



BOARD POLICY

Policy Number: D-150

Policy: Support Staff Growth, Supervision and Evaluation

References:

- D-150-BR
- D-150-AR
- Freedom of Information and Protection of Privacy Act
- Support Staff Code of Conduct

The Board of Trustees is committed to quality public education and acknowledges its accountability to the public for the quality of services provided. Knowledgeable, skilled, and dedicated staff are essential to support our schools in ensuring students meet or exceed learner outcomes. To this end, the board supports a continuous growth, supervision, and evaluation approach to staff development.

The board believes that evaluation of staff provides a mechanism for assessing knowledge, skills, and attributes in specific areas of practice. The board recognizes that evaluation of staff is necessary for the purpose of making decisions regarding employment and staff development.

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1. The Board of Trustees believes that all support staff have a responsibility to be involved in a continuous staff development process designed to improve skills, knowledge and attributes pertaining to their work assignment.
2. The Board of Trustees expects that the Support Staff Growth, Supervision and Evaluation Program will be based on the following beliefs:
 - 2.1. The Support Staff Growth, Supervision and Evaluation is a continuous process which has as its primary purpose the improvement of overall school effectiveness for students and staff;
 - 2.2. Effective performance will be acknowledged;
 - 2.3. The competency of support staff is assumed after the probationary period is successfully completed;
 - 2.4. Support staff are responsible and accountable for their performance;
 - 2.5. In an effort to promote self-improvement, support staff are responsible for developing and implementing an Annual Growth Plan and the principal, site administrator, or designate is responsible to meet with the support staff member to review the Annual Growth Plan;
 - 2.6. Staff appraisal is dependent upon effective, two-way communication;
 - 2.7. The communication of clear expectations and criteria for performance by evaluators is essential to effective staff appraisal;
 - 2.8. The evaluation instruments may reflect differences between classifications (e.g. clerical vs. teacher aide), but not levels;
 - 2.9. The division is accountable to the public for ensuring that concerns regarding staff members are investigated/evaluated by administration. Follow-up action will be taken if the administration shares the concern;

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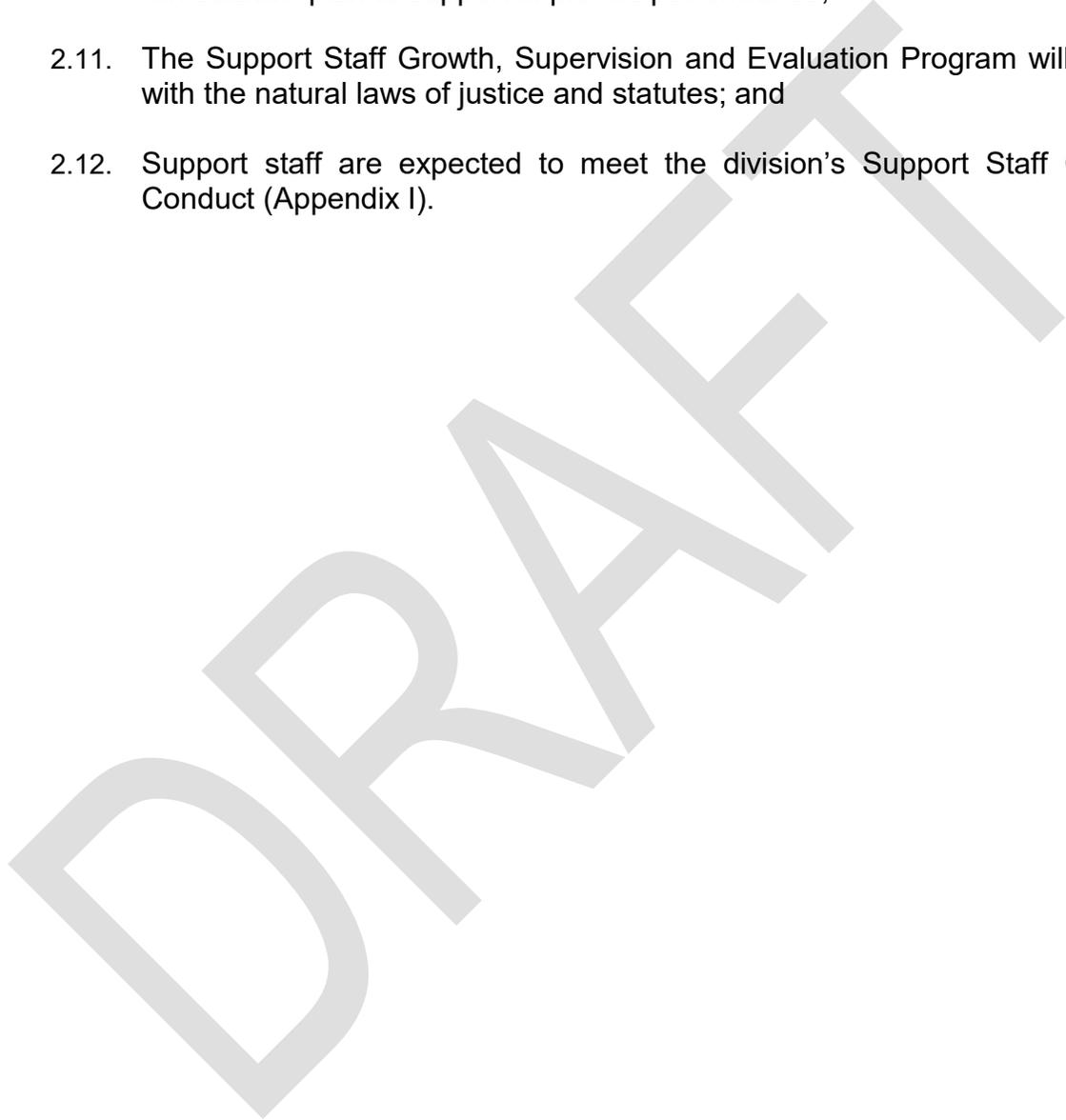
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- 2.10. The improvement of support staff is a shared responsibility. Where necessary, the administrator and support staff member will work together in developing a remediation plan to support improved performance;
- 2.11. The Support Staff Growth, Supervision and Evaluation Program will comply with the natural laws of justice and statutes; and
- 2.12. Support staff are expected to meet the division’s Support Staff Code of Conduct (Appendix I).



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St. Albert

PUBLIC SCHOOLS

SUPPORT STAFF CODE OF CONDUCT

1. The staff member conducts his or herself in a manner that respects the dignity and rights of all persons without prejudice as to race, religious belief, gender, marital status, sexual orientation, age, ancestry, place of origin or physical and/or mental disability.
2. The staff member treats others with dignity and respect and is considerate of their circumstances.
3. The staff member shall not divulge confidential or sensitive information received in the course of his/her duties to unauthorized personnel.
 - 3.1. Information that is critical to the well being of a student shall be reported immediately to the appropriate administrator.
4. The support staff member shall not undermine the professional competence of another support staff member.
5. The staff member addresses concerns to colleagues involved first, then follows the line of authority. (Note: This does not apply in the case of harassment, where the staff member may go directly to the appropriate administrator.)
6. The staff member shall be an advocate for the school and the division in the community.
7. Communication of student information to a parent must be done through the teacher/administrator or with the approval and/or direction of the teacher/administrator.

Notwithstanding the above, these guidelines do not take precedence over board policy or legal statutes.



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1. DEFINITIONS

- 1.1. Evaluation means the formal process of gathering and recording information or evidence over a period of time and the application of reasoned judgment by a principal, site administrator, or designate in determining whether one or more aspects of the staff member’s performance exceeds, meets, or does not meet the required standard.
- 1.2. Staff member will be defined as the support staff employee being evaluated.
- 1.3. Evaluator will be defined as the support staff’s supervisor conducting the evaluation.
- 1.4. Supervision means the ongoing leadership process by which a principal, site administrator, or designate carries out duties in respect to staff members.
- 1.5. Annual Growth means the career-long learning process whereby a staff member annually develops and implements a plan to achieve learning objectives or goals.
- 1.6. Notice of Remediation means the written statement issued by a principal, site administrator, or designate to the staff member where he/she has determined that a staff member’s work does not meet the required standard, and such a statement describes:
- 1.6.1. The behaviors or practices that do not meet the required standard, and the changes required;
 - 1.6.2. The desired outcomes the staff member is advised to pursue;
 - 1.6.3. A plan of action whereby the administration and the staff member will work together in developing strategies to meet the desired outcomes. Should the staff member refuse to take part, the administration will set the strategies; and

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1.6.4. How it will be decided that the required changes in behavior or practice have taken place, applicable timelines, and the consequences of not achieving the required changes including, but not limited to, termination of a staff member’s employment.

2. GENERAL

- 2.1. This policy does not restrict the Superintendent from taking disciplinary, or other action as deemed appropriate when reasonable grounds exist for believing that the actions or practices of a support staff member is inappropriate;
- 2.2. The overall responsibility for the supervision and evaluation of support staff lies with the site-based administrator or designate; and
- 2.3. Division and school administrators are expected to be familiar with the division’s policies and regulations related to staff growth, supervision, and evaluation.

3. GROWTH

- 3.1. Annual Growth Plan development is determined through the use of a collaborative process involving the staff member and the principal, site administrator, or designate.
 - 3.1.1. A staff member employed by the Board under a probationary or continuing contract is responsible for developing and implementing an Annual Growth Plan.
- 3.2. The Annual Growth Plan is to:
 - 3.2.1. Reflect goals and objectives that are specific and measurable, and based on the staff member’s assessment of his/her learning needs; and
 - 3.2.2. Take into consideration the education plans of the school, the division, and the division’s mission statement.

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- 3.3. The Annual Growth Plan may be a component of a long term, multi-year plan.
- 3.4. Annual Growth Plans are submitted to the principal, site administrator or designate for review or approval and may be modified to enhance effectiveness as required. The deadline for submission of Annual Growth Plans is November 1st except in cases when employment began after September 15th. For these staff members, the deadline for submitting the plan is 60 days from their start date of employment.
- 3.5. A written culminating report to the Annual Growth Plan is to be presented to the principal, site administrator, or designate for review or approval by May 30th.
- 3.6. The content of Annual Growth Plans are not part of a summative evaluation without the staff member's consent.
- 3.7. Administrators are to review and retain a copy of completed Annual Growth Plans until the end of the year. At that time, the copy will be returned to the staff member.

4. SUPERVISION

- 4.1. The ongoing supervision of staff by administrators is to include:
 - 4.1.1. Providing support and guidance geared toward facilitating growth;
 - 4.1.2. Observing and receiving information from a variety of sources about the quality of staff performance;
 - 4.1.3. Identifying behaviors or practices that may require evaluation; and
 - 4.1.4. Identifying behaviors or practices that are exemplary.

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5. EVALUATION

- 5.1. The purpose of evaluation is to provide clear, specific feedback to staff that validates strengths and identifies areas for growth or improvement as related to work practice.
- 5.2. Evaluation of a staff member will be conducted during the first year of employment.
- 5.3. Evaluation of a staff member may be conducted:
 - 5.3.1. Upon written request by the staff member;
 - 5.3.2. For the purposes of gathering information related to a specific employment decision (i.e. promotion, transfer);
 - 5.3.3. For the purpose of assessing growth in specific areas of practice;
 - 5.3.4. When, on the basis of information received through supervision, the principal, site administrator, or designate has reason to believe the staff member's performance may not meet the required standard; and
 - 5.3.5. When the staff member's assignment has changed.
- 5.4. Prior to initiating an evaluation, the principal, site administrator, or designate is to meet with the staff member and communicate explicitly:
 - 5.4.1. The reason(s) and purposes of the evaluation;
 - 5.4.2. The process, criteria, and standards to be used;
 - 5.4.3. The timelines to be applied; and
 - 5.4.4. The possible outcomes of the evaluation, including appeal procedures.

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- 5.5. The evaluation process may include a variety of instruments.
- 5.6. Upon completion of an evaluation, the principal, site administrator, or designate is to provide the staff member with a copy of the completed evaluation report. It should contain descriptive assessments in the performance areas specified if areas of growth are being noted.
- 5.7. A staff member who disagrees with a principal's, site administrator's or designate's evaluation may, in writing, ask that sections of the evaluation be amended, or appeal the evaluation to the Superintendent following the procedures outlined in section 7.

6. REMEDIATION

- 6.1. Where, as the result of an evaluation, the principal, site administrator, or designate determines that a change in the behavior or practice of a staff member is required, the evaluator is to provide the staff member with a written notice of remediation, and may stipulate that the development of remediation strategies replace the obligation of the staff member to develop and implement an Annual Growth Plan.
- 6.2. The principal, site administrator, or designate will provide the staff member with a report outlining the behaviors or practices that do not meet the expected standards or desired outcomes.
 - 6.2.1. The staff member will be invited to work with the principal, site administrator, or designate to develop strategies to meet the desired behaviors and outcomes. Should the staff member refuse to take part, the principal, site administrator, or designate will set the strategies.
- 6.3. The onus is on the staff member to remediate and correct any practices which do not meet the required standard of performance, but upon request of the staff member, the Superintendent will make available personnel to provide assistance.

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6.4. The principal, site administrator, or designate will ensure the plan includes timelines and will evaluate whether the desired outcomes have been realized.

7. APPEAL PROCEDURES

7.1. A staff member who disagrees with an evaluation may appeal it to the Superintendent by submitting a written letter of appeal to the Superintendent within two weeks of receiving the evaluation report. Specific concerns related to the evaluation must be detailed in the letter.

7.2. Within two weeks of receipt of an appeal, the Superintendent or designate will establish a procedure for reviewing the evaluation. This will include:

7.2.1. A review of the staff member's file;

7.2.2. A meeting with the staff member, evaluator, and other administrative staff, as appropriate;

7.2.3. Additional observation(s) and evaluation of the staff member by the Superintendent or a designate;

7.2.4. A review of documentation presented by the staff member and administrator pertinent to the appeal; and

7.2.5. A review of other information related to the evaluation report or process.

7.3. Upon completion of the review, the Superintendent or designate shall indicate, in writing, observations and recommendations regarding the appeal.

7.4. The decision of the Superintendent is final.

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