

The School Board of Broward County, Florida
Appendix B
District Intervention Programs for Struggling Principals

A principal is identified as having deficiencies by their direct supervisor, the Area Director. A variety of data is used when making the determination, such as student test scores, parent input (a teacher contractual provision along with a Florida State Statute), teacher input, observations, audit reports, customer surveys, etc. The appraisal instrument* may be used to identify these deficiencies at any time during the school year. The Administrator Performance Planning and Appraisal System (APPAS) Manual contains the guidelines for completing the appraisal instrument, the definitions of the ratings, the procedural steps, the timeline, and the Performance Improvement Plan (PIP) process. Although similar, there are separate instruments for principals and assistant principals.

When a principal is first identified as having deficiencies, the Area Director informs the principal of the concerns and defines expectations for success. Regular meetings are held and time to remediate is given. If the deficiencies continue, a formalized plan of assistance, or Performance Improvement Plan (PIP), is developed in collaboration between the Area Director and the principal. The PIP identifies the objectives to be mastered, the timeline for mastering the objectives, the assistance to be given, and the consequences for failure to master the objectives. Types of assistance offered to the principal may include:

- Staff development in collaboration with the Human Resource Development (HRD) department in areas such as Leadership Styles, Team Building, Organizational Skills, Budget, Student Data, etc.
- Assigning a mentor/high performing principal in collaboration with the Leadership and Non-Instructional department.
- Budget conferences in collaboration with the Office of the Chief Auditor.
- Staffing conferences in collaboration with the Instructional Staffing department and the Leadership and Non-Instructional Staffing department.
- The initiation of a 360 degree assessment for review with Area Director and Area Superintendent.
- A review of all employee group contracts in collaboration with the Employee Relations department.
- Ongoing and regular feedback from the Area Director.

The Area Director conducts the follow-up and monitoring of the PIP and keeps the principal informed of progress. Technical assistance is provided by the Evaluation Coordinators. The Performance Improvement process, procedures, plan timeline are also located in the manual.

*Instruments and Manual can be found on the website:
<http://www.broward.k12.fl.us/evaluationcoordinators/>