3206.1 **PURPOSE**

The evaluation process shall be a cooperative and continuing effort which is undertaken to promote professional growth and development and quality performance and to provide evaluation data as one basis for sound personnel decisions.

3206.2 **COVERAGE**

This policy pertains to all professional personnel permanently employed by the Harrison County Board of Education except the Superintendent. The Harrison County Board of Education has developed an alternative evaluation system for the Superintendent.

3206.3 **DEFINITIONS**

3206.3.1 **Conference**: a meeting between the supervisor and employee or among the improvement team and the employee focusing on the employee’s performance, the employee’s performance during an observation, an evaluation, or an improvement plan.

3206.3.2 **Evaluation Instruments**: the approved evaluation form(s) containing the performance criteria.

3206.3.3 **Performance Criteria**: indicators of stated job responsibilities used to evaluate the performance of an employee.
3206.3.4 **Observation:** the process of collecting data on the employee’s job performance.

3206.3.5 **Rating Categories:** the four (4) performance rating categories on the personnel evaluation form for employees are a) exemplary, b) exceeds standards, c) meets standards, and d) unsatisfactory.

3206.3.6 **Portfolio for Teachers:** a collection of material assembled and selected by the employee to document commendable job performance. The portfolio may be used by the employee during the observation or the evaluation conference. The compilation of this document is optional.

3206.3.7 **Portfolio for Administrators/Professional Support Personnel:** a collection of materials assembled and selected by the employee to document job performance. The compilation of this documentation is required.

3206.3.8 **Professional Growth and Development Plan:** a plan designed and developed by an employee and his/her supervisor for continued professional growth.

3206.3.9 **Classroom Teachers:** the professional educator who has direct instructional relationship with pupils.

3206.3.10 **Professional Support Personnel:** the professional educator whose title includes but is not limited to the following: athletic trainer, counselor, education audiologist, school nurse, school psychologist, social services, attendance director, and speech language pathologist.

3206.3.11 **Administrator:** the professional educator whose title includes but is not limited to the following: central office administrator, supervisor, director, coordinator, program specialist, principal, and/or assistant principal.

3206.3.12 **Coach:** a member of a school facility, substitute teacher or student teacher within a public school or an unauthorized certified individual under contract with a county board of education who provides instruction, direction, or supervision to athletic teams for the purpose of developing ability or skill to perform in athletic contests.
3206.3.13 Immediate Supervisor: A professional educator/administrator identified by the county superintendent to conduct observations, complete evaluations, and write and monitor improvement plans.

3206.4 PRINCIPALS OF OPERATION

3206.4.1 No administrator shall evaluate professional personnel unless the administrator has successfully completed education and training in evaluation skills through the Center for Professional Development or equivalent training approved by the West Virginia Board of Education. Evaluations may be conducted by the following: Superintendent, Assistant Superintendent(s), Administrative Assistant(s), Supervisor(s), Director(s), Coordinator(s), Principal(s), and Assistant Principal(s).

3206.4.2 To assure that all employees have a full understanding of the purposes, instruments and procedures used in evaluating their performances, the immediate supervisor shall convene a meeting with the employee(s) at the beginning of their employment period. Each employee will be provided a copy of the instrument and the procedure.

3206.4.3 Evaluations and observations of professional personnel shall be conducted by the immediate supervisor, as stated in the job description, or his/her designee.

3206.4.4 After each observation and evaluation, a scheduled conference will be conducted. During these conferences the supervisor will discuss with the employee observed strengths and/or weaknesses with the development of written suggestions in deficient areas that will assist the employee in improving his/her performance.

3206.4.5 All monitoring or observations of the work of an employee shall be conducted openly.

3206.4.6 When an employee’s performance evaluation is rated unsatisfactory, an improvement plan shall be developed by the supervisor and employee in any area of teacher responsibility.

3206.4.7 Evaluation results will be used as a basis for making personnel decisions such as re-employment and for dismissal. In order to assist the employee in understanding his/her job responsibilities the performance standards, as well as state mandated job responsibilities, are included in the professional job descriptions.
3206.4.8 Items not observed in an observation may be included in the observation reports if such items have previously been called to the employee’s attention and continue to occur. Other observations may be conducted at the discretion of the supervisor and may include non-instructional activities.

3206.4.9 Itinerant personnel will have only one evaluation per cycle by only one immediate supervisor. Schools having itinerant personnel assigned who serve more than one school will have the principals decide which administrator will evaluate the itinerant personnel assigned to their buildings for each evaluation cycle. Non-evaluating principals may provide input to the evaluating principal.

3206.4.10 An employee who has an extra-curricular assignment will be evaluated at least once annually for each assignment.

3206.4.11 All grievance and due process procedures shall remain in effect and operational. (WV Code 18-29-4)

3206.5 RATING STRUCTURE

3206.5.1 The following rating score will be used for each performance criteria:

3206.5.1.1 Exemplary - Performance is consistently exceptional in meeting performance criteria demonstrated by providing extraordinary opportunities for student success through instructional strategies that confirm the teacher’s expertise and the ability to reach all students.

3206.5.1.2 Exceeds Standards - Performance is consistently above average in meeting performance criteria demonstrated by going beyond the established standards and instructional practices in reaching all students.

3206.5.1.3 Meets Standards - Performance is consistently adequate in meeting performance criteria.

3206.5.1.4 Unsatisfactory - Performance is not consistently acceptable in meeting performance criteria.
3206.6 EVALUATION PROCEDURE FOR CLASSROOM TEACHERS

3206.1 Classroom Teachers with zero (0) to two (2) years of experience will receive a minimum of two written evaluations per year prior to June 1. A minimum of three (3) observations is required for each written evaluation, one (1) of which must be completed by November 1. Two (2) observations shall cover a minimum of thirty (30) minutes each and shall be conducted during an instructional activity.

One (1) of the two (2) instructional observations shall be scheduled with the employee. Other observations shall be conducted at the discretion of the supervisor and may include non-instructional activities.

3206.6.2 Classroom Teachers with three (3) to four (4) years of experience will receive a minimum of one (1) written evaluation per year by June 1. A minimum of two (2) observations is required for each written evaluation. One (1) of the two (2) observations shall cover a minimum of thirty (30) minutes and shall be conducted during an instructional activity which is scheduled with the employee. Other observations shall be conducted at the discretion of the supervisor and may include non-instructional activities.

3206.6.3 After each thirty minutes observation of the classroom teacher, the supervisor shall conduct a post observation conference with the employee with five (5) working days. At that time a signed copy of the observation form shall be given to the classroom teacher. Additional conferences may be held on an as-needed basis as determined by the supervisor.

3206.6.4 For teachers with five (5) or more years of experience who have not received an unsatisfactory evaluation, one (1) evaluation every three (3) years is required unless the supervisor determines that an evaluation is needed more frequently. Supervisors may determine that teachers whose written evaluations include identified deficiencies related to specific performance criteria may be evaluated more frequently than once every three years.
For classroom teachers beginning their seventh (7\textsuperscript{th}) year, a professional growth and development plan may be utilized in lieu of the performance evaluation provided:

1. The teacher was evaluated using the performance evaluation the previous year.

2. The teacher agrees to develop a professional growth and development plan.

3. The teacher has not changed assignments or schools.

4. If all provisions are not meet, the employee shall receive one performance evaluation per year prior to June 1.

During the professional growth and development plan, the employee and the immediate supervisor shall mutually develop a growth and development plan including goal(s) and objectives and criteria to measure achievement of goal(s), focusing on one area of the teachers performance criteria by November 1. The professional growth and development plan will alternate with performance evaluations.

At the completion of the professional growth and development plan, the immediate supervisor and the employee will develop a narrative report on the employee’s progress in relation to the professional growth and development plan by June 1.

The immediate supervisor is responsible for the classroom teacher’s evaluations.

In order for a performance indicator on the evaluation form to be marked unsatisfactory, some indication of the problem must have been noted on a prior observation form. The supervisor will share the evaluation(s) with the classroom teacher during a scheduled conference.

The classroom teacher has a right to include a written statement as an addendum to the evaluation.

The classroom teacher shall sign the evaluation form denoting that the supervisor has reviewed the evaluation with the employee and the employee has received a copy, but the signature shall not imply concurrence with the findings.
3206.7 EVALUATION PROCESS FOR ADMINISTRATORS -  
(Principals, Assistant Principals, Central Office Administrators, 
Vocational Directors and Assistants, Supervisors, Directors, Coordinators 
and Program Specialists).

3206.7.1 Administrators with zero (0) to two (2) years of experience shall receive a minimum of two (2) written evaluations per year by June 1.

3206.7.2 Administrators with three (3) or more years of experience shall receive a minimum of one (1) written evaluation per year by June 1.

3206.7.3 The administrator’s immediate supervisor is responsible for monitoring performance and for preparing the written evaluation.

3206.7.4 The purpose of the evaluation is to improve the administrator’s performance and professional growth. The administrator and the immediate supervisor will mutually establish annual written goals for the administrator’s performance evaluation on or before October 1. The goals shall be related to the administrator’s job responsibilities.

In addition to the goal setting conference the administrator and The supervisor will meet at least once annually to review progress toward meeting the established goals. The supervisor will schedule an evaluation conference with the administrator to share findings and prepare the written evaluation. The administrator shall receive a copy of the evaluation within five (5) working days.
3206.7.5 The primary data source for the performance evaluation will be information and documentation related to the mutually established goals. The administrator shall maintain a portfolio of materials that validate progress or completion of the mutually established goals. The administrator’s supervisor may also collect documentation relating to these goals. The supervisor will evaluate the administrator’s performance using a narrative description to document the progress made toward goal attainment or to document unsatisfactory performance. Because mutually established goals will be unique to each administrator, it follows that the evaluation narrative will focus on the administrator’s demonstration of those skills identified in the performance characteristics. Therefore, the evaluation will be goal directed and may incorporate the performance characteristics in the narrative description. The supervisor may include those performance characteristics appropriate to the mutually established goals. The performance characteristics should be identified during the goal setting conference. The portfolios maintained by the administrator and the supervisor shall be included as part of the evaluation documentation.

3206.7.6 The administrator’s signature on the evaluation form denotes that the supervisor has reviewed the evaluation with the administrator. The administrator’s signature does not imply concurrence with the evaluation and/or its rating. The administrator shall receive a copy of the evaluation. The administrator has the right to include a written statement as an addendum to the evaluation. An addendum and the signature of the administrator must be affixed to the evaluation not later than five (5) working days following receipt of the written evaluation.

3206.8 EVALUATION PROCESS FOR PROFESSIONAL SUPPORT PERSONNEL (Athletic trainer, Counselor, Education Audiologist, School Nurse, School Psychologist, Social Services, Attendance Director, and Speech Pathologist)

3206.8.1 For professional support personnel with zero (0) to two (2) years of experience, a minimum of two (2) written evaluations per year is required.
3206.8.2 For professional support personnel with three (3) or more years of experience, a minimum of one (1) written evaluation per year is required.

3206.8.3 The professional support personnel’s immediate supervisor, as defined by the county superintendent, is responsible for monitoring performance and for preparing the written evaluation.

3206.8.4 The purpose of the evaluation is to improve the professional support personnel’s performance and professional growth. The professional support personnel and the immediate supervisor will mutually establish annual written goals for the professional support personnel’s performance evaluation on or before November 1. The goals shall be related to the professional support personnel’s job responsibilities. In addition to the goal setting conference, the professional support personnel and the supervisor will meet at least once annually to review progress toward meeting the established goals. The supervisor will schedule an evaluation conference with the professional support personnel to share findings and prepare the written evaluation. The professional support personnel shall receive a copy of the evaluation within five (5) working days.

3206.8.5 The primary data source for the performance evaluation will be information and documentation related to the mutually established goals. The professional support personnel shall maintain a portfolio of materials that validate progress or completion of the mutually established goals. The professional support personnel’s supervisor may also collect documentation relating to these goals. The supervisor will evaluate the professional support personnel’s performance using a narrative description to document the progress made toward goal attainment or to document unsatisfactory performance. Because the mutually established goals will be unique to each professional support personnel, it follows that the evaluation narrative will focus on the professional support personnel’s demonstration of those skills identified in the performance characteristics. Therefore, the evaluation will be goal directed and may incorporate the performance characteristics in the narrative description. The
supervisor may include those performance characteristics appropriate to the mutually established goals. The performance characteristics should be identified during the goal setting conference. The portfolios maintained by the professional support personnel and the supervisor shall be included as part of the evaluation documentation.

3206.8.6 The professional support personnel’s signature on the evaluation form denotes that the supervisor has reviewed the evaluation with the professional support personnel. The professional support personnel’s signature does not imply concurrence with the evaluation and/or its rating. The professional support personnel shall receive a copy of the evaluation. The professional support personnel has the right to include a written statement as an addendum to the evaluation. An addendum and the signature of the professional support Personnel must be affixed to the evaluation not later than five (5) working days following receipt of the written evaluation.

3206.9 EVALUATION PROCESS FOR COACHES

3206.9.1 The primary purpose of the evaluation is to provide information necessary to make an objective assessment of the performance of coaches and assistant coaches and to assure that quality coaching is provided to the student athlete.

3206.9.2 A minimum of one (1) written evaluation per coach’s contract period is required.

3206.9.3 Principal, assistant principal or athletic directors who hold an administrative certificate according to West Virginia Code §18A-2-12 shall evaluate coaches and assistant coaches.

3206.9.4 The principal, assistant principal, or athletic director, shall conduct observations and evaluations of head coaches. A minimum of two (2) observations is required for each evaluation.

3206.9.5 The principal, assistant principal or athletic director with input from the head coach, shall conduct observations and evaluations of assistant coaches. A minimum of two (2) observations is required for each evaluation.
3206.9.6 The principal, assistant principal or athletic director shall share the evaluation with the coach during a scheduled conference and within a four (4) week period at the conclusion of each sport’s season as defined by West Virginia Secondary School Activities Commission (WVSSAC).

3206.9.7 The coaches and assistant coaches have the right to include a written statement as an addendum to the evaluation.

3206.9.8 The coach and/or assistant coach shall sign the evaluation form denoting that the supervisor has reviewed the evaluation with the coach and the coach has received a copy. The signature shall not imply concurrence with the findings.

3206.10 PLAN OF IMPROVEMENT

3206.10.1 A written plan of improvement shall be developed by the supervisor and employee when an employee’s performance is unsatisfactory in any area of responsibility.

3206.10.2 The written plan of improvement shall designate how the employee shall meet the performance criteria. The improvement plan shall:

1. identify the deficiency (ies),
2. specify the corrective action to remediate the deficiencies,
3. contain the time frame for monitoring and deadlines for meeting criteria, but in no case shall an improvement plan be for more than one semester in length, and
4. describe the resources and assistance available to assist in correcting the deficiency(ies),
5. After an employee has successfully corrected deficiency(ies), the employee must continue to demonstrate improvement.

3206.10.3 If an employee transfers within the county or to any other county within the state during the implementation of an improvement plan, the plan is transferred to the new supervisor for continuation.

3206.10.4 A plan of improvement may be initiated by the immediate supervisor/evaluator at any point in time in the school year that unsatisfactory performance occurs.
3206.10.5 All plans of improvement are to be prepared in triplicate with both the evaluator and employee signing all three copies. One copy is to be forwarded to the Personnel Office with the remaining copies to be distributed between the evaluator and employee.

3206.11 IMPROVEMENT TEAM FOR CLASSROOM TEACHER, ADMINISTRATORS, PROFESSIONAL SUPPORT PERSONNEL, AND ATHLETIC COACHES

3206.11.1 Referral: At the point in time when the immediate supervisor/evaluator determines that the employee needs assistance, a referral by the evaluator to an improvement team shall be initiated.

An employee may request the assistance of an improvement team if his/her evaluation does not meet performance standards.

3206.11.2 Composition: The improvement team shall be comprised of the employee’s immediate supervisor, one additional administrator preferably in the content area and one professional educator in the same or related specialization. Upon referral to an improvement team, the employee, within five (5) school days, shall select a professional educator from a list approved by the county. The administrative assistant supervising the school, within five (5) working days, shall select one (1) individual upon mutual consent of the employee and immediate supervisor from a list approved by the county.

The following categories may be areas the professional educator may select individuals to serve on the improvement team.

(1) Category I - Professional Educator may be chosen from the same field of study or related specialization as the employee from within the school system.

(2) Category II - County Principal and/or Assistant Principal from within the school system preferably in the content area (not in the same assigned school as the employee).

(3) Category III - Central Office Personnel, a director, coordinator and/or supervisor having assigned responsibilities dealing with the field of study as the employee.
Upon selection of the improvement team, the Administrative Assistant shall inform the immediate supervisor/evaluator and employee of its composition.

3206.11.3  Duties:

3206.11.3.1 The improvement team shall serve only as a resource to the supervisor who shall retain authority for the evaluation. The improvement team shall monitor the improvement plan and may:

1. conduct observation and conferences,
2. provide training to assist the employee in meeting the performance criteria outlined in the plan,
3. identify additional resources.

The intermediate supervisor will be spokesmen for the team. The team shall report the results of the plan in writing to the immediate supervisor and administrative assistant. A plan which results in the employee meeting all standards will be retained for five (5) successful school years, then may be withdrawn at the employee’s written request and approval of the Harrison County Board of Education. A plan which reports an unsatisfactory evaluation will be retained permanently. Release time may be provided for teachers who serve on the improvement team.