

402.11.3 Administrator– Growth, Supervision and Evaluation

Purpose

The purpose of the growth, supervision, and evaluation process for administrators is to support professional learning and enhance instructional practice through constructive, timely, and ongoing feedback. This process provides opportunities for administrators to reflect on their practice, celebrate successes, set professional goals, and engage in meaningful dialogue about their growth in relation to their responsibilities and student learning.

All administrators are expected to meet the Alberta Leadership Quality Standard (LQS) throughout their careers. Designated supervisors are responsible for providing ongoing feedback and support to help administrators achieve and maintain the competencies outlined in the Leadership Quality Standard (LQS). Growth, supervision and evaluation assess effectiveness in meeting these professional standards.

This procedure is designed to build professional capacity, recognize contributions, and strengthen the overall quality of teaching, leading and learning within the Division. It also promotes accountability and maintains a high standard of service, helping to retain and support high-quality leaders who contribute to student and organizational success.

Definitions

Administrator: A Division Principal, Vice-Principal, Assistant Principal, Principal Consultant, Coordinator, Consultant, District Principal to the Superintendent, and other positions defined in the ATA collective agreement.

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, and principal, who are responsible for the supervision and evaluation of administrators as defined in this Administrative Procedure.

Leadership Quality Standard (LQS): The Alberta Education authorized standard for principals and jurisdiction leaders, required to demonstrate all competencies and indicators relevant to their roles, as outlined in the LQS Ministerial Order

Administrator Professional Growth Plan: A career-long learning process in which an Administrator develops and implements an annual written plan aligned with the Leadership Quality Standard (LQS). This Administrator Professional Growth Plan outlines learning goals and proposed professional development activities to enhance leadership practice.

Procedures

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

1. Growth

- 1.1. An administrator employed under a probationary or continuing contract and any administrator placed on a contract during September, which continues until the last day of that school year, must develop, implement and complete an annual written, administrator professional growth plan which meets the requirements of this administrative procedure.
- 1.2. An administrator professional growth plan must:
 - 1.2.1. Reflect goals and objectives based on self-assessment of professional learning needs by the individual administrator;
 - 1.2.2. Show a demonstrable relationship to the Leadership Quality Standard (LQS); and
 - 1.2.3. Take into consideration the education plans of the school, the Division, and Alberta Education.
- 1.3. A professional growth plan may also be a component of a long-term, multi-year plan.
- 1.4. An administrator professional growth plan is to include the following:
 - 1.4.1. Assessment – Identify strengths and growth areas using feedback and self-reflection.
 - 1.4.2. Planning – Set specific goals with timelines and learning activities.
 - 1.4.3. Implementation – Execute the plan and monitor progress.
 - 1.4.4. Reflection – Evaluate results and impact.
- 1.5. By a date determined by Human Resources in a school year, an administrator must submit an annual administrator professional growth plan for initial review and approval to their designated supervisor.
- 1.6. As part of the growth process an administrator plays an active role by;
 - 1.6.1. Engaging in thoughtful self-reflection and aligning their professional learning with the competencies and expectations of the Leadership Quality Standards (LQS).

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- 1.6.2. The administrator will keep their designated supervisor apprised to the status of progression towards achieving the goals/objectives of their professional growth plan.
- 1.7. As part of the growth process a designated supervisor should;
 - 1.7.1. Determine if the administrator has complied with this administrative procedure;
 - 1.7.2. Provide guidance and assistance in implementing the professional growth plan, while maintaining awareness of the plan and its progress.
- 1.8. Unless an administrator agrees, the content of a professional growth plan must not be part of the evaluation process of an administrator.
- 1.9. Notwithstanding the previous section, a designated supervisor may, through supervision, identify behaviours or practices requiring evaluation under this Administrative Procedure, provided the information is based on sources other than the Administrator's annual professional growth plan.
- 1.10. If the administrator fails to submit an annual professional growth plan, or to complete the plan by the dates indicated, the designated supervisor shall provide the administrator with notice in writing that they are in violation of this administrative procedure and may be subject to other disciplinary action at the discretion of the Associate Superintendent of Human Resources or designate.

2. Supervision

- 2.1. The designated supervisor shall conduct supervision on an ongoing basis, formally and informally, to ensure administrator's meet the requirements of the Leadership Quality Standard (LQS). Supervision of administrator practice includes:
 - 2.1.1. Providing ongoing support, guidance and direction to the administrator.
 - 2.1.2. Observing and receiving information from a variety of sources about the administrator's practice including but not limited to the competencies outlined in the Leadership Quality Standard (LQS).
 - 2.1.3. Identifying areas of strength and areas for growth.
 - 2.1.4. Identifying behaviours or practices of the administrator that, for any reason, may require documented improvement; and:
 - 2.1.5. When supervision indicates that an administrator may not meet the requirements of the Leadership Quality Standard (LQS), the designated supervisor should;
 - 2.1.5.1. Work directly with the administrator to provide support, guidance and direction to address the identified concerns.

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- 2.1.5.2. Document concerns addressed, as well as guidance, support and direction provided.
- 2.1.5.3. The designated supervisor may initiate the evaluation process and must consult with Associate Superintendent of Human Resources (or designate).

3. **Evaluation**

- 3.1. The evaluation of an administrator by a designated supervisor may be conducted:
 - 3.1.1. Upon the written request of an administrator;
 - 3.1.2. For purposes of gathering information related to a specific employment or contract decision;
 - 3.1.3. When, on the basis of information received through supervision, the designated supervisor has reason to believe the leadership of the administrator may not be meeting the Leadership Quality Standard (LQS).
- 3.2. On initiating an evaluation, the designated supervisor will communicate to the administrator in a Notice of Evaluation letter and develop an evaluation plan to include:
 - 3.2.1. The reasons for and purposes of the evaluation;
 - 3.2.2. The process, criteria and standards to be used;
 - 3.2.3. Evaluation data sources to be used;
 - 3.2.4. The timelines to be applied; and
 - 3.2.5. The possible outcomes of the evaluation.
- 3.3. The following processes will be used in administrator evaluations:
 - 3.3.1. Observations of the administrator's practice, where possible, in accordance with the Leadership Quality Standard (LQS)
 - 3.3.2. Additional data related to the administrators' leadership practice including but not limited to;
 - 3.3.2.1. Planning documents
 - 3.3.2.2. School performance and administrative artifacts
 - 3.3.2.3. Staff, student and parent interviews or focus group sessions;
 - 3.3.2.4. Surveys, and;
 - 3.3.2.5. Other data sources.
 - 3.3.3. On-going feedback provided to the administrator over the course of the evaluation
 - 3.3.4. Provide a copy of the final evaluation report for the administrator to review that clearly indicates the administrator is meeting or not meeting the expectations of the LQS with areas of strength and areas of growth identified.

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- 3.3.4.1. The administrator may choose to respond in writing to the documentation
- 3.3.5. Meet with the administrator to discuss the final evaluation report
- 3.3.6. Provide the administrator with the completed and signed final evaluation report
 - 3.3.6.1. The administrator may choose to append additional comments to the evaluation report
 - 3.3.6.2. If the administrator refuses to sign the final evaluation report, this shall not invalidate the report nor prevent further steps being taken under this Administrative Procedure.
- 3.3.7. Forward a completed, signed copy of the final evaluation report to Human Resources
 - 3.3.7.1. The administrator being evaluated shall be given a reasonable opportunity, not to exceed 7 school days from the receipt of the report, to append additional comments to an evaluation report.
- 3.4. Remediation
 - 3.4.1. When, following an evaluation, a designated supervisor determines that a continuing contracted administrator's leadership has not met the Leadership Quality Standard (LQS):
 - 3.4.2. The designated supervisor shall immediately notify the Associate Superintendent of Human Resources or designate providing:
 - 3.4.2.1. Complete evaluation documentation
 - 3.4.3. The designated supervisor will provide a written Notice of Remediation to the administrator.
 - 3.4.4. The designated supervisor in consultation with the administrator and the Associate Superintendent of Human Resources shall establish a comprehensive remediation plan containing;
 - 3.4.4.1. The behaviours, practices and competencies that do not meet the LQS and the improvements required
 - 3.4.4.2. The remediation strategies that the administrator is advised to pursue
 - 3.4.4.3. Where appropriate, how success with the remediation strategies will be measured, including timelines, and;
 - 3.4.4.4. The consequences of not achieving the required changes including, but not limited to, termination of the administrator's contract of employment or administrative designation.
 - 3.4.4.5. Notice that the remediation plan stipulated may replace the obligation of the administrator to develop and implement an annual administrator professional growth plan.

3.5. Unsuccessful Remediation

3.5.1. Where a designated supervisor determines that remediation efforts have been unsuccessful, and the administrator continues to not meet the Leadership Quality Standard (LQS):

3.5.2. The designated supervisor shall immediately notify the Superintendent or designate providing comprehensive documentation of:

3.5.2.1. The remediation process undertaken

3.5.2.2. Evidence of continued non-compliance with the LQS

3.5.2.3. Recommendation regarding employment or designation status.

3.5.3. Prior to an employment decision being made, the administrator will be provided with:

3.5.3.1. The opportunity to be heard by the Superintendent or designate regarding the outcome of the remediation plan.

3.5.3.2. The right to representation by their professional association.

3.5.3.3. If the Superintendent or designate determines that a second opinion is not warranted, the Superintendent will subsequently take whatever action they believe is required. This may include termination of the administrator's contract of employment or administrative designation.

3.5.3.4. If the Superintendent or designate determines that a second opinion is required or warranted, then an administrator appointed by The Education Centre will repeat the evaluation process.

3.5.3.5. The second evaluation and subsequent remediation plan, if required, should be developed by the designated Education Centre administrator in consultation with the administrator. Once the new remediation plan and its timelines have passed, and if the competencies are not met, the report shall be submitted to the Superintendent. The Superintendent will provide an opportunity for the administrator to be heard regarding the findings of the evaluation. The Superintendent will subsequently take whatever action they believe is required, which may include termination of the administrator's contract of employment or administrator designation.

3.6. Evaluation review process

- 3.6.1. An administrator may ask the Superintendent or designate to review the administrator's evaluation to ensure compliance with this Administrative Procedure.
 - 3.6.2. A request for a review of an evaluation must be made within 10 calendar days of the administrator receiving the evaluation report and must outline in writing the administrator's reasons for the request.
 - 3.6.3. Upon receiving a request for a review of an administrator's evaluation, the Superintendent or designate must conduct a review and render a written decision within 30 calendar days.
- 3.7. This Administrative Procedure does not restrict a designated supervisor from recommending immediate disciplinary or other appropriate action, where the designated supervisor has reasonable grounds to believe that the actions or practices of an administrator may endanger the safety of students, constitute a neglect of duty, a breach of trust, a refusal to obey a lawful order of the school authority, or concerns over an administrators conduct.
- 3.8. This Administrative Procedure does not restrict the Board or the Superintendent from taking any action or exercising any right or power under the Education Act.
- 3.9. Where an administrator is suspended or terminated, provisions under the appropriate legislation or Board Policy shall apply.
- 3.10. Documents resulting from administrator requested evaluations shall be delivered to the administrator only. The administrator may forward a copy of the evaluation to Human Resources for inclusion in their personnel record.

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: | Alberta Teachers' Association Collective Agreement
Alberta Employment Standards
Occupational Health and Safety Act
Alberta Education Act (Sections: 196, 197, 222) |

Leadership Quality Standard (LQS)

Teaching Quality Standards (TQS)

Teacher Growth, Supervision and Evaluation Policy 2.1.5