

402.11.2 - Support Staff – Growth, Supervision and Evaluation

Purpose

The purpose of the growth, supervision and evaluation process for support staff is to foster professional development through constructive, timely, and ongoing feedback. This process provides an opportunity for employees to reflect on their performance in relation to their job responsibilities, celebrate accomplishments, set future goals, and engage in meaningful dialogue about professional growth. Designated supervisors are expected to provide continuous feedback throughout the evaluation period to ensure clarity, support improvement, and promote success during formal evaluations. Growth, supervision, and evaluation assess effectiveness in meeting the requirements of job responsibilities. This process is intended to build capacity, recognize contributions, and strengthen the overall effectiveness of support staff within the Division. It also promotes accountability and maintains a high standard of service, helping to retain and support high-quality employees who contribute to student and/or organizational success.

Definitions

Growth: Continuous enhancement of skills and knowledge.

Supervision: Overseeing performance, providing guidance, and facilitating professional development and accountability.

Evaluation: Formal process of assessing contributions and effectiveness.

Designated Supervisor: A designated supervisor within the Division includes but is not limited to positions such as superintendent, associate superintendent, director, coordinator, principal, vice principal, and manager who are responsible for the supervision and evaluation of staff.

Growth Plan: The career-long learning process whereby support staff annually develop and implement a written plan focused on growth and development consistent with the responsibilities of the role.

Support Staff: include employees in the following employee groups;

- CUPE 2843
- CUPE 290
- Non-Union

Procedures

The process for support staff growth, supervision and evaluation will address the following;

1. Growth

- 1.1. Support staff employed under a continuing and full year temporary contract must develop, implement and complete an annual written, support staff growth plan which meets the requirements of this administrative procedure.
- 1.2. An annual support staff growth plan must:
 - 1.2.1. Reflect goals and objectives based on self-assessment of learning needs by the individual support staff;
 - 1.2.2. Show a demonstrable relationship to their current role and job responsibilities;
- 1.3. A support staff growth plan should include a description of the goal(s) or objective(s), the strategies for achieving them, indicators or measures of success, the timeline for implementation and completion, and any required resources or support.
- 1.4. By a date determined by human resources, a support staff member must submit an annual support staff growth plan for initial review and approval to their designated supervisor using a form provided by Human Resources.
- 1.5. As part of the growth process a support staff plays an active role by;
 - 1.5.1. Engaging in thoughtful self-reflection and aligning their-learning with their roles and responsibilities;
- 1.6. As part of the growth process a designated supervisor should;
 - 1.6.1. Provide guidance and assistance in implementing the plan and will maintain awareness of a support staff growth plan including the status of progression towards achieving the goal(s)/objective(s) of the plan.

2. Supervision

- 2.1. The designated supervisor shall conduct supervision on an ongoing basis, to ensure each support staff member meets the requirements of the role.
Designated supervisor supervision of a support staff includes:
 - 2.1.1. Providing support, guidance and direction to the support staff member;

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- 2.1.2. Observing and receiving information from any source about the support staff may include but not limited to;
 - Feedback from supervisors, teachers, administrators, parents, and students
 - Observations
 - Measurable data such as documentation, information systems (e.g. E-Base, PowerSchool, Dossier, Public School Works)
- 2.1.3. Identifying areas of strength, and;
- 2.1.4. Identifying areas of concern that, for any reason, may require documented improvement.

- 2.2. When, through supervision, a designated supervisor believes a support staff member's performance may not meet the requirements of the role, the designated supervisor should work directly with the staff member to provide support, guidance and direction to address the identified concerns and may move to the evaluation process. The designated supervisor will also ensure consultation with the Associate Superintendent or the Director of Human Resources (or designate).

3. Evaluation

- 3.1. The evaluation of a support staff member may be conducted:
 - 3.1.1. Upon the written request of the support staff member;
 - 3.1.2. For the purpose of gathering information related to an employment decision during an support staff member's probationary period;
 - 3.1.3. For the purpose of gathering information on an support staff member's performance in a new designation;
 - 3.1.4. When, on the basis of information received through supervision, the designated supervisor has reason to believe that the practice of the support staff member may not meet the requirements of the role.
- 3.2. Consultation by the designated supervisor with Human Resources is required when transitioning from supervision of a support staff member to evaluation. At the initial evaluation meeting, the designated supervisor shall clearly communicate to the support staff member:
 - 3.2.1. The reasons and purpose for initiating the evaluation;
 - 3.2.2. The process, criteria, and standards that will be used;
 - 3.2.3. The applicable timelines; and
 - 3.2.4. The possible outcomes of the evaluation.

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- 3.3. Upon completion of the evaluation, the designated supervisor shall provide the support staff member with the following:
 - 3.3.1. The completed evaluation report;
 - 3.3.2. A written determination indicating whether performance is meeting the expectations of the role; and
 - 3.3.3. An opportunity, not to exceed 3 school days from the receipt of the report, to append additional comments to an evaluation report.
 - 3.3.4. If the support staff member refuses to sign the evaluation report, this shall not invalidate the report nor prevent further steps being taken under this administrative procedure.
- 3.4. A copy of all written evaluations shall be forwarded to Human Resources.
- 3.5. Where, as a result of an evaluation, the designated supervisor determines that a continuing contract support staff member is not meeting the expectations of the role:
 - 3.5.1. The designated supervisor will notify the Associate Superintendent or the Director of Human Resources or designate
 - 3.5.2. The designated supervisor will provide an improvement plan to the support staff member
 - 3.5.3. An improvement plan will be established by the designated supervisor in consultation with the support staff member outlining;
 - 3.5.3.1. The behaviours, practices and expectations of the role that are not meeting expectations;
 - 3.5.3.2. The changes and strategies required to meet expectations;
 - 3.5.3.3. How success will be measured, including timelines; and
 - 3.5.3.4. The consequences of not achieving the required changes and strategies including, but not limited to, termination of the support staff members contract of employment.
 - 3.5.3.5. A copy of the improvement plan shall be placed in the support staff members personnel record, after a copy has been provided to the support staff member and they are given the opportunity to append comments to the improvement plan.
- 3.6. Should acceptable improvement occur, the support staff member shall return to the growth/supervision cycle. Documentation shall be included in the support staff member's personnel file.
- 3.7. If acceptable improvement does not occur and the support staff member's performance is determined to be unacceptable, the matter shall be referred to

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the Associate Superintendent, Director of Human Resources, or designate. They may outline further direction or proceed with an employment decision, which may include termination of the support staff member's contract.

- 3.8. Notwithstanding any other provision within the evaluation process, the Associate Superintendent, Director of Human Resources, or designate may suspend a support staff member from their duties under applicable legislation, collective agreement and/or Board policy.
- 3.9. This administrative procedure does not limit the Division's authority to make employment decisions regarding support staff members.

References

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| Division Policies: | 402.11.1 Growth, Supervision, and Evaluation 400.1 Welcoming, Caring, Respectful and Safe Work Environments Appendix A 400.1 Employee Code of Conduct 402.12 Staff Learning 607.4 Responsible Use of Technology 1003.1 Channels of Communication and Disputes Resolution 403.3 Employee Discipline |
| Other: | CUPE 2843 Collective Agreement CUPE 290 Collective Agreement Alberta Employment Standards Occupational Health and Safety Act Alberta Education Act |