



PROCEDURE

Title:	PROCEDURES FOR PRINCIPALS AND VICE-PRINCIPALS EXPERIENCING DIFFICULTIES	Procedure No.: 3001g Effective Date: 2022 April 3
Department:	ORGANIZATIONAL SUPPORT SERVICES (HUMAN RESOURCES)	
Reference(s):	- Policy: Supervision of Employees - O. Reg. 234/10, "Principal and Vice-Principal Performance Appraisal" - Principal/Vice-Principal Performance Appraisal Technical Requirements Manual 2013 - Principal/Vice-Principal Performance Appraisal (PPA) Frequently Asked Questions - Putting Ontario's Leadership Framework Into Action: A Guide for School & System Leaders (The Institute for Education Leadership, 2010) - Accommodation Procedure - Equitable Recruitment and Selection of Staff Policy	

Administered By	ORGANIZATIONAL SUPPORT SERVICES (HUMAN RESOURCES)
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Amendment Date(s)	
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Most Recent EIE Review Date:	October 19, 2022
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These procedures are followed when a Principal or Vice-Principal is experiencing difficulty performing the job in accordance with normal professional expectations. Such difficulties will have been identified through the regular supervision process. This procedure also applies to Principals and Vice-Principals who are considered Acting in the role.

1.0 A Principal or Vice-Principal who is experiencing difficulty shall receive a Letter of Concern from the Supervisory Officer or designate. A designate is either another supervisory officer, an Associate Director, or the Director. The Letter of Concern will specify:

- the area of concern
- the expectations for improvement
- a time line for improvement including a period of concern, not to be less than sixty (60) working days
- recommendations for achieving improvement
- any resources that may be appropriate for assisting in improvement

It is expected that a minimum of two reviews of progress will occur within this sixty+ (60+) day period.

The Supervisory Officer or designate shall:

- prepare and sign four copies of the letter
- convene a meeting with the Principal or Vice-Principal experiencing difficulty
- advise the person that they may have an advocate or advisor (e.g., Ontario Principals' Council representative, legal counsel, or support person) present at the meeting if so desired
- involve the supervising Principal in the meeting if the person experiencing difficulty is a Vice-Principal
- fully discuss the contents of the Letter of Concern with the person having difficulty and have the person acknowledge receipt of the letter by signing each of the four copies of it
- provide one copy of the letter to the person, forward one copy to each of the Associate Director, Learning Support Services and Associate Director, Organizational Support Services, and keep one copy.

2.0 At the conclusion of the 60+ working day period of concern, the Supervisory Officer or designate will forward a letter that states either:

a) that the 60+ working day period of concern has concluded with the expected improvement

or -

b) that the 60+ working day period of concern has concluded but with ongoing reason for doubt.

3.0 The Principal or Vice-Principal experiencing ongoing difficulties shall attend a meeting with the Supervisory Officer or designate at which it will be stated that the 60+ working day period of concern is concluded and that a period of doubt is warranted.

During this meeting, a Letter of Doubt will be provided to the Principal or Vice-Principal specifying:

- the continuing area of concern
- the expectations for improvement
- a time line for improvement of not more than sixty (60) working days
- recommendations for achieving improvement
- any resources that may be appropriate for assisting in improvement

The Supervisory Officer or designate shall carry out all the steps outlined in 1.0 above in preparing this letter, convening the meeting, advising the person of rights to representation, and discussions, signing and forwarding of copies of the letter.

4.0 At the conclusion of the time period provided for improvement in the Letter of Doubt, the Supervisory Officer or designate will either:

a) prepare and deliver to the school administrator a letter that states that the period of concern has concluded with the expected improvement,

- or -

b) prepare a letter outlining the expectations identified in the Letter of Doubt which have not been met, and indicating that a recommendation for demotion or termination will be taken to the Board. Such a letter will be prepared in consultation with the Associate Director, Learning Support Services.

5.0 A Principal or Vice-Principal continuing to experience difficulties following the period of doubt outlined in the Letter of Doubt shall attend a meeting regarding a recommendation for demotion or termination.

When a recommendation for demotion or termination is being considered, the Associate Director, Learning Support Services shall:

- convene and chair a meeting with the Principal or Vice-Principal
- advise the school administrator that a representative from Ontario Principals' Council or legal counsel, advocate, advisor or support person may be present for the meeting
- involve the person(s) evaluating the administrator's work in the meeting
- fully discuss the letter described in 4 (b) above outlining the expectations identified in the Letter of Doubt which have not been met
- notify the school administrator, in writing, that a recommendation for demotion or termination will be taken to the Board. This written notification shall include the following:
 - i) wording of the motion, and the date and time at which it will be presented to the Board in an in-camera meeting
 - ii) reasons necessitating the preparation of the motion
 - iii) area(s) of unsatisfactory job performance
 - iv) efforts made to assist the school administrator and the personnel involved
 - v) the school administrator's right to attend this in-camera Board meeting with a representative and
 - vi) the right of the school administrator or the administrator's representative to respond orally and/or in writing to the motion by addressing the assertions of "unsatisfactory" job performance.

6.0 The decision of the Board shall be communicated to the school administrator in writing by the Associate Director, Learning Support Services, with a copy to the Associate Director, Organizational Support Services.

7.0 The Principal or Vice-Principal is entitled to representation or support at any time under these procedures.

Procedures for Principals and Vice-Principals Experiencing Difficulties

- 8.0 Although the evaluation procedures in Section 1.0 specify certain time periods and procedures, exceptional circumstances may arise that warrant the Board acting in a compressed time period or, in the case of serious jeopardy to students and/or program, immediately removing a person from an administrative role.
- 9.0 Nothing in these procedures will interfere with normal discipline for cause.
- 10.0 Nothing in these procedures prevents a school administrator from indicating that they wish to return to a previous role rather than continuing on in the current administrator assignment. The appropriate Supervisory Officer or designate will then indicate the options that are available.
- 11.0 In addition to what is noted above, Acting Vice-Principals will be entitled to any supports as outlined in their respective Teacher collective agreement.