership certification if the Superintendent of Schools submits a request through TWINS. Temporary certification is valid from the issue date until August 31 of the third year, during which time Principals and Superintendents must complete any outstanding requirements for permanent leadership certification. Permanent Leadership Certifications must be obtained as outlined by Alberta Education by:
      (1) completing approved course work;
      (2) completing an online application through TWINS
      (3) declaring their ability to meet the Leadership Quality Standard
      (4) holding an Alberta permanent professional teaching certificate.
   vi) When, on the basis of information received through supervision, the Superintendent has reason to believe that the leadership of a Principal may not meet the LQS.

c) The Superintendent or designate will develop in consultation with the Principal an evaluation plan that consists of:
   i) the reasons for and purposes of the evaluation;
   ii) the processes, criteria and standards to be used;
   iii) the evaluation data sources to be used;
   iv) the timelines to be applied;
   v) the possible outcomes of the evaluation; and,
   vi) frequent conferencing including the Superintendent's updates about the Principal's strengths/weaknesses in the major areas of the LQS.

d) The Superintendent shall use the division approved LQS evaluation template and the evaluation report will consist of:
   i) an introduction;
   ii) a statement of evaluation purposes and possible outcomes;
   iii) an overview of the evaluation context;

iv) a description and data-based comments related to each applicable LQS standard;
v) identification of the significant strengths of an Administrator;
vi) recommendations for improvement;
vii) a concluding statement:
"In my opinion, at this time and in this assignment, the Administrator's leadership practice (exceeds, meets or does not meet) Peace Wapiti Public School Division (PWPSD)'s expectations contained in the Leadership Quality Standard (LQS)."
viii) A statement verifying that the report has been discussed with the Administrator, that provision has been made for the Administrator to sign the report prior to its submission to Division Office, and that the Administrator has been made aware of the right of review related to compliance with this policy.

e) The Principal and the Superintendent will sign the evaluation report. A copy of the evaluation report will be provided to the Principal. The original report will be retained in the Principal's Division Office file.
f) A Principal being evaluated shall be given the opportunity to append additional comments to an evaluation report.
g) A Principal may ask an alternative Superintendent to review the evaluation to ensure compliance with this policy.
h) A request for a review of an evaluation must be made within 10 calendar days of the Principal receiving the evaluation report and must outline in writing the reasons for the request.
i) Upon receiving a request for a review of a Principal's evaluation, the Superintendent must conduct the review and issue a written decision within 21 calendar days.

5. ASSISTANT PRINCIPAL EVALUATION:

a) The evaluator shall evaluate Assistant Principals at a minimum during any probationary year and during the final year of a term designation before the designation may be recommended for renewal or made continuous.
b) The evaluator shall ensure that all Assistant Principals receive ongoing supervision.
c) Assistant Principal evaluation is based upon the evaluator's informed and reasoned judgment about the Assistant Principal's practice in relation to the LQS. The evaluation of an Assistant Principal may be conducted:
i) upon written request by an Assistant Principal;
ii) when, on the basis of information received through supervision, the evaluator has reason to believe that the leadership of an Assistant Principal may not meet the LQS;
iii) for purposes of gathering information related to a specific employment or contract decision;
All Assistant Principals shall, at a minimum, be formally evaluated in the first year of their assignment. At the end of year one, the evalutor may recommend the following:

(1) an additional probationary year;
(2) an Assistant Principal term contract of up to four years; or,
(3) not to renew the Assistant Principal designation.

iv) After the first year, Assistant Principals who are awarded a four-year term must be formally evaluated at the end of their four-year term. If successful, then the Assistant Principal's designation is deemed continuous.
v) Assistant Principals are not required to hold leadership certification for their designated role.

d) The evaluator will develop, in consultation with the Assistant Principal, an evaluation plan that consists of:
i) the reasons for and purposes of the evaluation;
ii) the processes, criteria, and standards to be used;
iii) the evaluation data sources to be used;
iv) the timelines to be applied, and;
v) the possible outcomes of the evaluation.

e) An Assistant Principal evaluation report shall be completed using the approved LQS evaluation template.
i) The evaluator and the Assistant Principal will sign the evaluation report. A copy of the evaluation report will be provided to the Assistant Principal. The original report will be retained in the Assistant Principal's Division Office file;
ii) An Assistant Principal being evaluated shall be given the opportunity to append additional comments to an evaluation report;
iii) An Assistant Principal may ask the Superintendent to review the evaluation to ensure compliance with this policy (GCAD);
iv) A request for a review of an evaluation must be made within 10 calendar days of the Assistant Principal receiving the evaluation report and must outline in writing the reasons for the request;
v) Upon receiving a request for a review of an evaluation conducted by the Principal, the Superintendent must conduct a review and issue a written decision within 21 calendar days.

6. NOTICE OF REMEDIATION:

a) A Notice of Remediation is the written statement issued to an Administrator by a supervisor where she/he has determined that the Administrator's leadership does not meet the LQS. A Notice of Remediation describes:
i) the behaviors or practices that do not meet the LQS and the changes required;
ii) the remediation strategies the Administrator is advised to pursue;
iii) a reasonable time schedule to address the remediation strategies;
iv) how the determination will be made that the required changes have taken place;
v) the consequences of not achieving the required changes including, but not limited to, termination of the Administrator's contract of employment or administrative designation.

REFERENCES

Cross References:

Exhibit 1 – Assistant Principal Contract Renewal Letter Template
Leadership Quality Standards
Peace Wapiti Public School Division's LQS Evaluation Template

Legal Reference:

Education Act - sections 35.1(4), and 197

BM: #163-96; 167-02; 20100617.1023; 20140508.1006; 20171026.1005; 20180426.1006; 20181129.1009; 20191128.1009; 20200220.1007; 20220929.1009, 20250522.1006; BM20260611.1004

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