



GCOC-R - EVALUATION OF ADMINISTRATIVE STAFF

PHILOSOPHY

Administrative evaluation will provide a process for continuous professional growth to ensure the highest quality of education for Poudre R-1 students.

RATIONALE

Understanding that the effectiveness of evaluation is determined by the environment in which it occurs, it is our intent that this evaluation system rest on the following conditions:

1. Evaluation is perceived as a positive, growth-supporting system.
2. Successful evaluation is based on the establishment of good faith and trust between professions.
3. Each individual is included in the planning and responsibility for his own professional growth.

PURPOSES

The specific purposes of evaluation of certificated administrators are to:

1. Improve the instructional process by improving the quality of curriculum development and instructional supervision.
2. Ensure the development of an appropriate learning climate through administrative leadership.
3. Measure the professional growth and development of administrators in leadership and organizational skills.
4. Evaluate administrative performance for the purposes of retention or dismissal.
5. Determine satisfactory or unsatisfactory performance.
6. Serve as documentation for an unsatisfactory performance dismissal proceeding.

TIMELINE

AUGUST-SEPTEMBER:

Areas of responsibility, performance criteria, and evaluation procedures shared with all administrators.

AUGUST-SEPTEMBER:

A conference held to establish goals for all administrators with their direct supervisor.

SEPTEMBER-JUNE:

Data collection

SEPTEMBER-JUNE:

Minimum of two conferences held to determine progress toward goal attainment and to give feedback regarding performance in areas of responsibility.

BY END OF JUNE:

Evaluations completed for all administrators. Goal sheets attached to the formal evaluation document and sent to human resources.

YEAR ROUND:

Problems with the performance of an administrator brought to the attention of the director of human resources and the superintendent.

PHASE I

Phase I is the interactive process between administrator and evaluator. Its purpose is to identify and establish areas of strength as well as to identify areas of potential growth. This will be accomplished through a variety of strategies designed to collect data and provide feedback. The culmination of Phase I will be an assessment of progress toward existing goals and development of a subsequent growth plan.

1. CYCLE

This process must be completed annually.

2. INFORMATION SHARING

The evaluator will be responsible for ensuring that each administrator is familiar with the process, including important dates, forms to be used, and each person's responsibility.

- a. The evaluator will hold an information-sharing meeting at the beginning of the school year. The information may be shared in small groups of individuals.
- b. Copies of the "Administrator Evaluation Process" will be distributed to each administrator. Each administrator should be encouraged to keep the handout as a reference.
- c. The explanation of the process will include rationale, purposes, beliefs, terms and definitions, procedures, and responsibilities.

3. The evaluator will be responsible for ensuring that each administrator is familiar with the "Administrator Evaluation Form." This form includes:

a. METHODS OF COLLECTION

- (1) Formal observation
- (2) Informal observation
- (3) Discussion between evaluator and evaluatee
- (4) Input from others
- (5) Self-assessment

- b. Areas of responsibility
- c. Performance indicators
- d. Definitions of performance levels

4. The primary evaluator will be identified for each administrator. The evaluator is the supervisor assigned to monitor and evaluate the performance of the administrator.

5. CONFERENCES

A conference to establish goals will be conducted prior to the beginning of each school year.

A minimum of two additional conferences will be held to determine progress toward goal attainment and to give feedback regarding performance in areas of responsibility.

6. SUMMARY EVALUATION

The formal evaluation will be written using the district "Administrator Evaluation Form." Copies will be retained by the evaluator and administrator. An additional copy will be sent to human resources where it will become an item in the administrator's personnel file.

a. COMMENTS

This section highlights those performance indicators by which an administrator demonstrates accomplishments in an area of responsibility or offers suggestions and direction for growth leading to improvement in an area of responsibility. Any serious concern regarding an administrator's performance will be noted as a serious concern and a recommendation for improvement made. The fair process procedures should be followed when working with any administrator where performance concerns exist.

b. PLAN FOR GROWTH

The growth plan should be administrator-driven and seen as a way to enhance one's professional expertise.

c. All recommendations should be based on previously discussed and documented issues.

7. The evaluator will be responsible for deciding whether the administrator's performance is satisfactory or unsatisfactory.

8. The employment status recommendation will be made based upon the data collected.

a. SATISFACTORY PERFORMANCE

(1) Individual demonstrates successful performance as noted by performance indicators in all areas of responsibility.

(2) Individual is in growth mode.

b. UNSATISFACTORY PERFORMANCE

- (1) Individual does not demonstrate successful performance as noted by performance indicators in one or more areas of responsibility as noted in a previous evaluation.
- (2) Individual is placed on Phase II which requires a remediation plan.

c. DISMISSAL FROM ADMINISTRATIVE POSITION

A recommendation will be made to terminate the administrative assignment of an administrator who has completed the Phase II evaluation cycle and still is unable or unwilling to meet district expectations in one or more of the areas of responsibility. State law will be followed in the case of an administrator who has continuing contract status.

- d. If extreme circumstances warrant a departure from these procedures, it will be the responsibility of the evaluator to meet with the director of human resources and the superintendent to discuss the situation.
- e. A recommendation for immediate suspension and/or dismissal could be made for due cause as defined in state law.

PHASE II

1. INITIATION OF PHASE II

Prior to an administrator being placed on Phase II, the director of human resources and the superintendent must be notified.

The role of the director of human resources and the superintendent will be to ensure that procedures followed are in compliance with both the Poudre R-1 administrator evaluation system and state law.

2. A formal evaluation conference will be held between the evaluator and the administrator in which the administrator will be notified that the performance is unsatisfactory in areas specified.
3. The Phase II process will be explained to the administrator and evaluator by the director of human resources. The administrator will have the option of including an advocate at the conference.
 - a. The following outcomes of Phase II will be explained to the administrator:
 - (1) If performance improves to a satisfactory level, the administrator may be returned to Phase I of the evaluation procedure.

- (2) If performance remains unsatisfactory, a recommendation may be made for the administrator to remain in Phase II for another cycle.
 - (3) If performance remains unsatisfactory, the administrator may be dismissed.
 - b. At the conclusion of the Phase II cycle, and based upon the judgment of the evaluator, one of the above recommendations will be made.
- 4. In a meeting with the director of human resources, the evaluator and administrator will complete the Phase II remediation plan.
 - a. The remediation plan will be signed by the administrator, the director of human resources, and the evaluator to acknowledge their discussion of its contents.
 - b. One copy of the plan will be given to the evaluator, one copy retained by the administrator, and one copy placed in the individual's personnel file.

5. CULMINATION OF PHASE II

In accordance with timelines and requirements set forth in the remediation plan, a formal evaluation conference will be held between the evaluator and the administrator. At this time, the evaluator's recommendation will be shared with the administrator.

If performance is satisfactory, the administrator will return to Phase I and develop a growth plan.

If performance is unsatisfactory, the evaluator will determine whether the administrator will be remained in Phase II or dismissed from the administrative assignment.

GENERAL APPLICATION

The evaluation process and instrument will be reviewed annually and revised as needed by the teacher/administrator evaluation committee and the district personnel performance evaluation council.

Nothing in these procedures will be construed to imply in any manner the establishment of any personal rights not explicitly established by statute or Board policy. Neither will these procedures be deemed or construed to establish any conditions prerequisite relative to renewal of contracts, transfer, assignment, dismissal, or other employment decisions relating to school personnel.

All employment decisions remain within the sole and continuing discretion of the Board of Education, subject only to the conditions and limitations prescribed by Colorado law.

Approved: September 1992

CROSS REFS.:

GCQF, Discipline, Suspension, and Dismissal of Professional Staff
GCQF-R, Discipline, Suspension, and Dismissal of Professional Staff (Administrative Staff Fair Process Guidelines)

CONTRACT REFS.:

Employee Agreement, Guidelines Ae020--Evaluation of Professional Staff (Administrators); Ae030--Administrative Evaluations; Ae040--Administrative Evaluation Process (Phase I); Ae050--Administrative Evaluation Process (Phase II); and Ae060--Provisions of General Application (Administrators)

NOTE:

For details, see "Poudre R-1 Certified Evaluation System--Teacher and Administrator" on file in the central administrative offices.

NOTE:

Policies and regulations in the GC section (Professional Staff) pertain only to instructional and administrative staff members.