

**SUBJECT: PROCEDURES FOR EVALUATING EMASB
PERSONNEL (EDUCATIONAL SUPPORT
AND MANAGEMENT ASSOCIATION
OF BROWARD)**

TABLE OF CONTENTS

I. Introduction	2
II. Procedures	2
A. Identification of Employee Groups	2
B. Orientation	2
C. Timeline	2
D. Ratings	2
E. Categories	3
F. Performance Improvement Plan	3
III. Responsibilities of All Applicable Departments	3
A. Division of Human Resources	3
B. Supervisor	3
IV. Reporting Requirements	3
A. Form Completion	3
V. Distribution	4
VII. Index	5
VIII. Exhibit A	6-9

**SUBJECT: PROCEDURES FOR EVALUATING EMASB
PERSONNEL (EDUCATIONAL SUPPORT
AND MANAGEMENT ASSOCIATION
OF BROWARD)**

I. INTRODUCTION:

The purpose of this bulletin is to identify the necessary steps and procedures required by the Collective Bargaining Agreement for Education Support and Management Association of Broward (EMSAB).

II. PROCEDURES

A. IDENTIFICATION OF EMPLOYEE GROUPS

All non-instructional personnel as identified in the EMSAB Collective Bargaining Agreement are included in this employee group, as well as any Principals or Assistant Principals who are District based.

B. ORIENTATION

Orientation shall take place during the first quarter of the year (August, September, October) or within three (3) weeks of hire or appointment to a new position. The supervisor shall orient the employee to the evaluation criteria, process and instrument to foster an understanding of the basis and procedures for appraisal.

C. TIMELINE

1. Orientation to the evaluation process by October 31st.
2. First Quarter (November, December, January) – Goal Setting
3. Optional Mid-year appraisal by January 31st
4. Final appraisal by June 30th

D. RATINGS

1. A rating of HE, or Highly Effective, indicates the employee's performance exceeds job standards.
2. A rating of E, or Effective, indicates the employee's performance meets the job standards.
3. A rating of I, or Ineffective, indicates the employee's performance does not meet job standards.
4. Not Rated - No criteria or need for measurement
5. For an Overall rating of Highly Effective, four or more categories must be rated as Highly Effective.
6. For an Overall rating of Effective, more than half of the ratings must be Effective, with no more than one Ineffective.
7. For an Overall rating of Ineffective, two or more categories must be rated as Ineffective.
8. If only one category is rated as Ineffective, the overall rating will be Effective and written documentation and recommended strategies for improvement must be attached to the instrument.

**SUBJECT: PROCEDURES FOR EVALUATING EMASB
PERSONNEL (EDUCATIONAL SUPPORT
AND MANAGEMENT ASSOCIATION
OF BROWARD)**

E. CATEGORIES

1. Leadership
2. Information and Analysis
3. Strategic Quality Planning
4. Customer Focus
5. Human Resources
6. Management of Processes
7. Operational Results

F. PERFORMANCE IMPROVEMENT PLAN (PIP)

1. When an Overall rating of Ineffective is used, a Performance Improvement Plan is developed by the supervisor in collaboration with the employee.
2. Use and implementation of this plan requires
 - a. Notification to employee of deficiencies
 - b. Two categories rated as Ineffective, for an overall rating of Ineffective on the appraisal
 - c. Definition of strategies for improvement
 - d. Identification of a timeline
 - e. Definition of expected outcomes
 - f. Definition of possible consequences for failure to remediate
 - g. Feedback conferences
 - h. Documentation

III. RESPONSIBILITIES OF ALL APPLICABLE DEPARTMENTS

A. DIVISION OF HUMAN RESOURCES

The Division of Human Resources develops and distributes an annual schedule of assessment activities. In addition, it receives completed forms, ensures the implementation of the system, and maintains assessment records in personnel files.

B. SUPERVISOR

The supervisor is responsible for ensuring that each employee is evaluated.

IV. REPORTING REQUIREMENTS

A. FORM COMPLETION

1. The Administrator Performance Planning and Appraisal System (APPAS) evaluation form is to be used for all EMASB personnel.
2. At least one assessment of each employee will be conducted by the supervisor or his/her designee each year.

**SUBJECT: PROCEDURES FOR EVALUATING EMASB
PERSONNEL (EDUCATIONAL SUPPORT
AND MANAGEMENT ASSOCIATION
OF BROWARD)**

3. The form is completed by the assessor and signed by the employee. The employee's signature indicates only that he/she has read the form and does not necessarily indicate agreement with its content.

V. DISTRIBUTION

All evaluation instruments and manuals must be made readily available to all employee and supervisors. These documents will be housed on the website:
<http://www.broward.k12.fl.us/evaluationcoordinators/>

VI. EXHIBITS

- A. APPAS Instrument for District Personnel

**SUBJECT: PROCEDURES FOR EVALUATING EMASB
PERSONNEL (EDUCATIONAL SUPPORT
AND MANAGEMENT ASSOCIATION
OF BROWARD)**

Index

APPAS for District, Instrument	6
Categories	3
Distribution	4
Division of Human Resources, Role of	3
Exhibits	4
Form Completion	3
Identification of Employee Groups	2
Index	5
Introduction	2
Orientation	2
Performance Improvement Plan	3
Procedures	2
Ratings	2
Reporting Requirements	3
Responsibilities of All Applicable Departments	3
Supervisor, Role of	3
Table of Contents	1
Timeline	2

**SUBJECT: PROCEDURES FOR EVALUATING EMASB
 PERSONNEL (EDUCATIONAL SUPPORT
 AND MANAGEMENT ASSOCIATION
 OF BROWARD)**

APPAS Instrument for District Personnel
THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
DISTRICT LEVEL ADMINISTRATOR PERFORMANCE APPRAISAL

NAME _____ PERSONNEL # _____ SCHOOL YEAR _____
 SCHOOL _____ LOCATION # _____ DATE _____
 ORIENTATION? Yes ___ No ___

TYPE OF APPRAISAL ___ MID YEAR	___ IDENTIFICATION/NOTIFICATION OF DEFICIENCIES
___ FINAL (END OF YEAR)	___ PERIODIC PIP REVIEW

Philosophy: Appraisal is an appropriate, continuous and cooperative process designed to improve the quality of education. For an explanation of procedures, consult the Evaluation Handbook.

Appraisal Key: H = Highly Effective-Exceeds job standard E = Effective-Meets job standard
 I = Ineffective-Does not meet job standard NR = No Criteria or Need for Measurement

LEADERSHIP ___ H ___ E ___ I ___ NR

DESCRIPTION

- Contributes to and monitors a department mission and goals that are aligned with the district's mission and goals.
- Maintains an active involvement in the department improvement planning process by facilitating decision making and priority setting.
- Uses quality improvement principles and processes in daily administration of department or area of responsibility.
- Uses collaborative leadership style and quality processes to involve stakeholders in establishing and achieving the department's mission and goals.
- Establishes and utilizes a process that readies the department for change.
- Develops and maintains or contributes to a department atmosphere conducive to achieving district goals.
- Provides leadership to involve the department in quality initiatives.
- Communicates department information and goals to stakeholders.

Comments: _____

Focus for Professional Growth: _____

INFORMATION & ANALYSIS ___ H ___ E ___ I ___ NR

DESCRIPTION

- Collects and maintains information appropriate to the monitoring of improvement goals.
- Analyzes and uses data for decision-making to improve actions, plans, processes and systems.
- Uses benchmarks and comparison data in the analysis of results.
- Makes data accessible to all stakeholders.

Comments: _____

Supersedes: N/A New Business Practice Bulletin	Issued By: Evaluation Coordinators
--	--

**SUBJECT: PROCEDURES FOR EVALUATING EMASB
PERSONNEL (EDUCATIONAL SUPPORT
AND MANAGEMENT ASSOCIATION
OF BROWARD)**

Focus for Professional Growth: _____

STRATEGIC QUALITY PLANNING ___ H ___ E ___ I ___ NR

DESCRIPTION

- Develops long and short term plans and goals aligned with strategic plan of the district.
- Communicates overall department improvement plan requirements to staff so they can describe how the goals and plans relate to their work.
- Allocates resources consistent with the implementation of the department improvement plan.
- Utilizes a systematic process for collecting input from stakeholders and incorporates their requirements in department/area plans.

Comments: _____

Focus for Professional Growth: _____

CUSTOMER FOCUS ___ H ___ E ___ I ___ NR

DESCRIPTION

- Develops positive relationships with customers (internal staff, schools, other departments, community, etc.)
- Establishes processes and methods to respond to valid customer requirements.
- Establishes processes to determine customer needs and level of satisfaction.
- Provides leadership support to internal and external partnerships.

Comments: _____

Focus for Professional Growth: _____

Supersedes: N/A New Business Practice Bulletin	Issued By: Evaluation Coordinators
--	--

**SUBJECT: PROCEDURES FOR EVALUATING EMASB
PERSONNEL (EDUCATIONAL SUPPORT
AND MANAGEMENT ASSOCIATION
OF BROWARD)**

Name _____ Personnel # _____

HUMAN RESOURCES ___H ___E ___I ___NR

DESCRIPTION

- Analyzes data and information to plan training to accomplish department goals.
- Builds or contributes to a department environment which supports learning and growth for staff toward achievement of the department mission.
- Uses team approach in solving problems and improving processes and provides frequent feedback to those involved in improvement efforts.
- Contributes to positive staff morale through flexibility, support and recognition of groups and individuals working toward department improvement.
- Deals appropriately and professionally with personnel issues, including personnel recommendations, evaluation, staff deficiencies and retention, provides feedback on professional performance and offers assistance to strengthen weaknesses in performance.
- Assesses the expertise and developmental needs of others and self and considers the aspirations of staff in relation to the jobs and tasks assigned.

Comments: _____

Focus for Professional Growth: _____

MANAGEMENT OF PROCESSES ___H ___E ___I ___NR

DESCRIPTION

- Identifies quality requirements of materials and services and communicates this information to suppliers.
- Employs an improvement cycle of Plan, Do, Study, Act (PDSA) that analyzes results and identifies root causes of operational problems and makes corrections.
- Utilizes quality tools to assess and improve processes, programs, and services.
- Has knowledge of, supports, and implements School Board, State, and Federal Policies, procedures, negotiated agreements and district decisions.

Comments: _____

Focus for Professional Growth: _____

**SUBJECT: PROCEDURES FOR EVALUATING EMASB
PERSONNEL (EDUCATIONAL SUPPORT
AND MANAGEMENT ASSOCIATION
OF BROWARD)**

OPERATIONAL RESULTS ___H ___E ___I ___NR

DESCRIPTION

Shows positive trends in the achievement of improvement goal results in the areas of:

- Key Goals (to be attached)
- Business practices (efficiency)
- Customer satisfaction (based on parent, teacher and student surveys)

OPERATIONAL RESULTS SUPPORTING DOCUMENTATION (To be rated end of year only):

SUPPORT FOR STUDENT ACHIEVEMENT

Comments: _____

Focus for Professional Growth: _____

OVERALL RATING: ___H ___E ___I

(If "I" performance level is indicated, written documentation on a Performance Appraisal form (APPAS) and a Professional Improvement Plan must accompany this document.)

Appraisee's Comments: _____

_____ This assessment has been discussed with me.

Appraisee's Name (please print)	Signature	Date	Appraiser's Name (please print)	Signature
---------------------------------	-----------	------	---------------------------------	-----------

Supersedes: N/A New Business Practice Bulletin	Issued By: Evaluation Coordinators
--	--