

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 Formal Appraisals and goal setting for their Deputy Principals, with the support of Mercy Education Limited when required.
- B02 A Deputy Principal is appointed according to the appropriate State tenure as per §B06 to §B08 of Procedure 3.05B: Appointment of Deputy Principals in Mercy Schools.
- B03 Formal Appraisals are conducted as follows:
- Victoria**
- Appraisal in the fourth year of First Term (Year 4 of 10)
 - Appraisal in the third year of Second Term (Year 8 of 10)
- Western Australia**
- Appraisal in Semester One of the third year of First Term (Year 3 of 10)
 - Appraisal in Semester One of the fourth year of Second Term (Year 7 of 10)
 - No Appraisal in final three-year Term
- South Australia**
- Appraisal in Semester One of the second year of First Term (Year 2 of 12)
 - Appraisal in Semester One of the fifth year of Second Term (Year 7 of 12)
 - No Appraisal in final five-year Term
- B04 The appraisal panel will consist of a Panel Chair, an independent, respected and experienced educator who is the Principal's nominee, the Chief Executive who will generally be the nominee of Mercy Education and a nominee of the Deputy Principal.

- B05 In the year prior to 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. The name of the Board nominee on the appraisal panel, who will generally be the Chief Executive, will be forwarded to the Principal. The Principal is required to appoint the Panel Chair and the Deputy Principal is requested to consider their nominee to the panel. The nominee of the Deputy Principal shall have at least Deputy Principal experience.
- B06 The appraisal process is conducted at and managed by the school. Any clarification required should be addressed to the Mercy Education Executive Officer.
- B07 The Principal liaises with the Panel Chair, the Deputy Principal and panel members to confirm dates for the appraisal and to arrange a suitable time for a preliminary meeting.
- B08 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.
- B09 A preliminary meeting may be held at the school or by teleconference or arrangements may be made by email.
- B10 Both survey and interview are used for Appraisals and the Panel Chair should negotiate with the Principal any survey instrument they intend to use after consideration of examples provided by Mercy Education. When an agreed survey is to be used, panel members and the Deputy Principal should be consulted on the process and adopt or modify where appropriate. 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 Panel Chair.
- B11 The Principal, Deputy Principal and panel members agree on the personnel to be invited for an interview by the panel during the interview phase.
- B12 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.

B13 To conduct the interview phase, panel members convene at the school, consider the self reflection report and the survey results where relevant, and conduct interviews of targeted personnel to gain further insight into the performance of the Deputy Principal. In the Appraisal the particular focus is on the achievement of goals set in any previous Appraisal and the Annual Review Meetings.

B14 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.

B15 The interview phase is generally carried out over a full day.

B16 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.

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

B17 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.

B18 The final report is emailed to panel members and the Deputy Principal by the Panel Chair for electronic signature.

B19 Copies of the final report are forwarded to the Deputy Principal, Principal and the Mercy Education Executive Officer for distribution to Board Directors.

B20 The Board nominee on the panel may be invited to speak to the final report at a subsequent meeting of the Board of Mercy Education.

B21 As a component of the Annual Review Meeting, after negotiation with the Principal, the Deputy Principal should submit written goals for the following year.

- B22 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.
- B23 Following first contract in Victoria and first and second contracts in Western Australia and South Australia, 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 appraisals where relevant. The Principal's decision is forwarded to Mercy Education for Board ratification.