PRINCIPAL PERFORMANCE STANDARDS

Beliefs:

Performance standards that identify the knowledge, skills and attitudes required by principals are essential to ensure effective preparation, recruitment and selection of principals, and to guide their professional development, supervision and evaluation.

Guidelines:

1. Principal performance standards are authorized standards approved by the Division.

2. Each standard is followed by performance indicators. The level of expected performance of these standards will be determined by the professional judgment of the Superintendent, or designate.

3. School leadership performance standards are competencies and indicators that support and complement the Leadership Quality Standard (Ministerial Order #002/2018)

Principal Performance Standards

PART I: PLANNING

Financial

STANDARD 1  The principal ensures that an effective budgeting process and plan is in place for each school year. [LQS (8)]

1.1 Prepares a budget according to Division administrative procedures.
1.2 Follows division timelines to complete budget deadlines.
1.3 Develops a budget plan that reflects the goals of the school and the Division.
1.4 Analyses previous budgets and utilizes this information in the development of the new budget.
1.5 Ensures that the budget is balanced.
1.6 Reviews the budget regularly and reports to staff and school council.
1.7 Provides meaningful opportunities for involving staff and school council in identifying needs.
1.8 Utilizes long range student demographic information.
1.9 Utilizes a budget committee that is representative of staff and school council.
1.10 Allocates adequate resources for new and existing programs.

STANDARD 2  The principal ensures that effective accounting procedures are in place. [LQS (8)]
2.1 Ensures that a balance sheet is completed at the end of each fiscal year for each school based account.
2.2 Ensures that the monthly reconciliation of the school bank account is completed.
2.3 Develops school based procedures that comply with Division guidelines for handling onsite funds.

**STANDARD 3**

The principal ensures that effective purchasing procedures are in place.  
[LQS (8)]

3.1 Ensures that purchases reflect the budget plan.
3.2 Ensures that Division guidelines for purchasing are followed.
3.3 Ensures that a process is in place to evaluate services as contracted.
3.4 Ensures that a process is in place for receiving goods and resources as purchased.
3.5 Ensures that an adequate inventory procedure is in place.

**Instructional**

**STANDARD 4**

The principal ensures that the school’s professional development plan reflects the appropriate blend of school, Division, staff, school council and individual professional development needs by supporting, encouraging and facilitating professional development and inservice training.  [LQS (2)(4)(5)(6)(7)]

4.1 Puts in place data gathering instruments for determining needs.
4.2 Utilizes a process to facilitate the alignment between school and Division professional development goals and individual goals, where appropriate.
4.3 Ensures that the structure and function of the school based professional development committee follows the Division guidelines.
4.4 Ensures that an annual professional development report is developed and reported to appropriate stakeholders.
4.5 Ensures that all individuals develop professional growth plans.
4.6 Models involvement in professional development.
4.7 Supports and collaborates with the Director of Plant Facilities and the Director of Transportation in providing professional development for staff, bus drivers and bus contractors.
4.8 Allocates funding for professional development in the annual budget and ensures that it is equitably allocated.

**STANDARD 5**

The principal facilitates the implementation of curriculum in all subject areas and grades taught.  [LQS (4)(5)(6)]

5.1 Demonstrates knowledge of curricular changes and makes advance plans for inservice of personnel responsible.
5.2 Ensures that course outlines are developed and distributed.
5.3 Ensures that instructional plans are developed.
5.4 Attends pertinent inservices or delegates others to do so.
5.5 Encourages personnel to share and seek additional resources.
5.6 Encourages opportunities for partnerships with business and community resources.
5.7 Ensures that the Program of Studies and Resource Lists are kept up-to-date and made available to staff.

**Personnel**

**STANDARD 6**

The principal effectively selects, recruits, and deploys appropriate personnel to best meet the school and student needs. [LQS (1)(6)(8)(9)]

6.1 Cooperates fully with Division Administrators in the selection, recruitment and deployment of personnel.
6.2 Adheres to all legal and contractual requirements (e.g. administrative procedures, labour laws, School Act, Charter of Rights and Freedoms and the Freedom of Information and Protection of Privacy Act).
6.3 Demonstrates equity and provides reasoning for all staff assignments.
6.4 Involves appropriate stakeholders in input stage.
6.5 Demonstrates awareness of school and student needs.
6.6 Gives assignments that are appropriate to training, experience, and individual expertise.
6.7 Informs personnel, in advance, of their assignments.

**STANDARD 7**

The principal establishes schedules that best meet school program, student and staff needs. [LQS (8)(9)]

7.1 Meets Division and Alberta Education requirements (e.g. time and credits needed).
7.2 Ensures that parents and students are aware of programs offered and possible choices.
7.3 Pre-registers students and is aware of their programming needs.
7.4 Informs personnel in advance of scheduling and changes in scheduling.
7.5 Follows collective and contractual agreements for assigning instruction and supervision.
7.6 Creates where appropriate, flexible and/or innovative practices in utilization of time and personnel.
PART II EVALUATION

Staff

STANDARD 8 The principal utilizes a variety of data sources for the gathering of information. [LQS (3)(4)(5)(6)]

8.1 Adheres to Division administrative procedures when conducting staff supervision and evaluations
8.2 Utilizes appropriate observation tools which provide the basis for an accurate supervision and, where necessary, evaluation of a staff member’s performance.
8.3 Utilizes a variety of observation skills, including innovative or new methods.
8.4 Works collaboratively to collect data.

STANDARD 9 The principal prepares reports which accurately reflect the level of performance and includes an accurate interpretation of the diagnostic data to identify commendations and recommendations. [LQS (3)(4)(5)(6)(8)]

9.1 Fully understands and utilizes the performance standards and Professional Growth Model.
9.2 Provides direction to staff members experiencing difficulties.
9.3 Maintains an awareness and knowledge of recent research about the learning process and the employee’s role.
9.4 Supports the staff in developing high, professional expectations and standards for themselves and the school.
9.5 Consults with appropriate personnel to formulate diagnoses where necessary.
9.6 Ensures that reports reflect fair and effective evaluation practices.
9.7 Critiques staff members in a sincere and honest manner.
9.8 Includes objective data in all areas of the supervision and evaluation report format.
9.9 Includes, where necessary, recommendations for growth and improvement as well as an identification of staff commendations.
9:10 Ensures that reports include a summary statement based on adequate data regarding the effectiveness of the staff members as outlined Division administrative procedures (e.g. Administrative Procedure 405: Staff Supervision and Evaluation).
9:11 Creates and implements where necessary, remediation plans that follow Division guidelines.
Program

STANDARD 10  The principal ensures that ongoing monitoring of programming occurs. [LQS (3)(4)(5)(6)(8)]

10.1  Seeks information from pertinent stakeholders.
10.2  Gathers both long and short range data.
10.3  Discusses program related issues with staff, seeking their opinions.
10.4  Ensures that the gathering of data includes standardized achievement and diploma examination data, participation rates, attendance and retention.
10.5  Uses data in curriculum planning and staffing.
10.6  Uses objective data, such as test scores, in curriculum planning and staffing.
10.7  Arranges for instructional improvement activities such as program and curriculum planning.
10.8  The principal ensures the analysis of achievement and diploma exams are used in short and long range planning.
10.9  Ensures that program information and actions are communicated to all stakeholders.

STANDARD 11  The principal ensures that formal evaluation of programs takes place as required. LQS (3)(4)(5)(6)(8)]

11.1  Establishes procedures for gathering data relating to the program being evaluated.
11.2  Identifies appropriate program standards on which to base program evaluations.
11.3  Seeks information from pertinent stakeholders.
11.4  Gathers both long and short range data.
11.5  Discusses program related issues with staff, seeking their opinions.
11.6  Ensures that the gathering of data includes standardized achievement and diploma examination data, participation rates, attendance and retention.
11.7  Uses data in curriculum planning and staffing.
11.8  Uses objective data, such as test scores, in curriculum planning.
11.9  Develops and communicates the structure and process to be utilized in the program evaluation.
11.10  Arranges for instructional improvement activities such as program and curriculum planning.
11.11  The principal ensures the analysis of achievement and diploma exams are used in long range planning.
11.12  Ensures school based professional development plans and endeavours address the needs as indicated by the data.
11.13  Ensures that program information and actions are communicated to all stakeholders.
11.14  Follows related divisional administrative procedures on program evaluation.
Facility Monitoring

STANDARD 12 The principal monitors the use and condition of school facilities. [LQS (8)]

12.1 Monitors the use school facilities during school hours.
12.2 Ensures use of school facilities are monitored outside school hours.
12.3 Plans for the effective use of space.
12.4 Follows Division administrative procedures regarding community use.
12.5 Ensures that the physical plant is clean and well maintained.
12.6 Follows through on concerns about the appearance or condition of the building.
12.7 Follows division procedures in reporting concerns noted by stakeholders.

PART III PROFESSIONAL IMAGE

Communication

STANDARD 13 The principal facilitates effective communication with all stakeholders including the community, staff, agencies, parents and students. [LQS ((1)(2)(3)(4)(5)(6)(7)(9))]

13.1 Facilitates the cooperation and involvement of the community and individuals.
13.2 Provides for the gathering and dissemination of information and feedback from individuals and agencies in the community.
13.3 Develops appropriate channels and protocol for resolving concerns/problems that are consistent with Division guidelines.
13.4 Effectively communicates with staff about concerns and problems that affects the school.
13.5 Finds time to interact with students.
13.6 Provides staff with clear information about school operations, ensuring that teachers are informed of administrative decisions and that they are aware of what the principal expects of them as it relates to the decision.
13.7 Interacts with the Division office and other external agencies to obtain support and resources from the agencies.
13.8 Ensures that appropriate protocol is followed resulting in communication that respects the confidentiality and rights of others.
STANDARD 14  The principal actively promotes the school and fosters good public relations. [LQS ((1)(2)(3)(4)(5)(7)(8)(9)]

14.1 Ensures that regular communication with stakeholders is achieved utilizing a variety of means.
14.2 Facilitates the community use of school facilities within the Division’s guidelines.
14.3 Encourages the use of community volunteers in school and, where appropriate, in classroom functions.
14.4 Supports community functions.
14.5 Promotes positive school spirit.
14.6 Displays sensitivity to the culture of the community.

Professional Responsibility and Growth

STANDARD 15  The principal effectively demonstrates professional leadership. [LQS ((1)(2)(3)(4)(5)(6)(9)]

15.1 Models behaviour consistent with effective leadership based on current research.
15.2 Maintains a good working relationship with other administrators of the Division.
15.3 Participates in committees at the school, Division, regional and/or the provincial level.
15.4 Is a positive presence and influence in the community.
15.5 Elicits the confidence and trust of the community by fulfilling community expectations with respect to personal and professional life as an educational leader.
15.6 Is supportive of community organizations.
15.7 Works collaboratively with the School Council for the benefit of the school.
15.8 Carries out those duties assigned to the principal by the Division and the School Act.
15.9 Carries out those duties that are subject to any applicable collective agreements contract of employment.

STANDARD 16  The principal demonstrates professional growth. [LQS ((2)(5)(6)]

16.1 Utilizes opportunities to learn from colleagues, students, parents and community.
16.2 Maintains awareness of developments in subject matter and issues related to teaching.
16.3 Participates in professional activities (e.g. professional organizations, course work, workshops, conferences).
16.4 Develops a personal professional growth plan
16.5 Maintains awareness of current leadership research.
Leadership

STANDARD 17  The principal provides direction in the development of school goals that are compatible with the goals of the Division and Alberta Education. [LQS (1)(3)(4)(5)(6)(7)(9)]

17.1 Provides for the identification of, and the reaching of consensus on, the goals of the school.
17.2 Participates in a leadership capacity with the staff in development of strategies to meet the goals of the school.
17.3 Demonstrates the ability to personalize provincial and Division goals in the school's education plan.
17.4 Acts as an agent of change where necessary and supports stakeholders in the process.

STANDARD 18  The principal ensures that order and discipline are maintained in the school, on the school grounds, on school buses and during activities that are school sponsored or approved by the Board. [LQS (1)(4)(8)(9)]

18.1 Works cooperatively with others to set and communicate acceptable standards of conduct for students.
18.2 Utilizes appropriate strategies to effectively maintain order and discipline in the school.
18.3 Ensures that effective procedures and guidelines are communicated via a discipline plan.
18.4 Reinforces appropriate behaviour.
18.5 Promotes self discipline, ensures that students are aware of the fact that they are accountable for their own actions.
18.6 Diagnoses the cause of conflict and mediates or arbitrates conflict situations.
18.7 Manages discipline problems in accordance with policies, regulations and legal requirements.
18.8 Supports the efforts of teachers to fairly manage student behaviour consistent with administrative procedures, good practice, and legal requirements.
STANDARD 19  The principal works cooperatively with others in developing a positive school culture and environment that is conducive to good learning. [LQS (1)(3)(4)(5)(7)(9)]

19.1 Cooperates with students, staff, school council, parents and community in accomplishing shared goals.
19.2 Works cooperatively with students and staff to promote school improvement and personal growth.
19.3 Works effectively with the vice-principal(s).
19.4 Encourages student leadership and helps students develop responsibility.
19.5 Listens to the views and seeks the appropriate input of all stakeholders.
19.6 Keeps the superintendency informed of pertinent school related issues.
19.7 Effectively models positive reinforcement through her/his communication with students.
19.8 Encourages student spirit and morale.

STANDARD 20  The principal carries out the duties assigned by the Board and Division. [LQS (1)(8)(9)]

20.1 The principal participates in the policy and administrative procedures development process.
20.2 Ensures that stakeholders are given opportunities to provide input into policy and administrative procedure making.
20.3 Follows the policies and administrative procedures of the Division.
20.4 Carries out those duties assigned to the principal in accordance with the regulations and requirements of the Board, any applicable collective agreements and the principal's contract of employment.
20.5 Follows directives of the Board.
20.6 Follows directives of the Superintendent.
20.7 Follows the appropriate appeal procedure to resolve conflicts.