



# Performance Appraisal for Principals/Vice Principals – Look Fors

<p><b><u>Unsatisfactory</u></b> Limited range of current leadership practices within the school and/or system.</p>	<p><b><u>Progressing Leadership:</u></b> Acquires, uses and experiments with an increasing range of current leadership practices within the school and/or system.</p>	<p><b><u>Successful Leadership:</u></b> Demonstrates successful leadership behaviours that expand the range of current leadership practices to support school and system initiatives.</p>	<p><b><u>Accomplished Leadership:</u></b> The ability to maintain focus, attain high levels of performance, and achieve quality results.</p>
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Personal Leadership		
Dimension Components	Performance Indicators/Evidence	Next Steps
<p><b>Look-fors (Guiding Questions):</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> How have you demonstrated personal integrity in your role?</li> <li><input type="checkbox"/> How you have demonstrated growth in your own professional development?</li> <li><input type="checkbox"/> In what ways have you promoted equitable practices?</li> <li><input type="checkbox"/> How do you demonstrate a high priority on getting results?</li> <li><input type="checkbox"/> In what ways have you demonstrated creativity and innovation?</li> </ul>		
Interpersonal Leadership		
Dimension Components	Performance Indicators/Evidence	Next Steps
<p><b>Look-fors (Guiding Questions):</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> In which ways have you used the skills and techniques of coaching in working with staff?</li> <li><input type="checkbox"/> What communication strategies are in place for staff and other members of the school community?</li> <li><input type="checkbox"/> What are the conflict resolution processes in place in your school?</li> <li><input type="checkbox"/> How do you use a collaborative process for decision-making?</li> <li><input type="checkbox"/> What are the strategies you use to create and strengthen relationships?</li> </ul>		
Organizational Leadership – Operations		
Dimension Components	Performance Indicators/Evidence	Next Steps
<p><b>Look-fors (Guiding Questions):</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What is the process you use to make financial decisions?</li> <li><input type="checkbox"/> How do you demonstrate commitment to a safe and healthy working and learning environment?</li> <li><input type="checkbox"/> How do you use data in making decisions?</li> <li><input type="checkbox"/> What strategies do you use to ensure staff understanding of school and system policies and procedures?</li> </ul>		

### Organizational Leadership – Strategic Focus

Dimension Components	Performance Indicators/Evidence	Next Steps
<b>Look-fors (Guiding Questions):</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> How do the initiatives in your SIP reflect system directions?</li> <li><input type="checkbox"/> How have you developed partnerships and involved School Council in decision-making and school improvement planning?</li> <li><input type="checkbox"/> How have you used technology to enhance your performance?</li> </ul>		

### Instructional Leadership – Learning Organization

Dimension Components	Performance Indicators/Evidence	Next Steps
<b>Look-fors (Guiding Questions):</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> How are community resources used to enhance program and school culture?</li> <li><input type="checkbox"/> How do you address issues of diversity?</li> <li><input type="checkbox"/> How is your school acting as a Professional Learning Community, with respect to collaborative teams, collective inquiry, SMART goals, school mission and vision</li> </ul>		

### Instructional Leadership – Student Performance

Dimension Components	Performance Indicators/Evidence	Next Steps
<b>Look-fors (Guiding Questions):</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> What is the process for developing the SIP?</li> <li><input type="checkbox"/> How is data monitored to determine improvement?</li> <li><input type="checkbox"/> What is the process for monitoring student achievement?</li> <li><input type="checkbox"/> How are student assessment and evaluation processes reviewed?</li> <li><input type="checkbox"/> How do you monitor special education processes?</li> <li><input type="checkbox"/> How is the staff development plan established?</li> </ul>		