

**RESCIND BOARD REPORT 07-0124-PO3  
AND ADOPT A NEW PERFORMANCE MANAGEMENT AND DISCIPLINE POLICY FOR PRINCIPALS  
AND ASSISTANT PRINCIPALS**

**THE CHIEF EXECUTIVE OFFICER RECOMMENDS:**

That the Board rescind Board Report 07-0124-PO3 and adopt a new Performance Management and Discipline Policy for Principals and Assistant Principals.

**PURPOSE:** The Board is a public employer that requires its principals and assistant principals to serve as educational leaders of an attendance center and perform their job duties and responsibilities in a manner that (1) promotes the highest learning potential of every student, (2) promotes the best interests of the students and staff of the Chicago Public Schools, (3) furthers the goals of the Chicago Public Schools, and (4) results in the highest level of public trust and confidence. Therefore, identifying and addressing principal and assistant principal performance deficiencies and misconduct is of paramount importance to the Board.

The first purpose of this policy is to create a mechanism for the Chief Executive Officer ("CEO") or designee to address performance deficiencies of principals and assistant principals any time such deficiencies become apparent. It is the Board's belief that this mechanism should allow for the CEO or designee to engage principals and assistant principals in professional, constructive conversations about performance issues, to provide feedback, to allow principals and assistant principals an opportunity to improve performance and to take employment action in cases where a principal or assistant principal does not meet expectations.

The second purpose of this policy is to modify the existing discipline process for principals and assistant principals by replacing unpaid suspensions with a set of formal written notifications which will be issued in lieu of suspensions and which will clearly describe the nature of the unwanted behavior, directives for improvement and consequences for failure.

**POLICY TEXT:**

**A. Principal Corrective Action Plan.** This Section A. applies to contract principals with a 4-year performance contract awarded either by a Local School Council and or by the Board for the principalship of an alternative or small school with an appointed Local School Council. Contract principals do not include acting principals or interim principals.

1. CAP Authorization. The CEO or designee is authorized to issue a Corrective Action Plan ("CAP") to a principal when s/he determines that the principal's performance is in need of immediate correction, including, but not limited to, when the CEO or designee determines the principal's performance is not at or above the proficient level or when, at any time, the CEO or designee identifies a performance deficiency. For purposes of this Policy, the term performance deficiency means a remediable shortcoming in the principal's instructional leadership or managerial abilities that the CEO deems to be of sufficient importance that, if left unaddressed, will have a damaging affect upon the school. The term performance deficiency does not include irremediable performance deficiencies or conduct by the contract principal and further does not include misconduct by the contract principal, which is otherwise subject to Section C. of this Policy.

2. CAP Issuance.

(a) The CEO or designee shall develop a standardized CAP form that is consistent with any principal evaluation issued to the principal by the CEO or designee, which may be altered from time to time in the exercise of the CEO or designee's discretion.

(b) The CEO or designee shall establish the duration of a CAP that is suitable to the circumstances and the impact on the school if not addressed appropriately.

(c) When the CEO or designee issues a CAP to a principal, the CEO shall recommend that the Board adopt a Warning Resolution to be issued to the principal, which warning resolution incorporates by reference the terms of the CAP. Warning Resolutions shall be recommended in accordance with the employee discipline section of this Policy.

(d) At the conclusion of the CAP period, the CEO or designee shall make a written assessment of whether or not the principal has successfully completed the CAP. The CEO or designee may choose to take no further action or may pursue termination or other consequences.

(e) A principal who is subject to a CAP may submit a rebuttal to the Talent Office for inclusion in the principal's personnel file.

3. Other Professional Support and Remedial Measures. The requirements of this Section A. are in addition to any support and remediation measures specified in the Professional Development Plan established for each principal in accordance with the CEO's principal evaluation system.

4. Effect of Policy on Right to Remove Contract Principals under Policies, Rules or Laws. Nothing in this Section A. shall be construed as requiring that a CAP be issued to a contract principal prior to any principal removal or reassignment. Additionally, nothing in this Section shall be construed as limiting the Board or the CEO's right to immediately remove and seek dismissal of a contact principal in accordance with the employee discipline section of this Policy for conduct that the Board or the CEO deems irreparable. Finally, nothing in the Policy shall limit the Board or the CEO's right to reconstitute, intervene in, restructure, consolidate, phase out or close a school.

5. Plans Issued Under the Prior Policy. This CAP requirements set out in this Section A. shall take effect upon adoption of this Policy by the Board. Any active Direct Assistance Plans and Corrective Action Plans issued under the prior policy, Board Report 07-0124-PO3, shall continue for the duration specified in such plan and shall be subject to the terms of the prior policy.

**B. Performance Improvement Plan.** This Section B applies to assistant principals, interim principals and any other principal titles not covered by Section A. above.

1. PIP Authorization. The CEO or designee is authorized to issue a Performance Improvement Plan ("PIP") to a principal or assistant principal when s/he determines that the employee's performance is in need of immediate correction, including, but not limited to, when the CEO or designee determines the employee's performance is not at or above the satisfactory level or when, at any time, the CEO or designee identifies a performance deficiency. For purposes of this Policy, the term performance deficiency means a remediable shortcoming in the employee's fulfillment of his or her job duties that the CEO or designee deems to be of sufficient importance that, if left unaddressed, will have a damaging effect upon the school or business unit. The term performance deficiency does not include misconduct by the principal or assistant principal, which is otherwise subject to Section C. of this Policy.

2. PIP Issuance.

(a) The CEO or designee shall develop a standardized PIP form, which may be altered from time to time in the exercise of the CEO or designee's discretion.

(b) The CEO or designee shall establish the duration of a PIP that is suitable to the circumstances and the impact on the school or business unit if not addressed appropriately.

(c) At the conclusion of the PIP period, the CEO or designee shall make a written assessment of whether or not the principal or assistant principal has successfully completed the PIP. The CEO or designee may choose to take no further action or may pursue termination or other corrective measures or consequences.

(d) A principal or assistant principal who is subject to a PIP may submit a rebuttal to the Talent Office for inclusion in his or her personnel file.

**C. Discipline.**

1. Discipline Authority. The CEO or designee is authorized to discipline principals and assistant principals when s/he determines that the principal or assistant principal has committed misconduct. The CEO or designee shall establish a list of the types of behavior which constitute misconduct, which may be altered from time to time in the exercise of the CEO or designee's discretion, and which shall be published in guidelines relating to this Policy.

2. Progressive Discipline. While the CEO encourages the use of progressive discipline, circumstances dictate that it cannot be used for every act of misconduct. Therefore, the CEO or designee shall use progressive discipline at his/her discretion but does not rely on this method in every instance when taking disciplinary action.

3. Issuing Discipline.

(a) The CEO or designee shall develop standardized discipline forms and procedures, which may be altered from time to time in the exercise of the CEO or designee's discretion.

(b) The CEO or designee shall issue discipline that is suitable to and commensurate with the nature of the misconduct and the impact on the school or business unit.

(c) At the conclusion of a discipline matter, the CEO or designee shall communicate the outcome to the principal or assistant principal in writing. The CEO or designee may choose to take no action or may pursue termination or other disciplinary measures or consequences.

(d) A principal or assistant principal who is subject to a discipline action may submit a rebuttal to the Talent Office for inclusion in his or her personnel file.

4. Prior Policy. This Policy shall take effect on the date it is adopted by the Board and coincident to such adoption, the Board's Employee Discipline and Due Process Policy (Board Report 04-0728-PO1) shall no longer apply to principals and assistant principals. Any conduct that occurred before the adoption of this Policy shall be governed by the terms of the prior discipline policy in effect at the time the conduct occurred. Any conduct that occurs after the adoption of this Policy shall be governed by this Policy.


**D. Relationship of Policy and Evaluation Procedures.** This Policy is intended as a supplement to employee evaluation processes and procedures employed by the CEO and designees and shall not be construed as a substitute for that process. This Policy has no effect on the principal evaluation procedures employed by Local School Councils.

**E. Non-Union Employees are At-Will Employees.** Nothing in this Policy is intended to limit or restrict in any way the Board's right to discharge any employee with or without cause or notice. Principals and assistant principals (other than contract principals) are at-will employees who have no property right to their employment or expectation of continued employment. At-will employees may be discharged from employment with or without cause and with or without prior notice, except as specified in applicable laws and other rules. This Policy is not to be construed as containing binding terms and/or conditions of employment. It should not be considered a contract.


**F. Publication of Guidelines.** The CEO or designee shall publish guidelines regarding the implementation and use of this Policy, which may be altered from time to time in the exercise of the CEO or designee's discretion. The guidelines shall provide examples of the types of behavior that amount to misconduct and shall provide standardized CAP, PIP and misconduct forms, and all other forms, protocols and requirements that the CEO or designee deems appropriate.

**Legal References:** 105 ILCS 5/34-8.1; 105 ILCS 5/34-8.3; 105 ILCS 5/34-8.4; 105 ILCS 5/34-16; 105 ILCS 5/34-18; 105 ILCS 5/34-85

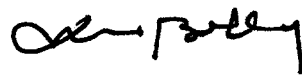

**Approved for Consideration:**

  
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**Respectfully submitted:**

  
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**Approved as to Legal Form:**

   
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