

R 4220 EVALUATION OF SUPPORT STAFF MEMBERS

A. Evaluator

The observation and evaluation of support staff members will be conducted by the employee's immediate supervisor or the Principal, as specified by the Superintendent.

B. Evaluation Criteria

1. Evaluation criteria for each position will derive from the job description for the position and relate directly to each of the tasks described. Wherever possible each set of evaluation criteria will be:
 - a. Briefly stated and focused on major responsibilities of the position as well as the employee's attitude towards the job and his/her interpersonal relations on the job;
 - b. Based on observable information rather than on factors requiring subjective judgment;
 - c. Generic, covering a number of specific positions;
 - d. Designed to make note of an employee's strengths as well as weaknesses; and
 - e. Written in the same format and in a direct, simple style.
2. Maintenance of job evaluation criteria will be the responsibility of the immediate supervisor. Evaluation criteria will be reviewed, and
 - a. Whenever the corresponding job description is revised, or
 - b. On the request of a majority of persons holding a particular job.
3. Each support staff member will be sent a copy of the current evaluation criteria for his/her position by the immediate supervisor. Any revisions will be provided to each holder of that job within thirty working days of its adoption.



4. Suggested revisions to evaluation criteria by job holders will be referred initially to the job holder's immediate supervisor for review.

C. Collection of Evaluation Data

Data will be gathered by any one or more of the following evaluation methods:

1. Direct observation of the support staff member in the course of performing an assigned duty;
2. Review of a product from the support staff member that results from the performance of his/her assigned duties;
3. Interviews of the support staff member regarding his/her knowledge of assigned duties;
4. Paper and pencil instruments such as competency tests;
5. Audio visual monitoring of the support staff member in the performance of his/her assigned duties; and
6. Reference to previous performance reports.

D. Observation Frequency

Support staff members will be evaluated at least one time annually.

E. Evaluation Procedures

1. Each observation will total not less than fifteen minutes. The evaluator shall record each separate instance of observation and the activity observed.
2. Each observation will be recorded on a separate form in triplicate.
3. A written evaluation of each support staff member will be prepared by the observer in triplicate and will be based, at least in part, on the observation(s) conducted.



4. A copy of the evaluation will be sent to the employee at least ~~seventy-two~~ twenty-four hours prior to the evaluation conference, unless both parties agree to conduct the conference sooner.
 5. The employee and the evaluator shall hold a conference to discuss the evaluation report during which the evaluator shall point out both the weaknesses and strengths of the employee.
 6. Both the evaluator and the employee shall sign each copy of the evaluation report. By signing the evaluation report the employee implies only that he/she has read and understands the document.
 7. The employee may prepare a written disclaimer to the evaluation report which will be appended to the report provided it is received by the evaluator not more than ten working days following the conference.
 8. The evaluator shall distribute copies of the evaluation report to the Personnel office.
- F. Individual Performance Improvement Plan
1. An Individual Performance Improvement Plan will be prepared for each support staff member to correct deficiencies and to encourage improvement.
 2. Performance improvement plans will derive from the applicable evaluation criteria and focus on weaknesses identified in the evaluation report.
 3. The Individual Performance Improvement Plan will be prepared in cooperation with the employee whenever possible and shall include:
 - a. Areas of required growth,
 - b. Methods of achieving that growth,
 - c. A schedule for implementation of those methods, and
 - d. The responsibility of the support staff member and the district for implementing the plan.



4. At the time a Performance Improvement Plan is prepared, a review will also be made of the effort by the staff member to achieve the prior year's plan. The degree to which the employee achieved the requirements of the previous plan will be a measure of his/her performance.
5. Copies of the Individual Performance Improvement Plan will be attached to the employee's evaluation report, given to the support staff member, and filed with the Personnel office.
6. It is the duty of the support staff member to implement the plan as prepared; his/her failure to do so may result in disciplinary action, including, where appropriate, dismissal.

G. Evaluation of Athletic Coaches

The Black Horse Pike Regional School District Board of Education strongly supports the belief that coaches have a major impact on pupil development. The growth of competent and dedicated coaches who are role models is an objective of the Board of Education. The Board of Education recognizes that an annual evaluation of performance is a necessary goal. The primary purpose of a coaching evaluation is to promote growth of the staff members.

Procedures and instructions for evaluation will be developed by the Superintendent and central administration. Supervisors are expected to encourage coaches to develop their performance to the highest level. This process will make use of self evaluation and supervisor evaluation. When a coach's performance is in need of improvement, the supervisor may identify and develop a plan for assessment. Follow-up evaluations will be in accordance with district guidelines approved by the Board of Education.

The evaluation will cover three major areas. (Professional Relationships, Coaching Performance, and Related Coaching Responsibilities)

The evaluation criteria shall be based on job description, coaching handbook or criteria specified by the Principal or Athletic Director.

1. Evaluation Procedure



- a. Each coach shall be evaluated at the conclusion of the season for each sport he/she is coaching. The written evaluation shall be completed within thirty days of the final game of that assignment.
- b. The Athletic Director shall share the evaluation and review the contents with the coach and provide the coach with the opportunity to respond in writing. The response must be completed and submitted to the supervisor within ten days of the conference.
- c. Head coaches will share the facts needed to evaluate his/her staff assistants with the Athletic Director. All written evaluations will be completed by the Athletic Director.
- d. Evaluations shall be submitted to the Principal and forwarded to the Central office at the appropriate time. No existing coach will be considered for appointment without the completed evaluation.

H. Athletic Director's Response, Comments, and Recommendation

1. The Athletic Director shall identify the deficiencies and specify corrective action to remediate the deficiency. If confidence in the coach's ability is in question or if the coach has not demonstrated competent practices, the Athletic Director will not recommend the coach for future coaching responsibilities.

The Athletic Director may also develop an improvement plan in cases where the coach needs to expand their knowledge base or develop improved coaching strategies.

2. An Improvement Plan shall be developed by the Athletic Director.
3. The plan shall identify the deficiencies and specify corrective action to remediate the deficiency. It shall contain a time frame for monitoring and deadlines for meeting the criteria. It shall also describe the resources needed to correct the deficiency.
4. After the coach has successfully corrected the deficiency the coach must continue to demonstrate improvement.
5. If the coach has not improved during the timeframe, the Athletic Director will make a recommendation relative to future appointment.



REGULATION

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6. Following the Annual Evaluation, the coach will be provided with a recommendation regarding continuation in the position. This notice will be no later than January 31st for Fall Coaches, April 30th for Winter Coaches and August 31st for Spring Coaches. The Athletic Director will be asked for a recommendation regarding the continuation of employment for the coach. Fall Coaches' names shall be provided to the Human Resources person for re-appointment in February. Winter Coaches' names shall be presented to the Human Resources person for reappointment in May. Spring Coaches' shall be presented to the Human Resources person for reemployment in September.

- I. All coaches will be evaluated and recommended on an annual basis.

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