

A. Beliefs:

The Division believes that outstanding organizations require excellent management, and that strong leadership can be enhanced through a regular program of performance evaluation. The role of Senior/Middle Management is critical to ensuring the Division operates effectively. An on-going process of performance evaluation will support Senior/Middle Management as well as foster professional growth. Our vision is that managers will be known as assured self-starters, committed to increasingly higher levels of performance, and competent in critical self-appraisal and critical self-evaluation as a basis for continuing improvement. An on-going process of evaluation will support managers and ensure that this vision is realized.

There are three purposes for the evaluation of Senior/Middle Management:

- To support managers in the continuous development of their knowledge, skills, and attributes
- To promote Division improvement, enhancing staff learning and maximizing staff achievement
- To assure staff, parents, students, and the community that competent staff are employed as managers in the Division.

Evaluating an employee's performance is a valuable process for both the employee and the supervisor. It is a learning and action-oriented management tool and organizational process for improvement of current activities and future planning, programming, and decision making. Evaluation can be an excellent learning tool as well as a means to improve both individual and program performance and demonstrate accountability.

The Superintendent, or designate, shall, in consultation with Supervisors, establish procedures and maintain records for adequate and periodic evaluations of each staff member's performance. The Superintendent, or designate, will complete the evaluations of Senior Management Staff. Senior Management Staff will complete the evaluations of their Middle Management Staff. Evaluations are a fiduciary responsibility of any supervisory position. The individual also has personal responsibility and accountability for his/her performance.

The Supervisor will evaluate the extent to which the goals are achieved or are being achieved through a process of self-evaluation.

The main objective of the professional growth/evaluation component is to ensure acceptable standards of performance and conduct as well as to foster professional growth. For the majority of managers, after the probationary period, the growth and evaluation process will continue in a less formal mode. However, there may be managers whose performance may be considered less than satisfactory and may require significant improvement. When the evaluation raises questions about a manager's competence, there shall be a fair and equitable opportunity for job improvement as determined by the Superintendent.

B. Procedure

1. A formal written evaluation of an employee shall be done when:
 - An employee reaches the end of the probationary period, thereafter every five years provided Professional Growth Plans have been completed. In accordance with Administrative Procedure 40-24 Staff Development and Growth Plans, section 2.2: *All Staff shall complete a Professional Growth Plan each year.* If the Professional Growth Plans have not been completed on an annual basis, the employee will be placed on a three-year evaluation schedule to ensure the employee and supervisor subsequently complete future Growth Plans. A letter of notification will be issued to the supervisor citing non-compliance with Administrative Procedure 40-24.
 - A supervisor requests an evaluation
 - An employee requests an evaluation.
2. Job evaluations will be conducted by the employee's supervisor.
3. The evaluation will be based on components appearing in the employee's job description.
4. The supervisor, in consultation with the employee, shall identify expectations based on Divisional, departmental and personal goals, which must be compatible with assigned responsibilities.
5. The supervisor shall meet with the employee to review his/her job description, and expectations at least two (2) weeks prior to commencement of the evaluation process.
6. The supervisor shall share the written evaluation first with the employee.
7. The employee shall receive a dated copy of the written evaluation, signed by his/her supervisor.
8. The employee is expected to sign a copy of the report, indicating that they have received a copy and the supervisor has explained the contents.
9. The employee may request in writing that the supervisor review or modify a part of the report.
10. In the event the supervisor does not wish to change the report, the employee has the option to appeal the contents of the report to the Superintendent, or designate.
11. If the employee refuses to sign the report, the supervisor shall make note of this and report same in a written memo, witnessed by another member of his/her department, and attach to filed report.
12. If the evaluation indicates areas that the employee needs to improve upon, the supervisor shall discuss with the employee the corrective action to be taken, the kind and amount of assistance to be provided, the time frame provided for corrective action to occur, and the manner by which progress shall be determined. This

discussion shall be summarized in written form by the supervisor and given to the employee.

13. In the event the employee's performance is assessed as unacceptable and all reasonable efforts have failed in having the employee reach and maintain an acceptable level, and the performance is still assessed as unacceptable, the supervisor shall send a written notice to the employee specifying subsequent action to be taken.
14. A signed copy of the evaluation shall be forwarded to Human Resources and retained in the employee's personnel file.

C. Appeals

1. The employee may appeal, in writing, the contents of his/her evaluation report to the Superintendent, or designate, within ten (10) days of having received a final draft of the evaluation from his/her supervisor.
2. The Superintendent, or designate, shall review the concerns as expressed by the employee and may concur or shall request a second evaluation be completed by another supervisor.
3. The second evaluation will be based on the same components as the first evaluation.
4. The second evaluation shall be completed within forty-five (45) days of the appeal.
5. The second evaluation shall be provided to the employee in written form and a copy given to the original supervisor.
6. If the second evaluation concurs with the first, and both indicate areas that need improvements, steps as outlined above shall be followed.
7. If the second evaluation differs from the first, both shall be submitted to the Superintendent, or designate, who shall decide the disposition of both reports.
8. The Superintendent's decision shall be final and binding on all parties.

D. Other

1. This Administrative Procedure does not restrict:
 - The Superintendent, or designate(s), from taking disciplinary or other action as appropriate when they have reasonable grounds to believe that the action or practices of a support staff employee endangers the safety of students, constitutes a neglect of duty, a breach of trust, or a refusal to obey a lawful order of the School Board.

Reference

[AP 40-24 Staff Development and Growth Plans](#)

Senior/Middle Management Evaluation Process

Step 1	<ul style="list-style-type: none"> • Notification of Evaluation letter is sent out by the Evaluator to employee. • The letter will outline the process and reason for the evaluation (e.g., contract renewal).
Step 2	<ul style="list-style-type: none"> • A meeting is held to review, discuss and if necessary amend the job description. • Job description is to be signed by the Evaluator and employee.
Step 3	<ul style="list-style-type: none"> • Employee gathers evidence in relation to the job description (paper or electronic). • Employee gathers evidence in relation to strategic planning documents.
Step 4	<ul style="list-style-type: none"> • Strategic Planning Meeting This will differ from position to position and may include but is not limited to presentation and review of: <ul style="list-style-type: none"> - Service Delivery Strategic Plan - Education Plan - Follow-up to recommendations if a review has been conducted recently - Service Area Department Current Goals • Review personal goals (if employee wishes to include) and professional growth plan.
Step 5	<ul style="list-style-type: none"> • Employee to discuss and review gathered evidence with Evaluator.
Step 6	<ul style="list-style-type: none"> • Evaluation Survey This will differ from position to position. The Evaluator will determine the depth and breadth of the survey tool based on the position to be evaluated. Administer evaluation survey and compile results. • Number of staff to participate in survey and questions asked will be determined by the Evaluator. • If necessary, Evaluator will send a letter identifying any emerging areas of concern and a plan of action for addressing these areas of concern will be presented and retained in the personnel file.
Step 7	<ul style="list-style-type: none"> • Employee meets with Evaluator to discuss the evaluation survey results.
Step 8	<ul style="list-style-type: none"> • Employee will review all evidence collected and identify two areas of future growth.
Step 9	<ul style="list-style-type: none"> • Employee meets with the Evaluator to discuss evaluation findings.
Step 10	<ul style="list-style-type: none"> • Contract will be continued or terminated based on outcome. Middle management support staff currently have a letter of employment that specifies their assignment. • Final documentation will be signed. • It is expected that the process will be concluded within a 12-month timeframe.