Appendix B

A sample performance agreement

What follows over the next few pages is a relatively simple, straightforward performance agreement. It sets out ten possible goals, each of which has a number of tasks or indicators to assist both the principal and the appraiser in determining whether or not the goals have been met. However, for all practical purposes, three to five goals would be ample.

Some of the goals relate to the day to day administration of the school. Others relate to particular concerns a school might have. One goal has the welfare of the principal in mind.

Generally, in this example, the goals have indicators/tasks which are stated in fairly general terms. These could be sharpened up if desired. If this is done however, the goal can become fairly black and white, or pass/fail in nature, and this may not be helpful to either the board or the principal.

XXXXXXXXX HIGH SCHOOL
BOARD OF TRUSTEES

Principal's Performance Agreement with the Board of Trustees 2011

BACKGROUND

- This performance agreement is for the period 1 January 2011 to 31 December 2011.

- The agreement will be confidential to the board chairperson and the principal subject to release by them as is reasonably necessary after consultation with the other. Any report to the board relating to the principal's performance in terms of this agreement is similarly confidential and subject to release after consultation.

- The aim of the agreement is:

    1. To enable, encourage and support the principal in carrying out his responsibilities and to allow the principal's performance to be monitored and assessed;

    2. To enable the principal and board to identify general and critical strategies to advance the goals of the school in the strategic plan, policies, and other decisions of the board.

SUMMARY OF GOALS FOR THE PRINCIPAL FOR 2011 (as contained in this Agreement)

- To continue to develop the school, its personnel, systems and culture.

- To continue to form positive and open relationships with staff, students, the board, other school groups, and the wider community.

- To continue to provide inspiration of, and encourage personal achievement in, all students generally, and to encourage academic excellence in particular.

GOALS	TASKS	APPRAISER COMMENT
To continue to develop the school, its personnel, systems and culture. To continue to form positive and open relationships with staff, students, the Board, other school groups, and the wider community.	• Meet regularly each week with the senior staff to review the management of the school. • Meet regularly with HODs to review and monitor the academic/learning programmes of the school. • Oversee the guidance systems of the school. • Meet with student leaders at least monthly to review their responsibilities and any concerns. • Meet regularly with all staff (mostly in plenary sessions) at least once per term. • Visit classes to review teaching and meet students. • Undertake ongoing review of the school's strategic plan. • Report to the board on roll and roll growth, and suggest strategies which will allow the school to maintain its operations and service to the community. • Maintain ongoing contact with school parents, particularly through such groups as whanau meetings, and sports club personnel. • Maintain contact with the wider xxxxxxx community.	

GOALS	TASKS	APPRAISER COMMENT
To continue to provide inspiration of, and encourage personal achievement in all students generally, and to encourage academic excellence in particular.	• Implement practical ways of encouraging the development, promotion and monitoring of a culture which values and positively encourages learning, competence, achievement, discipline, and high standards of conduct. • Develop and implement practical ways of promoting the academic performance of students, and the general achievement of Maori students. • Develop and implement strategies for establishing a sound school tradition, and for raising the level of school spirit (eg through assemblies, wearing uniform with pride, etc).	

GOALS	TASKS	APPRAISER COMMENT
To oversee the day to day management of the school.	• Coordinate the day-to-day operations of the school. • Delegate duties and responsibilities to staff, monitor their performance (via senior staff, HODs and deans), and ensure that good communication is maintained within the school. • Ensure the effective delivery of the curriculum. • Implement, monitor, and report on educational and operational plans. • Ensure that student educational needs are met, and that parents are consulted when necessary and provided with timely advice about students' progress and development. • Ensure that the statutory requirements and Ministry of Education directions are complied with. • Provide and maintain the school's equipment and educational facilities. • Ensure that the school's buildings, plant and grounds are properly maintained. • Develop restorative processes relating to student behaviour with staff, students and parents.	

GOALS	TASKS	APPRAISER COMMENT
To liaise with and report to the Board of Trustees	• Meet with the board chairperson at least monthly to review principalship and the implementation of this performance agreement. • Establish priorities with the board for 2012. • Provide the board with a written monthly report on the school which addresses the National Administrative Guidelines. • Assist the board with the review of the 2011 Annual Plan. • Assist the board to write a new charter and strategic plan. • Advise and consult with the board on policy and significant professional and administrative matters, particularly related to the school's role. • Implement the policies and decisions of the board. • Discuss with the board chairperson the provision of professional and personal support for the principal.	

GOALS	TASKS	APPRAISER COMMENT
With the Finance and Property Committee of the Board, monitor and control the school's finances and property in order to ensure that the school's financial position is healthy, and property is well maintained.	• Budget holders receive monthly statements of financial position. • Budgets within the school are clearly monitored. • Budget holders receive advice and guidance to assist them to manage their budget responsibilities. • Information concerning the school’s budget, finance and property is communicated to staff. • The principal works closely with the business manager on budget financial and property matters. • The principal meets with the board's finance committee on a regular basis. • The principal works with the board to ensure that long-term budgeting and planning takes place.	

GOALS	TASKS	APPRAISER COMMENT
To lead, encourage and professionally stimulate and equip the staff.	• When meeting with the staff, communicate the high value of teaching, a vision for the school, and support of staff. • Lead plenary times with the staff so as to communicate a vision for the school and the promotion of staff unity, support, and team-building. • Implement and monitor policy on staffing, the recruitment and retaining of able staff, and the undertaking of staff performance appraisal and development. • Identify staff management issues, and formulate ways of addressing them.	

GOALS	TASKS	APPRAISER COMMENT
To foster high ethical and behavioural standards in students.	• Model high standards of personal behaviour. • Communicate in school assemblies the expectation of high standards of behaviour. • Consider with the discipline/pastoral teams how to foster high standards of student behaviour and responsibility, and implement strategies to promote those standards. • Consider how to monitor and improve levels of student attendance. • Deal with the disciplining of students in a firm and fair manner having proper regard to the maintenance of school standards and the circumstances of each case. • Encourage the spirit or ethic of service in the student body.	

GOALS	TASKS	APPRAISER COMMENT
To advance the performance objectives set out in the school's annual plan for 2010.	• To improve achievement levels for literacy and numeracy. • To monitor Maori and Pacific Island student progress and put in place strategies to assist in improved progress, including the Manaakitanga Pilot. • To assist faculties to write their own faculty development plans based on the school's strategic plan. • To conduct regular self review of the school's plans, programmes and systems. • To keep the community well informed of school activities and developments. • To implement and review academic counselling of students.	

GOALS	TASKS	APPRAISER COMMENT
To maintain personal well-being, and to develop ongoing professional skills.	• To review personal time management. • To be a member of, and attend regularly, meetings of the Xxxxxxxx Secondary School Principals' Association. • To attend at least one national principals' conference each year. • To attend other such professional development courses as the principal and the chairperson may determine from time to time. • To ensure that proper time is being committed to family life and recreation.	

BOARD RESPONSIBILITIES

The board and principal enter into this performance agreement upon the understanding that the board will provide the principal with all reasonable and necessary support in assisting the principal to carry out their obligations, including the following:

- the board will act as a good employer under the State Services Act 1988
- pastoral oversight and encouragement
- professional development and refreshment
- regular contact primarily through the board chairperson
- an agreed expense account
- the maintenance of confidentiality

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xxxxxx, Principal
xxxxxxxxxxxx High School

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xxxxxxxxxxx, Chairperson
xxxxxxxxxxxxxxxx High School Board of Trustees

Date_____