

Colorado Springs School District 11  
Michael Gaal, Superintendent

Performance Evaluation System Protocol

***Education Support Professionals***



Revised November, 2022

Department of Human Resources

## **ACKNOWLEDGEMENT**

During the 2010-2011 school year the Advisory School District Personnel Performance Council with representatives from all employee groups worked collaboratively to develop fair, equitable, and comprehensive evaluation tools to measure staff performance and effectiveness, encourage employee growth, and increase student achievement through high performance of all staff. The development of revised evaluation tools considered the unique needs of each employee group in addressing the best way to conduct performance evaluations.

The newly created evaluation tools were tested at selected schools and departments. Using the feedback collected in 2011-2012 from supervisors and employees, the evaluations were changed as appropriate and edited for accuracy and clarity.

We offer our thanks to the many employees and citizens who worked diligently throughout the development of the revised evaluation tools. The resulting evaluation tools will enhance employee growth and directly relate to increasing student achievement.

Department of Human Resources  
November 2022

**NO CREATION OF CONTRACT OR PROPERTY RIGHT STATEMENT**

THIS PERFORMANCE EVALUATION SYSTEM IS NOT INTENDED TO AND DOES NOT CREATE ANY CONTRACT OR PROPERTY RIGHT OR IMPOSE ANY OBLIGATION IN ADDITION TO OR APART FROM THOSE RIGHTS AND OBLIGATIONS, IF ANY, EXPRESSLY ESTABLISHED BY STATUE.

**DISCLAIMER**

SUBJECT TO APPLICABLE LAW, AN EMPLOYEE MAY BE REMOVED FROM HIS/HER POSITION, TERMINATED FROM THE DISTRICT, OR SUBJECT TO OTHER DISCIPLINARY ACTION, REGARDLESS OF HIS/HER PERFORMANCE IN THE EVALUATION PROCESS, FOR REASONS BEYOND THE SCOPE OF THE EVALUATION PROCESS INCLUDING, BUT NOT LIMITED TO FAILURE TO ADHERE TO THE DISTRICT'S GENERAL WORK RULES, LEGAL REQUIREMENTS, JOB EXPECTATIONS, BOARD POLICIES, AND/OR FOR ANY OTHER REASON PERMITTED BY LAW.

FAILURE TO STRICTLY COMPLY WITH THE TIMELINES SET FORTH IN THE PERFORMANCE EVALUATION SYSTEM DOCUMENT WILL NOT INVALIDATE AN EVALUATION.

In event of a conflict between the provisions of this Performance Evaluation system and the provisions of the ESP Handbook, the provisions of this Performance Evaluation system shall govern.

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**DISTRICT 11 PERFORMANCE EVALUATION PROTOCOL  
PURPOSE AND OVERVIEW**

***District 11 Statement of Vision***

We are a dynamic, collaborative community of energized educators, engaged students and supportive partners with a passion for continuous learning.

***District 11 Statement of Mission***

We dare to empower the whole student to profoundly impact our world.

**Performance Evaluation System**

**Application**

This Performance Evaluation System Protocol applies to employees who are subject to the provisions of the Education Support Professional Handbook (the "Handbook"). Personnel to whom this Performance Evaluation System applies shall hereafter be referred to as "employee" or "employees."

**Goals**

An evaluation system should be fair and equitable, adequate, relevant, reliable, valid, and practical, and should meet legal requirements. Employee performance evaluations should encourage communication between the evaluating supervisor and the employee, and it should provide opportunities for setting directions for the future. Both the evaluating supervisor and the employee should participate in the process, which is ongoing and involves individual growth as well as accountability.

The evaluation system should be understood by all involved; both the evaluating supervisor and the employee have responsibilities in the process. Among other things, District 11's performance evaluation system is designed to identify performance criteria and performance issues, provide for individual creativity, promote personal growth, and meet legal requirements. The effectiveness of its programs and services to students are measured by the quality and efficiency of its staff.

Employee proficiency may also be increased through other means. To complement the evaluation process, activities such as supervisor coaching, peer mentors, and other staff development programs are encouraged. An employee newly assigned to a position may seek not only the assistance of his/her immediate supervisor, but also, to the extent feasible, support and help from a variety of resources.

## **Objectives**

The objectives of the Performance Evaluation System for Educational Support Professionals are to provide the highest quality of support services for District 11's students, staff, and community. Specifically, the Performance Evaluation System is designed to:

- Promote and improve communication between the employee and evaluating supervisor
- Provide insight and feedback regarding the employee's performance, including areas of strength, opportunities for growth and needs for improvement
- Ensure that consistent procedures are used for the evaluation of all employees
- Serve as the measurement of satisfactory performance for individual employees
- Serve as the documents for dismissal due to unsatisfactory performance
- Provide information to substantiate personnel decisions, including promotions, transfers, and demotions

## **Expectations**

The Performance Evaluation Protocol contains four areas to be evaluated:

- I. Employee demonstrates mastery of the position for which they are responsible.
- II. Employee supports an inclusive and respectful work environment.
- III. Employee effectively plans and delivers services in support of the District Strategic Plan.
- IV. Employee demonstrates professionalism through ethical conduct and leadership.

Employees are expected to perform at a satisfactory level as measured by indicators set forth in the Indicators Worksheet (the "worksheet") applicable to the employee. The performance indicators are benchmarks used to determine whether the employee has performed at a satisfactory level with respect to each indicator. An employee may receive a rating of "Ineffective," "Partially Proficient," "Effective," or "Highly Effective" on each of the performance indicators. An employee performs at a satisfactory level on any performance indicator if he/she receives a rating of "Highly Effective," "Effective," or "Partially Proficient." An employee does not perform at a satisfactory level if he/she receives a rating of "Unsatisfactory" on any indicator. A rating of "Unsatisfactory" on one or more of the performance indicators, despite notice and an opportunity to improve may result in disciplinary action or termination from the district.

SUBJECT TO APPLICABLE LAW, EMPLOYEES MAY BE REMOVED FROM THEIR POSITIONS, TERMINATED FROM THEIR EMPLOYMENT WITH THE DISTRICT, OR SUBJECT TO OTHER DISCIPLINARY ACTION FOR REASONS OTHER THAN PERFORMANCE AS MEASURED BY THIS PERFORMANCE EVALUATION SYSTEM. IN ADDITION, NOTHING IN THIS PERFORMANCE EVALUATION SYSTEM SHALL INTERFERE WITH THE DISTRICT'S RIGHT TO TERMINATE AN EMPLOYEE IN AN 89-WORKDAY TRIAL PERIOD.

## **Data Collection**

The methods of evaluation may include, but are not limited to, direct observation, written documentation, use of the Rubric Indicators Worksheet, and systematic data gathering. The

responsibility for collecting data regarding the employee's performance with regard to the performance indicators set forth on the Indicators Worksheet is with the evaluating supervisor.

### **Indicators Worksheet**

The supervisor will use the electronic evaluation system (Perform) which includes the Indicators Worksheet to assess, record, and review data related to each performance indicator and to evaluate the employee's level of performance. The employee will be rated based on his/her performance on the listed performance indicators by the evaluating supervisor who completes the Indicators Worksheet. A copy of the Indicators Worksheet is reviewed and signed by the evaluating supervisor and the employee during the evaluation conference.

### **Frequency of Evaluation**

New employees will be evaluated twice during the 89-workday trial period. All regular status employees will be evaluated on an annual basis. Any regular status employee who transfers to or otherwise assumes a different position will be evaluated on an annual basis.

### **Evaluation Forms**

Forms used in the evaluation process are available in the electronic evaluation system (Perform) and online on the District 11 Intranet.

## **PROCEDURAL GUIDELINES**

### **Overview**

During the employee performance evaluation process, the evaluating supervisor and the employee will develop a Professional Growth Plan. Over the course of the employment year, the supervisor will make observations of the employee's work and gather other information regarding the employee's performance. The supervisor will maintain sufficient documentation of these observations in order to accurately rate the employee's work on each performance indicator and progress toward meeting the goals of the Professional Growth Plan from the previous performance evaluation.

The evaluating supervisor will share his/her observations of and other information regarding the employee's performance on an on-going basis. When observations and other information reveal performance concerns, the evaluating supervisor will communicate with the employee to identify needed improvements and provide assistance as the evaluating supervisor deems appropriate.

### **Orientation/Training**

On an annual basis employees will be orientated to the evaluation purpose, process, and tools. Orientation will take place within the first 3 weeks of the school year or within 3 weeks of their hire date.

### **Professional Growth Plan**

A **yearly** Professional Growth Plan is required for all employees who receive a satisfactory evaluation, utilizing growth plan results from the prior year. The Professional Growth Plan is a written improvement plan that, among other things, reviews the results of the performance indicators and includes a least one S.M.A.R.T. (specific, measurable, attainable, research-based, time-lined) goal aligned with District 11's Strategic Plan goals. The Professional Growth Plan will also set forth recommendations for improvement, including recommendations for support. Copies are kept by the evaluating supervisor and employee. The original copy is sent to the Assistant Superintendent of Personnel Support Services as part of the Performance Evaluation Report.

### **S.M.A.R.T. Goals**

One or more S.M.A.R.T. goals aligned to the District 11 Strategic Plan, Unified District Improvement Plan, and Unified School Improvement Plan will be included in the Professional Growth Plan. The development of S.M.A.R.T. goals, however, is one, but not the only means by which an employee is expected to improve his/her performance. While attainment of a S.M.A.R.T. goal is desirable, such attainment is immaterial for purposes of assessing the performance of an employee if he/she does not achieve the intended result of performing at a "Partially Proficient," "Effective," or "Highly Effective" level on each of the performance indicators.



## **Mid-Year Conferences**

Mid-year conferences will be held for the purpose of engaging in professional conversations focused on the progress of the employees professional growth plan, job performance and supporting employees as appropriate.

## **Remediation Plan**

A Remediation Plan may be given to the employee if the employee receives an "Ineffective" rating on one or more of the performance indicators. The employee will be given a reasonable time period in which to improve his/her performance. The supervisor shall determine the time period based on individual circumstances. Generally, performance deficiencies must be improved prior to the end of the school year at the latest. The evaluating supervisor should contact the Department of Human Resources for procedural assistance with the Remediation Plan. The Remediation Plan will be developed to assist the employee in improving his/her performance to a "Partially Proficient," "Effective," or "Highly Effective" level.

However, fulfilling the components of the Remediation Plan is immaterial for purposes of assessing the performance of an employee if he/she does not achieve the intended result of performing at an "Effective" or "Highly Effective" level on each of the performance indicators within the allotted time. As a general rule, an employee's involvement and active participation in the development of S.M.A.R.T. goals and a Professional Growth Plan is expected to be significant. Further, while an employee may assist in the development of a Remediation Plan, the supervisor shall identify the performance deficiencies, level of expected improvement, and a reasonable timeline for improvement. Progress will be monitored and additional observations and conferences may take place. If the next performance evaluation indicates the employee's performance has improved to a "Partially Proficient," "Effective," or "Highly Effective" level, no further action will be taken solely on the basis of the earlier evaluation. If the employee is not performing at a "Partially Proficient", "Effective" or "Highly Effective" level, the evaluating supervisor may make additional recommendations for improvement, or recommend disciplinary action, dismissal, or other action.

## **Performance Evaluation Report**

The Performance Evaluation Report is prepared by the evaluating supervisor and is reviewed with the employee. It will focus on the overall performance of the employee based on the performance indicators set forth in the Indicators Worksheet. The data sources may include, but are not limited to, documentation, observations, and/or information obtained from other sources.

- The annual performance evaluation report will include a complete Summative of the overall rating on the performance indicators contained within the Indicators Worksheet.
- The annual performance evaluation report will contain a written Professional Growth Plan that will be specific as to what improvements are needed in the performance of the employee and will clearly set forth recommendations for improvement for the following year. S.M.A.R.T. goals will be written based on continuous improvement results from the

## *Performance Evaluation Protocol for Education Support Professionals*

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prior school year, and be aligned with the District 11 Strategic Plan and the goals of the school/department.

- If no concerns were noted, the evaluating supervisor indicates the employee's performance is at a "Partially Proficient," "Effective," or "Highly Effective" level.
- If the employee receives a rating of "Ineffective" on one or more of the performance indicators, a Remediation Plan is completed. An employee does not perform at a satisfactory level if he/she does not receive a rating of "Partially Proficient," "Effective," or "Highly Effective" on each of the performance indicators after an opportunity for improvement has been provided.
- At the conclusion of the performance evaluation conference, the employee and the evaluating supervisor will sign the evaluation report. The signature of the employee indicates that the performance evaluation report contents were reviewed with him/her and does not necessarily indicate agreement with the report. If the employee disagrees with any conclusion or recommendations in the performance evaluation report, he/she may attach to the report a written explanation or other relevant documentation. The employee must submit the written response within three working days of the performance evaluation conference. The employee and evaluating supervisor keep copies of the performance evaluation report. The original is submitted to Personnel Support Services for data entry and is then forwarded to the Department of Human Resources to be placed in the employee's personnel file.

### **Timelines**

Employees in their 89-workday trial period will be evaluated twice during that period. The performance evaluations should be delivered prior to the 30<sup>th</sup> and 60<sup>th</sup> workday following the employee's first day of work. Employees who successfully complete the 89-workday trial period will then be evaluated annually.

Regular status employees will be evaluated once each school year.

**DISCLOSURE**

**FAILURE TO STRICTLY COMPLY WITH THE TIMELINES SET FORTH IN THIS PERFORMANCE EVALUATION SYSTEM DOCUMENT WILL NOT INVALIDATE AN EVALUATION.**

## **APPENDIX A**

### **Glossary of Terms**

➤ **Data Collection Tools**

Forms or methods used to collect data including, but not limited to, assessment on the Indicators Worksheet rubric, observations, and/or input from peers/mentors.

➤ **Evaluating Supervisor**

An administrator who has been assigned to evaluating duties.

➤ **Evaluation Report**

To include Summative, Indicators Worksheet, Professional Growth Plan, and Remediation Plan (if indicated) for review during evaluation conference between evaluator and employee.

➤ **Indicators Worksheet**

Criteria and indicators used to measure an employee's levels of performance. Each identified criteria and indicator have been aligned to ensure that employees meet applicable state and national standards.

➤ **Performance Indicators**

Criteria set for evaluation of employee performance.

➤ **Professional Growth Plan**

A written document used to identify areas of growth found for the development of the employee. It may be based on the supervisor's baseline assessment and/or on previous evaluations.

➤ **Remediation Plan**

A written document used to address areas of performance assessed at an "Unsatisfactory" level on one of more performance indicators. The Remediation Plan is developed for purposes of, among other things, documenting areas in need of improvement and specifying actions to improve performance. The Remediation Plan should specify performance indicators to be improved and should contain, but not be limited to, establishing goals, activities, reasonable timelines, and information concerning resources and assistance that are available.

➤ **Satisfactory Performance**

Performance receiving a "Partially Proficient," "Effective," or "Highly Effective" rating on all performance indicators on the Indicators Worksheet rubric.

➤ **S.M.A.R.T. Goal**

A goal which is specific, measurable, attainable, research-based, and time-lined, as well as aligned with District 11's Strategic Plan goals.

➤ **Summative**

Overall numeric rating of performance indicators from the Indicators Worksheet rubric included in the evaluation report.

➤ **Unsatisfactory Performance**

Performance receiving an "Ineffective" rating on one or more performance indicators on the Indicators Worksheet rubric.

**APPENDIX B**

**Evaluation System Timeline for 89-Workday Trial Period Employees**

| 30 <sup>th</sup> Workday Evaluation  | 60 <sup>th</sup> Workday Evaluation  | 89 <sup>th</sup> Workday Evaluation   |
|--|--|---|
| Evaluating supervisor will deliver 1 <sup>st</sup> evaluation prior to 30 days after employee begins work. | Evaluating supervisor will deliver 2 <sup>nd</sup> evaluation prior to 60 days after employee begins work.                                 | Evaluating supervisor will deliver annual evaluation report if employee has performed at a satisfactory level on all performance indicators throughout the 89-workday period. |
|  | <ul style="list-style-type: none"> <li>➤ Include Professional Growth Plan developed between evaluating supervisor and employee.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Include Professional Growth Plan developed between evaluating supervisor and employee.</li> </ul>                                    |

**Evaluation System Timeline for Regular Status Employees**

| <b>Evaluation by the end of the School Year for Regular Status Employees</b>  |
|---|
| <p>Evaluating supervisor will deliver an annual evaluation report during the Performance Evaluation Conference with each regular status employee prior to the end of each fiscal year.</p> <p>There may be further discussions regarding performance, mid-year evaluation, and/or remediation plans as appropriate.</p> |
| <ul style="list-style-type: none"> <li>➤ Include Professional Growth Plan developed between evaluating supervisor and employee if the total performance of the employee is rated at a satisfactory level.</li> </ul>  |
| <ul style="list-style-type: none"> <li>➤ Include Remediation Plan if employee receives "Unsatisfactory" rating on one or more performance indicators.</li> </ul>  |

**DISCLOSURE**

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