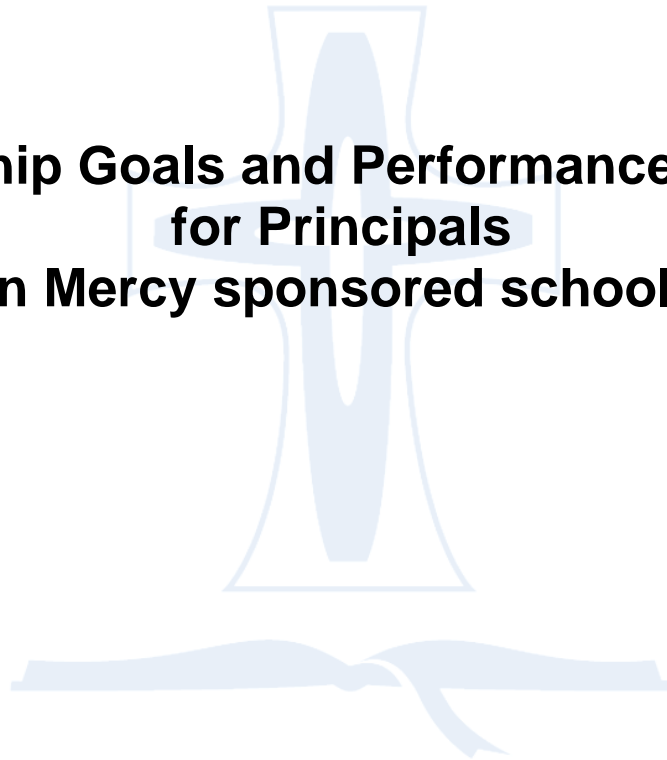
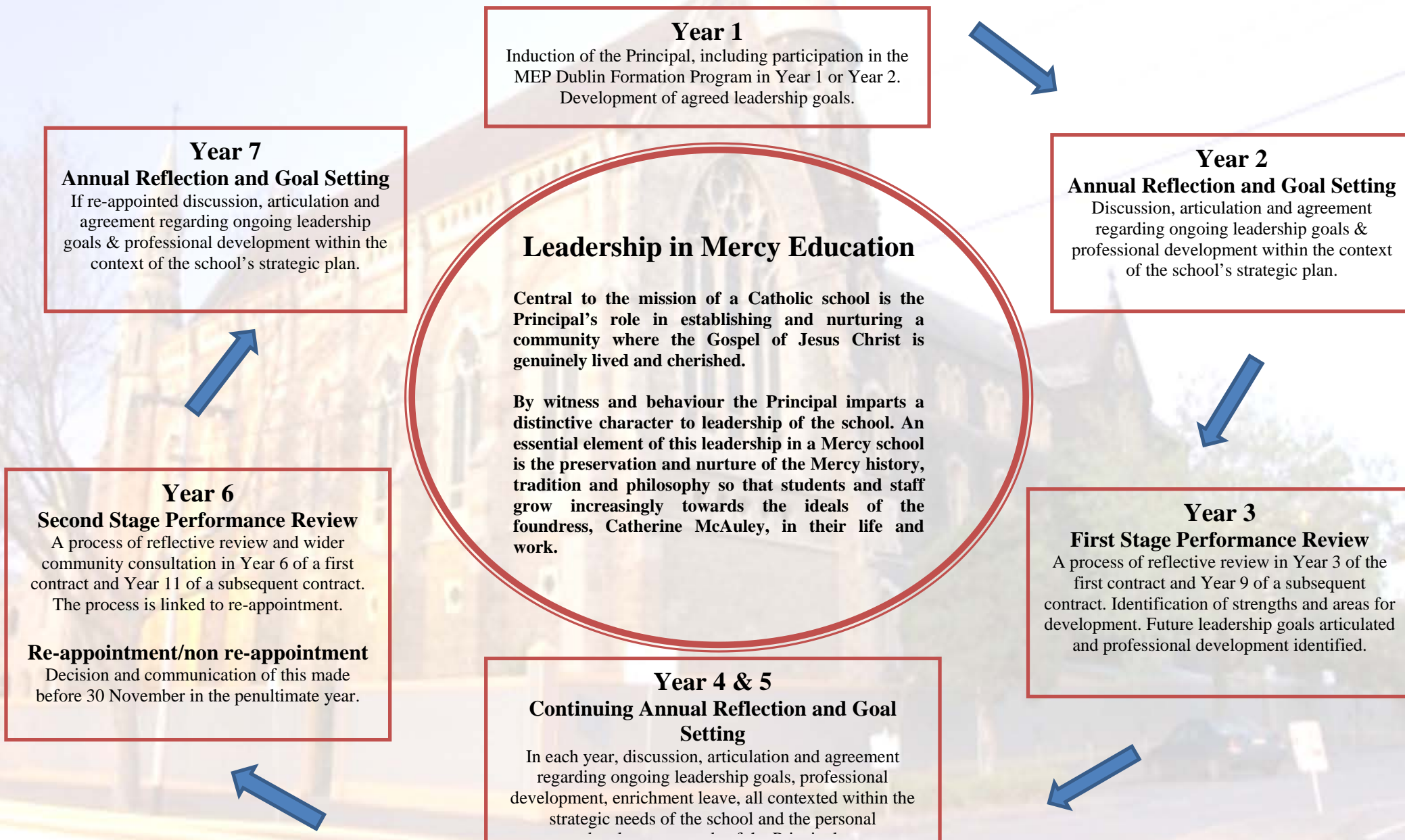


Mercy Education Limited supports Mercy Colleges, is committed to Gospel values and follows the tradition of Catherine McAuley

Leadership Goals and Performance Reviews for Principals in Mercy sponsored schools



Employment and Review Cycle For Principals in Mercy Colleges



GUIDELINES FOR THE PROCESS OF PERFORMANCE REVIEW OF PRINCIPALS IN MERCY SPONSORED SCHOOLS

1. PREAMBLE

“..... Catholic secondary schools established and auspiced by the Church, conduct a ministry that is informed by the Gospel message and the person of Jesus Christ. The call of the Church is to evangelise, spread the good news of Jesus Christ and to invite to membership of the kingdom. The Catholic school shares that mission. It is to be a school for the human person and of human persons because the promotion of the human person is the goal of the Catholic College. [The Catholic School on The Threshold of The Third Millennium, 1997 (CSTTM), #9].

Catholic secondary schools in Victoria are governed in a variety of ways: by religious institutes, by diocese, by individual parishes, by groups of parishes through the Association of Canonical Administrators, separately, or a combination of these.

1.1 The Church Authority

Mercy Education Limited (Mercy Education), is the delegated authority which oversees the operation of the education ministry of the Institute of Sisters of Mercy of Australia and Papua New Guinea (ISMAPNG). In November 2011, Mercy Education, a company limited by guarantee and constituted under the *Corporations Act 2001 (Cth)*, became registered with ASIC. Prior to this, Mercy Education operated as Mercy Secondary Education Inc (MSEI), an incorporated association under Victorian State legislation and served the needs of the education ministry of the former Melbourne Congregation of the Sisters of Mercy.

Through its Board of Directors, Mercy Education is responsible for the governance and operation of ten (10) Mercy sponsored Colleges owned by ISMAPNG. Mercy Education is the **Employer** of the Principal and staff of the ten Colleges.

The ten Colleges under the governance of Mercy Education are:

- Academy of Mary Immaculate, Fitzroy Vic
- Sacred Heart College, Geelong, Vic
- Our Lady of Mercy College, Heidelberg, Vic
- Sacred Heart College, Kyneton, Vic
- Mount Lilydale Mercy College, Lilydale, Vic
- St Joseph's College, Mildura, Vic
- St Aloysius College, North Melbourne, Vic
- Mercedes College, Victoria Square Perth, WA
- Santa Maria College, Attadale, WA
- St Brigid's College, Lesmurdie, WA

1.2 Pastoral Care and Support

The Church Authority, as employer, owes a duty of loyalty to the Principal and should be proactive in ensuring that the Principal is cared for and supported. The effectiveness of the College as a Catholic educational institution remains the responsibility of the Church Authority and it is incumbent on that Authority to ensure the existence of a healthy professional relationship between Principal and Church Authority. This does not preclude robust discussion and debate, where it is necessary, but this must always be carried out in an appropriate forum and in an atmosphere of mutual respect. [*Lay Principals in Catholic Secondary Colleges, March 2006, (CECV)*]

1.3 Principal Induction

Mercy Education Limited, through the Board of Management, is responsible for the development and implementation of a process of induction for each Principal. The process begins from the time of appointment and continues with ongoing support from Board directors and the Executive Officer. An integral component of the induction process is participation by the Principal in the biennial Mercy Ethos Program held in the founding house of Catherine McAuley in Dublin, Ireland. Participation is compulsory and occurs at the earliest opportunity so as to immerse the Principal in the Mercy founding values as soon as possible in the Principal's term of appointment.

2. PURPOSES OF PERFORMANCE REVIEW

The purposes of Principal review are:

- to provide a positive, reflective and supportive environment in which the Principal can gain ongoing feedback and consider his/her recent performance in light of agreed leadership goals;
- to provide an opportunity for the Board to hold open discussions with the Principal, to acknowledge strengths and achievements and to identify areas or practices that may require further development to enable personal and professional growth;
- to provide the Principal with a means of accountability, an avenue to articulate a clear vision for the future of the College and vital information for when the Board considers matters relating to the direction of the College and future contracts;

3. OVERVIEW OF THE REVIEW PROCESS

Mercy Education Limited as the delegated and relevant Church Authority, through the Mercy Education Limited Board of Management, undertakes the responsibility of initiating and managing the review process. All matters relating to all stages of the review process are confidential to Mercy Education Limited Board, the Principal, other personnel directly involved in the review process and the Institute Leader and Council.

Within the first contract period of seven (7) years, the review process has three major stages:

- **Annual Goal Setting** (Years 1, 2, 4, 5 and 7);
- **First Stage Performance Review** (Year 3);
- **Second Stage Performance Review** (Year 6: the penultimate year);

In the second contract period of five (5) years, the three major stages are conducted in the following years:

- **Annual Goal Setting** (Years 8, 10 and 12);
- **First Stage Performance Review** (Year 9);
- **Second Stage Performance Review** (Year 11);

If the Principal and the Mercy Education Limited Board do not agree to the option of a third term of appointment, the Stage Two Performance Review is replaced with Goal Setting.

3.1 ANNUAL GOAL SETTING

A meeting between the Principal and representatives of the Mercy Education Limited Board will be held during Years 1, 2, 4, 5 and 7 of the first term of appointment to discuss and negotiate leadership goals by which the Principal's performance will be evaluated. In the first year of appointment, the meeting will be held during the first six months. The annual goal setting meeting will be held at the College, or other meeting venue, and conducted with the Principal, a director of the Mercy Education

Limited Board to act as Chair, and a nominee of the Mercy Education Limited Board who may also be a Board director.

Excluding the first year of goal setting, the Principal will provide a written report to the review panel addressing each of the agreed leadership goals and providing evidence to demonstrate the extent to which each goal has been met. The following framework of key leadership areas is used to articulate the annual, agreed leadership goals by which the Principal's performance will be evaluated:

Faith Leadership

- nurturing the College as a Gospel community which shares in the educative mission of the Church;
- promoting and nurturing the Mercy ethos of the College.

Strategic Leadership

- identifying and implementing a strategic direction for the College;
- engaging with the College Advisory Council;
- guiding the College through the School Improvement Framework (SIF);
- monitoring enrolment patterns.

Educational Leadership

- developing a culture which supports the ongoing professional learning of all staff;
- contributing to and overseeing the development of high quality teaching and learning programs;
- ensuring appropriate educational resources are provided to support the teaching and learning programs.

Organisational Leadership

- developing, monitoring and reviewing all College policies and procedures;
- facilitating appropriate structures and networks for effective communication and decision-making within the College community;
- ensuring that appropriate accountability requirements with external agencies including Mercy Education Limited, CECV, CEO, VRQA and Government are met.

Interpersonal Leadership

- pastoral care and welfare of staff;
- staffing and staff relations;
- pastoral care and welfare of students;
- relationships with parents and the wider College community.

Resource Management Leadership

- financial management;
- management of physical facilities, buildings and grounds.

Governance

- relationship with the Mercy Education Limited Board and Institute;;
- understanding and implementation of Mercy Education Limited policies and processes relating to SOMPA, legal issues, capital development, financial management and appointment of senior staff;
- Working relationship with the Chair and members of College Council.

Development of own Leadership Capabilities

- taking time to focus on personal development;
- undertaking appropriate professional development.

An account of discussions leading to agreement of the leadership goals, including revised priorities where appropriate, shall be documented and retained by the Principal and by Mercy Education Limited. The Chair of the review panel shall present a summary of the meeting to other directors of the Mercy Education Limited Board at the next Board meeting.

After the presentation to the Mercy Education Limited Board, the Chair of the Panel shall prepare correspondence to the Principal acknowledging completion of the goal setting stage, affirming the work of the Principal and where appropriate, providing confirmation from the Mercy Education Limited Board relating to revised priorities or future direction of the College.

3.2 FIRST STAGE PERFORMANCE REVIEW

The first stage performance review of the Principal will be conducted in the third year of the first term of appointment. The review will be held at the College and conducted with the Principal with the following:

- a director of the Mercy Education Limited Board, to act as Chair;
- a nominee of the Mercy Education Limited Board who may also be a director of the Mercy Education Limited Board.

The review provides an important opportunity to build on the annual reflection and dialogue regarding leadership goals. It also provides an opportunity for broader representatives of the College community to offer insights into the strengths of the Principal's leadership and to identify areas for future growth and development.

3.2.1 Key phases in First Stage Performance review

Preparation phase

- In the year preceding the review, Mercy Education Limited Executive Officer will commence the implementation of the review by writing to the Principal confirming that a review will be conducted in the following year and notifying the Principal of the name of the Chair of the review panel;
- The Chair of the review panel contacts the Principal to coordinate suitable dates to conduct the review process. The review will be conducted at the school;
- The Chair clarifies the review process with the Principal to ensure common understandings.

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Self-reflection report

- The Principal is asked to reflect on the agreed leadership goals, achievements and challenges, and to complete and distribute the self-reflection report to the panel members **prior** to the panel's meeting at the school;

Interviews

- The Principal's self-reflection report will be the focus of the interviews with the Principal and five or six key personnel, selected in consultation with the Principal. Also to be interviewed is a representative of the Institute/Mercy Education Limited. An opportunity to visit particular areas of concern or under consideration for future development at the College should be taken.

Review report

- The Chair of the review panel is allocated the responsibility of writing a draft report of the interview phase, after which, the report will be discussed with the Principal and other panel members, and the report finalised. The Chair will report back to the M Board at the next available Board meeting. Copies of the final report shall be signed by both parties and shall remain confidential to the Principal, Mercy Education Limited Board and the Institute Leader and Council. All other copies produced shall be shredded.

Concluding stage

- A concluding letter from the Chair of the Board will be written to the Principal, expressing appreciation and affirmation and noting any particular directions set for the Principal and for the College over the next two to three year period. The report of the First Stage Performance review is seen as a working document designed to help guide the setting of leadership goals in the coming period.

3.3 SECOND STAGE PERFORMANCE REVIEW

The second stage performance review of the Principal will be conducted in the sixth or penultimate year of the first term of appointment. The review will be held at the College and conducted with the Principal with the following:

- a director of the Mercy Education Limited Board, to act as Chair;
- a nominee of the Principal;
- a nominee of the Mercy Education Limited Board who may also be a director of the Mercy Education Limited Board.

The process of the second stage performance review will be similar to the first stage review except with the presence of a third member on the review panel, namely a nominee of the Principal, who will also bring professional expertise and experience to the panel.

There will be a greater emphasis on interviewing a broader cross-section of the school community in the second stage review and members of the panel, in consultation with the principal, will determine the number and selection of community members to be interviewed.

The second stage review will be linked to the issue of re-appointment of the principal and will be one of the influencing factors for directors of the Mercy Education Limited Board in determining the offer of a further contract. The decision to re-appoint or not re-appoint is the sole discretion of Mercy Education Limited.

3.3.1 Key phases in First Stage Performance review

Preparation phase

- In the year preceding the review, Mercy Education Limited Executive Officer will commence the implementation of the review by writing to the Principal confirming that a review will be conducted in the following year and notifying the Principal of the name of the Chair of the review panel;
- The Chair of the review panel contacts the Principal to coordinate a suitable date to conduct the review process. The review will be conducted at the school and completed so as to finalise the review report no later than the end of August in the penultimate year;
- The Chair clarifies the review process with the Principal to ensure common understandings.

Self-reflection report

- The Principal is asked to reflect on the agreed leadership goals, achievements and challenges, and to complete and distribute the self-reflection report to the panel members **prior** to the panel's meeting at the school;

Interviews with members of the College community

- Interviews of targeted personnel are conducted by the panel to gain further insight into the performance of the Principal. Selection of interviewees will be planned together with the Panel and the Principal and may include staff, students and parents, and a representative of the Institute/Mercy Education Limited, most of whom have a close working relationship with the Principal. It may be considered appropriate that other members of the College community be invited to submit a written and signed reflection offering comments on their perceptions on the leadership qualities of the Principal.

Interview with the Principal

- The Principal's self-reflection report and comments from the interviews of community members will be the focus of the Panel interview with the Principal and the subsequent report. An opportunity to visit particular areas of concern or under consideration for future development at the College should be taken if desired.

Review report

- The Chair of the review panel is allocated the responsibility of writing a draft report of the interview phase, after which, the report will be discussed with the Principal and other panel members, and a final report prepared. At this point it would be timely for the Chair of the panel to enquire as to the intentions of the Principal in seeking a further term of principalship at the College. Copies of the final report shall be signed by both parties and shall remain confidential and only presented to the Mercy Education Limited Board and the Principal. All other copies produced shall be shredded.

Concluding stage - Consideration by the Board for re-appointment

- Directors of the Board consider the Second Stage Review Report at the September Board meeting;
- Given the Principal wishes to seek re-appointment, the Board invites the Principal to meet with Board directors at the October or November Board meeting. The purpose of the meeting is to provide an opportunity for both parties to share open discussions on the first term performance and to hear of the vision and dreams of the Principal for a second term of appointment (5 years).
- After discussions, Board directors determine whether to re-appoint or not, and if a favourable decision is made, a motion is required to be passed by the Board to appoint the Principal for a second term. Ratification is then sought from the Institute Leader and Council and the Principal is notified of the positive outcome to re-appoint after ratification and before 30 November in the penultimate year.
- A letter of re-appointment and a new contract are prepared;
- If a positive recommendation to re-appoint is not reached, the process of Maintenance Pay/Compensation as described under Clause 15, Salary & Conditions Board - Determination No 32, is adhered to.

ACKNOWLEDGEMENTS

This policy and the *MERCY EDUCATION LIMITED Employment Agreement for School Principals* have been informed by widespread consultation with key stakeholders and relevant documents including:

- CECV Procedures: *Lay Principals in Catholic Secondary Schools, March 2006*;
- Principal Appraisal Program - *CEO Diocese of Sandhurst*;
- Spry, G. (2004) *A Framework for leadership in Queensland Catholic schools*. QCEC/ACU Research project;
- Brigidine Secondary Schools Council: *Principal/Co Principal Appraisal in Brigidine Sponsored Schools (2004)*
- CECV Salary & Conditions Board Determinations;
- CECV Professional Enrichment Leave Guidelines;
- MERCY EDUCATION LIMITED Policy 1: - *Guidelines for the administration of Enrichment Leave for Principals in Mercy sponsored schools*;

**Revised August 2011
Updated February 2012**

Step By Step management of the Performance Review Process

Action	
1. Mercy Education Limited initiates the annual goal setting or the performance review by a letter to the Principal from the Mercy Education Limited Executive Officer in the preceding year. The Principal is advised at the time of the Mercy Education Limited Board member who will act as Chair the Panel.	<input type="checkbox"/>
PREPARATION PHASE:	
2. The Mercy Education Limited Board member, as Panel Chair, negotiates suitable dates for the process with the Principal. The process is discussed with the Principal, and except for the goal setting process, selection of interviewees is considered and agreed to by both parties.	<input type="checkbox"/>
3. The Panel is formed as per Review process guidelines.	<input type="checkbox"/>
4. The Principal prepares a Self-Reflection report and distributes it to the Review Panel members one week prior to the commencement of Panel interviews.	<input type="checkbox"/>
5. For the first and second stage reviews, the College completes the scheduling of interviews.	<input type="checkbox"/>
REVIEW PHASE AT THE COLLEGE:	
6. 6.1 GOAL SETTING (Conducted at the College or at a convenient location) <ul style="list-style-type: none"> • Meeting with the Principal to discuss articulated leadership goals and Self-reflection report; • Agreement of leadership goals between Principal and Panel members 6.2 FIRST STAGE REVIEW (Conducted at the College) Day 1: <ul style="list-style-type: none"> • Meeting with the Principal to discuss articulated leadership goals and Self reflection report; • Interviews with 5/6 key staff at the College • Interview by phone or in person at a later time of a representative of Institute/Mercy Education Limited; • Site visit with Principal to pertinent areas of the College • Interview with and brief oral feedback provided to Principal. 6.3 SECOND STAGE REVIEW (Conducted at the College) Day 1: <ul style="list-style-type: none"> • Meeting with the Principal to discuss articulated leadership goals and Self-reflection report; • Interviews with key staff at the College; • Interview by phone or in person at a later time of a representative of Institute/Mercy Education Limited; • Site visit with Principal across facilities and a wide area of the College. 	 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

<p>Day 2:</p> <ul style="list-style-type: none"> • Interviews continued; • Interviews with a panel of students; • Interviews with Chair of College Council; • The review Panel discusses its main conclusions with the Principal; • At this point, the Panel enquires as to the intention of the Principal in seeking re-appointment. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
REPORT PHASE:	
<p>7. The Chair of the Panel prepares a draft Review Report and circulates it to other panel members for comment and editing.</p>	<input type="checkbox"/>
<p>8. The revised draft Report is presented to the Principal for discussion. Minor editing may be necessary following this. Once finalised, a copy of the final Report is provided to the Principal.</p>	<input type="checkbox"/>
CONCLUDING PHASE:	
<p>9. The Review Report is sent to Mercy Education Limited Board for presentation at the next Board meeting. Issues associated with re-appointment, if relevant, are addressed.</p>	<input type="checkbox"/>
<p>10. If both parties are open to another contract being offered, the Principal is invited to a Board meeting to share open discussions on the first term performance and the Principal's vision and dreams for a second term.</p>	<input type="checkbox"/>
<p>11. Appropriate letters of thanks are written by Mercy Education Limited, approval and ratification steps are completed and a new contract prepared as required.</p>	<input type="checkbox"/>
<p>12. The Mercy Education Limited Board completes the formalities of re-appointment/non re-appointment.</p>	<input type="checkbox"/>

