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

Structure: **Ensuring Staff Collaboration**

Process Name: **Develop Norms**

School-level [x]  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. |

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