

SYSTEM LEVEL LEADERS GROWTH, SUPERVISION AND EVALUATION

Background

Professional growth, supervision and evaluation processes for Division System Level Leaders (SLL) are designed to ensure that each System Level Leader's actions, judgments and decisions support optimal teaching and learning. This administrative procedure provides a framework for ensuring that each System Level Leader's practice consistently meets or exceeds the expectations detailed in Administrative Procedure 451 – System Leadership Quality Principles throughout their careers with the Division.

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

Definitions

In this administrative procedure:

System Level Leaders Refers to non-certificated Division Directors, Managers, and Supervisors.

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

System Leadership Quality Principles (means the authorized principles 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 Level Leader's leadership practice exceeds, meets or does not meet Division's System Leadership Quality Principles.

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

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

Procedures

1. General

- 1.1 The Assistant Superintendent, Employee Services will review this administrative procedure with System Level Leaders near the commencement of each school year.
- 1.2 A program of career-long learning must be an integral part of a System Level Leader's professional life. System Level 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 Level Leaders are required to participate in ongoing supervision by an Executive Team member to ensure that System Level Leadership practice meets the expectations of the System Leadership Quality Principles and to promote professional growth in order to optimize teaching and learning.
- 1.4 System Level Leaders who are serving on a term administrative designation will participate in System Level 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 Level 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 Education Act.

2. System Leader Professional Growth

- 2.1 System Level 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 System Leadership Quality Principles;
 - 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 Level 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 Level 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 Level 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 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 Level Leader.

3. Supervision

- 3.1 Supervision involves a range of leadership processes designed to ensure quality system level leadership practice and to improve system level leadership. Supervision includes such leadership activities as:
 - 3.1.1 Providing support and guidance to System Level 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 Level Leader that for any reason may require an evaluation.
- 3.2 Executive Team members participate in System Level Leader supervision through:
 - 3.2.1 Ongoing communication with System Level Leaders;
 - 3.2.2 Reviewing and approving annual growth plans;
 - 3.2.3 The acquisition of information regarding the System Level 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 Level 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 Level 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 Level Leader evaluation process if an investigation or more focused supervision leads to the belief the System Level Leader may not be meeting the SLQS.
- 3.4 Where an Executive Team Member, through the process of supervision, has reason to believe that a System Level Leader may not be meeting the expectations of the SLQS, a System Level 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 Level Leader's practice in relation to the System Leadership Quality Principles. System Level Leaders shall be evaluated at least once per term of their contract.
- 4.2 Further evaluations of a System Level Leader by a Executive Team member may be conducted:
 - 4.2.1 Upon written request by a System Level 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 Level Leader may not meet the System Leadership Quality Principles.
- 4.3 On initiating an evaluation, the Executive Team member will communicate explicitly to the System Level Leader:
 - 4.3.1 Reasons for and purposes of the evaluation;
 - 4.3.2 Processes, criteria and standards 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 Level Leader evaluations:
 - 4.4.1 Multiple observations based upon established SLQS criteria;
 - 4.4.2 Additional data related to the System Level Leader's leadership practice:
 - 4.4.2.1 Planning documents;
 - 4.4.2.2 A variety of department-based performance and administrative artifacts;
 - 4.4.2.3 Staff 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 Level Leader's strengths/weaknesses in the major areas of administrative practice.
- 4.5 A System Level 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 System Leadership Quality Principle.
- 4.5.5 Identification of the significant strengths of the System Level 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 Level Leader's leadership practice (exceeds, meets or does not meet) the Division's expectations contained in Administrative Procedure 451 – System Leadership Quality Principles.
- 4.5.8 A statement verifying that the report has been discussed with the System Level Leader, that provision has been made for the System Level Leader to sign the report prior to its submission to Employee Services, and that the System Level Leader has been made aware of the right of review related to compliance with this administrative procedure.
- 4.6 The System Level Leader and the Executive Team member will sign the evaluation report. A copy of the evaluation report will be provided to the System Level Leader. The original report will be retained in the System Level Leader's employment file.
- 4.7 A System Level Leader being evaluated shall be given the opportunity to append additional comments to an evaluation report.
- 4.8 A System Level Leader may ask the Superintendent to review the System Level 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 Level Leader receiving the evaluation report and must outline in writing the System Level Leader's reasons for the request.
- 4.10 Upon receiving a request for a review of a System Level Leader's evaluation, the Superintendent must conduct the review and issue a written decision within twenty-one (21) calendar days.

Reference: Section 19, 20, 60, 61, 95, 96, 117 School Act