3.06B

MERCY EDUCATION PROCEDURE 3.06B
APPRAISAL OF DEPUTY PRINCIPALS

Key Steps in the Appraisal of Deputy Principals in Mercy Schools

B01 The College Principal manages Formative and Summative Appraisals and goal setting for their Deputy Principals, with the support of Mercy Education Limited when required.

B02 A Deputy Principal is appointed for an initial period of five years with the option of reappointment for two additional periods of five and three years respectively, unless this contravenes the policy of the relevant State Catholic Education Office. Reappointment is subject to successful appraisals.

B03 Formative Appraisal is conducted in the third year of the first contract.

B04 Summative Appraisal is conducted in the final year of the first contract, the fourth year of the second contract and the final year of the third contract.

B05 The appraisal panel will consist of a Panel Chair who is an independent, respected and experienced educator and who is the Principal’s nominee, a nominee of Mercy Education and a nominee of the Deputy Principal.

B06 In the year prior to the appraisal, the Mercy Education Executive Officer notifies the Principal and the Deputy Principal in writing that an appraisal process will be conducted in the following year. At this time, the name of the Board nominee on the appraisal panel is communicated, the Principal is requested to appoint the Panel Chair and the Deputy Principal is requested to consider their nominee to the panel.

B07 The appraisal process is conducted at and managed by the school and should generally be concluded by the end of term two. Any clarification required should be addressed to the Mercy Education Executive Officer.

B08 The Panel Chair liaises with the Principal, the Deputy Principal and panel members to set the dates for appraisal and to arrange a suitable time for a preliminary meeting.

B09 Prior to the meeting Panel members are given the following documentation to examine and to identify areas of questioning required:
• the role description of the Deputy Principal
• reports of the previous Appraisal where relevant
• Goals developed at Annual Review Meetings since appointment or the previous Appraisal.

B10 A preliminary meeting may be held at the school or by teleconference or arrangements may be made by email.

B11 Both survey and interview are used for the Formative Appraisal in the first contract and the Summative Appraisal in the second contract. Interview only is used for the Summative Appraisals in the first and third contracts.

B12 When a survey is to be used, panel members agree on the details of the process and adopt or modify where appropriate, the survey instrument, in consultation with the Principal and the Deputy Principal. Agreement is reached in determining which groups of staff and how many staff, based on school structure and the particular role of the Deputy Principal, would be most informed to best respond to the survey. The survey is distributed to respondents and collected by the College or by Mercy Education as negotiated.

B13 The Principal, Deputy Principal and panel members agree on the personnel to be invited for an interview by the panel during the interview phase, including the Principal, staff, students and others, including parents, as appropriate.

B14 The Deputy Principal is asked to complete the self reflection report on the proforma supplied and forward it to the Panel Chair prior to the interview phase. The Panel Chair then distributes it to other panel members.

B15 To conduct the interview phase, panel members convene at the school, consider the self reflection and also the survey results where relevant, and conduct interviews of targeted personnel to gain further insight into the performance of the Deputy Principal. In Summative Appraisal the particular focus is on the achievement of goals set in the previous Appraisal and the Annual Review Meetings.

B16 A panel interview is conducted with the Deputy Principal to share information and views and to listen to and discuss the Self-reflection Report. Panel members may also use this opportunity to investigate further, any matter that may have been raised in the surveys or during staff interviews.

B17 The interview phase is carried out over a full day.

B18 The Panel Chair considers all information and material presented and prepares a draft report for panel members’ consideration. The report will include:
• Date of the appraisal
• Membership of the panel
• Outline of the process used
• A summary of the information obtained from surveys (where relevant) and interviews, under the headings used in the survey instrument and the self-reflection document
• A list of commendations based on the information contained in the report
• A list of recommendations for the consideration of the Deputy Principal.

In a Summative Appraisal, the Chair, on behalf of the panel, may be asked to make a recommendation to the Principal regarding re-appointment of the Deputy Principal.

B19 The panel members offer comment and feedback to the Panel Chair. After the appraisal panel has agreed on its final draft this copy will be forwarded to the Principal and the Deputy principal. At this point, if there are errors of fact they may be corrected.

B20 The final report is emailed to panel members and the Deputy Principal by the Panel Chair for electronic signature.

B21 Copies of the final report are forwarded to the Deputy Principal, Principal, panel members and the Mercy Education Executive Officer for distribution to Board Directors.

B22 The Board nominee on the panel is invited to speak to the final report at a subsequent meeting of the Board of Mercy Education.

B23 As a component of the Annual Review Meeting, after negotiation with the Principal, the Deputy Principal should submit written goals for the following year.

B24 Following each appraisal, the Deputy Principal will develop a set of goals in the context of the strategic plan of the College, based on the recommendations of the panel. They may also articulate personal leadership goals that reflect aspects of individual or faith development. These goals will form the basis of annual goal setting and later appraisals. While being practical and achievable, the goals should also stretch the Deputy Principal to higher levels of performance. It is timely following an appraisal to give consideration to issues relating to the role description and workload of the Deputy Principal and consider the appointment of a professional mentor where this is deemed appropriate.

B25 Following a Summative Appraisal in the first and second contracts, the Principal decides whether a further contract will be offered to the Deputy Principal, taking into consideration past performance, outcomes of Annual Review Meetings, commendations and recommendations from past formative appraisals and the current summative appraisal report. The Principal’s decision is forwarded to Mercy Education for Board approval.