****System: **Professional Capacity**

Structure: **Ensuring Staff Collaboration**

Process Name: **Develop Norms**

School-level  District-level

**Purpose of the process:**

To provide collaborative planning teams a clear process for developing norms so that teams function effectively and efficiently to increase student achievement

**Who is responsible for monitoring this process?** Curriculum AP

| **Action Step** | **Position Responsible** | **Link to applicable tool(s)/resource(s)** | **Action Step Completion Date** |
| --- | --- | --- | --- |
| 1. Meet with grade level/department chairs to identify expectations for creating team norms. | Principal | [Setting Expectations](http://blog.kevineikenberry.com/leadership-supervisory-skills/seven-steps-to-setting-clear-expectations/) (Leadership & Learning with Kevin Eikenberry) |  |
| 1. Provide grade level/department chairs with resources/research about the importance of norms, criteria for team norms, and guiding questions for team norms. | Curriculum AP | [Solution Tree Reproducible: Why Should We Create Norms?](https://www.solutiontree.com/free-resources/plcatwork/lbd2) (Solution Tree) |  |
| 1. Create a presentation for redelivery of content about norms and create a timeline for redelivery of content to teams. | Instructional Coach | [Developing Effective Presentations](http://blog.kevineikenberry.com/leadership-supervisory-skills/seven-steps-to-setting-clear-expectations/) |  |
| 1. Redeliver content about norms to teams and set expectations that at the next meeting teams will create the norms. | Grade level/department chairs |  |  |
| 1. Create norms under guidance of grade level/department chairs. | Team Meeting Facilitator | [Professional Learning Teams Norm Development-Santee School District](http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&cad=rja&uact=8&ved=0ahUKEwihjNag1fTTAhWpilQKHQbJAEoQFggvMAI&url=http%3A%2F%2Fwww.santeesd.net%2Fcms%2Flib%2FCA01000468%2FCentricity%2FDomain%2F22%2FProfessional%2520Learning%2520Community%2520Team%2520Norms%2520Instruction%2520and%2520Template.docx&usg=AFQjCNGXQJgTzwuy3SKl9OAmiSRNFkRwwA&sig2=wCBE325prDep_umIDK3OSg) (Adapted from the Professional Learning Communities at Work Handbook, Solution Tree) |  |
| 1. Sign commitment to honoring the norms. | Team Leader |  |  |
| 1. Create a process for addressing violations of norms. | Team Leader | [Do We Have Team Norms or “Nice-To-Knows”?](http://www.allthingsplc.info/blog/view/90/do-we-have-team-norms-or-nice-to-knows)  (All Things PLC) |  |
| 1. Submit norms to Leadership Team for review. | Team Meeting Recorder |  |  |
| 1. Provides feedback, if necessary, to grade level/department chairs. | Curriculum AP |  |  |
| 1. Review norms at the beginning and end of each meeting until they are internalized by all team members. | Team Meeting Facilitator |  |  |
| 1. Twice a year, teams complete the “Survey on Team Norms” to determine adherence to norms and if revisions need to be made to their team norms. | Team Leader | [Survey on Team Norms](https://www.solutiontree.com/free-resources/plcatwork/slgplcaw) (Solution Tree) |  |

**What information or resources are needed to complete the process (including funding if applicable)?**

* [Developing Norms Reproducible (Solution Tree)](https://www.solutiontree.com/free-resources/plcatwork/lbd2)
* [Learning by Doing: A Handbook for Professional Learning Communities at Work](https://www.solutiontree.com/free-resources/plcatwork/lbd2)
* [All Things PLC](http://www.allthingsplc.info/)
* Norm Commitment Signature template

**How do you know when the process is implemented?**

* Norms are developed and utilized throughout the collaborative planning meetings, and meeting minutes reflect an effective and efficient meeting process

**How long does the process typically take?**

* Three weeks for completion of norms
* One year for full implementation, including monitoring

**What is produced/made by the process?**

* Presentation developed by grade level/department chairs
* Team Norms
* Completed Surveys
* Completed Norm Commitment cards

**As you implement this process consider its impact and effect on the five Systems of Continuous Improvement. What adjustments should be considered? What new processes will be needed?**

|  |  |
| --- | --- |
| Coherent Instructional System: | Teams should consider implementing norms into their daily instructional practices with students. Developing norms creates an environment for teachers to accurately monitor student progress within their PLCs. |
| Effective Leadership System: | Leadership teams should develop and adhere to their own set of norms. Grade level/department chairs are developing leadership capacity by leading and monitoring the development of team norms. |

|  |  |
| --- | --- |
| Professional Capacity System: | Creating norms is one of the first steps to establishing fully functioning Professional Learning Communities. The principal and grade level/department chairs will require training in creating SMART goals as a possible next step in the PLC process. Eventually, the entire staff will require training for full implementation of PLCs. |
| Supportive Learning Environment System: | Norms are a component of the PLC process that will be used to support the conversations around student learning and possible interventions. |
| Family and Community Engagement System: | Developing norms supports communicating effectively with families and the community by creating a collaborative culture in which teachers can honestly discuss student needs. |

***Disclaimer:***

We have taken all reasonable care to ensure that the information contained within these pages is accurate and up-to-date. We do not endorse any non-Georgia Department of Education websites or products contained within these pages or through external hyperlinks. This document contains only a sampling of available resources and in no way should be considered an exhaustive list of available resources. It is at the discretion of individual districts and schools to determine appropriate resources to serve stakeholders.