



POLICY

**Haddonfield
Board of Education**

SUPPORT STAFF MEMBERS

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Evaluation

4220 EVALUATION

The Board of Education recognizes the importance of employee evaluations in the reinforcement of performance strengths and the remediation of weaknesses.

The Superintendent shall develop a plan for the evaluation of support staff members. He/She shall invite the participation of employees in the development of the plan and shall assess and modify the plan as necessary.

Employees shall be grouped into position classifications based upon similarities of duties, responsibilities, and qualifications. The evaluation process shall be similar for all employees in a single classification.

The evaluation process shall provide for the recognition and commendation of effective performance, the identification and remediation of performance deficiencies, and the recommendation of discipline or dismissal when an employee fails to improve his/her performance. Evaluation procedures shall provide that each employee is informed of the specific objectives of his/her position and the standards that will be used to assess the employee's performance against those objectives. Employees will be evaluated by qualified supervisors; every year. Any records created in the evaluation process will become part of the employee's file and subject to Board policy on personnel records.



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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:



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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
1. 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 hours prior to the evaluation conference.
 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



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than fifteen working days following the conference.

8. The evaluator shall distribute copies of the evaluation report to the Superintendent.

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 in the permanent personnel file.
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.

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