

**INSTRUCTIONS FOR EVALUATION OF
CLASSIFIED MANAGERIAL/SUPERVISORY ADMINISTRATORS**

I. Purpose

The job performance evaluation is designed to be a growth-oriented process to meet the following objectives:

- A. Promote improved job performance and job satisfaction
- B. Recognize employees whose performance warrants commendation
- C. Identify employees who need assistance
- D. Establish documentation for personnel action

II. The Evaluation Process and Instructions

- A. An annual, formal, written summative evaluation of the performance of all administrative personnel will normally be completed prior to the beginning of the next school term.
- B. The evaluation will be made by the supervisor to whom the administrator reports as indicated in the administrator's current job description.
 - 1. Near the beginning of the work year, a pre-observation conference is to be held with each administrator to discuss job expectations and applicable evaluation criteria, forms and procedures. The conference is to be summarized on the Formative Evaluation Form E-2.
 - 2. A Professional Growth Plan (a plan for personal professional growth related to the assignment or to characteristics of effective leadership and the criteria for assessing the degree to which progress is made), which the administrator has helped develop, is to be established for each administrator during the year. The most effective time to establish the Growth Plan is after the first formative observation. However, a Growth Plan may also be discussed during the summative evaluation conference with a review and finalization occurring in the early part of the next work year. This is especially appropriate if it is necessary to begin the process prior to the beginning of the next work year.
 - 3. The Professional Growth Plan may be either for professional enrichment or for professional skill growth. The evaluative criteria or characteristic of effective leadership in which growth is desired, the specific performance objective/desired outcome, the procedures/strategies for reaching the objective, the method for appraising when the objective is reached, and the timelines/target dates for reaching the objective or parts of the objective are to be clearly stated in narrative style on the Growth Plan Format Form (G).
 - 4. At mid-year, a conference will be held to identify strengths and areas needing improvement and to review performance standards, objectives, and progress on the Growth Plan. The conference is to be summarized on Formative Evaluation Form E-2 (properly checked in upper left corner).

- C. When the supervisor determines that there is sufficient discrepancy between the administrative standards (JCPS policies and/or State procedures), the job description, and the administrator's performance, the Intensive Support process will be initiated insuring that due process procedures will be followed.
1. The Intensive Support process is initiated by the supervisor based on administrative standards and responsibilities outlined in the job description. The supervisor will have a conference with the administrator to identify substandard performance in writing and discuss significant deficiencies. Deficiencies and suggested corrective action will be noted in writing. Form A will be completed to document this conference.
 2. The supervisor will assign two (2) qualified, professional staff members with evaluative authority to assist the administrator during the Intensive Support period.
 3. The evaluators will conduct a conference with the administrator within the first ten (10) days of the Intensive Support period. During this conference, a process will be determined by the team to address the areas of concern as outlined in Form A, Notice of Intensive Support. Form E-2 will be completed to document this conference. Another conference will be conducted before recommendations are made available to the supervisor. The administrator or the evaluators may request additional conferences between the initial conference and the final conference. Such requests will be honored and conferences will be documented on Form E-2.
 4. It is expected that support for the administrator during the Intensive Support process could come from a collegial team or from sources of the administrator's choosing. Support will be provided to the administrator to improve in areas that are identified as deficient.
 5. Summary evaluations and recommendations will be made by the evaluators within twelve (12) weeks of the initial conference. Depending on the nature of the deficiency, recommendations may be for a resumption of the normal evaluation process, an extension of time for the Intensive Support process or disciplinary action up to and including demotion or termination. The evaluation will be documented on Form A.2, Summative Evaluation.
 6. Confidentiality will be maintained within the bounds of statues and regulations pertaining to professional evaluation.
 7. Form A.2, Summative Evaluation, will be completed in triplicate--one (1) form retained by the supervisor, one (1) form to the administrator, and one (1) form for inclusion in the personnel file.
- D. A conference is to be held to discuss the summative evaluation when it is received by the administrator, focusing on strengths and areas needing improvement.
- E. Evaluation forms are to be completed in triplicate—one (1) form retained by the evaluator, one (1) form to the administrator, and one (1) form for inclusion in the personnel file forwarded first to the appropriate department head for review. The evaluation will be used for job-related purposes such as commendations, promotions, improvement of performance, reassignment, retention, demotion, or other appropriate personnel action.

III. Review and Appeal Instructions

- A. All deficient/unsatisfactory work performance evaluations are to be reviewed by the unit director/school center head/or next in authority relationship, before presentation to the administrator to ensure that:
 - 1. Evaluations are based upon job performance and related activities.
 - 2. Any deficiencies noted have been brought to the attention of the employee and supporting documentation is available.
 - 3. The instructions in the evaluation process have been followed.
- B. All unsatisfactory evaluations used as a basis for discharge/demotion of an administrator are to be submitted to the appropriate department head for informational purposes.
- C. Evaluations with a recommendation of RETENTION are to be reviewed by the next higher supervisor to ensure that performance of all employees is properly reported and that evaluations within the department are consistent.
- D. An administrator may submit a written response within ten (10) days of the receipt of the evaluation to Personnel Services. The response is to be attached to the evaluation.
- E. An administrator may appeal an evaluation through the appropriate supervisory channels. All responses to written appeals are to be in writing with a copy to Personnel Services for attachment to the evaluation form. During or as a result of the appeals process, an evaluation may be amended or a new evaluation written to replace the original. A response by an evaluator to response(s) of employee(s) is not expected.