

Ministry of Education

 Ontario

*Huron-Superior Catholic District
School Board*



NEW TEACHER INDUCTION PROGRAM



Partnering for Success

**A Resource Handbook
for Principals**

Ontario Education

Excellence for all

2010



Partnering for Success

Getting the most from Ontario's
New Teacher Induction Program

A Resource Handbook for Principals

The use of this material is optional. You are invited to use only the strategies and tools that are specific to your needs and interests, and the needs and interests of the new teacher(s) with whom you are working.

September 2008

**Ontario Ministry of Education
New Teacher Induction Program**

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*(this is a **required** form; please see section 3.2 of the *NTIP: Induction Elements Manual*)

INTRODUCTION

Welcome!

This handbook was developed to support you as a principal in taking full advantage of Ontario's New Teacher Induction Program (NTIP) as you continue to build a positive school culture, create a dynamic professional learning community and enrich your practice as an instructional leader.

The NTIP has been designed to support the growth and professional development of new teachers so that they can develop the skills and knowledge that will enable them to achieve success as experienced teachers in Ontario. By helping new teachers achieve their full potential, the NTIP supports Ontario's vision of achieving high levels of student performance. In accordance with the Education Act, all school boards must offer the NTIP to new teachers and all new teachers must participate.

Important Information!

The use of this material is optional and you are invited to use only the strategies and tools that are specific to your needs and interests, and the needs and interests of the new teachers with whom you are working.

It is important to keep in mind, as a new teacher begins his or her career, that proficiency comes with practice. We don't learn to teach. Rather, we learn from our teaching. Teachers will continue to refine their expertise through professional relationships and conversations with colleagues, which expand their knowledge, and through applying and adapting information and strategies within the context of their own classrooms.

This resource material is intended help you support new teachers as they begin their first year of teaching. The use of the material is optional, and you, your mentors and your new teachers are encouraged to use only the strategies and tools that are specific to your needs. The self-reflection questions are intended to challenge, to foster professional dialogue and to provide ideas to stimulate conversation. These resources have not been designed to test new teachers' knowledge and skills, but rather to provide them with information as they grow and develop within the profession.

The conversation starters in this handbook have been developed to support you, as principal, in your role as a catalyst for professional growth. This material is optional and you are invited to use only the portions that are specific to your needs and the needs of your new teachers as you work with them in your school.

Within this handbook, you will find a brief introduction to the NTIP and the mentoring process, along with a collection of useful resources and supports for principals, mentors and new teachers. You will also find a reference copy of the *NTIP Individual Strategy* form you and your new teachers will need to use during the NTIP as well as a detailed summary of procedures.

About this Series

This publication is one of three handbooks developed to support participants in the New Teacher Induction Program. The three handbooks are:

- *Partnering for Success: A Resource Handbook for Mentors*
- *Partnering for Success: A Resource Handbook for New Teachers*
- *Partnering for Success: A Resource Handbook for Principals*

While the information contained in the handbooks for mentors and new teachers is unique, it is also aligned with the content of this handbook to ensure that all participants in the process have the information they need to participate effectively and successfully.

Where to Find NTIP Manuals

Electronic versions of the *New Teacher Induction Program: Induction Elements Manual, 2008* and the *New Teacher Induction Program: Manual for Performance Appraisal of New Teachers, 2008* are available in the **Teaching Excellence** section of the Ministry's website at:

<http://www.edu.gov.on.ca/eng/teacher/induction.html>

Please refer to the website for further information about the NTIP and answers to Frequently Asked Questions.

GETTING STARTED: PROGRAM REQUIREMENTS

The New Teacher Induction Program is a province-wide initiative designed to support new teachers by providing orientation, mentoring and professional development during the early stages of a new teacher's career. The following summarizes the elements and purpose of the NTIP, and will familiarize you with the roles and responsibilities of each participant in the process.

Components of the NTIP

The NTIP is comprised of the following induction elements:

- orientation for all new teachers to the school and school board;
- professional development and training for new teachers; and
- mentoring of new teachers by experienced teachers.

In addition, all new teachers are required to have two performance appraisals conducted by principals in the first twelve months after they begin teaching. New teachers will complete the NTIP when they receive two *Satisfactory* ratings in their performance appraisals. For teachers who do not obtain two *Satisfactory* appraisal ratings within the first year, the NTIP program continues into a second year, to provide additional supports to the teacher.

Outcomes for New Teachers

By successfully completing the NTIP, new teachers will have:

- become oriented to their schools and boards, and the Ontario curriculum;
- improved their skills and confidence through a positive mentoring relationship;
- received appropriate professional development;
- demonstrated their competencies as described in the TPA process; and
- proven themselves successful teaching in an Ontario publicly funded school board.

Roles and Responsibilities

The NTIP is a school based program in which developing strong professional relationships between principals and new teachers, and between new teachers and mentors, is instrumental to professional growth.

The role of the principal as instructional leader in a school is pivotal to the integration of a new teacher. By developing strong professional relationships with new teachers, and supporting the professional relationships between new teachers and their mentors, principals exercise their critical role as catalysts for professional development who contribute to the shaping of teachers' work and skills.

The following chart outlines the roles and responsibilities of each of the key partners in the implementation of the NTIP at the school level.

Roles & Responsibilities	New Teacher	Mentor(s)	Principal
<i>Individual NTIP Strategy</i>	X	X	X √
School-level Orientation		X	X √
Individual PD/training	X	X	X √
Selection of Mentors	X	X	X √
Mentoring Relationship	X	X	X
Teacher Performance Appraisals	X		X √
X = consultation and development		√ = final approval	

IMPLEMENTATION: STEP-BY-STEP

The model developed and adopted for the NTIP was designed by educators from across the province. In particular, it reflects the effective practices and lessons learned from mentoring demonstration projects completed in more than 20 school boards during 2004-2005.

While each teacher, school and community has unique needs, the following recommended practices will provide you with sound guidelines for successfully implementing each aspect of the NTIP in your school.

1 Identifying Eligible New Teachers

The information below is intended to help you identify the categories of new teachers who will be participating in the NTIP for this school year and the induction supports they must receive under the program.

Teachers new to the profession (*trained within Ontario, Canada, or Internationally*)

New teachers are defined as all teachers certified by the Ontario College of Teachers (OCT) (including teachers trained out-of-province) who have been hired into permanent positions—full-time or part-time – by a school board, school authority or provincial school to begin teaching for the first time in Ontario. These new teachers must receive:

- orientation;
- mentoring; and
- professional development.

Teachers with experience

Experienced teachers, certified by the OCT, trained inside or outside of Ontario and teaching in an Ontario publicly funded board for the first time must receive:

- orientation

Experienced teachers certified outside of Ontario should, in addition, receive supports that:

- complement their specific needs and teaching experience; and
- emphasize Ontario curriculum and policy.

Other first-year teachers

Although NTIP funding is not provided for other first-year teachers, such as non-permanent first year occasional teachers, schools may, at their discretion, choose to offer the induction elements to them. Beginning in the 2007-08 school year, boards may use NTIP funds to support beginning LTO teachers. For the purposes of NTIP, a beginning LTO teacher is defined as a certified occasional teacher who is in his or her first long-term assignment, with that assignment being 97 or more consecutive school days as a substitute for the same teacher. If a board provides its LTO teachers with NTIP supports, their participation should be recorded on the *Individual NTIP Strategy* form. If those teachers subsequently start a permanent contract position, you may take their previous participation into account when determining which induction elements are appropriate.

2 Assigning New Teachers

Research indicates that the first teaching assignment of a new teacher is critical. The Working Table on Teacher Development, which advised the ministry on the development of the NTIP, recommended that the teaching assignments for new teachers should specifically:

- set new teachers up for success in improving student learning;
- be linked to teachers' qualifications and strengths;
- be guided by a culture that supports new teachers;
- ensure that new teachers have support in the school, and are not isolated; and
- ensure that new teachers have the resources they need and, in particular, support with student assessment.

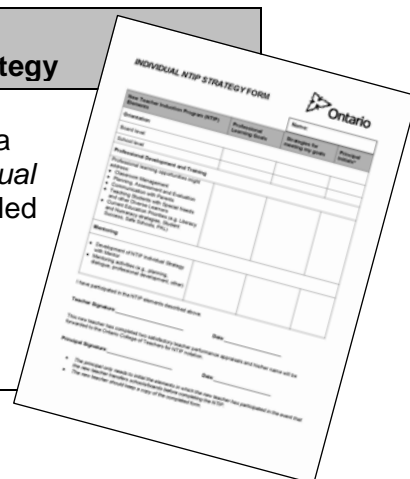
3 Reviewing the Individual NTIP Strategy Form

The *Individual NTIP Strategy* form:

- serves as a vehicle for discussion and learning;
- serves as a means of planning, tracking, and recording participation in the NTIP Induction elements;
- contains no evaluative elements;
- is intended to reflect when a new teacher has completed participation in his or her individualized program; and
- is not a checklist.

In This Handbook: The Individual NTIP Strategy

See the appendices for a copy of the NTIP *Individual Strategy* form, and detailed summary of procedures, for your reference.

The image shows a sample of the 'Individual NTIP Strategy Form' from Ontario. The form is titled 'INDIVIDUAL NTIP STRATEGY FORM' and features the Ontario logo. It includes fields for 'Teacher Name', 'School', 'Principal', and 'Date'. Below these are several sections for tracking participation, including 'Induction Elements and Progress' with a grid for 'Element', 'Start Date', and 'End Date'. There are also sections for 'Teacher Signature', 'Principal Signature', and 'Date'. The form is presented at an angle, overlapping a grey box that contains text about the handbook.

The *Individual NTIP Strategy* form will be approved by the principal so that he or she can arrange the supports and allocate the appropriate resources. In the event that a new teacher

changes schools or boards prior to completing the NTIP, the *Individual NTIP Strategy* form will serve to indicate the elements of the program that have already been completed. (*Principal initials on the form are only needed in the above case.*)

The program **requires** that the *Individual NTIP Strategy* form be used. Please refer to the NTIP website at <http://tpfr.edu.gov.on.ca/ntip/NTIP.htm> for the current form. A copy of the form and detailed procedures are also provided in the appendices of this handbook.

4 New Teacher Orientation *(school-based)*

Quality orientation programs familiarize new teachers with the classroom, the school, the school board and education in Ontario.

In addition to the orientation your new teachers receive from your board, an orientation to your school and community must be provided. An effective orientation should:

- be initiated by the principal, supported by superintendent/senior staff;
- reflect a collaborative school culture;
- provide a supportive and timely transition to effective classroom organization, planning and program delivery;
- provide an introduction to the NTIP and an overview of the appraisal process for new teachers;
- include an introduction to the mentor contact;
- be accompanied by a checklist to ensure that key school-related information is covered (see Appendix B for a sample checklist); and
- include other activities/sessions as determined by the school.

5 Professional Development

Effective professional learning is based on a foundation of high standards through a coherent system that ensures appropriate and effective learning opportunities for teachers at all levels of experience. All professional development opportunities for new teachers should be differentiated, ongoing and appropriate.

Appendix D of this handbook includes a summary of professional development core content and a set of conversations starters for principals, on the following topics:

- Classroom Management
- Planning, Assessment and Evaluation
- Communication with Parents/Guardians
- Literacy and Numeracy, K-6
- Student Success
- Literacy, 7-12

Keep in Mind...

Appendix D is not intended as a checklist. Rather, it is a tool for both new teachers and principals to use in their individual reflections on, and conversations about, supporting student learning in the classroom.

- Mathematical Literacy/Numeracy, 7-12
- Safe Schools and Healthy Schools
- Teaching Students with Special Education Needs
- Teaching Diverse Learners including First Nation, Métis and Inuit Students and English Language Learners

6 Mentoring

Based on processes developed by the NTIP Steering Committee, principals should ensure that mentors are:

- recruited, selected and matched appropriately;
- provided with access to the training as developed by the board;
- provided with a clear and safe exit procedure (for mentors as well as new teachers) in case of non-compatibility;
- given the assurance that confidentiality between mentors and new teachers is respected; and
- provided access to mentoring activities that are integrated with ongoing personal and professional development.

Mentoring is Not Evaluative!

While the New Teacher Induction Program includes teacher performance appraisal by the principal, the mentoring process is a non-evaluative process, and is distinct and separate from the teacher performance appraisal.

The relationship between mentor and new teacher is one of trust and confidence. It is important to establish this trust early in the relationship, so that the new teacher is able to engage in open and honest dialogue about his or her successes and challenges in the classroom, without concerns that this may in any way be connected to performance appraisal.

Teachers new to the profession are eager to contribute to their learning communities in meaningful ways. Welcoming new teachers into the professional learning community in your school will be of great benefit to all teachers and students. Experienced teachers can help guide their colleagues in many ways to contribute to the school community while helping with time management and alerting them to school priorities.

Mentoring provides a wide range of benefits, not only to new teachers, but also to the more experienced teachers who mentor them. In fact, many teachers who serve as mentors have found the experience to have been as personally and professionally rewarding as new teachers do. Many mentors also report a renewed sense of connection to the school community and reduced isolation. Certainly, most mentors derive great satisfaction from having the opportunity to become a role model, facilitator and coach to a new teacher.

Mentors also serve as models of professional language when talking with new teachers. One of the most important messages we can convey to new teachers is that they bring energy, renewal and a sustained professional commitment to students.

7 Teacher Performance Appraisal

In conjunction with the orientation, mentoring and professional development and training elements of the NTIP, the performance appraisal process for new teachers has been designed to support and promote their continued growth and development.

As a principal, you play a critical role in supporting new teachers' professional growth through the appraisal process, and through the opportunity to engage in dialogue with new teachers to deepen their understanding of what it means to be a teacher, as described in the Ontario College of Teachers' Standards of Practice for the Teaching Profession.

The appraisal process for new teachers is designed to strengthen schools as learning communities in which new teachers are provided with plentiful opportunities to engage in professional exchange and collective inquiry that lead to continuous growth and development.

New teachers will complete the NTIP when they receive two *Satisfactory* ratings in performance appraisals, usually in the first 12 months after they begin teaching. For teachers who do not obtain two *Satisfactory* appraisal ratings within the first year, the NTIP program continues into the second year to provide additional supports to the teacher.

For further information, please refer to the *New Teacher Induction Program: Manual for Performance Appraisal of New Teachers, 2008*, which is available through your board, or electronically at <http://www.edu.gov.on.ca/eng/teacher/induction.html>. This essential resource describes all of the requirements of the performance appraisal process.

8 Reporting Completion of NTIP

Principals must sign the *NTIP Individual Strategy* form for all new teachers who receive two *Satisfactory* performance ratings, and forward a copy to the designated NTIP superintendent as soon as possible. Please note that the designated NTIP superintendent must submit the names of all new teachers who complete the NTIP to the Ontario College of Teachers within 60 calendar days of a new teacher's second satisfactory performance rating. Principals should forward the completed teacher performance appraisal forms to their board in keeping with existing procedures, as described in the *New Teacher Induction Program: Manual for Performance Appraisal of New Teachers, 2008*.

Appendix A

NTIP: A Checklist for Principals

- Meet with new teachers when they are hired or assigned to the school to discuss the *Individual NTIP Strategy* form (available at <http://tpfr.edu.gov.ov.ca/ntip/NTIP.htm>) and to communicate to the new teacher those induction elements in which he or she is required to participate, based on the definition of “new teacher” and requirements related to participation in the NTIP .
- Ensure that each new teacher, in consultation with his or her mentor, fills out the *Individual NTIP Strategy* form, and ensure that the strategy is revised throughout the year as needs change.
- Ensure implementation of school-based supports (orientation, mentoring and professional development and training) for new teachers as appropriate.
- Ensure that mentors are recruited, selected and matched according to the board process developed by the NTIP Steering Committee.
- Ensure that mentors receive training (this may be carried out through board level activities where appropriate).
- Work with the designated NTIP superintendent and other principals regarding system-wide sessions where these are more appropriate.
- Allocate funding to support each new teacher according to his or her *Individual NTIP Strategy*.
- Conduct performance appraisals for each new teacher in accordance with the requirements of the performance appraisal process for new teachers set out in the Education Act and accompanying Regulations and Guidelines, and in conjunction with any additional requirements established by your board. Principals should refer to the *New Teacher Induction Program: Manual for Performance Appraisal of New Teachers, 2008*.
- Sign each new teacher’s *Individual NTIP Strategy* form and forward a copy to the designated NTIP superintendent when the teacher has received two *Satisfactory* performance ratings. This will indicate to the board that the new teacher is eligible for the notation of successful completion on his or her Certificate of Qualification.
- Ensure that ministry/board funding provided for new teachers is used to support NTIP activities.

Appendix B

Orientation Checklist (Sample)

Based on a survey of new teachers and their mentors, the following orientation tool has been developed to assist a principal or a school team when introducing and welcoming new members to the school staff.

Operational

- Staff manual / school improvement plan
- School tour / staff introductions
- Playground and/or cafeteria tour - duty areas
- School safety plan
- First aid (such as supplies, epi-pens, student concerns)
- Tragic events response team information
- Computer lab / school / board (such as netiquette)
- Library protocol / audio-visual resources
- School resource personnel / educational assistants
- Federation representative / work place steward
- Photocopiers / protocol (such as paper allocation)
- Supply cupboard / storage / textbook distribution
- Key(s) and security / after-school access
- O.S.R. storage / protocols
- Student information / emergency contacts
- School calendar
- Booking media, av equipment
- Booking rooms / gym, stage, labs and other facilities

Curriculum / Program

- Mentoring support
- Curriculum guidelines
- Division or department planning / collaboration
- New teacher induction program / PD opportunities / registration procedures
- Timetables / schedules / class lists
- Classroom management / behaviour intervention
- Profiles of high-needs students
- Field trip procedures
- Report cards / related software
- Homework policy
- Ordering of classroom supplies
- Media resources / ordering of curriculum resources
- Teaching / learning resources (such as TIPS, EQAO, early literacy initiatives)
- Special Education policies and procedures / intensive support

Communication

- Attendance / absence procedures
- O.S.R.s - release of information / custody forms
- Student referrals to outside agencies
- Early identification
- Team meetings / IEP reviews
- Absences / occasional teacher protocol
- Phone / fax instructions / p.a.
- Mailboxes / phone messages
- Medication procedures / medical plans
- Accident forms
- Fire drills / emergency procedures
- Media issues
- Locks / lockers
- Code of conduct / dress code / school handbook
- Staff / division / department meetings
- Classroom budget / money collection / deposit forms
- Daily school routines (such as announcements, entry, and similar)
- Communication with administration
- Assembly schedules

Other

- Community access to building
- Contacting parents / letters home
- Meetings / interviews with parents
- Newsletters
- Employee assistance program
- Board, OCT and federation services
- Bulletin boards / displays
- Open house / program night (expectations / roles)
- School council / PTA / parent associations
- Staff room protocol
- Study hall, detention room, homework club
- Supervision expectations, lunchroom, hallways
- Volunteer policy
- Social committee
- Bus routines
- Community activities (such as multicultural evenings and other events)
- Teacher performance appraisal

(Adapted with permission from Mentoring Demonstration Project boards)

Appendix C

Individual NTIP Strategy Form

The *Individual NTIP Strategy* form is intended to serve as a vehicle for discussion and learning, as well as a means of planning, tracking and recording the NTIP induction elements in which each new teacher participates. It contains no evaluative elements and is intended to reflect when a new teacher has completed participation in his or her individualized program. This form is not a checklist.

The program **requires** that the *Individual NTIP Strategy* form be used. Please refer to the Transfer Payment and Financial Reporting website at <http://tpfr.edu.gov.on.ca/ntip/NTIP.htm> for the current year's form. The form can also be accessed through the [NTIP website](#).

The principal is responsible for meeting with the new teacher, when the teacher is hired or assigned to the school, in order to discuss the program requirements and expectations. The principal will provide the teacher with a copy of the *Individual NTIP Strategy* form and explain that it is to be developed in collaboration with the new teacher's mentor. The principal will also communicate to the new teacher those induction elements in which he or she is required to participate, based on the definition of "new teacher" (section 2.1 of the *NTIP: Induction Elements Manual, 2008*) and requirements related to participation in the NTIP (section 2.2), and in accordance with Ontario Regulation 266/06.

Together, the mentor and new teacher will determine what methods will be used for each of the required elements (e.g., which professional development topics the new teacher might pursue, timeframes and strategies). This plan may change throughout the year as the needs of the new teacher change.

The new teacher completes the *Individual NTIP Strategy* form. Once the form is completed, the new teacher will share the plan with the principal so that the principal can approve and allocate the appropriate resources.

Upon completion of the NTIP, the new teacher signs the form to signify that participation in the NTIP induction elements has been completed. The principal's signature indicates that the new teacher has received two *Satisfactory* ratings on performance appraisals for new teachers and has completed the New Teacher Induction Program. The principal will then forward a copy of the *Individual NTIP Strategy* form to the designated NTIP superintendent according to appropriate board procedures. The new teacher should keep a copy of the completed *Individual NTIP Strategy* form.

In the event that a new teacher changes schools or boards prior to completing the NTIP, the current principal will initial the form to indicate the elements in which the new teacher has participated. The *Individual NTIP Strategy* form will serve as a record of participation in the NTIP to date.

For additional information, please consult the *NTIP: Induction Elements Manual (2008)*, Section 3.2 *Individual NTIP Strategy* form.

The Individual NTIP Strategy Form

The New Teacher Induction Program (NTIP) requires that the *Individual NTIP Strategy* form be used. The following chart summarizes the process.

Principal	New Teacher	Mentor
<ul style="list-style-type: none"> ■ as part of school level orientation, the principal will provide information on the elements of NTIP: orientation, professional development and training, mentoring and the TPA for new teachers ■ the principal gives the <i>Individual NTIP Strategy</i> form to the new teacher and indicates that this is the form to be used to record and track supports needed in each of the NTIP elements (excluding TPA) ■ the principal, based on the definition of “new teacher” in the <i>NTIP: Induction Elements Manual (2008)</i>, communicates to the new teacher the elements in which he/she needs to participate ■ the principal lets the new teacher know that the mentor can collaborate with him/her on the completion of the form and that once they have discussed needs and planned strategies, the new teacher will then share the plan with the principal so that he/she can approve and allocate the appropriate resources ■ the principal does not evaluate the <i>NTIP Individual Strategy</i> form or Induction elements ■ the principal, as catalyst in the new teacher’s professional growth, through collaborative leadership, has an ongoing role in monitoring progress and reallocating resources as needed throughout the year ■ the principal records on the <i>Summative Report Form for New Teachers</i> the NTIP induction elements in which the new teacher has participated/is participating (as previously communicated to the teacher by the principal based on the definition of “new teacher” in the <i>NTIP: Induction Elements Manual, 2008</i>) ■ once the new teacher has received two <i>Satisfactory</i> ratings on performance appraisals for new teachers, the principal signs the form to indicate that the NTIP has been completed 	<ul style="list-style-type: none"> ■ as part of school level orientation, the new teacher receives information on the NTIP: orientation, professional development and training, mentoring and the TPA for new teachers ■ the new teacher receives the NTIP form from the principal along with an explanation of its use ■ the new teacher is responsible for the <i>Individual NTIP Strategy</i> form ■ once the new teacher understands which category he/she is in and in which elements he/she must participate, the new teacher collaborates with the mentor and principal (or others as needed) to determine what participation in those elements will look like including topics, strategies, timelines, etc. (excludes TPA). Once ready, the new teacher shares the plan with the principal so that the principal can approve and allocate the appropriate resources ■ the new teacher continues to collaborate with the mentor to work through the plan, making adjustments if necessary ■ the new teacher is in conversation on an on-going basis with the principal and mentor as they progress through the plan ■ the new teacher signs the form once participation in the NTIP induction elements has been completed 	<ul style="list-style-type: none"> ■ as part of mentor training, the mentor receives information on the NTIP: orientation, professional development and training and mentoring ■ the mentor works in consultation and collaboration with the new teacher to determine what participation in the elements will look like including topics, strategies, timelines, etc. ■ the mentor meets with the new teacher to work through the plan, suggesting adjustments if necessary ■ the mentor continues to collaborate with the new teacher to work through the plan, suggesting adjustments if necessary

INDIVIDUAL NTIP STRATEGY FORM



Name: _____

New Teacher Induction Program (NTIP) Elements	Professional Learning Goals	Strategies for meeting my goals	Principal Initials*
Orientation			
Board level			
School level			
Professional Development and Training			
Professional learning opportunities might address: <ul style="list-style-type: none"> • Classroom Management • Planning, Assessment and Evaluation • Communication with Parents • Teaching Students with Special Needs and other Diverse Learners • Current Education Priorities (e.g. Literacy and Numeracy strategies, Student Success, Safe Schools, PAL) 			
Mentoring			
<ul style="list-style-type: none"> • Development of NTIP Individual Strategy with Mentor • Mentoring activities (e.g., planning, dialogue, professional development, other) 			

I have participated in the NTIP elements described above.

Teacher Signature: _____

Date: _____

This new teacher has completed two satisfactory teacher performance appraisals and his/her name will be forwarded to the Ontario College of Teachers for NTIP notation.

Principal Signature: _____

Date: _____

The new teacher should keep a copy of the completed form.

* *The principal only needs to initial the elements in which the new teacher has participated in the event that the new teacher transfers schools/boards before completing the NTIP.*

Appendix D

NTIP Professional Development Core Content and Tools

Ontario is committed to giving every student the opportunity to reach his or her full potential by promoting excellence in teaching and learning and thus making public education in Ontario the best education available.

The use of this material is optional and you are invited to use only the strategies and tools that are specific to your needs and interests and the needs and interests of the new teacher with whom you are working.

Increasing student performance means providing the support and recognition for what teachers, including beginning teachers, do on behalf of students every day. The New Teacher Induction Program (NTIP) provides new teachers with an additional year of professional support, and school boards and principals with the vehicle to manage how, when and what their new teachers learn in that crucial first year.

In order to be most meaningful and effective, professional development and training for new teachers, as well as resources developed to support such professional development and training, must contain the appropriate content to meet the specific needs of new teachers while taking into consideration the varied strengths, the previous experiences and the unique skill set that each new teacher brings to the profession at the beginning stages of their career.

The following tools have been developed with various target audiences in mind in an effort to support new teachers as they progress along a continuum of professional development through their first year in the profession.

In this Appendix

Areas Identified by New Teachers

Classroom Management
Planning, Assessment and Evaluation
Communication with Parents/Guardians

Current Ministry Initiatives

Literacy and Numeracy, K-6
Student Success
Literacy, 7-12
Mathematical Literacy/Numeracy, 7-12
Safe Schools and Healthy Schools
Teaching Students with Special Education Needs
Teaching Diverse Learners including:
 Teaching First Nation, Métis and Inuit Students
 Teaching English Language Learners

It is not a checklist of activities to undertake or an assessment tool to gauge the teacher's performance. It is intended as a guide to foster discussion and professional development and training planning within the new teacher/mentor/principal team in order to meet each individual new teacher's professional development and training needs. New teachers, principals and boards will find that resources to support the development and delivery of the professional development and training can come from various sources. Boards have traditionally developed excellent resources that meet the local needs of their schools, their teachers and their students.

Furthermore, the ministry will continue to develop and/or recommend additional resources to support new teachers in these areas. Please refer to the NTIP website at <http://www.edu.gov.on.ca/eng/teacher/induction.html> for more information.

Many of the ministry's initiatives work together to support school boards in promoting and achieving excellence; as such, various branches within the ministry were asked to contribute to this NTIP PD core content by supplying and reviewing material related to their respective initiatives.

Most school boards already offer professional development and supports to all their teachers in order to ensure quality teaching and improved student achievement. This description of the core content will help to ensure a level of consistency in professional development and training opportunities for new teachers across the province by presenting a means by which school boards can review what they are already offering in order to make sure it aligns with the provincial requirements.

Teaching is a complex activity that integrates effective instructional practices, classroom management, planning, assessment and evaluation, and communication strategies along with a strong understanding of how to meet the diverse learning needs found in every classroom. Classroom practice that supports high achievement for all students must involve strategies that are responsive to the learning needs of students with respect to race, culture, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, family status or ability. When planning professional development and training to address any of the

Professional Learning

Professional learning plays an important role in student success. It has the greatest effect when it is clearly focused, practical, guided by current research and shared among educators in a supportive, risk-free learning community.

It is not a one-time event or the exclusive responsibility of a few teachers: it is a career-long process, based on a model of lifelong learning ingrained in the culture of the school, the board and the Ministry of Education, and embedded in planning at all levels.

Beginning teachers have identified classroom management, planning, assessment and evaluation, and communication with parents as the areas they felt needed most to be addressed by the professional development component of the NTIP.

Professional learning, however, is most effective when it relates purposefully to school and board goals and to the Ontario curriculum. Schools and boards must therefore plan and implement job-embedded professional development for new teachers, linking it directly to their own and to the ministry's priorities, i.e., higher levels of achievement for all and higher graduation rates through improved literacy and numeracy skills. (Adapted from *Literacy for Learning: The Report of the Expert Panel on Literacy in Grades 4 to 6 in Ontario*.)

The various professional development "subject areas" should not be viewed as independent. For example, Classroom Management is contingent upon effective program delivery as well as consistent routines and an organized, inclusive classroom environment. In an effort to encourage a holistic approach to the delivery of professional development, an effort was made to weave strands such as success for all students, respect for diversity in all its forms and a focus on literacy within the different resources and tools presented in this document.

following areas, it is important to consider how each area is integrated with the others and, therefore, how professional development and training might best be delivered to reflect this complex integration.

Similarly, in the French-language school system, it is the responsibility of French-language school boards to provide ongoing professional development and training on the knowledge, skills and attitudes needed to teach in a minority setting. New teachers in French language schools must be supported to fully understand the impact of the implementation of Politique d'aménagement linguistique on the school, the classroom, the students and the school community as a whole.

Classroom Management: Professional Development and Training

In the context of what a school board is already offering, professional development and training on “Classroom Management”, specific to the needs of new teachers, should include the following core content:

- Developing respectful relationships among students and between students and adults
- Strategies for building and supporting a safe, inclusive, learning-focused classroom environment where diversity is seen as a strength
- Effective strategies for establishing clear classroom procedures, routines and norms of collaboration
- Effective strategies for organizing time (such as timetabling, transitions) to maximize uninterrupted learning time and student time on task
- Strategies for collaborating with students on setting and maintaining classroom norms and rules
- Effective strategies for dealing with challenging behaviours

About Core Content

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Classroom Management: Starters for Conversations between Principals and New Teachers

In learning-focused conversations with new teachers, principals may choose to ask *selected* questions from the following list:

- 📖 In what way is your classroom environment safe, inclusive and learning-focused?
- 📖 Tell me about the aspects of your classroom learning environment that reflect and promote diversity as a strength . . .
- 📖 Tell me about the evidence of respectful peer relationships you are seeing in your classroom . . .
- 📖 What do you feel have been your most effective classroom management strategies? What do you feel has made them so effective?
- 📖 What are you noticing about how students are responding to your classroom management strategies?
- 📖 Are there specific strategies that you are using when confronted with challenging behaviours? How are your students responding to these strategies?
- 📖 Tell me about the specific strategies that you are using to maximize uninterrupted learning time and student time on task . . .
- 📖 How do you involve students in setting the norms, rules and routines?
- 📖 How does the physical layout of the classroom support the development of independence? How does it support effective cooperative learning?
- 📖 What do the physical layout and the walls of your classroom tell me about your classroom learning community?
- 📖 What norms of collaboration have you established in your classroom?
- 📖 What kind of support or new learning do you feel you need next in order to work even more effectively with the students in your classroom?
- 📖 What strategies/resources will you use as you work on expanding your classroom management repertoire?
- 📖 To whom do you turn when you have a question about classroom management?
- 📖 How can I help you be even more effective?
- 📖 ?

Using Conversation Starters

These conversation starters have been developed to support you, as a principal, in your role as a catalyst for professional growth. This material is optional and you are invited to use only the portions that are specific to your needs and the needs of your new teachers as you work with them in your school. This is not intended as a checklist.

Planning, Assessment & Evaluation: Professional Development and Training

In the context of what a school board is already offering, professional development and training on “Planning, Assessment & Evaluation”, specific to the needs of new teachers, should include the following core content:

- Curriculum-focused long- and short-term planning, keeping the end in mind: what students need to know and will be able to do
- Selecting and using ongoing classroom assessment strategies and data to inform instruction and plan appropriate interventions to improve student achievement
- Using assessment and evaluation strategies that are appropriate to the curriculum and the learning activities, are fair to all students and accommodate the needs and experiences of all students, including English language learners and students with special education needs
- Providing students with numerous and varied opportunities to demonstrate the full extent of their achievement without overwhelming them
- Collecting multiple samples of student work that provide evidence of their achievement
- Referring to exemplars to assess and evaluate student work
- Using provincial achievement charts to assess and evaluate student work
- Selecting and using effective strategies to support students’ self-monitoring, self-assessment and goal-setting for their own learning
- Informing and helping students and parents to understand the assessment and evaluation strategies to be used and giving them meaningful feedback for improvement
- Applying provincial report card policies and board guidelines for reporting on student achievement

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Planning, Assessment & Evaluation: Starters for Conversations between Principals and New Teachers

In learning-focused conversations with new teachers, principals may choose to ask *selected* questions from the following list:

- 📖 During classroom planning, how are you considering long- and short-term goals and keeping the end in mind?
- 📖 How have you made your students aware of your plans for their learning? How have they responded?
- 📖 What process do you use for setting learning goals with students?
- 📖 What can you tell me about the instructional strategies you are implementing to meet the needs of all your students?
- 📖 What have you noticed about student responses to your assessment strategies? How might those responses effect your practices from this point?
- 📖 What kinds of assessment tools are you using? Are any of these assessments common to the grade/division/course? What are you learning about your students through the use of these tools?
- 📖 What methods of providing feedback to students have had the most impact on student learning thus far?
- 📖 How do you gather and record student assessment data?
- 📖 What kind of student assessment data are you using to plan instruction and select learning resources?
- 📖 How does assessment data help you make instructional decisions for all of your students, especially struggling students?
- 📖 What support do you need to analyze the student achievement data you gather?
- 📖 In what ways are you using the provincial achievement charts?
- 📖 What steps have you taken to ensure you have a good understanding of how to complete the provincial report card so that students and parents are well informed about student achievement?
- 📖 What kind of support or new learning do you feel you need next in order to work even more effectively with the students in your classroom?
- 📖 What strategies/resources will you use as you work on expanding your assessment repertoire?
- 📖 To whom do you turn when you have a question about planning, assessment or evaluation?
- 📖 How can I help you be even more effective?
- 📖 ?

Using Conversation Starters

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Communication with Parents/Guardians: Professional Development and Training

In the context of what a school board is already offering, professional development and training on “Communication with Parents/Guardians”, specific to the needs of new teachers, should include the following core content:

- Understanding the perspective of parents
- Developing open and collaborative communication skills
- Developing attitudes, skills and communication strategies to foster a collaborative relationship with parents and students
- Strategies to engage parents in supporting their child’s learning
- Strategies to communicate with parents on an ongoing basis about:
 - classroom events, assignments and expectations (such as planners, newsletters, class web site, etc.)
 - students’ progress (such as report card comments, parent teacher conferences, etc.)
- Positive conflict resolution strategies and strategies aimed specifically at dealing with challenging situations
- Developing teaching strategies that foster an open and collaborative relationship with parents

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Communication with Parents/Guardians: Starters for Conversations between Principals and New Teachers

In learning-focused conversations with new teachers, principals may choose to ask *selected* questions from the following list:

- 📖 Talk to me about the parents of the students in your classroom...
- 📖 Talk to me about how you involve parents in your classroom's learning community...
- 📖 How do you decide when to call, write or meet a parent?
- 📖 How do you reach parents who find involvement more challenging due to language, recent immigration, poverty or newness to the system?
- 📖 What strategies do you use to communicate and meet with parents? How do you help parents get involved with homework and/or with volunteering in the classroom?
- 📖 What further knowledge/support do you need in the areas of:
 - how to communicate effectively with parents?
 - what to share with or communicate to parents?
 - how to deal with parent communication issues?
- 📖 How and what do you record about your communications with parents?
- 📖 What strategies/resources will you use as you work on expanding your repertoire of communication strategies with parents?
- 📖 To whom do you turn when you have a question about communicating with parents?
- 📖 How can I further help you to be even more effective in this area?
- 📖 ?

In French-language schools, the principal might also ask:

- 📖 Have you talked to parents about Politique d'aménagement linguistique and the ways they might help you implement it?
- 📖 Have you involved parents in animation culturelle activities?
- 📖 How do you communicate with parents who do not speak French?
- 📖 ?

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Literacy and Numeracy, K-6: Professional Development and Training

In the context of what a school board is already offering, professional development and training on “Literacy and Numeracy, K-6”, specific to the needs of new teachers should include the following core content:

- Selecting and using a broad range of student learning and curriculum aligned resource materials
- Using gradual release of responsibility to move from explicit teacher modeling to independent application of literacy skills
- Selecting and using strategies to engage students effectively in purposeful talk
- Using problem-solving processes as the foundation for instruction in mathematics
- Using a broad repertoire of instructional strategies to address the wide variety of learning needs

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Literacy and Numeracy, K-6:

Starters for Conversations between Principals and New Teachers

In learning-focused conversations with new teachers, principals may choose to ask *selected* questions from the following list:

- 📖 How have you scheduled teaching/learning time so that students have uninterrupted blocks of learning time in literacy and numeracy?
- 📖 What strategies do you use to assess the range of understanding and prior knowledge in your classroom?
- 📖 Which instructional strategies are you implementing in your classroom to meet a variety of student needs?
- 📖 What have you noticed about student responses to the instructional choices you make?
- 📖 How do you know the instructional choices are making a difference for all students?
- 📖 How do you use the classroom walls to support teaching and learning?
- 📖 How do the resources you use support and reflect ethno and cultural diversity within your classroom?
- 📖 What kind of support or new learning do you feel you need next in order to work even more effectively with the students in your classroom?
- 📖 What resources will you use as you work on expanding your instructional repertoire?
- 📖 To whom do you turn when you have a question about instruction, assessment and/or resources?

- 📖 Talk to me about the components of a comprehensive literacy program in your classroom ...
- 📖 Are there specific strategies that you are using to engage boys in reading and writing?

- 📖 Talk to me about how you base your math instruction on problem solving

- 📖 How can I help you be even more effective?
- 📖 ?

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Student Success / Learning to 18: Professional Development and Training

In the context of what a school board is already offering, professional development and training on “Student Success/Learning to 18”, specific to the needs of new teachers, should include the following core content:

- Practical teaching strategies, tools, resources and opportunities to improve student achievement and increase program options and flexibility so that all students are supported in achieving success in secondary education
- Knowledge and effective use of relevant and diverse career resources in the classroom
- Knowledge and effective use of strategies for identifying and teaching students who are at risk
- Knowledge of ways to facilitate connections for students with the student success, the special education and/or the guidance teacher in the school
- Knowledge and understanding of the teacher’s role in facilitating effective transitions for students from elementary to secondary, and from secondary to post-graduation options, as well as the range of post-graduation options for all students
- Knowledge and understanding of the student success programs available in their school and board (such as credit recovery, experiential learning opportunities, alternative education)

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Student Success / Learning to 18: Starters for Conversations between Principals and New Teachers

In learning-focused conversations with new teachers, principals may choose to ask *selected* questions from the following list:

STUDENT SUCCESS/LEARNING TO 18 KNOWLEDGE

- 📖 Do you have access to the information you need to identify and support students at risk?
- 📖 Do you have access to the resources that reflect the specific needs and diverse interests and backgrounds of students in your classroom?
- 📖 Is there anything I can clarify about the process for connecting a student with the student success, the special education, and/or the guidance teacher in our school?
- 📖 What further knowledge or support do you need in order to support your at-risk students? How can I help with this?

IDENTIFYING STUDENTS AT-RISK

- 📖 How do you track student performance within your course(s)? Do you know how many students are passing? Do you know how many are at risk of failing?
- 📖 Are there particular students who you feel may be at risk? What have you been observing?

PROMOTING STUDENT SUCCESS IN THE CLASSROOM AND SUPPORTING STUDENTS AT-RISK

- 📖 Talk to me about the strategies you use to engage all students and build relationships with them ...
- 📖 Of these strategies, which do you feel have been effective? Why do you think they have been effective?
- 📖 Which instructional strategies are you implementing to meet a variety of student needs in your classroom?
- 📖 Share with me the types of interventions you have used with students who are experiencing difficulty. . .
- 📖 Tell me about the strategies you are using to incorporate relevant career resources into your classroom instruction. . .
- 📖 How can I help you be even more effective (i.e., do you have the resources that you need)?
- 📖 ?

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Literacy, 7-12: Professional Development and Training

In the context of what a school board is already offering, professional development and training on “Literacy, 7-12”, specific to the needs of new teachers, should include the following core content:

- Selecting and using effective pre-, during- and post-oral language strategies to engage students in purposeful speaking and listening and to develop higher-level thinking skills across curriculum areas
- Selecting and using appropriate pre-, during- and post-reading instructional strategies to engage students in meaning-making from a variety of texts and to develop higher-level thinking skills across curriculum areas
- Selecting and using appropriate pre-, during- and post-writing instructional strategies to engage students in creating texts to communicate meaning and to develop higher-level thinking skills across curriculum areas
- Using explicit teaching and modeling of oral, reading and writing strategies, providing feedback on student practice, and assessing independent application of literacy strategies across the curriculum
- Modeling metacognitive strategies to develop students’ understanding of their own thinking
- Selecting and using a range of student learning and curriculum-aligned resource materials

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Literacy, 7-12:

Starters for Conversations between Principals and New Teachers

In learning-focused conversations with new teachers, principals may choose to ask *selected* questions from the following list:

- 📖 Which oral, reading and writing instructional strategies are you implementing in your classroom to meet a variety of student needs?
- 📖 What have you noticed about student responses to the instructional choices you make?
- 📖 How do you know the instructional choices are making a difference for all students?
- 📖 How do you know your students are enjoying reading, writing and communicating in your classroom?
- 📖 Describe an example of a time when you included the explicit teaching of oral, reading and writing strategies in your lessons. What was most successful about this lesson? What would you change next time?
- 📖 Do you hear your students engaged in meaningful talk during lessons? Let's talk about it...
- 📖 Tell me about the strategies you are using to develop students' metacognitive skills . . . which, do you feel, have been most successful?
- 📖 What different types of text (such as print, oral, visual, graphical, electronic) are you using to support learning in your classroom?
- 📖 How do the resources and strategies you use support the needs and reflect the interests of all students? (such as male and female students, non-university bound students and non-traditional occupations, ethno and cultural diversity)
- 📖 How do you use the classroom walls to support teaching and learning?
- 📖 What kind of support or new learning do you feel you need next in order to work even more effectively in developing the literacy skills of the students in your classroom?
- 📖 What strategies/resources will you use as you work on expanding your instructional repertoire?
- 📖 To whom do you turn when you have a question about literacy instruction, assessment and/or resources?
- 📖 How can I help you be even more effective?
- 📖 ?

Using Conversation Starters

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Mathematical Literacy/Numeracy, 7-12: Professional Development and Training

In the context of what a school board is already offering, professional development and training on “Mathematical Literacy/Numeracy, 7-12”, specific to the needs of new teachers, should include the following core content:

- Professional learning opportunities that develop and strengthen mathematical literacy, as well as competence in both mathematics content and the methodology for teaching it
- Strategies to create an appreciation of and a positive disposition towards mathematics as well as a positive classroom climate
- Knowledge of effective strategies and resources, and of how to use effectively the manipulatives and technologies needed to teach/learn numeracy skills including differentiating instruction and connections to the everyday applications of numeracy skills
- How to use diversified means of assessing numeracy skills
- How to create, access and use appropriate resources including a variety of print, electronic and media resources (in order to align instruction with the curriculum policy and focus on the important mathematics)
- How to plan and pose effective questions, and respond to student responses in ways that encourage risk taking, legitimize errors as part of the learning process and respect the contributions of all students

About Core Content

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Mathematical Literacy/Numeracy, 7-12: Starters for Conversations between Principals and New Teachers

In learning-focused conversations with new teachers, principals may choose to ask *selected* questions from the following list:

- 📖 What are some examples that show your classroom is an active place where I can hear, see and touch mathematics?
- 📖 Talk to me about the variety of instructional and assessment tools and strategies you try to use...
- 📖 How do you use the data and information provided through your assessment tools and strategies to inform teaching and improve student learning?
- 📖 Talk to me about the variety of student needs in your classroom and how you use student groupings to meet some of these needs...
- 📖 Which instructional strategies are you implementing in your classroom to meet a variety of student needs?
- 📖 What have you noticed about student responses to the instructional choices you make?
- 📖 How do you know your instructional choices are making a difference for all students?
- 📖 Talk to me about how you base your math instruction on problem construction and solution...on concrete examples that relate to your students' everyday activities...
- 📖 How do you encourage your students to become engaged in mathematics and to learn co-operative and self-management skills?
- 📖 How do you plan lessons that appeal to auditory, kinaesthetic and visual learners, thereby, having a positive impact on classroom management?
- 📖 How/where do you store/manage manipulatives and technologies for ready access?
- 📖 How do you plan the questions you will ask in class?
- 📖 What are some of the ways you work with students' responses to encourage risk taking and to model learning from mistakes?
- 📖 How do the resources you use support ethno and cultural diversity within your classroom?
- 📖 What kind of support or new learning do you feel you need next in order to work even more effectively with the students in your classroom?
- 📖 What strategies/resources will you use as you work on expanding your instructional repertoire?
- 📖 To whom do you turn when you have a question about instruction/assessment/resources?
- 📖 How can I help you be even more effective?
- 📖 ?

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Safe Schools and Healthy Schools: Professional Development and Training

In the context of what a school board is already offering, professional development and training on “Safe Schools and Bullying Prevention”, specific to the needs of new teachers, should include the following core content:

- Effective practices aimed at establishing a safe learning environment and creating positive peer dynamics and relationships that reflect a variety of lifestyles, support ethno and cultural diversity, and promote mutual respect in the classroom
- Awareness of resources available to support a safe learning environment including the school code of conduct as well as the board’s and the school’s bullying prevention policies and programs
- Knowledge of teaching/learning strategies that promote a positive, safe and inclusive environment
- Knowledge of the expected interventions and protocols aimed at maintaining a safe learning environment including type and nature of incidents that need to be reported along with the appropriate channels through which these reports and observations should be made

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Safe Schools and Healthy Schools: Starters for Conversations between Principals and New Teachers

In learning-focused conversations with new teachers, principals may choose to ask *selected* questions from the following list:

SAFE SCHOOLS

- 📖 Talk to me about the peer dynamics in your classroom ...
- 📖 What sorts of strategies did you use to go about establishing rules and routines in your classroom that are consistent with the school's Code of Conduct?
- 📖 What strategies are you using to create a positive learning environment?
- 📖 What strategies do you use to address potential problems in a proactive manner?
- 📖 What behaviours or situations have you successfully dealt with in your classroom? in the school? on the school ground? at school events?
- 📖 Tell me about how the resources you use support and promote respect for ethno-cultural and lifestyle diversity within your classroom ...
- 📖 In what ways are pro-social skills integrated into your program?
- 📖 How familiar are you with the school's bullying policy and the procedures to report and address bullying incidents? Is there anything that you would like to discuss?
- 📖 What situations and behaviours do you find most challenging to resolve? What additional supports would make it easier?
- 📖 Tell me about the types of resources you would like to see to support your interaction with a student who is bullied, a student who bullies or those affected by bullying and the bystanders ...
- 📖 What kind of support or new learning do you feel you need next in order to work even more effectively with the students in your classroom?
- 📖 How can I help you be even more effective?
- 📖 ?

HEALTHY SCHOOLS

- 📖 Tell me about how you are creating a healthy environment in your classroom?
- 📖 Which healthy schools initiatives are you aware of in the school?
- 📖 What sorts of opportunities are available to the students in your class to be involved in the development and implementation of healthy schools initiatives?
- 📖 Talk to me about some of the successes and/or challenges you have experienced in dealing with sensitive health-related topics at school (e.g., mental health, substance use and abuse, anaphylaxis)?
- 📖 How can I help you be even more effective?
- 📖 ?

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Teaching Students with Special Education Needs: Professional Development and Training

In the context of what a school board is already offering, professional development and training on “Teaching Students with Special Education Needs”, specific to the needs of new teachers, should include the following core content:

- Selecting and using a broad range of assessment and instructional strategies for students with special education needs, with particular emphasis on early intervention, curriculum based assessment and progress monitoring
- Knowing the difference between “modifications” and “accommodations” and how to use these in developing Individual Education Plans (IEPs) for students with special education needs
- Knowing the IEP process as outlined in *The Individual Education Plan (IEP), A Resource Guide, 2004*; developing the IEP; implementing and reviewing the IEP; and updating the IEP
- Embedding assistive technology into instructional practice when teaching students with special education needs
- Using universal design, differentiated instruction and evidence-based practice as the context for professional learning

About Core Content

- Most school boards already offer professional learning opportunities and supports to all their teachers in order to ensure quality teaching and improved student achievement.
- Effective professional learning must be manageable, relevant, timely and appropriate to the daily responsibilities of new teachers.
- The above core content has been developed in an effort to support new teachers as they progress along a continuum of professional learning through their first year in the profession. As with all areas of learning, proficiency will develop over time.
- The core content is not to be viewed as a checklist of activities to undertake or an assessment tool to gauge the teacher’s performance.
- It is intended as a guide for school boards as they design professional learning opportunities for new teachers. It will help school boards review what they are already offering in order to align it with provincial requirements and ensure a level of consistency in the professional learning opportunities they are offering their new teachers.

Teaching Students with Special Education Needs: Starters for Conversations between Principals and New Teachers

In learning-focused conversations with new teachers, principals may choose to ask *selected* questions from the following list:

- 📖 How does your classroom environment support teaching and learning for students with special education needs?
- 📖 Talk to me about the accommodations that you use for students with special education needs in your classroom...
- 📖 How have you organized teaching/learning time so that students with special education needs are having their needs met, in accordance with their IEP?
- 📖 Which instructional strategies are you implementing in your classroom to meet a variety of student needs including those with special education needs?
- 📖 What have you noticed about the responses of students with special education needs to the instructional choices you make?
- 📖 How do you know your instructional choices are making a difference for students with special education needs?
- 📖 How do the resources you use support students with special education needs in your classroom?
- 📖 Tell me about the approaches to assessment and the types of assessments you are using with students who have special education needs in your classroom...
- 📖 How do you prepare report cards for students with special education needs?
- 📖 What kind of support or new learning do you feel you need next in order to work even more effectively with the students who have special education needs in your classroom?
- 📖 What resources will you use as you work on expanding your knowledge and skill in working with students who have special education needs?
- 📖 To whom do you turn when you have a question about special education?
- 📖 How can I help you be even more effective?
- 📖 ?

Using Conversation Starters

These conversation starters have been developed to support you, as a principal, in your role as a catalyst for professional growth. This material is optional and you are invited to use only the portions that are specific to your needs and the needs of your new teachers as you work with them in your school. This is not intended as a checklist.

Teaching First Nation, Métis and Inuit Students: Professional Development and Training

In the context of what a school board is already offering, professional development and training on “Teaching First Nation, Métis and Inuit Students”, specific to the needs of new teachers, should include the following core content:

- Strategies to become familiar with – and respect – students’ culture and language
- Strategies to value students’ backgrounds and experiences
- How to adapt teaching to students’ learning styles and personal strengths
- How to create, access and use curricular resources that are relevant to, and reflective of, the First Nation, Métis and Inuit learner
- Strategies to include parents and Aboriginal Communities within the teaching/learning experience

About Core Content

- Most school boards already offer professional learning opportunities and supports to all their teachers in order to ensure quality teaching and improved student achievement.
- Effective professional learning must be manageable, relevant, timely and appropriate to the daily responsibilities of new teachers.
- The above core content has been developed in an effort to support new teachers as they progress along a continuum of professional learning through their first year in the profession. As with all areas of learning, proficiency will develop over time.
- The core content is not to be viewed as a checklist of activities to undertake or an assessment tool to gauge the teacher’s performance.
- It is intended as a guide for school boards as they design professional learning opportunities for new teachers. It will help school boards review what they are already offering in order to align it with provincial requirements and ensure a level of consistency in the professional learning opportunities they are offering their new teachers.

Teaching First Nation, Métis and Inuit Students: Starters for Conversations between Principals and New Teachers

In learning-focused conversations with new teachers, principals may choose to ask selected questions from the following list:

INSTRUCTION AND STUDENT ACHIEVEMENT

- 📖 Talk to me about the needs of the First Nation, Métis and Inuit students in your class...
- 📖 Which instructional strategies are you implementing in your classroom to meet the needs of your First Nation, Métis and Inuit students?
- 📖 What have you noticed about the responses of First Nation, Métis and Inuit students to the instructional choices you make?
- 📖 How do you know your instructional choices are making a difference for these students?
- 📖 Tell me about the approaches to assessment and the types of assessments you are using in your classroom...
- 📖 How do the resources you use support First Nation, Métis and Inuit students within your classroom?
- 📖 What strategies/resources will you use as you work on expanding your knowledge and skill in working with First Nation, Métis and Inuit students?

PARENT AND COMMUNITY ENGAGEMENT

- 📖 What strategies do you use to help First Nation, Métis and Inuit parents get involved with homework and/or with volunteering in the classroom? What strategies do you use to communicate and meet with parents?
- 📖 To whom can you turn to in the community when you have a question about integrating Aboriginal cultures, histories and perspectives?

FOSTERING SUPPORT NETWORKS FOR NEW TEACHERS

- 📖 To whom do you turn when you have a question about Aboriginal education?
- 📖 What further knowledge/support do you need to build your skills and knowledge with First Nation, Métis and Inuit students?
- 📖 How can I help you be even more effective?
- 📖 What can you suggest are the needs of the school as a whole when addressing the needs of First Nation, Métis and Inuit students?
- 📖 ?

Using Conversation Starters

These conversation starters have been developed to support you, as a principal, in your role as a catalyst for professional growth. This material is optional and you are invited to use only the portions that are specific to your needs and the needs of your new teachers as you work with them in your school. This is not intended as a checklist.

Teaching English Language Learners*: Professional Development and Training

In the context of what a school board is already offering, professional development and training on “Teaching English Language Learners”, specific to the needs of new teachers, should include the following core content:

- Knowledge, selection and use of a variety of instructional strategies and scaffolds appropriate to the varying needs of English language learners (such as dual language strategies, visual aids, vocabulary instruction, guided reading, writing scaffolds)
- Knowledge, selection and use of pair, small-group and whole-class oral language strategies to encourage English language learners
- Knowledge, selection and use of a variety of classroom assessment strategies that take into consideration the learning needs of English language learners
- Knowledge, selection and use of strategies to assess, and account for, English language learners’ prior knowledge
- Knowledge, selection and use of a variety of learning resources to meet the varying needs, interests and ethno-cultural backgrounds of English language learners

** English language learners are students in provincially-funded English-language schools whose first language is a language other than English or is a variety of English that is significantly different from the variety used for instruction in Ontario’s schools, and who may require focused educational supports to assist them in attaining proficiency in English. These students may be Canadian born or recently arrived from other countries. They come from diverse backgrounds and school experiences, and have a wide variety of strengths and needs.*

In addition, it is important to be aware of the special needs of newcomers to Canada who are adjusting to a new country/culture/school system as well as a new language.

(Adapted from: English Language Learners, ESL and ELD Programs and Services: Policies and Procedures for Ontario Elementary and Secondary Schools, Kindergarten to Grade 12, 2007, Ontario Ministry of Education)

About Core Content

- Most school boards already offer professional learning opportunities and supports to all their teachers in order to ensure quality teaching and improved student achievement.
- Effective professional learning must be manageable, relevant, timely and appropriate to the daily responsibilities of new teachers.
- The above core content has been developed in an effort to support new teachers as they progress along a continuum of professional learning through their first year in the profession. As with all areas of learning, proficiency will develop over time.
- The core content is not to be viewed as a checklist of activities to undertake or an assessment tool to gauge the teacher’s performance.
- It is intended as a guide for school boards as they design professional learning opportunities for new teachers. It will help school boards review what they are already offering in order to align it with provincial requirements and ensure a level of consistency in the professional learning opportunities they are offering their new teachers.

Teaching English Language Learners: Starters for Conversations between Principals and New Teachers

In learning-focused conversations with new teachers, principals may choose to ask selected questions from the following list:

SCHOOL-WIDE ENVIRONMENT

- 📖 Tell me about what you see in the school that creates a welcoming environment for English language learners and their families ?
- 📖 What could we be doing as a school to make this a more welcoming environment for English language learners and their families?

CLASSROOM ENVIRONMENT

- 📖 Talk to me about the needs you have observed in the English language learners and newcomers to Canada in your classroom ...
- 📖 In what ways does your classroom climate support English language learners?
- 📖 How do you use the classroom walls to support teaching and learning?

INITIAL AND ONGOING ASSESSMENT

- 📖 Tell me about what you have learned about the prior knowledge of your English language learners and newcomers to Canada . . .
- 📖 How do you assess the English language proficiency of your English language learners?

PROGRAM PLANNING

- 📖 What instructional strategies are you finding most successful with your English language learners?
- 📖 What dual-language instructional strategies are you implementing in your classroom to meet the needs of your English language learners?
- 📖 What have you noticed about the responses of your English language learners to the instructional choices you make?
- 📖 How do your classroom resources support diversity in a positive, balanced manner?

PROFESSIONAL GROWTH

- 📖 What kind of support or new learning do you feel you need next in order to work even more effectively with the English language learners in your classroom?
- 📖 What strategies/resources will you use as you work on expanding your instructional repertoire to meet the needs of English language learners and newcomers to Canada?
- 📖 To whom do you turn when you have a question about English language learners in your class?
- 📖 How can I help you be even more effective?
- 📖 ?

Using Conversation Starters

These conversation starters have been developed to support you, as a principal, in your role as a catalyst for professional growth. This material is optional and you are invited to use only the portions that are specific to your needs and the needs of your new teachers as you work with them in your school. This is not intended as a checklist.

Appendix E

WEB-BASED RESOURCES

In addition to the substantial published literature on new teacher induction programs and mentoring, you will find a wealth of information available on the Web that will support and enrich your induction activities.

The Ministry intends to continue expanding this list of resources each year. In order to access the most up-to-date resource list, visit the Ministry's NTIP website at:

English: <http://www.edu.gov.on.ca/eng/teacher/induction.html>
French: <http://www.edu.gov.on.ca/fre/teacher/induction.html>