Framework for Principal Evaluation: Key evaluation elements and considerations

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Elements	*Considerations*	*Current state policy*	*Decisions to be made*
The purposes of assessment	• Personnel management to make consequential decisions • Leadership development for growth and improved practice • Organizational change		
Who is assessed	• Principals only, or includes other school and district leaders • Differentiation based on years of experience, level and responsibilities • Differentiated based on context		
What is assessed	• Leadership practices • Teacher effectiveness and organizational conditions • Student outcomes • Context		
What sources of evidence are used	• Judgments (through surveys, interviews or focus groups) • Observations of principal • classroom visits and site visits • Documents and other evidence • Portfolios and artifacts		
How the assessment is conducted	• Frequency and timing • Use of multiple measures		

How evidence is valued	• Using leadership standards against which to make judgments • Rating of individual sources of evidence • Weighting each source of evidence when combining them into a total score • Generating a total score that discriminates principals as proficient or effective		
What psychometric qualities are maintained	• Content and construct validity • Concurrent validity • Predictive validity • Reliability		
How the assessment system is implemented and operates	• Evaluator training and support • Field testing the assessment system before implementation and developing local district capacity • Implementation and operations of the assessment system • Principal support and post-evaluation follow up • Evaluation of the assessment system's qualities, implementation, use, and impact • Feedback and support mechanisms		