

# Regulation

Glen Ridge Board of  
Education

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## R 3223.1 EVALUATION OF NON-TENURED ADMINISTRATORS

The observation and evaluation of non-tenured administrators will be conducted by appropriate administrative staff members. Evaluation will be conducted in accordance with the following procedures.

### A. Evaluation Criteria

1. Evaluation criteria for each administrative position will derive from the job description for the position and will relate directly to each of the tasks described. Wherever possible each set of evaluation criteria will be:

- a. Briefly stated and focused on major criteria of the position,
- b. Based on observable information rather than on factors requiring subjective judgment,
- c. Generic, covering a number of specific positions, and
- d. Written in the same format and in a direct, simple style.

2. Maintenance of administrative job evaluation criteria will be the responsibility of the Superintendent. Evaluation criteria will be reviewed annually, and

- a. Whenever the corresponding job description is revised, or
- b. On the request of a single job holder.

3. Each non-tenured administrator will be sent a copy of the current evaluation criteria for his/her position annually by Superintendent. Any revisions thereto shall be provided to each holder of that job within thirty working days of its adoption.

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

#### B. Collection of Evaluation Data

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

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

#### C. Observations

1. Non-tenured administrators will be evaluated no fewer than three times in every school year and at least once during each semester. A non-tenured administrator employed fewer than sixty days in the school year may be observed and evaluated only once during the school year, and a non-tenured administrator employed fewer than one hundred twenty days in the school year may be observed and evaluated only twice during the school year.
2. The evaluator shall confer with the administrator at the beginning of each three-month period, the first of such periods commencing at the beginning of the school year. They shall together determine the job performance that will be observed. The period of the observation will be appropriate to the performance to be observed and will be conducted in as few separate sessions as possible. The evaluator shall record each separate instance of observation and the activity observed.
3. Wherever possible, multiple observations that focus on different areas of responsibility are desirable. Multiple

observations should be spread over time to allow time for improvement.

4. Each observation will be recorded on a separate form and a copy sent to the non-tenured administrator within forty-eight hours prior to the observation conference.

#### D. Evaluations

1. A written evaluation of each non-tenured administrator in the performance of his/her duties will be prepared before the end of each three-month period during which a non-tenured administrator has been evaluated.

2. In addition to the evaluation following each observation or period of observation, the evaluator shall prepare a written evaluation of each non-tenured administrator's total performance as an employee of the school district. This evaluation will be submitted to the employee sufficiently in advance of the conference to enable the employee or the Superintendent to amend it. It will be appended to the evaluation based on performance observation and will be presented to the administrator at the conference.

#### E. Post Observation Conferences

1. No later than the end of each three-month period of observation, the administrator and the evaluating supervisor shall hold a conference to discuss the evaluation reports prepared in accordance with ¶D1 and ¶D2 above.

2. The post observation conference will be conducted for the purpose of confirming the accuracy of the material collected, providing a forum for feedback, and providing assistance to the administrator whenever the need for such aid is indicated. In addition, the evaluator must point up the effects of the observation (if any) on the administrator's annual evaluation. Sufficient time should be scheduled for a full discussion of the issues involved.

3. Two copies of the written evaluation will be prepared and both the supervisor and the non-tenured administrator shall sign each copy and retain one copy.

4. If the non-tenured administrator so wishes, he/she may prepare a written disclaimer to the evaluation. Any disclaimer

will be appended to the evaluation, provided it is received not more than ten calendar days after the conference.

5. Each observation report will be filed in the administrator's personnel file. A copy will be provided to the administrator within five working days of the conference.

#### F. Annual Performance Conference and Report

1. An annual performance conference will be held with each non-tenured administrator by the evaluator who prepared the annual performance report (whenever possible) before the administrator's annual performance report is filed.

2. The annual performance conference will include a review of the:

a. Administrator's performance based upon his/her job description,

b. Administrator's progress toward the objectives of his/her Individual Performance Improvement Plan developed at the previous annual conference (if applicable), and

c. Available indicators of pupil progress and growth toward their program objectives (if applicable).

3. The purpose of the annual performance conference is to provide for a total review of the year's work, to identify strategies for improvement where necessary, and to recognize achievement and good practice. Adequate time should be allotted for the conference in order to cover the required topics of discussion and to permit a full exploration of the possible solutions to any problems identified.

4. The annual performance report will be signed by the evaluator at the time of the conference and by the non-tenured administrator within five working days of the conference. The signature of the administrator will not necessarily be construed to indicate assent with the report.

5. The administrator shall have up to ten working days following the conference to add material to the report not included by the evaluator.

6. Each annual performance report shall be filed in the administrator's personnel file. A copy will be provided to the staff member within five working days of the conference.

#### G. Individual Performance Improvement Plan

1. An Individual Performance Improvement Plan will be prepared annually for each non-tenured administrator to correct deficiencies and to continue professional growth. The plan will derive from the applicable evaluation criteria and focus on the most important areas of professional growth for each administrator as determined from weaknesses identified in his/her evaluation.

2. The Performance Improvement Plan will be prepared in cooperation with the administrator whenever possible and will 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 administrator and the district for implementing the plan.

3. At the time the Performance Improvement Plan is prepared, a review will also be made of the administrator's efforts to achieve the prior year's plan.

4. Copies of the Individual Performance Improvement Plan will be placed in the administrator's annual performance report and given to the administrator. The degree to which the administrator achieved the requirements of the previous plan will be a measure of his/her annual performance evaluation.

5. It is the duty of the administrator to implement the plan as prepared; his/her failure to do so may result in disciplinary action up to and including dismissal.

Adopted: 25 November 2002