

EPISODE 322

Accountability & Autonomy For Veteran Teachers Who Struggle



INSTRUCTIONAL
LEADERSHIP SHOW



Essential Question



How can progressive documentation help me hold veteran teachers accountable for their performance, without disrespecting or alienating them?

Tenure & Turnover



- Teachers tend to stay in their roles longer than administrators
- Most have had numerous administrators by the 2nd half of their careers
- Veteran teachers have reputations and relationships
- Performance issues that emerge mid/late-career can be challenging to address

They've Seen It All

- Poor administrators
- Poor professional development
- Fad cycles and pendulum swings



New Leaders & Fads



- If you are new to school leadership, you probably obtained your role in part by getting on board with hot trends:
 - Educational technology
 - Social-emotional learning
 - Specific curriculum or instructional approaches
 - New approaches to behavior/discipline
- Veteran teachers have seen this cycle repeat itself
- They have learned to be skeptical of fads

Why Veteran Teachers Struggle



- Personal health issues
- Parent/spouse health issues
- Children/family issues
- Burnout & disillusionment
- Changing student needs

What Veteran Teachers Deserve



- Respect for their experience
- Fair treatment and decency
- The opportunity to make needed improvements
- Understanding of their challenges and needs, e.g. more absences for medical appointments

Autonomy Matrix

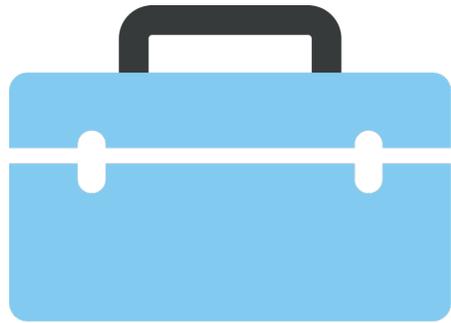


	Low Attention	High Attention
Low Control	Blind Neglect	Professional Autonomy
High Control	Management by Mandate	Micro-Management

Progressive Documentation



- Observe & notice
- Ask open-ended questions
- Share raw low-inference notes
- If you notice something concerning, ask about it without expressing your concern
- If the teacher doesn't bring it up, ask more directly
- Document the concern if necessary
- Document progress



Principal's HR TOOLKIT

