



**ARCHDIOCESE**  
**of PHILADELPHIA**  
**SCHOOLS**  
AMERICA'S FIRST CATHOLIC SCHOOLS

# **SUPERVISION AND EVALUATION**

New Principal Orientation

Mrs. Bernadette Dougherty  
Assistant Superintendent of Elementary Schools

# SUPERVISION

## ARCHDIOCESAN DIRECTIVES

- To supervise and evaluate teachers according to the recommended procedures and policies set forth by the Office of Catholic Education in the evaluative process
- To ensure implementation of curriculum directives and guidelines of the Office of Catholic Education and to apprise the faculty of new curriculum developments



# SUPERVISION

## ARCHDIOCESAN DIRECTIVES

- To ensure that only approved textbooks and materials are used as established by the office of Catholic Education and the Office of Catechetical Formation
- To update textbooks and materials
- To oversee the annual ordering of textbooks and materials according to the guidelines established by state government funding process



# SUPERVISION PERSONNEL

- To make periodic revisions to the faculty handbook with an advisory group
- To ensure the faculty understands the handbook by having each faculty member signing a form stating such understanding
- To provide a professional library
- To involve the faculty in planning the general school program



# SUPERVISION PERSONNEL

- To stimulate a professional attitude within the faculty and to strive to improve the quality of instruction
- To review and sign lesson plans weekly
- To oversee the proper use of approved programs used in the school
- To routinely review student progress, assessments, and report cards



# SUPERVISION STUDENTS

- To support the appropriate learning environment which addresses the student's learning style, curriculum modifications, and special student's services
- To nurture a school environment that promotes in the student the concepts of self-esteem, self-discipline, responsibility, independence, and service to other
- To ensure parents' understanding of school policies through parent and student handbooks to provide opportunities for communication between parents and teachers regarding student's needs and achievements



# TYPES OF SUPERVISION/CLASSROOM VISITS

- Visible presence
- Informal teacher observations
- Formal teacher observations
- Brief Classroom Walkthrough

Note: Classroom Walkthroughs are not part of the formal evaluation process



# VISIBLE PRESENCE

*A principal's omnipresence sets a tone for a school and gives it a personality.*

-Paul Young

- Walking the halls a few times a day and looking into the different classrooms
- Daily Classroom visits – plan your day to allot time to visit the classrooms
- Being present in the cafeteria, on the play yard, and at both morning and afternoon carline/bus duty
- Your visible presence allows you to know your students, teachers/staff, volunteers and school environment better than anyone else





# INFORMAL TEACHER OBSERVATION

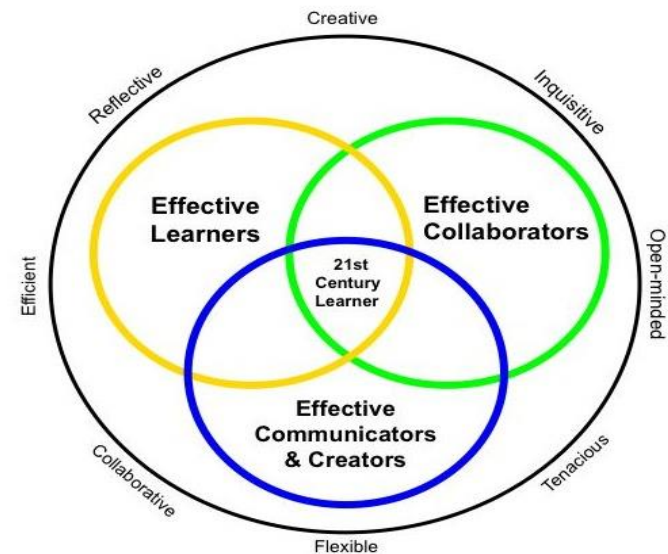
What to look for...

- **Catholic identity present in some form**
- Provision for individual differences/differentiated instruction
- Use of various manipulatives
- Use of technology
- Use of various instructional strategies
- Student centered classroom vs. teacher centered



# INFORMAL STUDENT OBSERVATION

- Active engagement in the lesson
- Measurable learning taking place
- Inquisitiveness and creativity encouraged
- Challenging and interesting lessons allowing the students to become
  - Critical thinkers
  - Problem solvers
  - Good communicators
  - Good collaborators



# INFORMAL OBSERVATION

Observations to make note of...

- **A prayer said at the beginning of every class**
- A goal or class objective mentioned at the beginning of each class or displayed on the board
- Varying teaching techniques/strategies
- An orderly classroom
- Evidence of proper follow-up classwork/homework being given
- Students in proper uniform with proper materials



# FORMAL TEACHER OBSERVATIONS

- It is for the express purpose of professional growth, positive reinforcement, and assessing the strengths and needed areas of improvement
- It is one that includes pre- and post-observation conferences with written feedback and/or comments
- It is a scheduled visit



# EVALUATION

- Meet with faculty to discuss goals and the evaluation rubric
- Rubrics...
  - The Framework For Catechesis In the Catholic School
  - Framework for Teaching: Professional Rubric For Elementary Teachers



# HUMAN RESOURCE LEADER

- Identify the needs of the staff
- Offer support
- Recognize strengths of the staff
- Provide opportunities for growth



# MOTIVATION AND COACHING TEACHERS

- Review performance standards and review set goals
- Inspire and motivate employees to:
  - Do their best
  - Work with a sense of purpose
  - Work with enthusiasm
  - Unlock their passion for teaching
  - Continue to have a desire to excel
- Show that you believe in them
- Coach rather than judge



# COUNSELING AND DISCIPLINE

## VERBAL WARNINGS

- Use preventive means rather than corrective discipline
- Stay congruent with your own values for credibility
- Document any verbal warnings
- Investigation prior to warning
  - Look to see if it is an issue of skill or performance
  - Look to see if there are obstacles
  - Does the employee truly understand policy and procedure





# COUNSELING AND DISCIPLINE

## VERBAL AND WRITTEN WARNINGS

- Investigate, gather facts, contemplate
  - How serious is the violation
  - Past employment history
  - If there was a prior offense – what is the period of time between the two
  - Mitigating circumstances
  - Are there any precedents
  - Do you have all the correct facts
  - If warranted, an Improvement Plan is developed



# COUNSELING AND DISCIPLINE

## VERBAL AND WRITTEN WARNINGS

- As the employer
  - Define concern in a positive and calm manner
  - Present the facts without assigning blame
  - Keep the meeting professional and not emotional
  - Present the effect the concerns have on operation of the school and or parish
- Both employer and employee together
  - Explore alternatives
  - Summarize/choose an intervention plan
  - Set a follow-up appointment



# COUNSELING AND DISCIPLINE

## WRITTEN WARNINGS

- Meet with employee **prior** to giving written warning
- Components of warning
  - Performance issue and why it is not acceptable
  - Expectations and time frame for meeting such expectations
  - Ramifications of not meeting expectations
- Written warning does not need to be signed



# PRE-TERMINATION CHECKLIST

- Flexibility between verbal warnings, written warnings and termination
- Policies/rules
- Consistencies
- Notice
- Investigation
- Documentation
- Action
- Follow the Pennsylvania's Code of Professional Practice and Conduct for Educators
- Report any violations of the Code



# CONTACT INFORMATION

Mrs. Bernadette Dougherty  
Assistant Superintendent of Elementary Schools  
Office of Catholic Education  
222 North 17th Street  
Philadelphia, PA 19103-1299  
215-587-3743 office  
215-651-4730 mobile  
[bdougherty@archphila.org](mailto:bdougherty@archphila.org)

