

PRINCIPALS' SELF-EVALUATION FRAMEWORK ON VARIOUS ASPECTS

The Central Board of Secondary Education continuously works for bringing qualitative development in all its schools. After affiliation, the Principal of a school takes the lead in entire functioning of a school. Board has also designated Principals as the Pedagogical Leaders of a school who has the pivotal role in maintaining the academic and developmental standards in a school.

CBSE believes that most of us are self-motivated, committed, positive and progressive in outlook. Nevertheless, it is recommended that the Principals of CBSE affiliated schools must also be able to undertake a process of self-evaluation to enable them to find gaps in their own learning/functioning so that they can embark on the path of self-development and need-based capacity building. For this purpose, a ***Principals' Self-Evaluation Framework*** has been developed.

This framework is ***introspective*** in form, focussing towards self-improvement through truthful self-analysis. This framework will also help Principals in ***assessing their strengths and realizing the weaknesses or areas of improvement***. It has seamlessly integrated experiential learning pedagogy at the relevant places.

Fifteen major aspects related to the daily lives of Principals have been selected for this self-evaluation framework. There may be duplication in some aspects within each competency: this has been done with the specific objective that, on its own, and if read separately, each competency is complete in itself.

I. ACADEMIC MATTERS

This aspect deals with the suggestive actions to be taken by a Principal regarding general academic matters as well as for the subject he/she teaches.

1. Am I aware of the Learning Outcomes (LOs) Document brought out by NCERT for different levels?
2. Am I aware of the Curriculum Documents and Support Material brought out by CBSE?
3. Have I adopted or defined the learning outcomes for all the subjects and all the classes?
4. Have I mapped the curriculum with the adopted or defined learning outcomes?
5. Am I aware of the learning objectives and learning outcomes of all the subjects?
6. Have I understood my role as a Pedagogical Leader as given in the **Circular No. Acad 15-2019 dated 9th March 2019** available at:
http://cbseacademic.nic.in/web_material/Circulars/2019/15_Circular_2019.pdf
7. Have I created the Annual Pedagogical Plan and implemented it as per the CBSE guidelines in understood his/ her role as a Pedagogical Leader as given in the **Circular no. Acad 15-2019 dated 9th March 2019** available at:
http://cbseacademic.nic.in/web_material/Circulars/2019/15_Circular_2019.pdf
8. Have I developed a well-structured mechanism to monitor the efficacy of the implementation of curriculum and pedagogical plans?
9. Have I ensured use of adopted or defined LOs in the lesson plans?
10. Have I ensured adoption or use of varied assessment tools and techniques by teachers to assess the performance of the students – Assessment for Learning?
11. Have I ensured periodic assessment of students' learning against the adopted/defined Learning Outcomes to keep track of their progress?
12. Do I work in collaboration with teachers and evolve a mechanism to cross check coverage of key concepts through theme based approach?
13. Do I keep record of all latest circulars of CBSE by visiting the academic website of CBSE daily?
14. Do I visit NCERT website at least once in a month?
15. Do I keep myself updated about latest developments in pedagogy and assessment by reading relevant educational journals?
16. Do I contribute in educational journals?
17. Do I ensure proper lesson plans in all subjects with progressive teaching learning techniques like collaborative learning, experiential learning, incorporation of art, sports, values, life skills and use of ICT?
18. Do I ensure differentiated instructional lesson plans to meet the needs of all types of learners in the class?
19. Do my pedagogical plans have scope for latest pedagogical techniques and use of ICT?

20. Do I encourage my teachers to experiment/innovate in teaching learning process?
21. Am I able to use the knowledge to create the course content in interesting and diverse ways?
22. Do I invite feedback from students and parents to improve upon the teaching learning process?
23. Do I create resources that ignite the love for learning?
24. Do I create assignments that engage the students – hands on learning?

II.CAPACITY BUILDING PROGRAMMES(CBPs) AND DIKSHA

This aspect deals with the competency to contribute in the CBPs and DIKSHA.

1. Am I aware of need for training and provide exposure?
2. Do I keep myself updated and share knowledge base?
3. Am I able to effectively guide and train teachers and fellow principals?
4. Do I create resource centres for teachers and students in my school?
5. Have I groomed resource persons and leaders and created a culture of learning and imbibing?
6. Do I promote use of DIKSHA in my school?
7. Have I contributed to DIKSHA?
8. Do I encourage my teachers to contribute to DIKSHA?
9. Do I ensure and implement practice of 5 Questions a Week programme of CBSE?
10. Am I aware of the:
 - a. Affiliation Bye-laws of CBSE which mandates training of teachers and heads of schools affiliated to the Board?
 - b. Need for Continuous Professional Development of teachers?
 - c. Theme of training for the year as announced by the Board?
11. Have I designated a School Training Nodal Coordinator to:
 - a. Assess training needs of teachers and assist principal in designing and implementing training calendar?
 - b. Coordinate with the concerned CBSE Centre of Excellence (COE) for the actual conduct of Capacity Building Programmes?
 - c. Maintain records of the programmes?
 - d. Provide constructive feedback to the COE about the quality of the programmes?
12. Do I allocate appropriate annual budget for the Capacity Building of Teachers?
13. Do I provide requisite exposure to teachers to upgrade their skills and knowledge?
14. Do I relieve teachers for CPDs and convince management of its need and benefits?
15. Do I organize regular internal training sessions in collaboration with the Hub of Learning?
16. Do I ensure application of learnt best practices by teachers in actual classroom?

III. HUBS OF LEARNING

This aspect deals with the awareness and contribution to Hubs of Learning.

1. Do I know the value of an interactive hub?
2. Do I know how to contribute to and share best practices in my Hub?
3. Do I attend all the meetings of my hub?
4. Do I take lead in as many activities of the hub as possible?
5. Do I treat member principals of my hub at par with myself?
6. Am I always honest, open and generous and show alacrity to share my resources with others?
7. Do I act thoughtfully and carefully without hurting anybody?
8. Am I able to convince other people about the importance of hub?
9. Do I ensure not to poach good teachers of other member schools?
10. Am I adept at communicating and transferring information among the members of my Hub?
11. If I am the Lead Collaborator, do I build effective learning channel among all Hub members?
12. Am I able to apply the learning to the systems in my school?
13. Am I able to incorporate best practices shared by other member schools?
14. Do I create a pool of resources and knowledge by sharing maximum possible resources for Hub's members?
15. Have I created a viable platform for feedback from the Hubs members?
16. Am I aware of the strengths and weaknesses of the school systems and accordingly sets the self-improvement priorities?
17. Do I help other member schools to analyse their needs and suggest them ways to improve?

IV. ADMINISTRATIVE MATTERS

Principals' awareness about the administrative matters and implementation has been dealt in this aspect.

1. Do I have the knowledge of rules and policies?
2. Do I have a good rapport with the school management and its functioning?
3. Do I have defined short term and long term goals for institutional planning commensurate with the vision and mission statement of the school?
4. Am I conversant with skills set and attributes of a leader?
5. Do I know the importance of annual academic and school welfare plans?
6. Do I promote openness among all employees for a seamless functioning?
7. Do I clearly define roles and responsibilities of everyone in the school?
8. Do I have defined Standard Operating Procedures for different activities in the school?

9. Do I have checks and balances in place?
10. Do I apply annual plans effectively?
11. Have I created an efficient work system?
12. Have I created a system which supports smooth working?
13. Have I created a dedicated team, sharing common goal?
14. Am I open to all kinds of inspections?
15. Do I carry out frequent assessment of quality of education provided in the school?

V. SCHOOL ENVIRONMENT

This aspect refers to the creation of Positive and Healthy Environment in school.

1. Do I have the knowledge about what constitutes a healthy learning environment?
2. Do I know what will result in joyful learning and teaching?
3. Am I aware of best practices globally active to create a joyful learning / teaching atmosphere?
4. Do I promote transparency and spirit of enquiry?
5. Have I built an atmosphere of trust and respect for every member of the school community?
6. Do I create a safe, emotional and physical working spaces?
7. Do I ensure proper hygienic measures in my school?
8. Do I ensure conducting regular health check-ups of students and all staff?
9. Do I ensure child centered classrooms?

VI. INNOVATIVE PRACTICES

This aspect deals with the readiness to know and implement innovative practices.

1. Am I aware of global changes and practices in school education?
2. Am I willing to experiment and implement novel ideas in the functioning of different systems in the school?
3. Do I take ideas and feedback from different stakeholders for improving the systems?
4. Am I able to learn from mistakes and innovate?
5. Can I create a vibrant and forward-looking team for enabling innovations?
6. Can I create an atmosphere which is receptive to new practices?

VII. PROMOTION OF VALUES AND ETHICS

This aspect refers to the promotion of Values and Ethics in daily functioning of the school.

1. Am I aware of importance of values integrated into learning?
2. Do I know how to impart values?
3. Am I able to effectively promote and incorporate right values?
4. Does my school have a system where in the right values are talked about and appreciated?
5. Do I ensure practicing of values enshrined in our Constitution like democracy, socialism, secularism, justice, tolerance, patience, liberty, equality, fraternity, etc.?
6. Do I uphold right example and promote interaction?
7. Have I created a positive, constructive, empathetic, sensitive and adaptive pool of students?
8. Have I created problem solvers and conflict resolvers?
9. Have I created a heightened awareness among everyone in school about having right values?
10. Am I aware of right work ethics and know how to promote them?
11. Am I aware of the consequences of unethical practices?
12. Do I create an ethical work practice environment?
13. Am I able to set myself as a good example of right ethics before everyone in school and outside?
14. Am I able to create a school which values ethics above all?

VIII. LEARNING ENVIRONMENT

This aspect deals with the effective Learning Environment in school.

1. Do I know the components which create a safe learning environment?
2. Do I have knowledge about mental and physical well - being?
3. Am I able to provide right infrastructure and educational facilities for facilitating learning like conducting classes in relevant natural settings, decorating walls with learning materials or utilizing audio, visual and digital technologies?
4. Do I create safe learning spaces?
5. Do I actively support and implement the policy of having good teachers?
6. Do I promote the spirit of enquiry; critical and creative thinking; linking of lessons with everyday lives of the students; application of knowledge and skills in daily lives of students?
7. Do the school's policies create dedicated teachers and happy learners?

IX. STAFF WELFARE MEASURES

This aspect refers to the measures for staff welfare taken by the Principal.

1. Am I aware of the needs of all staff at the school?
2. Do I know the requirements of training by the staff?
3. Am I aware of medical and relevant personal issues and take appropriate measures for helping them?
4. Do I look after building self-esteem and confidence among the school employees?
5. Do I provide avenues of growth to fulfill reasonable needs of staff?
6. Have I enabled a comfortable working space?
7. Do I implement schemes and policies or organize activities like sports, excursions etc. for the welfare of staff?
8. Do I implement policies to promote growth and development of staff?
9. Do I take actions for building respect for the staff and create an empowered group?

X. COMPLIANCE OF CBSE DIRECTIONS

Principal's awareness about CBSE directions are dealt in this aspect.

1. Am I aware of the latest policies and directives by CBSE?
2. Do I have the necessary means to comprehend and implement them?
3. Do I know who to reach out and how?
4. Do I continuously keep myself updated with them?
5. Have I opened a regular communication channel with CBSE?
6. Have I designated team to access and implement directions by CBSE?
7. Do I have a relation of trust with CBSE?
8. Have I created a system of trust and a feedback system?
9. Do I work jointly and in consonance with CBSE to create and achieve common goals?

XI. FINANCIAL MANAGEMENT

This aspect deals with the financial management measures.

1. Do I follow all the directions stipulated in the affiliation bye-laws of CBSE?
2. Am I aware of all financial needs and limitations of my school?
3. Do I know budget management and allocation?
4. Am I aware of constraints and procedures?
5. Am I able to judiciously distribute resources?
6. Do I plan well in advance about future?
7. Do I have a contingency plan in place?
8. Do I allocate funds/propose funds for the welfare measures in the budget of school?
9. Do I create enough pool of funds to look after school needs?
10. Do I create resources to support ideas and needs?

XII. STAKE HOLDERS' SATISFACTION

This aspect takes care of the skill-set required for Stake Holders' Satisfaction.

1. Do I know about the needs of all stake holders?
2. Do I know about the rights of management, parents, staff and students?
3. Do I know about the importance of keeping stake holders engaged?
4. Do I work in close consonance with them?
5. Do I interact with students and parents as frequently as possible?
6. Do I take them into confidence while taking a major policy decision and school development measure?
7. Are all my stakeholders happy and satisfied?
8. Have I created channels of two-way communication with all stakeholders?
9. Do I have transparent working system?
10. Do I have grievance redressal mechanism in place for all the stakeholders?

XIII. DISASTER MANAGEMENT, SAFETY, SECURITY, CHILD RIGHTS

This aspect deals with the awareness about appropriate disaster management, Safety, Security and Child Rights measures.

1. Do I keep myself updated about the global scenario regarding health matters?
2. Have I created a School Disaster Management Committee and plan in my school?
3. Are regular disaster management drills done in my school?
4. Am I in touch with the Local SDMA for imparting training for Disaster Management?
5. Do I keep all necessary safety and security certificates updated?
6. Do I know the Disaster Management Act, POCSO Act, NCPCR Guidelines?

7. Do I ensure safety measures as per statutory requirements and as defined by the Board from time to time?
8. Do I ensure effective Health Management Facilities in the school?
9. Do I ensure provision of safe drinking water; adequate sanitation facilities and effective waste management practices in the school?

XIV. INCLUSIVITY MEASURES

This aspect deals with the awareness about measures to ensure inclusivity.

1. Have I ensured a well-defined Inclusivity policy in compliance to the RPWD ACT and CBSE policy in terms of teaching, assessment practices, transport etc.?
2. Have I ensured involving all CWSN in games, activities, annual days and all other school events?
3. Do I ensure appropriate infrastructural requirements for CWSN as given in the clause no. 4.7.3 of CBSE affiliation Bye-Laws?

XV. PROMOTION OF 21ST CENTURY SKILLS

This aspect deals with the awareness about 21st Century Skills and activities to promote such skills.

1. Am I aware of all 21st Century Skills?
2. Have I ensured that all my staff is aware of 21st Century Skills?
3. Is my staff digitally literate?
4. Is entire school record computerized?
5. Am I aware of and use all Apps by CBSE like Shiksha vani, ASAR, ECL etc.?
6. Do I promote participation of my students in different activities for developing or enhancing 21st Century Skills?