

### 3223 EVALUATION OF ADMINISTRATORS

The Board of Education recognizes that the continuing evaluation of administrators is essential to the achievement of the educational goals of this district. In order to ensure the greatest benefit to the district of a program of administrator evaluation, the Board shall provide adequate resources for supervision and professional development, time for the proper conduct of evaluations, and time for in-service training to encourage improvement in job performance.

The Superintendent will develop, in consultation with administrators, job descriptions for each administrative position. Such job descriptions will state in concise form the program objectives and major responsibilities of the position and will include evaluation criteria that evolve logically from those objectives and responsibilities. The Superintendent shall provide each administrator, a copy of this policy and the job description and evaluation criteria of his/her position; any amendments made subsequently will be distributed after their adoption.

The Superintendent shall report to the Board on the effectiveness of the evaluation system and shall recommend such changes in the system as may be required to increase its effectiveness.

#### Tenured Administrators

Tenured administrators shall be evaluated in order to promote their professional excellence and improve their skills, to enhance pupil learning and growth, and to provide a basis for the review of administrative performance.

Each tenured administrator, except the Superintendent, shall be evaluated annually by appropriately certified and trained administrators or supervisors. The Superintendent or designee shall, in consultation with administrators, develop procedures for the evaluation of tenured administrators that include, as a minimum:

1. The collection and reporting of evaluation data appropriate to the job description and evaluation criteria, including observations of the administrator's performance;
2. Conferences between the administrator and the Superintendent or designee;
3. The preparation of individual professional development plans;
4. The preparation by the Superintendent or designee of an annual written performance report that includes the administrator's performance areas of strength and weakness, an individual professional growth plan developed by the Superintendent or designee and the administrator, a summary of available indicators of pupil progress and growth and



a statement of how these indicators relate to the effectiveness of the overall program and the performance of the individual administrator, and provision for entry into the record by the administrator, within ten working days after the signing of the report, of performance data not included by the supervisor; and

5. The annual summary conference between the administrator and the Superintendent or designee shall be held before the written performance report is filed. The conference shall include, but not be limited to, a review of the administrator's performance based upon the job description and a review of the progress toward the objectives of the individual professional development plan developed at the previous annual conference and a review of available indicators of pupil progress and growth toward the program objectives. A review of the written performance report and the signing of the report shall be within ten working days of the review.

### Nontenured Administrators

Nontenured administrators shall be evaluated for the purpose of identifying and correcting deficiencies, improving professional competence, establishing a means for determining reemployment, and improving the quality of the educational program of this district.

The evaluation of nontenured administrators shall be conducted by the Superintendent or designee and shall include, as a minimum:

1. The observation of the administrator in the performance of duties not less than three times in each school year and not less than once in each semester;
2. The conduct of a conference between the nontenured administrator and the Superintendent or designee no later than ten working days after each such observation; and
3. The preparation of a written evaluation report of the nontenured administrator's total performance, which shall be signed and retained by both parties to the conference and may be augmented by the written disclaimer of the nontenured administrator, provided that such disclaimer is submitted no later than ten working days after the conference.

The Superintendent shall provide each nontenured administrator with a copy of this policy on his/her appointment.

N.J.S.A. 18A:27-3.1 et seq.

N.J.A.C. 6A:32-4.4; 6A:32-4.5

Adopted: 22 October 2009



## R 3223.1 EVALUATION OF NONTENURED ADMINISTRATORS

The observation and evaluation of nontenured administrators will be conducted by the Superintendent or designee. 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 Director of Personnel. Evaluation criteria will be reviewed annually, and whenever the corresponding job description is revised.
3. Each nontenured administrator will be sent a copy of the current evaluation criteria for his/her position annually by the Superintendent or designee. 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;



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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;
  6. Reference to previous performance reports;
  7. Consultation with senior administrators (ESG members).
- C. Observations
1. Nontenured administrators will be evaluated no fewer than three times in every school year and at least once during each semester. A nontenured administrator employed fewer than sixty days in the school year may be observed and evaluated only once during the school year, and a nontenured administrator employed fewer than one hundred twenty days in the school year may be observed and evaluated only twice during the school year.
- D. Evaluations
1. A written evaluation of each nontenured administrator in the performance of his/her duties will be prepared before the end of each semester during which a nontenured administrator has been evaluated.
  2. The Superintendent or designee shall prepare a written evaluation of each nontenured administrator's total performance as an employee of the school district. This evaluation will be submitted to the administrator sufficiently in advance of the conference to enable the administrator or the Superintendent or designee 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. Evaluation Conferences
1. No later than the end of each semester, the administrator and the Superintendent or designee 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 Superintendent or designee 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 nontenured administrator shall sign each copy and retain one copy.
  4. If the nontenured 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.
- F. Annual Performance Conference and Report
1. An annual performance conference will be held with each nontenured administrator by the Superintendent or designee 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 Superintendent or designee at the time of the conference and by the nontenured 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 Superintendent or designee.
  6. Each annual performance report shall be filed in the administrator's personnel file. A copy will be provided to the staff member within ten working days of the conference.
- G. Review of Pupil Progress and Growth
1. A review will be conducted, at least annually, of pupil progress and growth in each class, for the purpose of determining whether or not changes in the performance of the administrator or in the program would lead to improved results by the pupils during the subsequent school year.
  2. The review of pupil progress and growth will be made by the Superintendent or designee evaluator who is familiar with the pupils involved and the school context against indicators previously determined by the administrator and agreed upon by the Superintendent.
  3. A summary of the pupil progress and growth data and its implications will be placed in the administrator's annual performance report. If applicable, the pupil progress and growth report will be one measure of the administrator's annual performance evaluation.
  4. If the review of the pupil data reveals that pupils have not made the progress expected, the Superintendent or designee and staff member shall jointly determine what changes should be made to improve pupil performance. Any such changes are subject to approval of the Superintendent before being implemented.
- H. Individual Performance Development Plan
1. An Individual Performance Development Plan will be prepared annually for each nontenured 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.



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2. The Performance Development 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 Development 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 Development 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: 22 October 2009



## R 3223.2 EVALUATION OF TENURED ADMINISTRATORS

The observation and evaluation of tenured administrators will be conducted by the Superintendent or designee. 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 Director of Personnel. Evaluation criteria will be reviewed annually, and whenever the corresponding job description is revised.
3. Each tenured administrator will be sent a copy of the current evaluation criteria for his/her position annually by the Superintendent or designee. Any revisions will be provided to each holder of that job within thirty working days of its adoption. Suggested revisions to evaluation criteria by job holders will 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;
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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;
  6. Reference to previous performance reports;
  7. Consultation with senior administrators (ESG members).
- C. Observations
1. Tenured administrators will be evaluated at least once during each school year.
  2. The Superintendent or designee shall confer with the administrator at the beginning of each school year. They shall together determine the job performance that will be observed.
- D. Evaluations
1. A written evaluation of each tenured administrator in the performance of his/her duties will be prepared before the end of each school year.
  2. The Superintendent or designee shall prepare a written evaluation of each tenured administrator's total performance as an employee of the school district. This evaluation will be submitted to the administrator sufficiently in advance of the conference to enable the administrator 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. Evaluation Conferences
1. No later than fifteen days after the observation, the administrator and the Superintendent or designee shall hold a conference to discuss the evaluation reports prepared in accordance with D1 and D2 above.



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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 Superintendent or designee 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 Superintendent or designee and the tenured administrator shall sign each copy and retain one copy.
  4. If the 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.
- F. Annual Performance Conference and Report
1. An annual performance conference will be held with each tenured administrator by the Superintendent or designee 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 Superintendent or designee at the time of the conference and by the 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 ten working days of the conference.
- G. Review of Pupil Progress and Growth
1. A review will be conducted, at least annually, of pupil progress and growth in each class, for the purpose of determining whether or not changes in the performance of the administrator or in the program would lead to improved results by the pupils during the subsequent school year.
  2. The review of pupil progress and growth will be made by an evaluator who is familiar with the pupils involved and the school context against indicators previously determined by the administrator and agreed upon by the Superintendent.
  3. A summary of the pupil progress and growth data and its implications will be placed in the administrator's annual performance report. If applicable, the pupil progress and growth report will be one measure of the administrator's annual performance evaluation.
  4. If the review of the pupil data reveals that pupils have not made the progress expected, the Superintendent and designee and administrator shall jointly determine what changes should be made to improve pupil performance. Any such changes are subject to approval of the Superintendent before being implemented.
- H. Individual Performance Development Plan
1. An Individual Performance Development Plan will be prepared annually for each 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.



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  - 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 Development 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 Development 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 certification of charges.

Adopted: 22 October 2009

