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**MEMORANDUM TO:** Directors of Education  
Supervisory Officers and Secretary-Treasurers of Non-Amalgamated  
School Authorities  
Director of the Provincial Schools Branch

**FROM:** Bruce Drewett  
Director  
Leadership Development Branch

**DATE:** October 3, 2011

**SUBJECT:** **Invitation to Participate in Supervisory Officer Performance  
Appraisal Pilot**

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I am pleased to invite you to submit an expression of interest for your school board to participate in the Ministry of Education's pilot of a Supervisory Officer Performance Appraisal (SOPA) process. The pilot and feedback gathered from participating boards are key steps in the development of a meaningful province-wide performance appraisal process.

#### SOPA Development & Model

The performance appraisal of Supervisory Officers is an important component of effective school board leadership. Earlier this year, the Leadership Development Branch convened a working group of education partners (see Appendix) to develop a model for a Supervisory Officer Performance Appraisal process. The model that resulted from these discussions is intended to promote alignment between the goals of the board and the senior management team and to provide opportunities for professional growth and development.

This model is described in the attached documents, which include a flow chart showing the stages in the SOPA process and an outline of the SOPA elements. Also attached is a preliminary appraisal report template for the purposes of the pilot. Boards will be provided with the final version of the template prior to the start of the pilot.

#### SOPA Pilot & Supports

In order to participate in the pilot, boards are asked to commit to the following:

- Appraising at least 50% of their Supervisory Officers – including a combination of Academic and Business Supervisory Officers – twice (once in 2011-12 and once in 2012-13); and
- Providing feedback on the SOPA model by participating in the evaluation of the pilot.

The SOPA pilot will begin in December 2011. Pilot boards will conduct two successive appraisal cycles of the same cohort of Supervisory Officers: one compressed cycle between January and June 2012, followed by one complete annual cycle in the 2012-13 school year. For the compressed cycle, boards will not be required to complete all elements of the annual SOPA process (e.g. two appraisal meetings or "exchanges" instead of three). More information about this and other aspects of the pilot will be provided in the coming months.

At the outset of the pilot, boards will be provided with a guideline and will be given information through a webinar to ensure they have a solid understanding of the SOPA process. Throughout the duration of the pilot, boards will be supported through teleconferences, likely in winter, spring and fall 2012 and winter 2013. The evaluation of the pilot will be conducted in a way that is mindful of the workload of the senior management team and will likely consist of brief electronic surveys and a telephone interview.

#### Expressing Your Interest & Obtaining More Information

If you are interested in participating in the pilot, please complete and submit the attached Expression of Interest form to Frances Myre ([frances.myre@ontario.ca](mailto:frances.myre@ontario.ca)) by **November 14, 2011**.

Approximately 15 representative school boards will be selected to participate in the pilot, including 12 English-language boards and 3 French-language boards, and will be notified of their selection no later than December 2011.

The Leadership Development Branch will be attending Regional Education Council (REC) meetings this fall to discuss the SOPA pilot with you and answer any questions you may have about the appraisal process.

In addition, we will conduct teleconferences to discuss the SOPA pilot with Directors who belong to Conseil ontarien des directrices et directeurs de l'éducation de langue française (CODELF) and Directors whose REC meeting(s) fall after the Expression of Interest submission date. You are also welcome to contact Kirsty Henderson, Senior Policy Advisor, Leadership Development Branch ([kirsty.henderson@ontario.ca](mailto:kirsty.henderson@ontario.ca) / 416-212-7347), to discuss the SOPA pilot and process.

I look forward to hearing from you about this important initiative.

#### ***Original signed by,***

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Bruce Drewett

C: Denys Giguere, Executive Assistant, Deputy Minister's Office  
Barry Pervin, Assistant Deputy Minister, Instruction and Leadership Development Division  
Kathy Verduyn, Director, Field Services Branch  
Regional Managers, Field Services Branch  
Regional Education Officers, Field Services Branch  
Rachel Osborne, Manager, Leadership Development Branch  
Yael Ginsler, Senior Policy / Program Coordinator, Leadership Development Branch  
Members of the SOPA Working Group  
The Institute for Education Leadership  
Association des directions et directions adjointes des écoles franco-ontariennes  
Association des gestionnaires de l'éducation franco-ontarienne  
Catholic Principals' Council of Ontario  
Conseil ontarien des directrices et directeurs de l'éducation de langue française  
Council of Ontario Directors of Education  
Council of Senior Business Officials  
Council of Senior Business Officials  
English Catholic Council of Directors of Education  
Ontario Association of School Business Officials  
Ontario Catholic School Business Officials Association  
Ontario Catholic Supervisory Officers' Association  
Ontario Principals' Council  
Ontario Public Supervisory Officials' Association  
Ontario Public Supervisory Officials' Association

**Appendix**  
**SOPA Working Group Member Associations**

Association des directions et directions adjointes des écoles franco-ontariennes (ADFO)  
Catholic Principals' Council of Ontario (CPCO)  
Ontario Principals' Council (OPC)  
Association des gestionnaires de l'éducation franco-ontarienne (AGÉFO)  
Ontario Catholic Supervisory Officers' Association (OCSOA)  
Ontario Public Supervisory Officials' Association (OPSOA)  
Council of Ontario School Business Officials (COSBO)  
Ontario Association of School Business Officials (OASBO)  
Ontario Catholic School Business Officials Association (OCSBOA)  
Council of Ontario Directors of Education (CODE)  
Conseil ontarien des directrices et directeurs de l'éducation de langue française(CODELF)  
English Catholic Council of Ontario Directors of Education (ECCODE)