

## Self Assessment Tool for Principals, Vice-Principals and Aspiring Leaders:

A partnership between Hamilton Wentworth District School Board, the Institute for Education Leadership (IEL) and the Ministry of Education provides a tool for practicing and aspiring leaders  
(now available on Appliki in electronic or PDF versions)

Teachers aspiring to leadership roles and those new to the role of vice-principal or principal will have access to a tool that will help them identify the practices and competencies needed to lead effectively. In addition, these tools will provide a means of identifying areas of growth in order to chart individual progress in leadership development.

Through a unique partnership between the Hamilton Wentworth District School Board, the Institute for Educational Leadership and the Leadership Development Branch, Ministry of Education, a Self Assessment Tool for Aspiring Leaders and a Self Assessment Tool for Principals and Vice-Principals is now available. Both tools were developed with input from those who will be using the tool.

“The need for a tool of this kind arose from queries we had from our teachers and entry level administrators,” reports Carol Scaini, system principal for leadership development with the Hamilton Wentworth DSB. When Carol inquired during a ministry teleconference, if there was such a resource available, little did she realize that a year later she would be the lead on coordinating the job of pulling it all together.

Initially, Carol, with help from Stew Thompson, retired superintendent from Hamilton Wentworth DSB, met with a group of teachers from their board interested in pursuing various leadership opportunities. “I felt that the first step was to articulate what identifies an exceptional teacher, focusing on classroom leadership practices. We then needed to identify the opportunities for providing leadership with colleagues at the school level,” reflected Carol. Working with aspiring leaders, Carol and Stew began by referencing the Ontario

Leadership Framework (OLF), a resource introduced in 2008 by the Ontario Institute for Education Leadership, which provides a common language for school and system leaders on their professional practice. The classroom, school and system leadership practices identified by these teachers clearly aligned with the OLF domains. There were leadership opportunities identified in the OLF that would enable teachers to develop the skills, knowledge and attitudes identified in the Ontario Leadership Framework.

The development of the Self Assessment Tool for Principals and Vice-Principals began with a review of a resource designed by York Region DSB. Carol and Stew then gathered further input from principals and vice- principals from their board to further specify the leadership practices outlined in the Ontario Leadership Framework.

“The OLF has been a great tool for administrators to reflect on their practice but we were interested in taking it one step further,” comments Carol. “We wanted to make it a hands-on useful tool that could be used on a personal level, or with a mentor/coach to specifically chart demonstrated benchmarks. That was our goal.”

The next step involved co-ordinating a number of validation sessions with principals, vice principals and teachers from all systems – English language public and catholic; French language public and catholic.

Following the English language validation sessions, a validation group representing French language public and catholic boards reviewed and revised the tools. Using the expertise of two retired school principals, Susan Garlock and Carole Plouffe, the tools were adapted to meet the specific needs of French language school leaders working in a minority environment respecting the “*Politique d’aménagement linguistique*”. Carol explains that “Every group added the specific practices that were important to their system. Although the eight tools are basically the same, the individual needs of each system is

represented because of the consultative and collaborative process used.”

Once the tools had been adapted and revised, Carol presented these to the Institute for Education Leadership (IEL). The IEL adopted the tools, distributed to all school boards and posted the PDF versions as well as the interactive versions on their website. These can be found at [www.education-leadership-ontario.ca](http://www.education-leadership-ontario.ca)

“This has been a tremendous opportunity for school board personnel and ministry staff to work together to design a resource with authentic input from the client base that will be the primary user of the tool,” commented Kenneth Bain, a member on the IEL, and Associate Director of Hamilton Wentworth DSB”.

Hamilton Wentworth DSB is using the Self Assessment Tools in a variety of ways. Director, John Malloy explains, "Self Assessment is a necessary first step in any process or discussion about leadership development. Our Board will be using these tools to support leaders to reflect on their experience, determine strengths and areas for further development, and create Annual Growth Plans that are meaningful."

To obtain a copy of:

Self Assessment Tool for Aspiring Catholic Leaders

Self Assessment Tool for Aspiring Leaders

Self Assessment Tool for Catholic Principals and Vice-Principals

Self Assessment Tool for Principals and Vice-Principals

Visit: [www.education.leadership.ontario.ca](http://www.education.leadership.ontario.ca)

Note: The following boards were involved in validation of the resource: Conseil des écoles publiques de l'Est de l'Ontario, Conseil scolaire de district du Grand Nord de l'Ontario, Conseil scolaire de district du Centre Sud-Ouest, Conseil scolaire de district catholique de l'Est ontarien, Conseil scolaire catholique de district des Grandes Rivières, Conseil scolaire de district catholique Centre-Sud, District School Board of Niagara, Grand Erie District School Board, Halton District School Board, Niagara Catholic District School Board, Waterloo Region District School Board, Waterloo Catholic District School Board, York Region District School Board