

ADMINISTRATIVE REGULATION

APPROVED: August 19, 2014

REVISED:

CENTENNIAL SCHOOL DISTRICT

313-AR-0. EVALUATION OF ADMINISTRATORS

Evaluation Responsibilities

The Superintendent shall be responsible for the:

1. Assistant Superintendent.
2. Director of Business Administration.
3. Director of Special Education and Pupil Services.
4. Director of Teaching and Learning.
5. Director of Facilities Engineering and Services.
6. Director of Human Resources.

The Assistant Superintendent shall be responsible for the:

1. The High School Principal, who shall evaluate Assistant Principals.
2. Middle School Principals who shall evaluate Assistant Principals.
3. Elementary Principals.

The Director of Business Administration shall be responsible for the:

1. Transportation Supervisor.
2. Child Nutrition Supervisor.
3. Director of Technology and Information Services.

The Director of Special Education and Pupil Services shall be responsible for the Supervisors of Special Education.

The Director of Facilities Engineering and Services shall be responsible for the Facilities Supervisor.

Review Of Job Performance

New Administrators –

Reviews of a new administrator's performance and specific goals (if applicable) shall be conducted every four (4) months on a schedule to be determined by the Superintendent. New administrators are defined as individuals assigned to a district administrative position with no previous district administrative experience in an equivalent position. New administrator status shall be considered as the first two (2) years of service.

The first performance review shall provide an opportunity for an in depth examination of the new administrator's job performance for the first four (4) months. All criteria listed on the administrator's job description shall be reviewed in detail by the supervisor. At this time, a job performance evaluation rating shall be determined for the first four (4) months of the year.

The second performance review shall consist of updating items covered during the first performance review, as well as additional items, as applicable. At this time, a job performance rating shall be assigned for the next four (4) months of the year.

The third performance review shall consist of updating items covered during the first and second performance review, plus any additional items, as applicable. At this time, a job performance rating shall be assigned for the final four (4) months of the school year and a final performance rating for the year shall be determined by averaging the ratings from the three (3) performance reviews.

Experienced Administrators –

Reviews of an administrator's performance and specific goals (if applicable) will be conducted two (2) times a year on a schedule to be determined by the Superintendent.

The first performance review shall provide an opportunity for an in depth examination of the administrator's job performance for the first half of the year. All criteria listed on the administrator's job description shall be reviewed in detail by the supervisor. At this time, a job performance rating shall be assigned by the supervisor for the first half of the year.

The second performance review shall consist of updating all items covered during the first performance review, plus any additional items, as applicable. At this time, a job performance rating shall be assigned for the second half of the year and a final performance rating for the year shall be determined by averaging the ratings from the two (2) performance reviews.

The specific goals unique to each administrator (if applicable) shall be reviewed as part of each performance evaluation.

Criteria For Evaluating Job Performance –

Criteria for evaluation will be based on the administrator’s job description and specific goals as applicable.

Evaluation Scale –

<u>Descriptor</u>	<u>Final Rating</u>
Satisfactory	1
Unsatisfactory	0

Satisfactory –

This rating indicates accomplishments and day-to-day performances were effective. This rating reflects that the overall performance met expectations for the position. The administrator demonstrated effective management and/or communication skills and consistently performed at the expected level of the job.

Unsatisfactory –

This rating indicates that the administrator’s performance has failed to meet minimum expectations despite coaching and counseling. When a supervisor determines that an administrator does not meet the minimum performance standards, the supervisor shall present the administrator with a written plan of action for improvement of the administrator’s performance.

Any changes or modifications to the Evaluation Scale or to the method of determining the final evaluation must be approved by the Superintendent.

Unsatisfactory Rating –

If an administrator is rated as unsatisfactory in the final performance rating, that administrator shall not receive a salary increase for the following year.

An administrator may appeal final evaluation results to the supervisor at the level above the supervisor responsible for the evaluation.

When an evaluation in a given classification on the job performance is of an unsatisfactory level, the evaluator must document areas of weakness and specific recommendations for improvement.

In an extreme case, a gross deficiency in a single category of the administrator’s job description could be of such a serious nature that it would result in an overall evaluation of unsatisfactory for the year if so recommended by the administrator’s supervisor and approved by the Superintendent.

The Superintendent may recommend to the Board that action be taken with an administrator for failure to comply with and/or carry out the policies and procedures of the school district, state regulations, the Pennsylvania School Code, or for any behavior inappropriate to his/her position. Such discipline may include, but is not limited to, suspension without pay.

ADMINISTRATIVE REGULATION

CENTENNIAL SCHOOL DISTRICT

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313-AR-1. SUPERVISING AND EVALUATING PROFESSIONAL PERFORMANCE

The Centennial School District strongly believes that each staff member is committed to performing his/her assigned duties in a highly effective manner and with a focus on the improvement of student achievement. Lifelong learning is required to continually incorporate new ideas, concepts, and skills into one's daily performance. Staff member commitment and continued support and encouragement from the administration are also required.

The professional supervision and evaluation process provides for continuous professional growth, determines adherence to standards, promotes or directs professional growth, and provides a basis for staff member rating. This system provides a means to recognize areas of strength in employee performance, develop priorities for growth, improve communication, and provide assistance when needed.

Performance expectations of professional personnel in the Centennial School District focus on:

1. Recognition of outstanding teaching.
2. Growth and development achieved in an environment reflecting mutual respect and trust.
3. Components of good teaching and learning.
4. Fulfillment of professional responsibilities as a member of the Centennial School District.
5. Teachers providing a caring classroom environment in an atmosphere that facilitates learning for all students.
6. Reflection and analysis as essential for the professional growth of teachers and the successful practice of teaching.

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Plan For Supervision And Evaluation

All professional staff will be issued the PDE-426/428 Centennial School District Professional Employee Rating Form in accordance with the Pennsylvania School Code and the Regulations of the Department of Education. This plan emphasizes, supports, and encourages the growth of the Centennial School District's professional staff.

Supervision focuses on improving the quality of instruction and professional services rendered. Evaluation refers to the formal rating of an individual, i.e., satisfactory or unsatisfactory.

Staff Member Rating

During the first three (3) years of contracted services, new staff members shall be rated a minimum of two (2) times each year:

1. Rating 1, PDE-426/428 shall be issued for the first semester.
2. Rating 2, PDE-426/428 shall be issued for the second semester.

Staff members with three (3) or more years of contracted service shall be rated a minimum of one (1) time during the year.

General Rating Procedures

The PDE-426/428 shall be the official district rating form.

Ratings shall be assigned by the administrator as satisfactory or unsatisfactory to each of the categories listed on PDE-426/428.

A rating shall be issued by a properly certified administrator under the supervision of the Superintendent. An unsatisfactory rating shall be validated by the district Superintendent.

An evaluation and rating conference shall be held between the administrator and the staff member at which time a comprehensive performance review is to be conducted including a review of:

1. Observations and visitations.
2. Classroom performance.
3. The staff member's performance as related to categories detailed in PDE-426/428.
4. Other professional areas; e.g., attendance, contributions to the school, the district, and the students.

The ratings will be substantiated through documentation.

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When there is potential for an unsatisfactory rating because of classroom performance, a minimum of three (3) observations thirty (30) minutes or longer and follow-up conferences must be conducted as part of the evaluation/rating process.

When a rating of unsatisfactory is assigned for any category, an administrator shall present to the staff member a written plan outlining actions to be taken to improve the staff member's performance and a timeline for such actions.

The PDE-426/428 shall be signed and dated by an administrator and staff member and a copy given to the staff member. If an overall unsatisfactory rating is assigned, the PDE-426/428 must be given to the staff member by the Superintendent.

The staff member may submit a written reply to the rating. This reply shall be dated and attached to the rating.

The responsibility for evaluating itinerant staff members rests with the administrator designated as the home school administrator. Before conducting a conference to evaluate and rate an itinerant staff member on the PDE-426/428, the home school administrator shall consult with the other administrators who have supervised and observed the staff member regarding their observations and recommendations for a rating.

One (1) copy of the rating form shall be given to the staff member. A copy of the rating form will be retained by the administrator, and the original copy shall be filed in the staff member's district personnel file. The original copy of the rating form shall be considered the official copy.

Overall Ratings

An overall satisfactory rating shall be assigned to the staff member by the administrator when, based on observation and/or documentation of the staff member's performance, the staff member has been assigned a rating of satisfactory in all categories.

An overall unsatisfactory rating shall be assigned to the staff member by the administrator when:

1. Based on the observations and/or documentation of the staff member's performance, the staff member has been assigned a rating of unsatisfactory in each of the categories of the PDE-426/428;
2. Based on the observations and/or documentation of the staff member's performance, the staff member has been assigned a rating of unsatisfactory in one (1) or more but not all categories of the PDE-426/428 and, in the judgment of the administrator, deficiencies in the category(ies) so rated are sufficiently serious to warrant an overall rating of unsatisfactory; or
3. The staff member has, by commission or omission, conducted an act in violation of federal, state, or local law or of Centennial School District policy, which is sufficiently grievous as to warrant an overall unsatisfactory rating.

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Prior to a staff member being assigned an overall unsatisfactory rating and observations of the staff member's performance shall have been conducted, either of the following shall have occurred:

1. Specific suggestions to remediate areas in the staff member's performance judged to be unsatisfactory shall be detailed in an Action Plan.
2. The staff member's performance does not improve significantly even after suggestions and guidance from administrator.

The building principal may request another administrator to observe the staff member.

Unsatisfactory Rating

In documenting an unsatisfactory rating for classroom performance, the following guidelines shall be observed:

1. Classroom observations shall be for not fewer than thirty (30) minutes.
2. A minimum of three (3) unsatisfactory performances during a rating period are needed to substantiate an unsatisfactory rating.
3. In each instance of unsatisfactory teaching performance, a written and detailed account of the supervising administrator's observation headed, UNSATISFACTORY TEACHING PERFORMANCE, or some variation thereof, must be documented on the Professional Staff Member Evaluation Report (PDE 426/428) and given to the teacher within five (5) school days. The Staff Member Evaluation Report should contain the following:
 - a. State examples of performance as unsatisfactory.
 - b. An explicit factual narrative of the lesson observed including times, students, seating, and all items outlined on PDE-426/428.
 - c. List (summarize) the satisfactory parts of the lesson (strengths).
 - d. List (summarize) the unsatisfactory parts of the lesson (weaknesses).
 - e. List suggestions or methods to improve performance and maintain documentation of any support provided.
 - f. Give appropriate warnings of possible recommendations for administrative action.
 - g. State that it will be placed in the staff member's district personnel file.

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Termination

If the staff member is in violation of Section 1122 of the PA School Code (causes for termination), the following shall apply:

1. The staff member shall have been informed in writing by administrator of the alleged violation.
2. A conference between the staff member and administrator shall have occurred unless circumstances prevent it.
3. Written summary of the conference shall have been placed in the staff member's personnel file, with a copy to the staff member and Superintendent.
4. The outcome of the procedures listed above shall be reflected on a PDE- 426/428.

An overall unsatisfactory rating may result in the supervising administrator's recommendation to the Superintendent that the staff member be dismissed from employment when:

1. The rating is based on a violation of Section 1122 of the PA School Code; or
2. The rating is the second consecutive overall unsatisfactory rating.

In conducting conferences for unsatisfactory classroom performance, supervising administrator shall adhere to the following guidelines:

1. Notice of the conference shall be given to the staff member in writing:
 - a. A minimum of twenty-four (24) hours in advance of conference.
 - b. Subject of conference shall be clearly stated.
 - c. Right to representation shall be outlined in notice.
 - d. Specific date and time shall be included.
2. Should the staff member elect to attend such a conference without representation, this should be noted on the PDE-426/428.
3. Should the administrator fail to give proper notification, the conference must be rescheduled with proper notice given.
4. The primary purpose of this conference should be to discuss the contents of the PDE-426/428 and to respond to any concerns raised by the staff member.
5. Should the staff member refuse to sign the PDE-426/428, the administrator should so indicate on the bottom of the form itself before sending two (2) copies to his/her supervisor. The notation should be followed by the administrator's signature and the date.

Action Plan For Improvement Of Professional Performance

When a rating of unsatisfactory is assigned for any category, an administrator shall present to the staff member a written action plan outlining actions to be taken to improve the staff member's performance and a timeline for such actions.

The plan shall consist of:

1. Identification of the specific areas of performance and professional qualities judged to be unsatisfactory.
2. Actions to be taken by the staff member to improve those areas of performance and professional qualities rated unsatisfactory.
3. Actions to be taken by the staff member's supervisor to assist the staff member to improve those areas of performance and professional qualities rated unsatisfactory.
4. A timeline or reasonable time period determined by the supervising administrator and process for monitoring and evaluating the actions taken to improve those areas of performance and professional qualities rated unsatisfactory. The initial stage of such a process should provide a reasonable time period for positive change of behaviors. The timeline shall establish a date after which formal observations will be conducted.
5. Actions which will be taken if the staff member's performance and professional qualities continue to be judged unsatisfactory.

In order to provide the maximum support to a professional staff member subject to an action plan, the supervisor/principal may call upon the services of one (1) or more of the following resources/activities:

1. Supervisor of Special Education.
2. Reading Specialist.
3. Mentor.
4. Director of Teaching and Learning.
5. Appropriate professional development.
6. Visitations.
7. Other.

Any exceptions to these procedures must have the prior written approval of the Superintendent.

Commonwealth of Pennsylvania
 DEPARTMENT OF EDUCATION
 333 Market Street, Harrisburg, PA 17126-0333

TEMPORARY PROFESSIONAL EMPLOYEE/PROFESSIONAL EMPLOYEE RATING FORM

PDE-5501 (4/05)

Last Name	First	Middle
District/IU	School	

<p>Satisfactory Service of employee sufficiently acceptable to justify continuation of employment.</p>	Signature of Rater: <hr/> Position: _____ Date: _____	<p>Unsatisfactory Improvement is essential to justify continuance in service.</p>	Signature of Rater: <hr/> Position: _____ Date: _____
<p>I. PERSONALITY: (encompasses those personal characteristics that directly influence professional performance.)</p> <ul style="list-style-type: none"> • Exercises (prudent) judgment. • Maintains personal hygiene. • Maintains poise and composure. • Maintains professional attitudes. 	<p>II. PREPARATION</p> <ul style="list-style-type: none"> • Communicates with parents about student's progress. • Demonstrates appropriate language usage. • Demonstrates a willingness to cooperate toward district goals. • Evidences planning which reflects objectives and activities. • Keeps abreast of subject matter and special practices. • Provides appropriate instructional material to meet the student's needs. 	<p>III. TECHNIQUE</p> <ul style="list-style-type: none"> • Demonstrates ability to organize for instruction. • Encourages students with appropriate reinforcement. • Provides an educational atmosphere consistent with instructional goals. • Provides for individual student differences. • Utilizes appropriate strategies. 	<p>IV. PUPIL REACTION: (student response to activities over which the professional employee has control.)</p> <ul style="list-style-type: none"> • Demonstrates work/study habits. • Evidences communication skills. • Exhibits behaviors conducive to learning. • Participates in learning activities.

Rating: Temporary Professional Employee

I certify that the above-named employee for the period beginning _____ (month/day/year) and ending _____ (month/day/year) has received a rating of **SATISFACTORY** **UNSATISFACTORY**

<p>Rating (Total Category I, II, III, IV) _____</p>
<p>Seniority _____</p>

Rating: Professional Employee

I certify that the above-named employee for the period beginning _____ (month/day/year) and ending _____ (month/day/year) has received a rating of **SATISFACTORY** **UNSATISFACTORY**

 Date I.U. Executive Director or Dist. Supt.

 Date I.U. Executive Director or Dist. Supt.

I acknowledge that I have read the report and that I have been given an opportunity to discuss it with the rater. _____
 My signature does not necessarily mean that I agree with the performance evaluation. _____ Date Signature of Employee

EMPLOYEE DEFINITIONS*

The term *professional employee* shall include those who are certificated as teachers, supervisors, principals, assistant principals, vice-principals, directors of vocational education, dental hygienist, visiting teachers, home and school visitors, school counselors, child nutrition program specialists, school nurses, school librarians, and school secretaries, the selection of whom is on the basis of merit as determined by eligibility lists.

The term *temporary professional employee* shall mean any individual who has been employed to perform for a limited time the duties of a newly created position or of a regular professional employee whose service has been terminated by death, resignation, suspension or removal.

The term *employee* used only hereafter shall refer to both temporary professional and professional employees.

RATING OF TEMPORARY PROFESSIONAL EMPLOYEE**

A temporary professional employee must be notified as to the quality of service at least twice a year. No such employee shall be dismissed unless rated as unsatisfactory and notified in writing of such unsatisfactory rating within 10 days after the unsatisfactory rating. A temporary professional employee whose work has been certified by the district superintendent or an intermediate unit executive director to the secretary of the school district, during the last (4) four months of the third year of such service, as being satisfactory shall thereafter be a *professional employee* within the meaning of this article. The attainment of this status shall be recorded in the records of the board and written notification thereof shall be sent also to the employee. The employee shall then be tendered forthwith a regular contract of employment as provided for professional employees.

DESIGNATED RATER***

Rating shall be done by or under the supervision of the superintendent of schools or, if so directed by him/her, the same may be done by an assistant superintendent, a supervisor, or a principal, who has supervision over the work of the professional employee or temporary professional employee who is being rated. No unsatisfactory rating shall be valid unless approved by the district superintendent.

MAINTENANCE OF RATING RECORDS****

It shall be the duty of the board of school directors to cause to be established a permanent record system containing ratings for each professional employee within the district and copies of all his/her ratings for the year shall be transmitted to the employee upon his/her request; or if any rating during the year is unsatisfactory copy of same shall be transmitted to the professional employee concerned. No ... employee shall be dismissed unless such rating records have been kept on file by the board of school directors.

* See Section 1101 (1) and (3) of the Public School Code of 1949, as amended.

** See Section 1108 of the Public School Code of 1949, as amended.

*** See Section 1123 of the Public School Code of 1949, as amended.

**** See Section 1125(a) of the Public School Code of 1949, as amended.

Note: ... The word *professional* has been deleted to be consistent with the employee definitions.

GENERAL RATING

1. Designated rater shall use this rating card for each and every official employee rating.
2. The designated rater will place his/her signature in the block provided for either the satisfactory or unsatisfactory rating at the top of the card.
3. Professional employees shall be rated a minimum of once each year.
4. Due consideration shall be given in the rating process to the following factors: professional assignment, intellectual level of students and learning/behavioral problems which might affect professional performance and factors over which the professional has control.
5. Using the descriptors listed in each category on the card, the rater will attach a numerical value to the employee's performance in each of the four categories – Personality, Preparation, Technique and Pupil Reaction – to a maximum numerical value of 20 points per category. The aggregate numerical value will not exceed 80 points when adding the four categories.
6. The final numerical rating for each category will appear in the designated block at the bottom of each category column. The total numerical score of the four categories shall be placed in the rating box.
7. Descriptors in each category shall not be weighted. The objective is to substantiate the numerical score with anecdotal records using the descriptors simply as guides.
8. A rating in any category of less than 20 points shall be substantiated by anecdotal records and discussed with the employee.
9. A copy of the rating shall be provided to any employee upon request.

DETAILED APPRAISAL FOR UNSATISFACTORY RATING

1. When an unsatisfactory rating in any major category I, II, III or IV is given an employee, the rater must place a check in the block opposite that category designation.
2. It is possible that a gross deficiency in a single category might be sufficiently serious to warrant a total rating of unsatisfactory.
3. Wherever an unsatisfactory rating is given, each such recorded rating must be stated and the specific circumstances supported by anecdotal records. The records must include specific details of evidence likely to be important in the event the services of an employee are to be discontinued.
4. Two consecutive unsatisfactory ratings of a professional employee are necessary to support a dismissal on the grounds of incompetency.

SUPPORT STAFF PERFORMANCE EVALUATION

Name of Employee _____ Position _____

Location _____ Supervisor _____ Date _____

Instructions: Performance should be rated according to the following scale: S – Satisfactory, U- Unsatisfactory. Circle the rating that applies to each category. Comments, including specific examples, are mandatory when assigning a rating of U. (Please use additional sheet for detail). Copy for employee and return completed form to the Human Resources Office.

PROBATIONARY REVIEW ANNUAL REVIEW – SCHOOL YEAR _____

ACTION PLAN REVIEW

I. **Initiative:** Utilizes time effectively; performs quality work S U
Comment _____

II. **Competency:** Performs job requirements as outlined in the job description S U
Comment _____

III. **Attendance:** Is punctual and regular in attendance S U
Comment _____

IV. **Interpersonal relationships:** Effectively interacts and responds to supervisor, co-workers, building staff, students, parents and community as appropriate S U
Comment _____

V. **Work environment:** Maintains safe, neat and clean work area and equipment S U
Comment _____

VI. Comments specific to job description _____

OVERALL RATING: Satisfactory Unsatisfactory

NOTE: An employee rated Unsatisfactory at year-end shall receive no salary increment.

Goals for future performance: _____

Evaluator's Signature _____ Date _____

My signature acknowledges that I have read the evaluation, received a copy, and have been given an opportunity to discuss the contents with my supervisor. It does not necessarily mean that I agree with its content. I understand that I have the right to offer written comment. Any employee may appeal an evaluation to the next level of supervision providing the appeal is made in writing within thirty (30) days. I understand that the decision of that supervisor is final.

Employee's Signature _____ Date _____

ADMINISTRATIVE REGULATION

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CENTENNIAL SCHOOL DISTRICT

313-AR-3. EVALUATION OF SUPPORT STAFF

Evaluation Responsibilities

Support staff will be evaluated by the immediate supervisor on an annual basis.

Definitions

Probationary Employee - an employee who is serving his/her three-month probationary period.

Regular Employee - an employee who has satisfactorily completed his/her probationary period with the district.

Reassigned Employee - a regular employee transferred, promoted or reassigned to a significantly different support staff position.

Frequency Of Evaluations

Reassigned and probationary employees shall have an initial evaluation after three (3) months. If the initial evaluation is satisfactory, the final review shall occur prior to June 1. If the initial evaluation is unsatisfactory, the probationary period may be extended for an additional ninety (90) days and another evaluation will be conducted. A second unsatisfactory rating will result in termination.

Reassigned employees shall serve a three-month probationary period in the new position.

Probationary employees may be terminated for any reason at the discretion of the Board.

Regular employees shall receive evaluations at least once annually prior to June 1. When a regular employee is rated unsatisfactory, the supervisor shall immediately create an action plan. A follow-up evaluation shall be conducted no later than two (2) months after the start of the action plan. If the employee is again rated unsatisfactory, the employee may be terminated in accordance with law and Board policy.

Criteria For Rating

Job Performance –

Criteria for rating job performance will consist of those items included on the support staff performance evaluation form. The items included on the form will have equal weight.

The evaluation process is to include consideration of any significant change in the employee's position description.

Performance Rating –

1. Unsatisfactory – Performance is consistently below standard.
2. Satisfactory – Performance consistently meets established standard.

Action Plan –

Any area rated as unsatisfactory will require a written action plan provided immediately by the supervisor. The action plan will:

1. Clearly state the problem.
2. Specify the standard to be met with a list of changes to be made. (Examples of acceptable or unacceptable work will be provided.)
3. Specify the consequences should employee fail to improve.
4. Establish a date for next evaluation.

Compensation Based On Rating

Employees rated satisfactory at year-end shall, at the discretion of the Board, receive the average salary increment.

Employees rated unsatisfactory at year-end will be re-evaluated within the first two (2) months of their work year and shall receive no salary increment.

If during the ensuing year performance improvement is achieved, the employee shall be returned to the appropriate step on the salary schedule commensurate with years of service with the next regular salary increment.

Regular employees receiving two (2) consecutive ratings of unsatisfactory may be terminated.

Appeal Procedure

Any employee may offer written comment for the personnel file in response to an evaluation if no salary impact results from the rating.

An employee may appeal an evaluation to the next level of supervision if the rating results in salary impact and providing the appeal is made in writing within thirty (30) days. The decision of that supervisor is final.