

PLC Team Norms

What are Norms?

Team Norms: In PLCs norms represent protocols and commitments developed by each team to guide members in working together. Norms help team members clarify expectations regarding how they will work together to achieve their shared goals.

A Strategy for Establishing Team Norms

Ask team members to think of a past negative experience they have had serving on a team or committee and to identify a specific behavior that prevented that group from being effective: for example, whining or complaining, arriving late and leaving early, being disengaged during the meetings, and so on.

For each negative norm identified by members of your team, establish a positive commitment statement (a norm) your team should adopt that, if everyone adhered to it, would prevent the past negative experience from recurring.

Tips for Establishing Team Norms

- Each team establishes its own norms.
- Norms are stated as commitments to act in certain ways rather than as beliefs.
- Norms are reviewed at the beginning and end of each meeting until each team member internalizes them.
- One norm should require the team to assess its effectiveness at least twice during each school year. This assessment should include a review of members' adherence to team norms and the need to add new norms.
- Less is more. A few key norms are better than a laundry list.
- Violation of norms should be addressed.

Examples of Team Norms

- *We will maintain a positive tone at our meetings.*
- *We will not complain about a problem unless we can offer a solution.*
- *We will begin and end our meetings on time and stay fully engaged throughout each meeting.*
- *We will contribute equally to the workload of this team*
- *We will listen respectfully and consider matters from another's perspective.*

Establishing SMART Goals

What Are SMART Goals?

SMART goals: Goals that are Strategic and Specific, Measurable, Attainable, Results-oriented, and Time-bound (ONeill & Conzemius, 2006)

In order to become a **team** – a group of people working **interdependently** to achieve a **common goal** for which members are held **mutually accountable** – you must establish a specific and measurable performance goal. The SMART acronym helps teams in PLCs establish goals linked to gains in student achievement.

Tips for Establishing Team SMART Goals:

1. Ensure your teams' goal is aligned with the broader, overarching school-wide goal(s).
2. Clarify the level of achievement students were able to attain in the previous year (for example, 86% achieved the target proficiency score on the district reading assessment, or 94% earned the grade of C or higher in our course).
3. Using the Student Achievement SMART Goal-Setting Worksheet on the following page, set a SMART Goal that challenges your team to improve upon last year's performance.

Student Achievement SMART Goal-Setting Worksheet

School:

Team Name:

Team Leader:

Team Members:

District Goal(s):

School Goal(s):

Team SMART Goal	Strategies and Action Steps	Responsibility	Timeline	Evidence of Effectiveness

SAMPLE MEETING AGENDA

Date:

Facilitator:

Timekeeper:

Recorder:

Other:

Meeting Purpose:

Estimated Time	Topic	Lead Person	Method	Outcome
5 min.	Check-In	All	Round Robin	We're all present!
5 min.	Agenda Review	Facilitator	Discussion	Agenda adjusted as needed
5 min.	Next Agenda	All	Brainstorm	Input for next meeting agenda
5 min.	Meeting Evaluation		+/- on flipchart	Meeting process improvements for next time

Sample Meeting Record

Team Name:

Date:

Time:

Location:

Members Present:

Y	N	Name	Facilitator	Timekeeper	Recorder	Other

Next Meeting(s):

Date:

Time:

Location:

Date:

Time:

Location:

Facilitator:

Recorder:

Timekeeper:

Other:

Agenda for Next Meeting:

Check-In:

Check-Out:

Sample Meeting Record

Page 2

Topic	Discussion Points	Decisions

Issues/Ideas for Future Meetings:

Assignments:

What	Who	When