



**DURHAM CATHOLIC  
DISTRICT SCHOOL BOARD**  
*Learning and Living in Faith*

## PROFESSIONAL ASSESSMENT REPORT BY PRINCIPAL

Applicant's name:	Date of assessment:	Position being applied for:
Applicant's current position:	Applicant's current school:	Principal <input type="checkbox"/> Elementary <input type="checkbox"/> Secondary
Name of referring principal:	Referring principal's school:	Vice Principal <input type="checkbox"/> Elementary <input type="checkbox"/> Secondary

Please describe your working relationship to the candidate.
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## LEADERSHIP PREPAREDNESS RUBRIC:

**NOTE:** This rubric contains broad descriptors of the four developmental stages of leadership. Please use this framework for assessing the candidate in the below four areas: **Faith Leader, Animator of Culture, Climate and Community, Instructional Leader** and **Managerial Leader**.

Level 1: Personal Awareness Stage	Level 2: Initial Application Stage	Level 3: Routine Application Stage	Level 4: Integrated Application Stage
<ul style="list-style-type: none"> <li>• Acquiring knowledge base</li> <li>• Personal level of involvement</li> <li>• Self-directed activity, participation</li> <li>• Egocentric power</li> <li>• Beginning to impact</li> <li>• Limited initiative</li> <li>• None to seldom</li> </ul>	<ul style="list-style-type: none"> <li>• Beginning to apply knowledge</li> <li>• Limited consultation with others</li> <li>• Beginning to apply action</li> <li>• Some sharing of power</li> <li>• Some impact</li> <li>• Takes some initiative</li> <li>• Some</li> </ul>	<ul style="list-style-type: none"> <li>• Applies and puts knowledge and skills into operation</li> <li>• Consults and collaborates with others as appropriate to the situation</li> <li>• Applies knowledge/action</li> <li>• Empowering of others</li> <li>• Consistent impact</li> <li>• Consistent, demonstrated initiative</li> <li>• Several, most</li> </ul>	<ul style="list-style-type: none"> <li>• Sophisticated integration of knowledge and its application</li> <li>• Consultation and collaboration with a global perspective.</li> <li>• Inventive/creative</li> <li>• The power of independence</li> <li>• Significant impact</li> <li>• Consistent, demonstrated initiative with a global perspective</li> <li>• Consistently evident</li> </ul>

Using this rubric, please assess the applicants ability, expertise and potential as a Faith Leader:

## 1. Faith Leader

<p>As a faith leader in a Catholic School Community, a principal/vice principal:</p> <ul style="list-style-type: none"><li>• Demonstrates leadership informed by a personal relationship with God and rich experiences within the Catholic community</li><li>• Assists others to discern their faith.</li><li>• Articulates the purpose of Catholic schools in light of our biblical and church traditions.</li><li>• Facilitates liturgical and prayer experiences for staff.</li><li>• Ensures that justice and compassion are the foundation for policies, decisions and processes.</li></ul>	<p>Please comment on the experience and the potential of the applicant to provide effective faith leadership.</p>          <p>Level 1      Level 2      Level 3      Level 4</p>
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## 2. Animator of Culture, Climate and Community

<p>As an Animator of Culture, Climate and Community, the principal/vice principal sets the tone for the school community and must:</p> <ul style="list-style-type: none"><li>• Facilitate a school culture that appreciates appropriate change, that is willing to take risks and is committed to ongoing learning so that all students may learn.</li><li>• Create and facilitate a culture that is characterized by honest and supportive relationships and open communication among all partners in the school community.</li><li>• Create and facilitate an inclusive culture that is conducive to student learning and faith formation.</li><li>• Create and facilitate a culture whereby consistency, fairness and appropriate transparency is evident.</li><li>• Nurture a collaborative culture that encourages commitment to a Mission, Vision and Values that is shared by all members of the Catholic school community.</li></ul>	<p>Please comment on the experience and the potential of the applicant to be an effective Animator of Culture, Climate and Community.</p>          <p>Level 1      Level 2      Level 3      Level 4</p>
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### 3. Instructional Leader

<p>As an instructional leader, the principal/vice principal must improve teaching and learning in the school and must:</p> <ul style="list-style-type: none"> <li>• Make his/her own instructional knowledge a priority; identifying what they need to learn and</li> <li>• seeking their own professional development;</li> <li>• Positively impact on teaching practice by organizing adults into learning communities focused on instructional improvement;</li> <li>• Be a curriculum leader with regard to curriculum development, implementation and review. In addition, he/she is responsible for the variety and quality of delivery of program to students;</li> <li>• Create and facilitate a culture that is safe, welcoming and inclusive for all members of the school community.</li> <li>• Be aware of the role of technology in education and must demonstrate effective technological skills which will be utilized in day to day activities.</li> </ul>	<p>Please comment on the experience and the potential of the applicant to be an effective leader.</p>
	<p style="text-align: center;">Level 1                  Level 2                  Level 3                  Level 4</p>

### 4. Managerial Leader

<p>As a Managerial Leader, the principal/vice principal must:</p> <ul style="list-style-type: none"> <li>• Ensure that human, physical and financial resources are deployed equitably to effectively support student learning in a manner that is consistent with the Board’s Mission, Vision and Values.</li> <li>• Integrate knowledge about Board policies and procedures, education legislation and statutory requirements that impact on schools into his/her management of the day to day operations within the school.</li> <li>• Demonstrate excellent organizational skills, supervisory skills and problem solving skills.</li> <li>• Demonstrate a solid understanding of business, human and finance resources</li> </ul>	<p>Please comment on the experience and the potential of the applicant to be an effective Managerial Leader.</p>
	<p style="text-align: center;">Level 1                  Level 2                  Level 3                  Level 4</p>

## SKILLS

Using the following scale, how would you score the applicant on the following:

- Outstanding 4 Consistently demonstrates exceptional performance.
- Excellent 3 Meets all requirements and often demonstrates performance beyond expectations.
- Successful 2 Performance meets expectations for the position.
- Needs further development 1 Meets some but not all expectations for the position.
- Unable to assess NA Insufficient knowledge of the candidate's skills in this area.

### Leadership Skills

Collaborative		Listening Skills	
Sensitive		Creative	
Decisive		Self-Confident	
Empowering		Mentor	
Risk Taker		Community Builder	
Accountable		Staff Developer	

### Managerial Skills

Organization		Technology	
Planning		Sound Judgement	
Budget		Mediation	
Facilitation		Problem Solver	
Management			

**Summary Comments:**

Date:

Principal's Signature:

**NOTE: PLEASE PROVIDE THE APPLICANT WITH A COPY OF THIS COMPLETED FORM AT THE SAME TIME THE FORM IS BEING SUBMITTED TO THE CATHOLIC EDUCATION CENTRE**