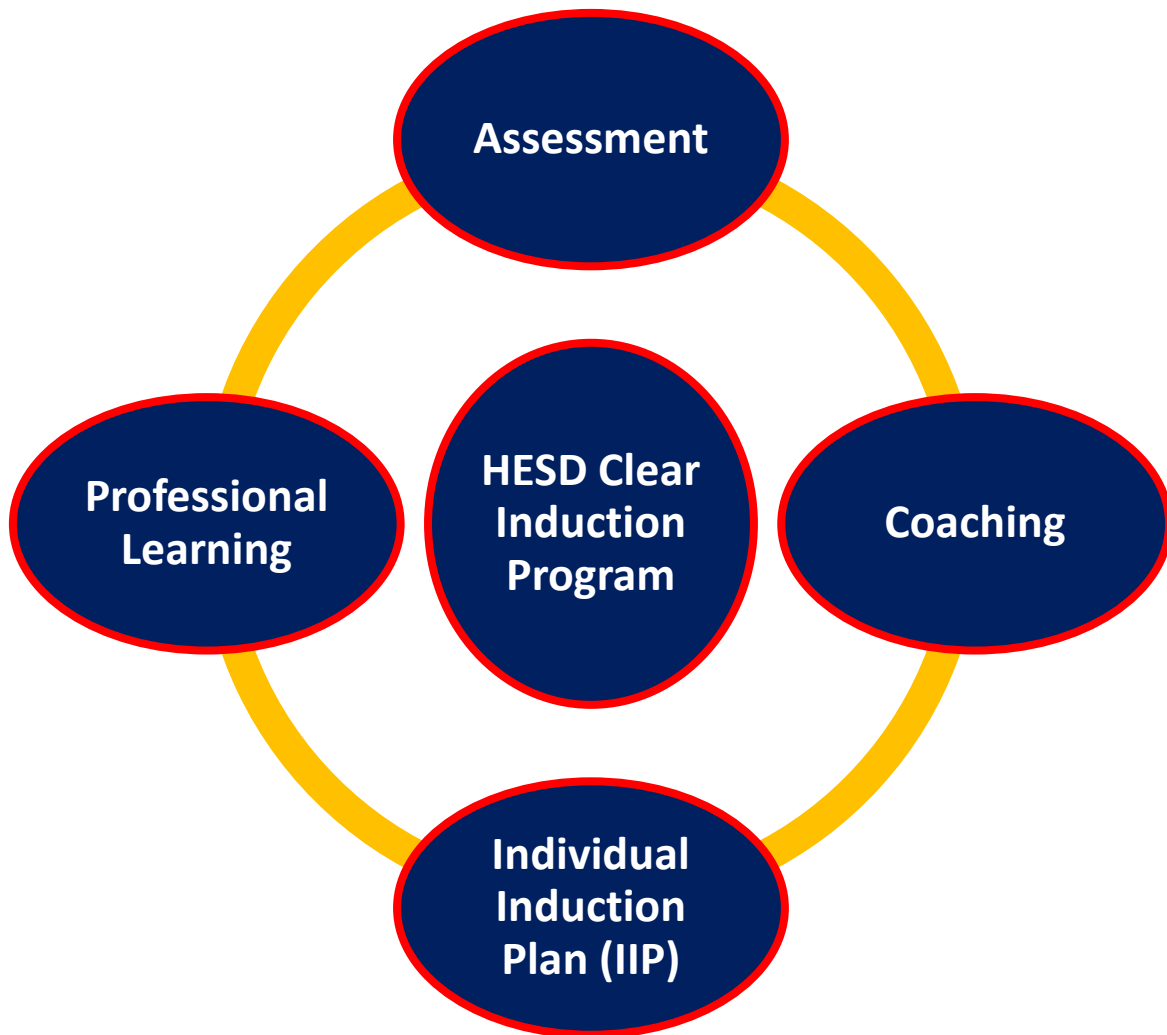




Hanford Elementary School District  
*Induction Program*

Administrative Services Credential Clear  
Induction Candidate Handbook



Hanford Elementary School District  
714 N. White St.  
Hanford, CA 93230  
Phone: 559-585-3661 Fax: 559-585-2308

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Hanford Elementary School District  
*Induction Program*

Administrative Services Credential Clear Induction Program

**Mission Statement**

Everything we do must be for the express purpose of improving teaching and learning, therefore: “Our mission is to provide an educational environment which reinforces basic cultural values, ethical behavior, including respect for others, personal integrity, responsibility and accountability. We will work together to provide students with a safe environment in which they can discover their potential and strengthen their motivation for living and learning. As tomorrow’s leaders, students will be prepared to participate and function effectively in society.”



Hanford Elementary School District  
*Induction Program*

Administrative Services Credential Clear Induction Program

**Program Goals**

- To support new administrators as they grow in their leadership performance on the job, in real time and contextualized to their placement in HESD.
- To provide a high level of relevance and support from knowledgeable coaches who understand the culture and climate of Hanford Elementary School District.
- To provide a coaching model of support that engages in rich conversations about practice, professional development, observation feedback and growth using the CPSELs.
- To recommend successful eligible candidates for a Clear Administrative Services Credential.



Hanford Elementary School District

## *Induction Program*

Administrative Services Credential Clear Induction Program

### **Program Overview**

The Hanford Elementary School District CASC program offers a job-embedded, site-based, individualized coaching program as an approved pathway for clearing the Preliminary Administrative Services Credential. The California Commission on Teacher Credentialing (CTC) authorized the completion of an approved *Clear Administrative Services Credential Induction Program* as the only option for completing the Professional Administrative Services Credential, effective July 1, 2015.

Certification of the completion of all training requirements is accomplished through a two-year program that includes one-on one coaching with a skilled administrator, an individualized induction learning plan, professional learning, as well as a culminating portfolio representing two years of leadership development as an instructional leader based upon the California Professional Standards for Educational Leaders (CPSEL).

# **Candidate Guidelines**





Hanford Elementary School District  
**Induction Program**

Administrative Services Credential Clear Induction Program  
**Notification of Eligibility and Responsibility to Enter**

**Candidate's Full Legal Name:** \_\_\_\_\_  
*First Middle Last*

**Home Address:** \_\_\_\_\_  
*Street City State Zip Code*

**Phone Contact:** \_\_\_\_\_ **Email:** \_\_\_\_\_

**Administrative Position:** \_\_\_\_\_

**Initial Administrative Start Date:** \_\_\_\_\_

**Preliminary Administrative Services Credential:**

I have been informed of my responsibility to enter an Administrative Services Clear Induction Program and Eligibility Criteria:

- Beginning on January 1, 2017, any candidate serving on a preliminary Administrative Services credential should be enrolled in a clear Induction program “upon placement in an administrative position”, but no later than one year from activation of the preliminary credential.”
- Candidates issued their initial preliminary Administrative Services credential effective July 1, 2015 or later must complete an Administrative Services Clear Induction Program for the clear Administrative Services credential.
- Candidates eligible for the Administrative Services Clear Induction Program must possess a valid Preliminary Administrative Services Credential and verify employment in a full-time administrative position.

**I understand that I must successfully complete all program requirements in two years in order to be recommended for a Clear Administrative Services Credential.**

\_\_\_\_\_  
**Candidate's Name (Please Print)**

\_\_\_\_\_  
**Candidate's Signature**

**Date:** \_\_\_\_\_



Hanford Elementary School District  
*Induction Program*

Administrative Services Credential Clear Induction Program

**Candidate Memorandum of Understanding  
2018-2019**

I, \_\_\_\_\_, wish to participate in the Hanford Elementary School District Administrative Services Credential Clear Induction Program. I have read the Candidate responsibilities described below and agree to follow them to the best of my ability.

- I understand that I must enter a clear administrative services credential clear induction program upon placement in an administrative position but no later than one year of the start of my initial administrative contract. If, for any reason, I am unable to participate fully in the HESD Administrative Services Credential Clear Induction Program, I understand that I will need to contact my coach and the Induction Program Coordinator. I also understand that extensions will only be granted under extenuating circumstances (e.g. medical/family illness or emergency).
- I understand that the program is for two years of participation. Should I require additional time, the cost of participation will be my responsibility.
- I further understand that recommendation for a clear administrative credential is separate from my employment status in my district.

**Responsibilities of Program Candidate:**

- Develop a relationship with my coach characterized by openness, sharing, and reflection.
- Meet with my coach a minimum of 4.5 hours per month.
- Assemble evidence in the form of an individual Induction Plan (IIP) via an E-Portfolio of growth and application based on the California Professional Standards for Education Leaders (CPSELs).
- Complete the IIP and E-Portfolio and gather evidence of growth, which is my responsibility and is required to apply for an Administrative Services Clear Credential.
- Participate in the formative assessment system via the inquiry process that includes an IIP, observations, and reflections to guide my growth as an administrator.
- Understand that information gathered regarding practice/performance is confidential. Information regarding completion may be shared with site/district/program administrators.
- Attend required professional development seminars that match my IIP and/or district goals.
- Communicate questions or concerns about the HESD Administrative Services Credential Clear Induction Program, including concerns about my coach, if a problem should arise, with the Induction Program Director.
- Participate in the program evaluation process and comply with reporting procedures.
- Notify my coach and the Induction Program Director should I leave the program before completion.

---

Candidate Signature

School

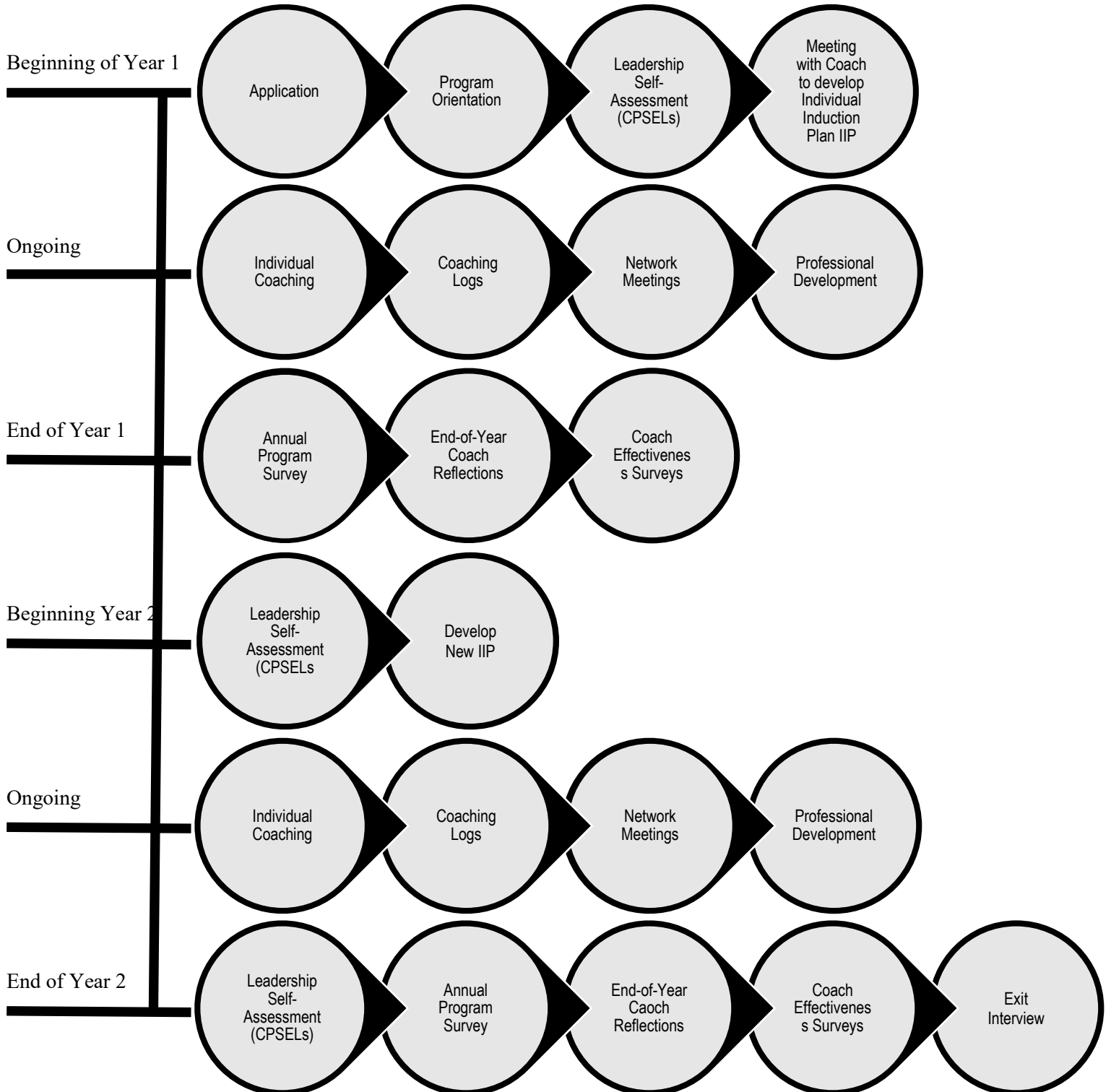
Date



Hanford Elementary School District  
*Induction Program*

Administrative Services Credential Clear Induction Program

**Timeline**

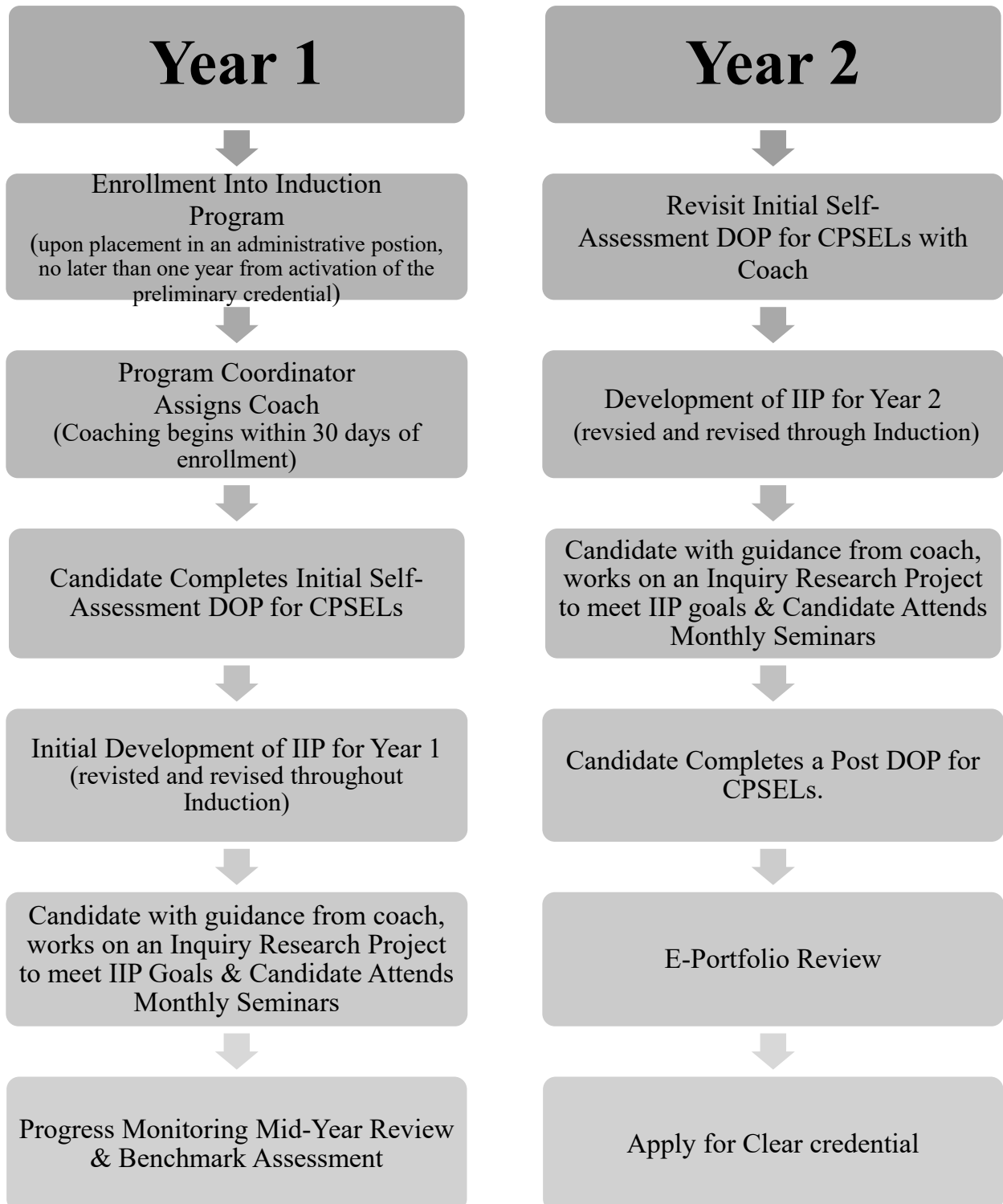




Hanford Elementary School District  
***Induction Program***

Administrative Services Credential Clear Induction Program

**The Journey of the Administrative Candidate**





Hanford Elementary School District  
***Induction Program***

Administrative Services Credential Clear Induction Program

**Induction Program Completion Requirements**

<b>Year 1</b>	<b>Date Completed</b>
Candidate Application	
Initial self-assessment on the DOP for the CPSELs	
Individual Induction Plan	
Submission of 6 IRC Observation Records by the coach indicating a level of competency on chosen standards (per rubric Demonstrates or Exceeds Competency)	
Submission of 6 Post Observation Reflection Records completed by the candidate	
Submission of Professional Development Record that indicates 20-30 hours of PD over the course of the first year of Induction	
Coach/Candidate Contact for a total of 40 hours, which may include program sponsored PD and attendance at seminar meetings.	
Complete benchmark assessment in Progress Monitoring Document	

<b>Year 2</b>	<b>Date Completed</b>
Revisit self-assessment on the DOP for the CPSELs	
Individual Induction Plan	
Submission of 6 IRC Observation Records by the coach indicating a level of competency on chosen standards (per rubric Demonstrates or Exceeds Competency)	
Submission of 6 Post Observation Reflection Records completed by the candidate	
Submission of Professional Development Record that indicates 20-30 hours of PD over the course of the second year of Induction	
Coach/Candidate Contact for a total of 40 hours, which may include program sponsored PD and attendance at seminar meetings.	
Revisit self-assessment on the DOP for the CPSELs, which is the final entry.	
Participation in a Portfolio Presentation	
Complete the program completion rubric	



Hanford Elementary School District  
*Induction Program*

HESD Administrative Services Credential Clear Induction Program  
 Induction Calendar of Events for 2019-2020

Participants	Subject	Day	Date	Time	Location
--------------	---------	-----	------	------	----------

**New Coach Training:**

New Coaches	Coach Training	Wednesday Thursday	10/09/19 & 10/17/19	8:30-3:30	KCOE Lemoore Service Center
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**Orientation Meeting:**

Coaches	Orientation to Induction	Tuesday	9/3/19	3:00-3:45	TRC
Candidates		Tuesday	9/3/19	4:00-5:00	TRC

**Inquiry Research Collaboration: Coaches training/Coaching & Candidate Collaboration/Candidate PD**

Coaches	IRC Mtg. #1	Tuesday	10/22/19	3:30-5:30	KCOE Lemoore Service Center
Coaches	IRC Mtg. #2	Thursday	12/5/19	3:30-5:30	KCOE Lemoore Service Center
Coaches	IRC Mtg. #3	Tuesday	2/25/20	3:30-5:30	KCOE Lemoore Service Center
Coaches	IRC Mtg. #4	Wednesday	5/13/20	3:30-5:30	KCOE Lemoore Service Center
Candidates	IRC Mtg. #1	Tuesday	10/22/19	4:30-6:30	KCOE Lemoore Service Center
Candidates	IRC Mtg. #2	Thursday	12/5/19	4:30-6:30	KCOE Lemoore Service Center
Candidates	IRC Mtg. #3	Tuesday	2/25/20	4:30-6:30	KCOE Lemoore Service Center
Candidates	IRC Mtg. #4	Wednesday	5/13/20	4:30-6:30	KCOE Lemoore Service Center

**Professional Development:**

Candidates	PD #1	Monday	10/14/19	4:00-5:30	TRC
Candidates	PD #2	Monday	12/16/19	4:00-5:30	TRC
Candidates	PD #3	Monday	1/27/20	4:00-5:30	TRC
Candidates	PD #4	Thursday	4/23/20	4:00-5:30	TRC
Candidates	PD #5	Monday	6/1/20	4:00-5:30	TRC

**Special Assistance Sessions (Induction Office Hours):**

Candidates	Special Assistance	Tuesday	10/1/19	3:30-5:00	Induction Office
Candidates	Special Assistance	Tuesday	11/5/19	3:30-5:00	Induction Office
Candidates	Special Assistance	Tuesday	1/14/20	3:30-5:00	Induction Office
Candidates	Special Assistance	Tuesday	3/3/20	3:30-5:00	Induction Office

**Induction Advisory Committee Meetings:**

IAC Representatives		Thursday	10/3/19	8:30-10:30	TRC
IAC Representatives		Thursday	2/6/20	8:30-10:30	TRC
IAC Representatives		Tuesday	4/28/20	8:30-10:30	TRC

**Progress Monitoring Review:**

Coach/Candidates	Mid-Year Review	Monday	12/2/19	3:30-5:30	Induction Office
Coach/Candidates	EOY Review	Monday	5/4/20	3:30-5:30	Induction Office

Meetings for Coaches
Meetings for Candidates
Coach/Candidate Meetings
Induction Advisory Committee Meetings



Hanford Elementary School District  
***Induction Program***

Administrative Services Credential Clear Induction Program

**Inquiry Completion Guide**

The candidate with the support of a coach will complete two Inquiry Research Projects. The Year 1 IIP requires candidates to focus on three self-selected CPSELs which are determined by an initial candidate self-assessment and demands of current job assignment. The Year 2 IIP is dedicated to reaching for the full breadth of the CPSELs by creating an additional IIP for Year 2 focused on the standards that remain.

(Note: It is also possible that Candidates may continue to work on a CPSEL identified in Year 1, if that CPSEL is still in need of development and if that CPSEL is a major focus of the actual job assignment.)

**The activities to be completed within the Year 1 Inquiry Research Project include:**

- Initial Self-Assessment on the Descriptions of Practice for the CPSELs
- Individual Induction Plan
- Inquiry Research Project Observation Records – To be completed by coach, but submitted by candidate
- Evidence of Artifacts produced/created/implemented/supervised as per Action Plan Activities – a minimum 1 per year (i.e. school safety plan, PLCs, school site policy and procedures, project based learning, parent involvement policies/plans, PBIS, LCAP, budgets, etc.)
- Post Observation Record – to be completed by the candidate
- Professional Development Reflection Forms – To be completed by the candidate

**The activities to be completed within the Year 2 Inquiry Research Project include:**

- Individual Induction Plan
- Inquiry Research Project Observation Record – To be completed by coach, but submitted by candidate.
- Evidence of Artifacts produced/created/implemented/supervised as per Action Plan Activities – a minimum 1 per year (i.e. school safety plan, PLCs, school site policy and procedures, project based learning, parent involvement policies/plans, PBIS, LCAP, budgets, etc.)
- Post Observation Record – to be completed by candidate
- Professional Development Reflection Forms – to be completed by candidate

Candidates will submit their documentation/evidence in the E-Portfolio. These activities will be evaluated to determine candidate competence by the Program Director and to determine the candidate's progress and increased administrative effectiveness over time.



Hanford Elementary School District  
*Induction Program*

Administrative Services Credential Clear Induction Program  
**Inquiry Research Action Plan**

Candidate:	Coach:	District:	School:
Current Assignment:	Date:	Inquiry #:	
<b>Focus of Inquiry Research Project: Determining what I need to know and be able to do</b>			
1. Based on data from self-assessment on CPSELs, determine area(s) of focus for this year? Which CPSEL element(s) will be addressed?		2. Develop a focus questions(s) for your inquiry project that is based on your CPSEL areas of growth	
3. Develop 3-5 objectives for this action research project.		4. What are the anticipated, measurable outcomes?	

<b>ACTION PLAN</b>				
<b>(For area of focus for growth and improvement in your professional practice.)</b>				
Date of planned research	5. Describe research and resources used (e.g., Coursework, workshops, seminars and/or other professional development, work with colleagues, online research or other)	6. Application: Implementation of new knowledge	7. Measurable Results: Impact on school site, teacher practice, and/or student achievement	Actual Date of Completion



**REFLECTION/APPLICATION**

8a. As a result of the inquiry research project, what was the impact on student achievement, teachers instructional practices, site, and/or district? (list specific evidence - at least 1 paragraph 5-8 sentences).

8b. Share your learning about student development, instructional practice, school leadership and/or yourself as an administrator (at least 1 paragraph 5-8 sentences).

9. Describe how you will apply new learning to future practice (2-3 paragraphs)



Hanford Elementary School District  
***Induction Program***

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**Inquiry Research Project Observation Record**

<b>Directions:</b> Coach gathers evidence to the selected CPSEL(s) and focus questions(s).						
<b>Candidate:</b>	<b>Coach:</b>					
<b>Dates of Observations(s):</b>	<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>(6)</b>
<b>CPSEL(s):</b>						
<b>Focus Question(s):</b> CPSEL 1:  CPSEL 2:  CPSEL 3:  CPSEL 4:  CPSEL 5:  CPSEL 6:						

ST 1 – Development and Implementation of a Shared Vision:	Exploring	Applying	Integrating	Innovating	Possible Evidence O,A,I
<b>1A: Student Center Vision</b> Leaders shape a collective vision that uses multiple measures of data and focuses on equitable access, opportunities, and outcomes for all students.					
<b>1B: Developing Shared Vision</b> Leaders engage others in a collaborative process to develop a vision of teaching and learning that is shared and supported by all stakeholders.					
<b>1C: Vision Planning and Implementation</b> Leaders guide and monitor decisions, actions, and outcomes using the shared vision and goals.					

<b>Comments:</b>
------------------

\*Possible Evidence: Observation (O), Activity (A), Interview (I)

Administrative Services Credential Clear Induction Program

**Inquiry Research Project Observation Record**

\*Possible Evidence: Observation (O), Activity (A), Interview (I)

<b>ST 2 – Instructional Leadership</b>	<b>Exploring</b>	<b>Applying</b>	<b>Integrating</b>	<b>Innovating</b>	<b>Possible Evidence O,A,I</b>
<b>2A: Professional Learning Culture</b> Leaders promote a culture in which staff engages in individual and collective professional learning that results in their continuous improvement and high performance.					
<b>2B: Curriculum and Instruction</b> Leaders guide and support the implementation of standards based curriculum, instruction, and assessments that address student expectations and outcomes.					
<b>2C: Assessment and Accountability</b> Leaders develop and use assessment and accountability systems to monitor, improve, and extend educator practice, program outcomes and student learning.					

Comments:

<b>ST 3 – Development and Implementation of a Shared Vision:</b>	<b>Exploring</b>	<b>Applying</b>	<b>Integrating</b>	<b>Innovating</b>	<b>Possible Evidence O,A,I</b>
<b>3A: Operations and Facilities</b> Leaders provide and oversee a functional, safe, and clean learning environment.					
<b>3B: Plans and Procedures</b> Leaders establish structures and employ policies and processes that support students to graduate ready for college and career.					
<b>3C: Climate</b> Leaders facilitate safe, fair, and respectful environment that meet the intellectual, linguistic, cultural, social-emotional, and physical needs of each learner.					

Comments:

<b>ST 4 – Family and Community Engagement</b>	<b>Exploring</b>	<b>Applying</b>	<b>Integrating</b>	<b>Innovating</b>	<b>Possible Evidence O,A,I</b>
<b>4A: Parent and Family Engagement</b> Leaders meaningfully involve all parents and families, including underrepresented communities, in student learning and support programs.					
<b>4B: Community Partnerships</b> Leaders establish community partnerships that promote and support students to meet performance and content expectations and graduate ready for college and career.					
<b>4C: Community Resources and Services</b> Leaders leverage and integrate community resources and services to meet the varied needs of all students.					

Comments:

Administrative Services Credential Clear Induction Program

**Inquiry Research Project Observation Record**

<b>ST 5 – Development and Implementation of a Shared Vision:</b>	<b>Exploring</b>	<b>Applying</b>	<b>Integrating</b>	<b>Innovating</b>	<b>Possible Evidence O,A,I</b>
<b>5A: Reflective Practice</b> Leaders act upon a personal code of ethics that requires continuous reflection and learning.					
<b>5B: Ethical Decision-Making</b> Leaders guide and support personal and collective actions that use relevant evidence and available research to make fair and ethical decisions.					
<b>5C: Ethical Action</b> Leaders recognize and use their professional influence with staff and the community to develop a climate of trust, mutual respect, and honest communication necessary to consistently make fair and equitable decisions on behalf of all students.					

Comments:

<b>ST 6 – External Context and Policy</b>	<b>Exploring</b>	<b>Applying</b>	<b>Integrating</b>	<b>Innovating</b>	<b>Possible Evidence O,A,I</b>
<b>6A: Understanding and Communicating Policy</b> Leaders actively structure and participate in opportunities that develop greater public understanding of the education policy environment.					
<b>6B: Professional Influence</b> Leaders use their understanding of social, cultural, economic, legal and political contexts to shape policies that lead all students to graduate ready for college and career.					
<b>6C: Policy Engagement</b> Leaders engage with policymakers stakeholders to collaborate on education policies focused on improving education for all students.					

Comments:

\*Possible Evidence: Observation (O), Activity (A), Interview (I)

# **General Policies**



Hanford Elementary School District  
***Induction Program***

Administrative Services Credential Clear Induction Program

**Candidate Guidelines**

**Attendance**

**Candidate:**

The candidates are required to attend all five Candidate Professional Development Meetings each year and to attend 20 hours professional learning per year, for a total of 40 hours over the two-year period. Candidate attendance is for the benefit of their own learning as well as others in the cohort. Instructor facilitation, presentations, and discussions are an essential part of the coaching experience. Candidates must attend orientation (Year 1), mid-year review and end-of-year meetings at the end of years 1 and 2.

**Coach:**

The coaches are required to attend four Coaches Meetings each year, as well as the mid-year and end-of-year reviews. Coaches are invited to attend Candidate Professional Development Meetings and Professional Learning days.

**Complaint Procedure**

**Complaint Procedure:**

1. Complaint form is submitted to the HESD CASC Program Director.
2. Complaint is investigated by the HESD CASC Program Director.
3. A meeting is held with the participant and a mutually agreed upon plan of action to rectify the situation is developed and implemented.

**Change in Coach**

**Requesting a change in coach:**

1. Candidate must contact the HESD CASC Program Director.
2. HESD CASC Program Director is responsible for documenting concerns and if possible, assisting the candidate with facilitating a conversation with the coach with the hopes of resolving outstanding issues.
3. If the candidate is unable to communicate concerns individually, or if the attempt to communicate is unsuccessful, the HESD CASC Program Director will arrange to meet with both parties in an effort to resolve outstanding issues.
4. Should issues not be resolved the candidate must complete and sign the Request for Change in Coach Form and a new coach will be assigned.

**District Change**

If a candidate takes employment outside of Kings County during the two-year CASC program, the candidate is eligible to have program hours transferred to a different program. Counties in Region 7 (Madera, Merced, Tulare, Kings, and Mariposa) have an agreement that allows this transfer with verification from the HESD CASC Program Director. Other counties and program may require other verification and documentation. This is the responsibility of the candidate to collect and provide this to the HESD CASC Program. To be eligible for the transfer of participation hours and activities, the candidate must be in good standing with the program. This means the following:

1. Coaching hours and IIPs are up-to-date
2. Professional Learning Hours are current, i.e., participation in Candidate Coaching Meetings.
3. New Enrollment Form
4. New Verification of Employment Form
5. New legal contract agreement.

The candidate must request through email the HESD CASC Program Director send the verification to the new program.



Hanford Elementary School District  
**Induction Program**

Administrative Services Credential Clear Induction Program

**Program Completion Rubric**

*Candidate Name*

*Date*

*Coach Name*

<b>Levels of Attainment of Competency</b>				
<b>Areas of Demonstration</b>	<b>Exceeds Competency = 4</b>	<b>Demonstrates Competency = 3</b>	<b>Approaches Competency = 2</b>	<b>Does Not Meet Competency = 1</b>
<b>Description of Experiences and Activities Related to Program Expectations</b>	The entire description of the experiences and activities are clearly related to the specific goals and objectives of the IIP. Evidence demonstrates exemplary practice that meets standards related to the specific CPSEL goal and/or objective. All of the components demonstrate the use of clear, well organized and accurate written communication.	Most of the description of the experiences and activities are related to the specific goals and objectives of the IIP. Evidence demonstrates practice that meet standards related to the specific CPSEL goal and/or objective. There are only one or two occurrences of unorganized, inaccurate, or difficult to interpret written information.	Some of the description of the experiences and activities are related to the specific goals and objectives from the IIP. Evidence demonstrates practice that is approaching the standards related to the specific CPSEL goal and/or objective. There are three or four occurrences of unorganized, inaccurate, or difficult to interpret written information.	Most of the description of the experiences and activities are unrelated to the specific goals and objectives of the IIP or are missing. Evidence demonstrates practice that is not meeting the standards related to the specific CPSEL goal and/or objective. There are more than four instances of unorganized, inaccurate, or difficult to interpret written information.
<b>IIP</b>				
<b>Inquiry #1</b>				
<b>Inquiry #2</b>				
<b>Inquiry Research Project Observation Records</b>				
<b>Inquiry Obs. #1</b>				
<b>Inquiry Obs. #2</b>				
<b>Inquiry Obs. #3</b>				

<b>Post Observation Reflection Record</b>				
<b>#1</b>				
<b>#2</b>				
<b>#3</b>				
<b>Professional Development and Observation Reflections Records</b>				
<b>PD Reflection</b>				
<b>Obs. Reflection</b>				

Administrative Services Credential Clear Induction Program

**Program Completion Rubric**

<b>Self-Assessment Descriptions of Practice for the CPSELs</b>				
<b>Areas of Demonstration</b>	<b>Exemplifies the Standard = 4</b> Candidate generates innovative strategies to address complex teaching and learning challenges. He/she gains commitment from staff and others because of the positive results gained. Positive relationships are used as leverage to distribute leadership and accountability across the community.	<b>Meets the Standard = 3</b> Candidate is able to execute vision driven action by capitalizing on knowing what needs to be done, how to do it, and why it should be done. Builds leadership capacity in others that result in increasing staff, student growth and well-being.	<b>Approaches the Standard = 2</b> Candidate has an emerging strategic vision, enabling him/her to see how activities work together and to understand the leadership actions necessary to generate results. He/she initiate and carry out actions that build on patterns of success. Engages staff and stakeholders in planning and team action focused on shared teaching/learning goals.	<b>Directed Toward the Standard = 1</b> Candidate has basic knowledge, skills, and attitudes that enable him/her to carry out his/her work activity by activity, with each segment independent from others. May be engaged in “starter” activities but efforts may not be strategic or productive.
<b>Initial Self-Assessment</b> (Candidate completed self-assessment on all standard elements) Standards 1,2,3				
<b>Mid-Year Self-Assessment</b> (Candidate identifies areas on self-assessment and shows growth) Standards 1,2,3				
<b>Beginning of Year 2 Self-Assessment</b> (Candidate identifies areas on self-assessment and shows growth) Standards 4,5,6				
<b>Final Self-Assessment</b> (Candidate identifies areas on self-assessment and shows growth) Standards 4,5,6				



Demonstration of Competency Rubric for Standard 5 and Elements Selected

<b>Standard</b>	<b>Selected Element and Evidence</b>	<b>Exceeds Competency = 4</b> The entire description of the experiences and activities are clearly related to the specific goals and objectives of the IIP. Evidence demonstrates exemplary practice that meets standards related to the specific CPSEL goal and/or objective. All of the components demonstrate the use of clear, well organized and accurate written communication.	<b>Demonstrates Competency = 3</b> Most of the description of the experiences and activities are related to the specific goals and objectives of the IIP. Evidence demonstrates practice that meet standards related to the specific CPSEL goal and/or objective. There are only one or two occurrences of unorganized, inaccurate, or difficult to interpret written information.	<b>Approaches Competency = 2</b> Some of the description of the experiences and activities are related to the specific goals and objectives from the IIP. Evidence demonstrates practice that is approaching the standards related to the specific CPSEL goal and/or objective. There are three or four occurrences of unorganized, inaccurate, or difficult to interpret written information.	<b>Does Not Meet Competency = 1</b> Most of the description of the experiences and activities are unrelated to the specific goals and objectives of the IIP or are missing. Evidence demonstrates practice that is not meeting the standards related to the specific CPSEL goal and/or objective. There are more than four instances of unorganized, inaccurate, or difficult to interpret written information.
1. Development and Implementation of a Shared Vision					
2. Instructional Leader					
3. Management and Learning Environment					
4. Family and Community Engagement					
5. Ethics and Integrity					
6. Understanding and Communication Policy					

Administrative Services Credential Clear Induction Program

**Program Completion Rubric**

Overall Areas of Demonstration	Levels of Attainment of Competency			
	Exceeds Competency = 4 The entire description of the experiences and activities are clearly related to the specific goals and objectives of the IIP. Evidence demonstrates exemplary practice that meets standards related to the specific CPSEL goal and/or objective. All of the components demonstrate the use of clear, well organized and accurate written communication.	Demonstrates Competency = 3 Most of the description of the experiences and activities are related to the specific goals and objectives of the IIP. Evidence demonstrates practice that meet standards related to the specific CPSEL goal and/or objective. There are only one or two occurrences of unorganized, inaccurate, or difficult to interpret written information.	Approaches Competency = 2 Some of the description of the experiences and activities are related to the specific goals and objectives from the IIP. Evidence demonstrates practice that is approaching the standards related to the specific CPSEL goal and/or objective. There are three or four occurrences of unorganized, inaccurate, or difficult to interpret written information.	Does Not Meet Competency = 1 Most of the description of the experiences and activities are unrelated to the specific goals and objectives of the IIP or are missing. Evidence demonstrates practice that is not meeting the standards related to the specific CPSEL goal and/or objective. There are more than four instances of unorganized, inaccurate, or difficult to interpret written information.
<b>Description of Experiences AND Activities Related to Program Expectations</b>				

Criteria for completion: All Candidates must obtain a minimum of a level 3 “Demonstrates Competency” or a level 4 “Exceeds Competency” to be recommended for the Administrative Services Clear Credential.

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*Candidate Signature*

*Date*

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*Coach Signature*

*Date*

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*Program Coordinator*

*Date*



Hanford Elementary School District  
*Induction Program*

Administrative Services Credential Clear Induction Program

**Professional Development Guide**

The IIP allows for individualized flexibility so that the candidate and coach can focus on identified area(s) of focus/growth needs. Over the course of the two year program and the Year 1 and Year 2 IIPs, the candidates will:

**Document hours of dedicated time through coaching support, professional development, reflection, and program support.**

**Coach/Candidate Contact (a minimum of 4.5 hours per month):**

Candidates will work with their coach to improve the candidate's ability to lead a school around the improvement of instruction. The candidate and coach will work on developing the leadership skills the candidate needs in order to accomplish the goals articulated in the candidate's Individual Induction Plan. The coach will maintain and submit a monthly Coach/Candidate Contact Log documenting the focus and time spent with the candidate.

**The PD may include (20 hours per year):**

- Professional Development Menu of Options
- Attendance at Induction Program provided PD
- Attendance at program office hours (if needed)
- Conference, institute, seminars, workshops
- Reading a professional piece of literature book, articles, white papers, etc.
- Watching live or archived webinars or pod casts
- Viewing a series of on-line modules
- Attendance at Instructional Cabinet Meetings
- Attendance at Cabinet Meetings

Candidates must identify how the PD participated in is related to the identified area of focus/research by completing the PD reflection form and Professional Development Log. Completed reflections are submitted to the candidate's E-Portfolio.

**Note: If the Candidate chooses to attend PD and or self-selected professional learning opportunities outside of the Program sponsored session, it must be aligned with the identified areas of focus on the IIP.**





Hanford Elementary School District  
*Induction Program*

Administrative Services Credential Clear Induction Program

**Professional Development Menu of Options**

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Suggested Topics

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- Introduction to Induction  
CPSELs – Description of Practice, IIP, Inquiry, Formative Assessment
- Ed Code and Law
- Handling Conflict
- Evaluation process
  - Classified
  - Certificated
- Budget
- Union Contract
- Leadership Training
  - Management vs Leadership
- Communication
- Review of District's Strategic Plan
- LCAP Document
- District Technology Plan
- FRISK Training
- Sexual Harassment
- Instructional Leadership
- Impact of technology and social media
- Creating a successful team
- Suspension and Expulsions
- Teacher Evaluation

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Other Choices per Individual Induction Plan

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- Pitfalls
- Giving informal feedback from walk-throughs, observations
- Professional judgement – role play, scenarios, case studies
- Time Management Tips
- Life balance
  - Managing stress
  - Creating boundaries
- Developing and/or participating in a Shared Vision for school and students
  - Aligning values
- Facilitation skills – leading a committee/group
- School Data
- Sensitivity Training
- Cognitive Coaching Training
- Self-advocacy
- Book Study
- Culturally Responsive Teaching
- Transforming School Culture
- Effective Team Collaboration
- Building Positive Relationships

## **Coach Information**



Hanford Elementary School District  
***Induction Program***

Administrative Services Credential Clear Induction Program

**Coach Memorandum of Understanding  
2019-2020**

I, \_\_\_\_\_, wish to participate in the Hanford Elementary School District Administrative Services Credential Clear Induction Program as a Leadership Coach. I have read the Leadership Coach responsibilities described below and agree to follow them to the best of my ability.

**Coach Requirements**

- I understand that I must maintain my clear administrative credential with the California Commission on Teacher Credentialing (CCTC).
- I will be required to show proof of coaching training through Cognitive Coaching.
- I understand that the program requires two years of participation.
- I will seek to build trust in my coaching relationship and support the ongoing work identified by both the candidate and his/her district goals.
- I will model the professional standards as described in the CPSELs
- I will be attentive to the needs of the candidate to ensure that my services remain beneficial to their professional growth, and will be open to collaborating with the Program Director should my services not be meeting the candidate's needs.

**Coach Responsibilities for the Candidate:**

- Develop a trusting relationship with my candidate characterized by openness, sharing, and reflection.
- Meet with my candidate a minimum of 4.5 hours per month.
- Provide support to my candidate and access to other supporting mentors.
- Assist my candidate in completing and revising, as needed:
  - Program Overview
  - Self-Assessment
  - Individual Induction Plan
  - Coach/Candidate Program Documentation and Requirements
  - Coach/Candidate Contact Log
  - Inquiry Research Project Observation Record Forms
- Understand that information gathered regarding **practice/performance** is confidential. I will maintain strict confidentiality of work with my HESD candidate. Information regarding **completion** may be shared with the Induction Program Director, School District Administration, and/or Site Administration.

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Coach Signature

Date





## Administrative Services Credential Clear Induction Program

### Coach Application

2. Describe how your work as an administrator has exemplified the California Professional Standards for Educational Leaders (CPSEL) and the Descriptions of Practice (DOP).

3. Describe your experience with mentoring/coaching and your expectations of a coaching relationship.

As a Mentor/Coach with HESD CASC Induction Program I agree to:

...commit to work collaboratively with a candidate for a minimum of two years

...commit to work collaboratively with a candidate for four-six hours per month

...participate in a professional training to acquire the knowledge and skills needed to be an effective and successful mentor

...participate in reflective conversations about their mentoring experiences

...be an excellent professional role model

...demonstrate commitment to personal professional growth and learning.

I have read and agree to conditions of the program and support listed in the handbook. The district representative signature indicated agreement with placement as a mentor/coach.

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Signature of Applicant

Date

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Supervisor Signature

Supervisor E-mail Address

# **Program Forms and Resources**



Hanford Elementary School District  
*Induction Program*

Administrative Services Credential Clear Induction Program

**Candidate Post-Observation Reflection Record**

**Participating Candidate:** \_\_\_\_\_ **Year in Induction:** Yr. 1 \_\_\_ Yr. 2 \_\_\_

**Post-Observation Key Insights:**

Candidate reflection:

**Key evidence shared after observation**

**Insights:**



Hanford Elementary School District  
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Administrative Services Credential Clear Induction Program

**Candidate Professional Development Reflection Record**

**Participating Candidate:** \_\_\_\_\_ **Year in Induction:** Yr. 1 \_\_\_ Yr. 2 \_\_\_

**Date:** \_\_\_\_\_ **# of Hours:** \_\_\_\_\_

**CPSEL Standard Met:** \_\_\_\_\_

**What information did you gather? Write a description of the topic and what you learned.**

**So what? How does the topic relate to your research/study of your identified focus?**

**Now what? How will you apply the information in your current context? Describe the steps you will take to apply the information learned to leadership practice.**



Hanford Elementary School District  
***Induction Program***

Administrative Services Credential Clear Induction Program

**Coach and Candidate Contact Log**

**Coach:** \_\_\_\_\_

**Candidate:** \_\_\_\_\_

Year 1 (40 hours required)     Year 2 (40 hours required)

Meeting #	Date	Hours	Venue (face-to-face, email, phone)	Program Requirements Focus*
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				

**\*Program Requirement Focus Options:** (1) Development of IIP; (2) Monitoring progress on Leadership Growth Goals; (3) Reviewing and updating Portfolio; (4) IIP Revisions; (5) Discussion, review, and evaluation of artifacts; (6) Discussion of work context challenges; or, (7) Other (please specify)

Candidate Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Coach Signature: \_\_\_\_\_

Date: \_\_\_\_\_



Hanford Elementary School District  
***Induction Program***

Administrative Services Credential Clear Induction Program

**Coach Communication Record**

**Participating Candidate:** \_\_\_\_\_ **Coach:** \_\_\_\_\_

**Date:** \_\_\_\_\_ **Time:** \_\_\_\_\_

**CAPSEL Professional Growth Goals:** \_\_\_\_\_

**Support and Assessment Activity Conducted During Meeting**

Conference

Observation

CPSEL Observed: \_\_\_\_\_

Off-Site Observation

**Summary of Meeting**

**Items worked on since *last* meeting**

**Items to work on for *next* meeting**

**Next Appointment Time:** \_\_\_\_\_



Hanford Elementary School District  
***Induction Program***

Administrative Services Credential Clear Induction Program  
**Complaint Procedure Form**

Complaint procedure

- Complaint Form is submitted to the HESD CASC Program Director
- Complaint is investigated by the HESD CASC Program Director
- A meeting is held with the candidate and a mutually agreed upon plan of action to rectify the situation is developed and implemented

Date of Incident \_\_\_\_\_

Name \_\_\_\_\_

Please describe the issue of your complaint in detail. You may attach additional page(s) if necessary. Please file this complaint with the HESD CASC Program Director.

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Date of meeting with candidate and HESD CASC Program Director \_\_\_\_\_

Plan of Action:

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\_\_\_\_\_  
Candidate Signature

\_\_\_\_\_  
HESD CASC Program Director Signature



Hanford Elementary School District  
***Induction Program***

Administrative Services Credential Clear Induction Program

**Description of Practice/Self-Assessment of Leadership Skills**

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Welcome to the Administrative Services Clear Credential Induction Program! All candidates must complete the self-assessment of leadership skills, three times during the two-year program; at the program orientation (the beginning of year two at the fall candidates' network) and at the end of the program during the spring candidates' network. The purpose of this assessment is to help the candidate reflect on their own strengths and where they need additional development and document their growth as a school leader in developing exemplary practices according to the California Standards for Educational leaders (CPSEL).

**Directions**

As you read each item in the survey; it is very important that you be reflective and honest about your experiences, actions and behaviors. Consider whether you consistently demonstrate each behavior, and in what situations or circumstances you do or do not. It is highly recommended that you complete this survey with your coach. Be sure to refer to the continuum in the WestEd booklet for a continuum that illustrates increasing skill levels, application, and results. Mark the level of leadership practice on the survey that best describes your practice of the CPSEL in your current position.

After completing the self-assessment, you and your mentor will draft goals and actions in selected areas. You will also review the self-assessment results and your goals with your immediate supervisor for feedback and input on how they observe you in a leadership role.

This self-assessment will be included in your portfolio and be used to document your progress during the two-year program. A copy of each self-assessment will also be included in your professional portfolio.

**Rating Scale**

The following four-point rating scale is used throughout the self-assessment. This rating scale parallels the continuum used in the WestEd publication, *"Moving Leadership Standards into Everyday Work: Descriptions of Practice"* (2003). Assess yourself honestly using these definitions:

1. **Practice that is directed toward the standard** – I have basic knowledge, skills, and attitudes that enable them to carry out their work activity by activity, with each segment independent from the others. I may be engaged in "starter" activities that will eventually lead to the results I seek, but in some instances my efforts may not be strategic or productive.
2. **Practice that approaches the standards** - I have an emerging strategic vision, enabling me to see how activities work together and to understand the leadership actions necessary to generate results. I initiate and carry out action that builds on patterns of success and lessons learned from past activities. These administrators increasingly engage staff and stakeholders in planning and team action focused on shared teaching and learning goals.
3. **Practice that meets the standards** – I am able to execute vision-driven action by capitalizing on knowing what needs to be done, how to do it, and why it should be done. I build the leadership capacity of others by engaging the staff and broader community in cooperatively working toward shared goals and opportunities that result in increasing staff and student growth and well-being.
4. **Practice that exemplifies the standards** – I generate innovative strategies to address complex teaching and learning challenges, as I understand and effectively use the interrelationships among shared goals, strategic actions, and resources. I gain commitment from staff and others because of the positive results I get, and I use these relationships as a leverage to distribute leadership and accountability across the community in order to continuously improve outcomes beyond expectations.





Hanford Elementary School District  
**Induction Program**

Administrative Services Credential Clear Induction Program

**Description of Practice/Self-Assessment of Leadership Skills**

<b>Standard 1: Developing A Shared Vision</b>					
A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.					
	<b>Developmental Stages</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
	<b>Elements</b>	<b>Practice that is directed toward the standard</b>	<b>Practice that approaches the standard</b>	<b>Practice that meets the standard</b>	<b>Practice that exemplifies the standard</b>
Year 1 – Initial Standards 1,2,3	1.1 Develop a shared vision				
	1.2 Plan and implement activities around the vision.				
	1.3 Allocate resources to support the vision.				
Year 1 – Benchmark Standards 1,2,3	1.1 Develop a shared vision				
	1.2 Plan and implement activities around the vision.				
	1.3 Allocate resources to support the vision.				
Year 2 – Beginning Standards 4,5,6	1.1 Develop a shared vision				
	1.2 Plan and implement activities around the vision.				
	1.3 Allocate resources to support the vision.				
Year 2 – Final Standards 4,5,6	1.1 Develop a shared vision				
	1.2 Plan and implement activities around the vision.				
	1.3 Allocate resources to support the vision.				

Year 1 Reflection:
Year 2 Reflection:



Hanford Elementary School District  
**Induction Program**

Administrative Services Credential Clear Induction Program

**Description of Practice/Self-Assessment of Leadership Skills**

<b>Standard 2: Developing the School Culture and Instructional Program</b>					
A school administrator is an educational leader who promotes the success of all students by advocating , nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.					
	<b>Developmental Stages</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
	<b>Elements</b>	<b>Practice that is directed toward the standard</b>	<b>Practice that approaches the standard</b>	<b>Practice that meets the standard</b>	<b>Practice that exemplifies the standard</b>
<b>Year 1 – Initial Standards 1,2,3</b>	2.1 Develop school culture and ensure equity.				
	2.2 Guide the instructional program.				
	2.3 Guide professional growth of staff.				
	2.4 Create and utilize accountability systems.				
<b>Year 1 – Benchmark Standards 1,2,3</b>	2.1 Develop school culture and ensure equity.				
	2.2 Guide the instructional program.				
	2.3 Guide professional growth of staff.				
	2.4 Create and utilize accountability systems.				
<b>Year 2 – Beginning Standards 4,5,6</b>	2.1 Develop school culture and ensure equity.				
	2.2 Guide the instructional program.				
	2.3 Guide professional growth of staff.				
	2.4 Create and utilize accountability systems.				
<b>Year 2 – Final Standards 4,5,6</b>	2.1 Develop school culture and ensure equity.				
	2.2 Guide the instructional program.				
	2.3 Guide professional growth of staff.				
	2.4 Create and utilize accountability systems.				

Year 1 Reflection:
Year 2 Reflection:



Hanford Elementary School District  
**Induction Program**

Administrative Services Credential Clear Induction Program

**Description of Practice/Self-Assessment of Leadership Skills**

<b>Standard 3: Managing the Organization, Operations, and Resources</b>					
A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.					
	<b>Developmental Stages</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
	<b>Elements</b>	<b>Practice that is directed toward the standard</b>	<b>Practice that approaches the standard</b>	<b>Practice that meets the standard</b>	<b>Practice that exemplifies the standard</b>
Year 1 – Initial Standards 1,2,3	3.1 Ensure a safe school environment.				
	3.2 Create an infrastructure to support an effective learning environment.				
	3.3 Allocate resources to support the vision.				
	3.4 Maintain a legal integrity.				
Year 1 – Benchmark Standards 1,2,3	3.1 Ensure a safe school environment.				
	3.2 Create an infrastructure to support an effective learning environment.				
	3.3 Allocate resources to support the vision.				
	3.4 Maintain a legal integrity.				
Year 2 – Beginning Standards 4,5,6	3.1 Ensure a safe school environment.				
	3.2 Create an infrastructure to support an effective learning environment.				
	3.3 Allocate resources to support the vision.				
	3.4 Maintain a legal integrity.				
Year 2 – Final Standards 4,5,6	3.1 Ensure a safe school environment.				
	3.2 Create an infrastructure to support an effective learning environment.				
	3.3 Allocate resources to support the vision.				
	3.4 Maintain a legal integrity.				

Year 1 Reflection:
Year 2 Reflection:



Hanford Elementary School District  
**Induction Program**

Administrative Services Credential Clear Induction Program

**Description of Practice/Self-Assessment of Leadership Skills**

<b>Standard 4: Collaborating with Engaging Families and Community</b>					
A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.					
	<b>Developmental Stages</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
	<b>Elements</b>	<b>Practice that is directed toward the standard</b>	<b>Practice that approaches the standard</b>	<b>Practice that meets the standard</b>	<b>Practice that exemplifies the standard</b>
Year 1 – Initial Standards 1,2,3	4.1 Collaborate to incorporate the perspective of families and community members.				
	4.2 Establish and manage linkages between the site and larger community context.				
	4.3 Engage and coordinate support from agencies outside the school.				
Year 1 – Benchmark Standards 1,2,3	4.1 Collaborate to incorporate the perspective of families and community members.				
	4.2 Establish and manage linkages between the site and larger community context.				
	4.3 Engage and coordinate support from agencies outside the school.				
Year 2 – Beginning Standards 4,5,6	4.1 Collaborate to incorporate the perspective of families and community members.				
	4.2 Establish and manage linkages between the site and larger community context.				
	4.3 Engage and coordinate support from agencies outside the school.				
Year 2 – Final Standards 4,5,6	4.1 Collaborate to incorporate the perspective of families and community members.				
	4.2 Establish and manage linkages between the site and larger community context.				
	4.3 Engage and coordinate support from agencies outside the school.				

Year 1 Reflection:
Year 2 Reflection:



Hanford Elementary School District  
**Induction Program**

Administrative Services Credential Clear Induction Program

**Description of Practice/Self-Assessment of Leadership Skills**

<b>Standard 5: Modeling Ethics and Developing Professional Leadership Capacity</b>					
A school administrator is an educational leader who promotes the success of all students by modeling a personal code of ethics and developing professional leadership capacity.					
	<b>Developmental Stages</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
	<b>Elements</b>	<b>Practice that is directed toward the standard</b>	<b>Practice that approaches the standard</b>	<b>Practice that meets the standard</b>	<b>Practice that exemplifies the standard</b>
Year 1 – Initial Standards 1,2,3	5.1 Maintain ethical standards of professionalism.				
	5.2 Guide sound courses of action using pertinent, state-of-the-art methods.				
	5.3 Model reflective practice and continuous growth.				
	5.4 Sustain professional commitment and effort.				
Year 1 – Benchmark Standards 1,2,3	5.1 Maintain ethical standards of professionalism.				
	5.2 Guide sound courses of action using pertinent, state-of-the-art methods.				
	5.3 Model reflective practice and continuous growth.				
	5.4 Sustain professional commitment and effort.				
Year 2 – Beginning Standards 4,5,6	5.1 Maintain ethical standards of professionalism.				
	5.2 Guide sound courses of action using pertinent, state-of-the-art methods.				
	5.3 Model reflective practice and continuous growth.				
	5.4 Sustain professional commitment and effort.				
Year 2 – Final Standards 4,5,6	5.1 Maintain ethical standards of professionalism.				
	5.2 Guide sound courses of action using pertinent, state-of-the-art methods.				
	5.3 Model reflective practice and continuous growth.				
	5.4 Sustain professional commitment and effort.				

Year 1 Reflection:
Year 2 Reflection:



Hanford Elementary School District  
**Induction Program**

Administrative Services Credential Clear Induction Program  
**Description of Practice/Self-Assessment of Leadership Skills**

<b>Standard 6: Political, Social, Legal and Cultural Context</b>					
A school administrator is an educational leader who promotes the success of all students by understanding, responding to and influencing the larger political, social, economic, legal, and cultural context.					
	<b>Developmental Stages</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
	<b>Elements</b>	<b>Practice that is directed toward the standard</b>	<b>Practice that approaches the standard</b>	<b>Practice that meets the standard</b>	<b>Practice that exemplifies the standard</b>
Year 1 – Initial Standards 1,2,3	6.1 Engage with policy environment to support school success.				
	6.2 Interact with stakeholders.				
	6.3 Incorporate input from the public.				
Year 1 – Benchmark Standards 1,2,3	6.1 Engage with policy environment to support school success.				
	6.2 Interact with stakeholders.				
	6.3 Incorporate input from the public.				
Year 2 – Beginning Standards 4,5,6	6.1 Engage with policy environment to support school success.				
	6.2 Interact with stakeholders.				
	6.3 Incorporate input from the public.				
Year 2 – Final Standards 4,5,6	6.1 Engage with policy environment to support school success.				
	6.2 Interact with stakeholders.				
	6.3 Incorporate input from the public.				

Year 1 Reflection:
Year 2 Reflection:



Hanford Elementary School District  
*Induction Program*

Administrative Services Credential Clear Induction Program

**Extension Request Form**

Extension Request

- Granted only under extreme circumstances
- Request must be approved by the HESD CASC Program Director
- 1-year extension increments
  - Each year required beyond the initial 2 years requires a payment of \$3,500.00
  - Any and all costs associated with an extension are the responsibility of the candidate

Date of Request \_\_\_\_\_

Name \_\_\_\_\_

Please describe in detail the nature of the extension request. (Extreme criteria include: personal or family illness, personal or family crisis, death in family, maternity or family leave). You may attach additional page(s) if necessary.

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Plan of Action to complete missing requirements:

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\_\_\_\_\_  
Candidate Signature

\_\_\_\_\_  
HESD CASC Program Director Signature



Hanford Elementary School District  
*Induction Program*

Administrative Services Credential Clear Induction Program  
**Individual Induction Plan**

Candidate Name: \_\_\_\_\_ Credential Received: \_\_\_\_\_  
 School Site: \_\_\_\_\_

**Step 1 Directions: Use the first column to identify your strengths and the second column to identify the areas for growth. In the last two columns list projected actions and outcomes.**

<b>California Standards for the Teaching Profession</b>	<b>Strengths</b>	<b>Areas for Growth</b>	<b>Actions</b>	<b>Outcomes</b>
Standard 1: Development and Implementation of a Shared Vision – Education leaders facilitate the development and implementation of a shared vision of learning and growth of all students.				
Standard 2: Instructional Leadership – Education leaders shape a collaborative culture of teaching and learning, informed by professional standards and focused on student and professional growth.				
Standard 3: Management and Learning Environment – Education leaders manage the organization to cultivate a safe and productive learning and working environment.				
Standard 4: Family and Community Engagement – Education leaders collaborate with families and other stakeholders to address diverse student and community interests and mobilize community resources.				
Standard 5: Ethics and Integrity – Education leaders make decisions, model, and behave in ways that demonstrate professionalism, ethics, integrity, justice, and equity and hold staff to the same standard.				
Standard 6: External Context and Policy – Education leaders influence political, social, economic, legal and cultural contexts affecting education to improve education policies and practices.				



**Step 2 Directions: Identify three leadership professional growth goals.**

<i>Leadership Growth Goal 1:</i>	<i>Leadership Growth Goal 2:</i>	<i>Leadership Growth Goal 3:</i>
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**Step 3: Professional Development for Consideration: Tentatively list professional learning activities you plan to attend or complete in support of your leadership growth goals based on the menu of options. (20-30 hours).**

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**Step 4: Timeline: In the boxes below, identify the approximate dates that you will complete the actions described.**

First coaching Session:  Plan for meeting the 60 hours (6 hours a month) of coaching over the next 12 months:
Schedule four dates for monitoring progress toward leadership growth goals:
Mid-Year Review to revise IIP, as needed. Provide a rationale for the revisions:
Plan for regular updates of Portfolio and collaborative review of Portfolio:

*The candidate is responsible for completion of this document and submission of one copy to the Induction Director. As an eligible administrator holding a Preliminary Administrative Service Credential, I have been informed of the options regarding clearing my credential. I understand that I must successfully complete all program requirements for the CASC in order to be recommended to the CTC for a Clear Credential. Continued funding to complete credential requirements is not guaranteed. The signature of the district representative does not financially nor contractually obligate the district.*

**Step 5: Collaborative Meeting**

<i>Superintendent/Assistant Superintendent Input: Meet with the superintendent/assistant superintendent to share your goals and induction plan. How do your goals align with your superintendent's vision/goals for the district?</i>
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## Collaborative Meetings Form

### SHARING YOUR INDIVIDUALIZED INDUCTION PLAN – Collaboration Meeting to be Scheduled Within the First 30 Days of School

Directions for Sharing Your Individualized Induction Plan:

- Schedule a 15-minute meeting with your Superintendent/Assistant Superintendent.
- Share your IIP Goals taking into consideration any feedback provided.
- After sharing your IIP Goals, the superintendent/assistant superintendent will share any **support opportunities and/or resources available to help you achieve your goals.**

**Directions for Superintendent/Assistant Superintendent: Induction Candidates have developed an Individualized Induction Plan which describes the administrator’s goals, and a focus for growth in the professional practice. After your discussion with the candidate, please make a comment/suggestion below for the purpose of offering support to the new administrator.**

<b>Candidate Signature:</b>	<b>Superintendent/Assistant Superintendent Signature:</b>
<b>Date:</b>	<b>Date:</b>
<b>Comments/ Suggestions for support opportunities and/or resources available to help you achieve your goals:</b>	

### SHARING YOUR INDIVIDUALIZED INDUCTION PLAN – Collaboration Meeting to be Scheduled After Completing the IIP/EOY Reflection

Directions for Sharing Your Individualized Induction Plan:

- Schedule a 15-minute meeting with your superintendent/assistant superintendent.
- **Be sure to include the following in your conversation: Your IIP Goals, CPSEL’s Work Evidence, and EOY Reflection**
- After sharing your IIP EOY Reflection, the superintendent/assistant superintendent will sign and share any **comments/suggestions for further support opportunities and/or resources available to help you achieve your goals:**

**Directions for Superintendent/Assistant Superintendent: Induction Candidates have developed an Individualized Induction Plan which describes the administrator’s goals, and a focus for growth in the professional practice. After your discussion with the candidate, please make a comment/suggestion below for the purpose of offering support to the new administrator.**

<b>Candidate Signature:</b>	<b>Superintendent/Assistant Superintendent Signature:</b>
<b>Date:</b>	<b>Date:</b>
<b>Comments/ Suggestions for further support opportunities and/or resources available to help you achieve your goals:</b>	

*The candidate is responsible for completion of this document and submission of one copy to the Induction director.*

Documentation Review: \_\_\_\_\_  
Candidate Signature
Administrative Induction Coordinator
Coach Signature
Date



Hanford Elementary School District  
**Induction Program**

Administrative Services Credential Clear Induction Program  
**Progress Monitoring Document**

Name: \_\_\_\_\_

Site: \_\_\_\_\_

**1. Complete the CPSEL self-assessment and bring it with you to your IIP meeting.**

*Date:* \_\_\_\_\_ *Initial* \_\_\_\_\_

**2. Establish an Individual Induction Plan (IIP) with your coach.**

*Date:* \_\_\_\_\_ *Initial* \_\_\_\_\_

**3. Choose your three CPSEL goals with your coach. Highlight and date the Description of Practice (DOP) based on your level of expertise. (Initial marking)**

*Date:* \_\_\_\_\_ *Initial* \_\_\_\_\_

**4. Collaboratively design Professional Development to attend.**

*Date:* \_\_\_\_\_ *Initial* \_\_\_\_\_

<b>Selection of Professional Development Options Year 1</b>
1.
2.
3.
4.
5.

**5. Mark your CPSEL for standards 1, 2, and 3 and cite evidence.**

*Date:* \_\_\_\_\_ *Initial* \_\_\_\_\_

Administrative Services Credential Clear Induction Program

**Progress Monitoring Document**

**6. Benchmark Assessment:** Completion of all the documentation, attendance at all required seminars, attendance at selected professional development, and completion of coaching hours (minimum of 40 hours for Year one).

*Date:* \_\_\_\_\_ *Initial* \_\_\_\_\_

**End of Year One Reflection**

Write a reflection regarding your progress in your development of your leadership goals.

**In which professional development training(s) did you participate?**

**Have you considered making any changes to your leadership goals?**

**If so, what are those changes and what professional development might you consider taking in order to achieve your revised goals?**

Administrative Services Credential Clear Induction Program

**Progress Monitoring Document**

**Year Two**

**1. Mark your CPSEL for standards 4, 5, and 6 and cite evidence.**

*Date:* \_\_\_\_\_ *Initial* \_\_\_\_\_

**2. Collaboratively design Professional Development to attend.**

*Date:* \_\_\_\_\_ *Initial* \_\_\_\_\_

<b>Selection of Professional Development Options Year 2</b>
1.
2.
3.
4.
5.

**3. Final Marking – Mark you CPSEL for standards 4, 5, and 6 and cite evidence.**

*Date:* \_\_\_\_\_ *Initial* \_\_\_\_\_

**4. End of Year 2:** Completion of all documentation, attendance at all required seminars, attendance at selected professional development, IIP, coaching hours, and Inquiry Research Project.

*Date:* \_\_\_\_\_ *Initial* \_\_\_\_\_

**End of Year Two Reflection**

The candidate will complete the following reflection.

1. What have you learned about yourself as an administrator?
2. In what ways have you grown in your ability to lead?
3. Describe a piece of evidence that best illustrates a shift you have made in your leadership style.
4. What will you investigate or focus on in the next year?

# Hanford Elementary School District

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714N. White Street  
P.O. Box 1067  
Hanford, CA 93232

(559) 585-3600

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**Superintendent**  
Joy C. Gabler

**Governing Board**  
Robert "Bobby" Garcia  
Jeff Garner  
Lupe Hernandez  
Timothy L. Revious  
Greg Strickland

Date

California Commission on Teacher Credentialing  
1900 Capitol Avenue  
Sacramento, CA 95814

**RE: Candidate**

To Whom It May Concern:

Candidate: \_\_\_\_\_ has completed a minimum of two years of success experience in a full-time administrative position at HESD while holding a Preliminary Administrative Service Credential and successfully completed the Hanford Elementary School District Administrative Services Credential Clear Induction Program.

Should you require additional information, please contact the HESD Induction Office at 559-585-3661.

Sincerely,

Jill Rubalcava  
Assistant Superintendent  
Curriculum, Instruction and Professional Development



Hanford Elementary School District  
*Induction Program*

Administrative Services Credential Clear Induction Program

**Request for Change in Coach**

Process for requesting a change in coach

1. Candidate must contact the HESD CASC Program Director and inform him/her of their concern(s) regarding the coaching process.
2. HESD CASC Program Director is responsible for documenting concerns and if possible, assisting the candidate with facilitating a conversation with the coach with the hopes of resolving the outstanding issues.
3. If candidate is unable to communicate concerns individually, or if the attempt to communicate is unsuccessful, then the HESD CASC Program Director will arrange to meet with both parties in an effort to resolve outstanding issues.
4. Should the issue not be resolved, the candidate will sign and complete the form below and a new coach will be assigned.

---

Date of contact with HESD CASC Program Director: \_\_\_\_\_

Date of meeting with Coach: \_\_\_\_\_

Following the process outlined above, I am requesting Coach re-assignment,

Candidate Signature \_\_\_\_\_

Date \_\_\_\_\_





**California Professional Standards  
for Education Leaders (CPSEL)**

**Moving Leadership Standards**  
**into Everyday Work (DOP)**