

## **PERFORMANCE APPRAISAL FOR SUPERVISORY EMPLOYEES**

Evaluation of the performance and/or accomplishments of individual staff members is an important process in improving the effectiveness and efficiency of the district and the professional development of the employee. Staff is expected to perform the duties identified in their job descriptions in addition to any additional responsibilities that may be assigned by their administrator.

The board adopts the following procedures and criteria for the evaluation of its non-represented supervisory employees.

For those employees holding individual employment contracts, specific evaluation procedures are set forth therein.

All supervisory non-represented employees shall be evaluated annually, such evaluations to be completed no later than August 31. The evaluator shall be the superintendent or his/her designee. Evaluators may make additional evaluations at any time during the school year, said evaluations to cover such period of time as may be identified in the evaluation report. These evaluations may focus primarily on selected evaluation criteria and/or selected performance objectives.

The foundation of the performance assessment model for administrators is goal setting and accomplishments aligned with the district and state evaluative criteria for administrators. The statements of the evaluator may include criteria other than the seven (7) identified criteria for administrators, but a supervisor should advise the administrator in advance of those specific goal areas.

Assessment tools are available to administrators for self assessment and goal setting and are available through the personnel office, along with the evaluation forms.

In Washington State, specific evaluative criteria for certificated administrators are established by state law. In recent years, much work has been done at the state and national level to identify more relevant criteria for evaluating administrators. The criteria identified for the district have been developed with the recent research in mind. To accommodate the requirement to evaluate administrators utilizing the state-defined criteria, the specific state criteria applicable to the new criteria areas are identified within each criteria definition.

### **Evaluation Procedures.**

Each non-represented supervisory employee shall have the opportunity for confidential conferences with his/her immediate supervisor on no less than two (2) occasions each school year. Such conferences shall have as their sole purpose the aiding of the non-represented supervisory employee (non-represented employee) in his/her professional performance.

The annual evaluation of a non-represented supervisory employee shall be documented on the evaluation report form applicable to his/her position. Any additional evaluations will be documented on either the evaluation report form or by memorandum from the evaluator to the non-represented employee.

Each non-represented supervisory employee shall be provided with a copy of his/her evaluation report within a reasonable time after such report is prepared.

The non-represented supervisory employee shall sign the district's copy of the evaluation to indicate that he/she has received a copy. The signature of the supervisory employee does not necessarily signify agreement with the contents of the evaluation.

Following the completion of each evaluation report, a meeting shall be held between the evaluator and the non-represented supervisory employee to discuss the report.

Each evaluation report shall be filed in the supervisory employee's personnel file in the district personnel office.

### **Administrator Evaluation Processing and Timelines**

#### **Phase I: Goal Setting**

This phase commences with the employees initially identifying the goal areas for the year, to be completed by October 31 of each year.

#### **Phase II: Mid-Year Review**

This phase occurs sometime mid-year, generally in the January to February timeframe. The evaluator is responsible for scheduling the mid-year review meeting with the administrators.

#### **Phase III: Final Evaluation**

This phase occurs at the end of the year and no later than June 30 annually.

Pursuant to RCW 28A.405.100, the criteria for the evaluation of non-represented supervisory employees, when applicable, shall be based on the following:

### **Assistant Superintendent**

**Leadership Responsibility 1:** Influence, establish, and sustain a culture conducive to continuous improvement.

**Leadership Responsibility 2:** Review and support the development and annual update of a comprehensive safe schools plan and the district's comprehensive safety, security, and emergency plan that include prevention, intervention, crisis response, and recovery; and if applicable, review, support and monitor the annual update of the schools' comprehensive safety, security and emergency plan.

**Leadership Responsibility 3:** Lead the development, implementation, and evaluation of the plan for accomplishment of specific department goals that support the district goals, mission, vision, and strategic task force recommendations and the district plan for improvement of student learning.

**Leadership Responsibility 4:** Provide leadership to ensure that department services are viewed as supportive and operate from a foundation of teamwork and customer service, focusing on those areas of service and support aligned with the department's scope of responsibility.

**Leadership Responsibility 5:** Monitor, assist, and evaluate staff implementation of district goals, department goals, functions and projects.

**Leadership Responsibility 6:** Manage human and fiscal resources to accomplish student achievement goals, district goals, department goals, functions and projects.

**Leadership Responsibility 7:** Communicate and partner with community members to promote student learning and family and community relationships.

**Director, Assistant Director, Supervisor, Manager, Coordinator**

**Leadership Responsibility 1:** Influence, establish, and sustain a culture conducive to continuous improvement by sustaining a team environment, organizing time and resources for staff collaboration and planning; developing a vision and a shared commitment to problem solving and improvement so department services are viewed as supportive and customer oriented. The administrator models and establishes a climate characterized by courtesy, respect, advocacy and collaboration.

**Leadership Responsibility 2:** Pursue on a regular basis professional development to maintain and develop personal leadership skills, technical knowledge, and to seek or maintain professional certification as appropriate.

**Leadership Responsibility 3:** Lead the development, implementation, and accomplishment of specific department goals that support and are aligned with the District's goals, mission, vision, and strategic plan. The administrator sets high standards to support the overall goal of improving student.

**Leadership Responsibility 4:** Provide leadership to ensure that department services are viewed as supportive and operate from a foundation of teamwork and customer service, focusing on those areas of service and support aligned with the department's scope of responsibility.

**Leadership Responsibility 5:** Monitor, assist, and evaluate staff performance and professional development to support the implementation of District goals, department goals, functions, and projects.

**Leadership Responsibility 6:** Manage human and fiscal resources to accomplish student achievement goals, district goals, department goals, functions, and projects.

**Leadership Responsibility 7:** Actively network and serve in professional, service, and community organizations to build professional relationships to enhance effectiveness and support the overall goal of improving student achievement.

**Superintendent**

The Superintendent is evaluated consistent with criteria developed by the board of directors.

**Formal Assistance**

A formal "Plan of Improvement" may be utilized when the evaluator detects serious performance problems and the administrator, which is indicated by any "Unsatisfactory" rating. The Plan of Improvement is provided as a desirable option to be used in cases where the district deems

appropriate. This use of a plan shall not preclude the district from taking necessary personnel action in cases of egregious behavior or serious performance problems.

### **Final Assessment**

The evaluator is responsible for making a final assessment of the employee's performance under the Plan of Improvement. This shall be made consistent with all procedures for evaluation and shall be provided to the employee in a timely and formal manner.

Should the evaluator determine that the performance deficiencies are serious enough to warrant a change in job position, demotion or separation of employment, the evaluator should discuss this with the superintendent, personnel and/or legal counsel, as appropriate. Conferences should be held with the administrator to discuss the seriousness of the situation and possible remedies.

The district is responsible for assuring quality performance from its administrative staff, and in the event that serious disciplinary action, including non-renewal or discharge is considered, administrative employees should be afforded those rights granted them under Washington State law and the collective bargaining agreements or applicable district policies and procedures.

### **PERFORMANCE APPRAISAL FOR NON-REPRESENTED NON-SUPERVISORY EMPLOYEES**

Each non-supervisory non-represented employee shall be evaluated at least once annually by the non-supervisory employee's immediate supervisor. In addition, supervisors are encourage to meet and confer with non-supervisory non-represented employees for the purpose of discussing performance objectives, performance progress and/or other areas related to performance review.

The annual evaluation of a non-represented non-supervisory employee shall be documented on the evaluation report form applicable to his/her position. Any additional evaluations will be documented on either the evaluation report form or by memorandum from the evaluator to the non-represented employee. The final annual evaluation shall be completed no later than August 31 of each year.

Each non-represented non-supervisory employee shall be provided with a copy of his/her evaluation report within a reasonable time after such report is prepared.

The non-represented non-supervisory employee shall sign the district's copy of the evaluation to indicate that he/she has received a copy. The signature of the non-represented non-supervisory employee does not necessarily signify agreement with the contents of the evaluation.

Each evaluation report shall be filed in the non-represented non-supervisory employee's personnel file in the personnel office.

**(EVALUATION FORMS ARE AVAILABLE THROUGH THE PERSONNEL OFFICE)**