

303 Personnel & Employee Relations AP – Leadership Growth Model / Leadership Assessment

CROSS REFERENCE:

Leadership Quality Standard

The Leadership Growth Model provides constructive feedback to a school leader, so the leader can continually improve. The model utilizes the Leadership Quality Standard and the standard defines the aspects of leadership in which a school leader must achieve.

This policy operates under the assumption that an evaluation/assessment process is necessary, and maybe desired, which respects the rights of an individual, while generating the data for making well-informed and fair employment decisions.

1. A Leadership Assessment may be initiated by:
 - a. the school leader to be evaluated, and/or
 - b. the Superintendent and/or Deputy Superintendent for contractual purposes, periodic professional growth discussions and /or due to issues arising from ongoing supervision of the leader.
2. All final reports generated during the assessment process shall be signed by both parties, stored in the school leader's personnel file, and secured in the Division office. A copy shall be provided to the school leader prior to the report being placed on file. The leader's signature will validate receiving the Leadership Assessment but not the leader's agreement as to the contents of the assessment.
3. A school leader may review all records in their personnel file.
4. After receiving a Leadership Assessment, the school leader could choose to respond in writing. This response will be included in the leader's personnel file.

General practice for principals is to offer a four-year contract to a school leader after the initial one-year probationary contract. The contract offer would be partially dependent upon a positive Leadership Assessment. The Superintendent and/or Deputy Superintendent makes the decision to offer another principal contract or let the one-year contract expire. Section 7 of the current Central Table Teacher Memorandum of Agreement between the ATA and TEBA permits the Division to offer a second probationary contract for a one-year period. After a cumulative total of five years being designated as a principal, the Division will either not renew the contract past the expiry date, or a new, continuous, designation contract will be offered.

Vice principal contracts will typically follow a similar process to the above.

303 Personnel & Employee Relations AP – Leadership Growth Model / Leadership Assessment

5. Prior to commencing a Leadership Assessment, the leader will:
 - a. receive written notification from the Superintendent or Deputy Superintendent, or
 - b. submit a written request to the Superintendent or Deputy Superintendent; the Superintendent or Deputy Superintendent reserves the right to decline a request by a school leader to commence a Leadership Assessment.
6. Principals are responsible for the evaluation/assessment of the Vice Principal and are to follow the sequence and methods utilized for the completion of a Principal Leadership assessment.

The Leadership Growth Model is an evidenced based process in which evidence may be derived from:

- a. Direct Observation (DI)
- b. Direct Reports (DR)
- c. Internal PRPS Reports (IR)
- d. External PRPS Reports (ER)
- e. Personal Interview (PI)

Direct Observation: The Central Office Executive Team consisting of the Superintendent, Deputy Superintendent, Assistant Superintendent, and the Secretary Treasurer can report on observations in their areas of their role responsibilities.

Direct Reports: The staff who directly report to the school leader and are under the direct supervision of the leader.

Internal PRPS Reports: Reports derived from formal data sources originating with PRPS. Examples could be student disciplinary reports, attendance reports, student achievement data, school planning documents, and financial data.

External PRPS Reports: Reports derived by an outside agency. Examples could be Accountability Pillar data, Provincial Achievement Test results and Diploma Exam results.

Personal Interview: The personal interview is conducted when the Principal meets with the Central Office Executive Team to complete the Leadership Assessment rubric.

The Leadership Growth Model focuses on continuous improvement through the utilization of the Leadership Assessment to identify areas of commendation, areas of growth and for assisting PRPS in identifying how to support the leader in their professional growth.

303 Personnel & Employee Relations AP – Leadership Growth Model / Leadership Assessment

The **Principal Leadership Assessment** process is as follows:

1. Data will be gathered via the Direct Reports through a Direct Report Survey administered by the Deputy Superintendent / delegate. The Direct Report Survey will reflect the Leadership Quality Standard. Survey completion by staff is voluntary. To allow for pertinent, realistic, and unimpeded feedback, staff completing the survey are not required to provide any identifying information. Trends and commonalities for details provided will be the consideration toward furthering leadership growth. Staff should be encouraged to find a time to meet with the principal to discuss their specific feedback, but this is not a requirement in order to complete the survey. Summary of the staff feedback will be provided for the Principal.
2. The Principal will complete and submit to the Superintendent and/or Deputy Superintendent a self-assessment of the Leadership Growth Model Rubric.
3. The Principal will participate in a meeting with a member(s) of the Central Office Executive Team to go through the self-assessment of the Leadership Growth Model Rubric, as well as considerations for such from the Central Office Executive Team. The rubric reflects the Leadership Quality Standard. After consultation with a member(s) of the Central Office Leadership Team and the principal, the Superintendent and/or Deputy Superintendent will make the decision as to whether the Principal is or is not meeting any aspect of the standard. All participants may utilize evidence when contributing to the discussion.
4. Upon completion of the Leadership Growth Model Rubric, the Superintendent and/or Deputy Superintendent will complete a written conclusion and provide a copy to the Principal for review. The Principal will have an opportunity for a one-on-one conversation with the Superintendent and/or Deputy Superintendent with respect to any aspect of the Leadership Assessment.
5. For principals on one-year probationary contract, the Direct Report Survey data will be collected and reviewed. The Leadership Assessment will be completed prior to the offer of another contract or a decision being made to allow a contract to expire.
6. Principals on a contract for more than one year, but not on a continuous contract, will be informed in writing that their contract will end upon reaching the expiry date or the principal will be offered a new contract.
7. Principals who hold a continuous Principal contract (after 5 consecutive years as a principal with PRPS) may participate in the Leadership Growth Model on a once in three-year cycle.

303 Personnel & Employee Relations AP – Leadership Growth Model / Leadership Assessment

8. The Superintendent and/or Deputy Superintendent may decide to conduct a Leadership Assessment of a Principal at any point in any contract, should he / she deem it necessary.
9. Vice Principals will participate in the Leadership Growth Model and be assessed in the same manner as outlined in the Principal Leadership Model, except in terms of completion of Direct Report Surveys, which will be at the Principal's discretion.
10. Upon completion of the Vice principal Leadership Assessment on or around April 30 of a contract expiring year, the principal will make a recommendation to the Superintendent and/or Deputy Superintendent. The Superintendent and/or Deputy Superintendent will make a final decision as to whether a new contract offer is given or if the current contract will be allowed to expire. The vice principal will receive a copy of the completed vice principal Leadership Assessment and either a letter from the Superintendent and/or Deputy Superintendent regarding the decision to not offer a new contract or a new contract offer will be provided.

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