

**OPPD**

# **The Chicago Public Schools**

## **CPS Principal Competencies and Success Factors**

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# The CPS Principal Competencies and Success Factors

**The CPS Principal Competencies define excellence in the principal role.**

Through an extensive analysis of the principal role, CPS gained additional insight into what strategic activities principals perform and the knowledge, skills and abilities required for success. This insight was gathered from available research, best practices and survey of CPS principals to gather information unique to CPS. The additional knowledge, skills and abilities identified during this analysis are called Success Factors.

Aligned to the CPS Principal Competencies, the Principal Success Factors define the knowledge, skills and abilities candidates are required to demonstrate to be a principal.

The CPS Principal Competencies and Success Factors will also drive identification, preparation, and support of principals and school leaders.

# CPS Principal Competencies and Success Factors

## CPS PRINCIPAL COMPETENCIES

- Develop and articulate belief system through voice and actions
- Engage and develop faculty
- Assess the quality of classroom instruction
- Facilitate / motivate change
- Balance management

### “WHAT” (5 Most Critical Activities\*)

- (1) Lead others in setting strategic direction and vision for the school
- (3) Build and maintain a highly qualified, motivated team of teachers and other staff
- (2) Provide instructional leadership to improve student achievement
- (4) Create a positive school climate that supports the needs of the “whole student” to enable educational outcomes
- (5) Manage operations and resources to support educational achievement

### “HOW” (Success Factors\*)

- Strategic Thinking
- Service Leadership
- Impact and Influence
- Team Leadership
- Developing Others
- Instructional Leadership
- Accountability
- Driving for Results
- Leading and Managing Change
- Building and Maintaining Collaborative Relationships
- Operational Excellence
- Planning and Organizing

\* “Success Factors” created through analysis of Principal survey responses re: the most critical knowledge, skills, abilities and other characteristics in the Principal role

# Success Factor Definitions

## **CPS PRINCIPAL COMPETENCY: DEVELOP AND ARTICULATE BELIEF SYSTEM THROUGH VOICE AND ACTIONS**

### **RELATED SUCCESS FACTORS:**

- **Strategic Thinking:** Foster the school vision and mission; identify plans for achieving school and district objectives; see the big picture and identify patterns and trends from complex or conflicting data and information; prioritize to spend time and resources on most critical issues.
- **Service Leadership:** Demonstrate commitment and service to children and the community as a matter of personal responsibility; inspire trust through personal demonstration of high ethics and integrity; put needs of others ahead of personal agenda; value and demonstrate respect for individual differences; continuously identify and pursue opportunities for self-development.
- **Impact and Influence:** Apply knowledge of school community dynamics to shape outcomes and achieve results; tailor actions and communications to create intended impact; align and engage stakeholders to create support for initiatives.

## **CPS PRINCIPAL COMPETENCY: ENGAGE AND DEVELOP FACULTY**

### **RELATED SUCCESS FACTORS:**

- **Team Leadership:** Build an effective school team; motivate team with a compelling vision and commitment; effectively organize team to achieve goals and objectives; engage team in decision making; remove barriers or obstacles that make it difficult for the team to get things done and ensure team has resources necessary to succeed.
- **Developing Others:** Assess team and individual skills and development needs; provide development activities and selecting assignments to build the skills, knowledge and team capacity necessary for success; provide feedback and coaching that assists others in maximizing their contribution to the school and CPS; develop and support professional learning communities.

# Success Factor Definitions

## CPS PRINCIPAL COMPETENCY: ASSESS THE QUALITY OF CLASSROOM INSTRUCTION

### RELATED SUCCESS FACTORS:

- **Instructional Leadership:** Lead teachers and other staff in developing and delivering effective, standards-based, differentiated instruction for all students; encourage and motivate development of professional practice; use data to evaluate and connect instructional activities and results; model and coach teachers on effective instructional methods.
- **Accountability:** Set high expectations for students and staff; hold self and others accountable for meeting performance standards; achieve instructional objectives and deliver on commitments; take responsibility for issues and resolution.

## CPS PRINCIPAL COMPETENCY: FACILITATE/MOTIVATE CHANGE

### RELATED SUCCESS FACTORS:

- **Driving for Results:** Establish challenging and ambitious school goals and take action to achieve them; build a culture of continuous improvement in the school; use data to assess performance and drive goals and decision making; take calculated risks to ensure objectives are met; anticipate obstacles and prepare contingency plans.
- **Leading and Managing Change:** Translate a vision for change into specific steps and clearly communicate vision and action plans to others; address challenges to change and lead efforts to convert resistance to support; personally demonstrate flexibility to adjust to changing circumstances.
- **Building and Maintaining Collaborative Relationships:** Identify and establish effective work relationships with internal and external stakeholders including students, staff, parents, the Local School Council (if applicable), community members and others; work to understand and manage the issues, concerns, motivations and needs of multiple stakeholders; gain commitment through trusting and honest relationships.

# Success Factor Definitions

## CPS PRINCIPAL COMPETENCY: BALANCE MANAGEMENT

### RELATED SUCCESS FACTORS:

- **Operational Excellence:** Create a safe, student-centered environment; direct the appropriate use of financial, physical, and human resources towards the achievement of school objectives; manage budget and prioritize to ensure instructional, operational and fiscal goals are met; use data to identify areas of improvement and set performance improvement targets.
- **Planning and Organizing:** Develop and maintain systems, processes and procedures to support school vision, climate and instruction; collaborate with staff to establish clear direction and effectively delegate responsibility for tasks and decisions; monitor school data, processes, progress and results; organize people, programs and activities to maximize available resources; get things done through others.