



HOLY FAMILY ROMAN CATHOLIC SEPARATE SCHOOL DIVISION NO. 140

OPERATIONS AND PROCEDURES

CATEGORY: HUMAN RESOURCES
 TITLE: PROFESSIONAL GROWTH
 CODE: 4048 Intensive Staff Assistance

Reference Matrix	
Education Act (1995)	Section 175
Other Relevant Acts	
Holy Family Related Procedures	OP 4045 Evaluation of Teachers and Support Staff OP 4046 Evaluation of School Administrator
Holy Family Related Manuals	Holy Family RCSSD No. 140 Board of Education Policy Manual
Resources (Ministry, SSBA, SCSBA, etc.)	<i>The Provincial Collective Bargaining Agreement, SEIU-West Collective Agreement</i>
Date Processed	October 12, 2016

Background:

A Performance Appraisal conducted within the provisions of [OP 4045 Evaluation of Teachers and Support Staff](#) and [OP 4046 Evaluation of School Administrator](#) may reveal that a staff member's performance is below system expectations. When this happens, senior administration would assist the staff member to enable them to improve their performance to a satisfactory level.

Assistance will be provided within the framework of Holy Family Vision, Mission, and Guiding Principles.

Intensive Staff Assistance will:

1. Provide formal support to a staff member whose performance level is unacceptable in order to assist them in meeting Board expectations. The Assistance Plan will create a reasonable opportunity and expectation that there will be adequate improvement within a reasonable time period.
2. Reinforce the essential attitude that the primary purpose for evaluating staff performance is to enhance learning opportunities for students through the increased effectiveness and professional growth of all personnel.

3. Where any Procedures conflict with the provisions of the *Provincial Collective Bargaining Agreement*, *SEIU-West Collective Agreement* or other Collective Agreement, the Provincial or Collective Agreement shall prevail.

Procedures:

1. Review and Specify Performance Expectations
 - 1.1. The staff member must be aware of what the expectations are for their performance. These expectations must be consistent with those defined in Holy Family Vision, Mission, and Guiding Principles and Procedures.
 - 1.2. The expectations will be reviewed with the staff member in a meeting and in written form.
2. Identify the Nature of the Difficulty
 - 2.1. The nature of the difficulty will be discussed with the staff member.
 - 2.2. The difficulty must be clearly stated creating a benchmark for measuring success at the conclusion of the Intensive Staff Assistance process.
3. Letter of Notification
 - 3.1. The Director of Education or designate will notify the staff member by letter that a process for Intensive Staff Assistance will be initiated.
 - 3.2. The letter will identify the area(s) that require improvement and the timeframe for such improvement for each area of difficulty.
 - 3.3. The letter will specify the date by which the Plan for Improvement should be completed and submitted to the Director of Education or designate.
 - 3.4. The letter will identify the person completing the Assessment of Progress.
 - 3.5. The letter will identify resources to assist the staff member in developing a Plan for Improvement.
4. Establish a Plan for Improvement
 - 4.1. The staff member will be required to submit a written Plan for Improvement in the area(s) identified in the Letter of Notification from the Director of Education or designate within the time specified.
 - 4.2. The Plan for Improvement will include objectives and strategies to achieve these objectives.

- 4.2.1. The objectives must bear a direct relationship to the Performance Expectations and Nature of the Difficulty;
 - 4.2.2. Achievement of the objectives should satisfactorily resolve the difficulties identified in Procedure 2;
 - 4.2.3. The number of objectives should be limited to those considered essential to the staff member's ability to reach a satisfactory level of performance;
 - 4.2.4. The staff member may seek the assistance of colleagues or supervisors to develop the objectives and strategies.
- 4.3. The Plan for Improvement will be reviewed by the principal and Director of Education or designate.
- 4.4. The Plan for Improvement must be signed by the staff member and the principal.
- 4.5. Each will retain a copy of the Plan for Improvement with one copy being placed in the staff member's file.
5. Implementation and Monitoring
 - 5.1. The Plan for Improvement will be implemented.
 - 5.2. The staff member will be informed of assistance available to achieve the goals in the Plan for Improvement.
 - 5.3. The staff member may request coaching assistance from colleagues or supervisors during the implementation.
 - 5.4. Progress will be monitored during the implementation of the Plan for Improvement by the principal, supervisor, or Director of Education or designate to support the staff member in successful completion of their Plan for Improvement.
6. Assessment of Progress
 - 6.1. An Assessment of Progress shall be completed at the end of the time period specified in the Letter of Notification.
 - 6.2. The Assessment of Progress will be completed by the Director of Education, or such other person designated in the Letter of Notification.
 - 6.3. The Assessment of Progress will provide a new performance appraisal considering the difficulties identified in Procedure 2 and the objectives in the Plan for Improvement.
 - 6.4. The Assessment of Progress will provide a recommendation:

- 6.4.1. If progress is satisfactory, the formal Intensive Staff Assistance may be concluded;
- 6.4.2. If there has been demonstrable improvement but continued effort is required to increase the level of performance to a satisfactory level, the period of Intensive Staff Assistance may be extended;
- 6.4.3. If minimal progress has been made, the staff member will be placed on review.

On Review:

During this stage, the staff member will be given a final opportunity to improve the identified area(s) of difficulty.

7. On Review Notification

- 7.1. The Director of Education or designate will notify the staff member in writing that they are On Review, and that termination of the contract will be recommended unless the level of performance in each of the areas of difficulty has been improved to a satisfactory level. The letter will include a timeframe for completion of the Review.

8. Establish a Plan for Improvement

- 8.1. The staff member will be required to submit a written Plan for Improvement demonstrating how they will address the deficiencies.
- 8.2. All provisions and supports provided earlier in this Procedure will be in effect.

9. Implementation and Monitoring

- 9.1. The Plan for Improvement will be implemented.
- 9.2. All provisions and supports provided earlier in this Procedure will be in effect.

10. Final Report

- 10.1. A Final Report shall be completed at the end of the time period specified in the Letter of Notification.
- 10.2. If progress is judged to be unsatisfactory at the conclusion of the specified time, the staff member will be advised of the recommendation for termination of their contract.