

Evaluation Handbook For Administrators



**Northwest Regional
Education Service
District
5825 NE Ray Circle
Hillsboro, OR
97124-6436**

Administrative Evaluation Handbook

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The NWRESD would like to thank the committee members who worked on this revised handbook:

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NWRESD Administrative Evaluation Process

Annual Goals Due to Supervisor

By **October 1st** the administrator completes the goal worksheet and submits to supervisor for approval.

Mid-Year Evaluation (Probationary)

By **February 1st** the supervisor must complete a mid-year evaluation on probationary administrators. The decision to renew or non-renew a contract must be approved, by the Board of Directors, by **March 15th** (ORS 342.835). If a supervisor is considering non-renewal of a probationary administrator's contract the Human Resources office must be advised of a final decision by **February 10th**.

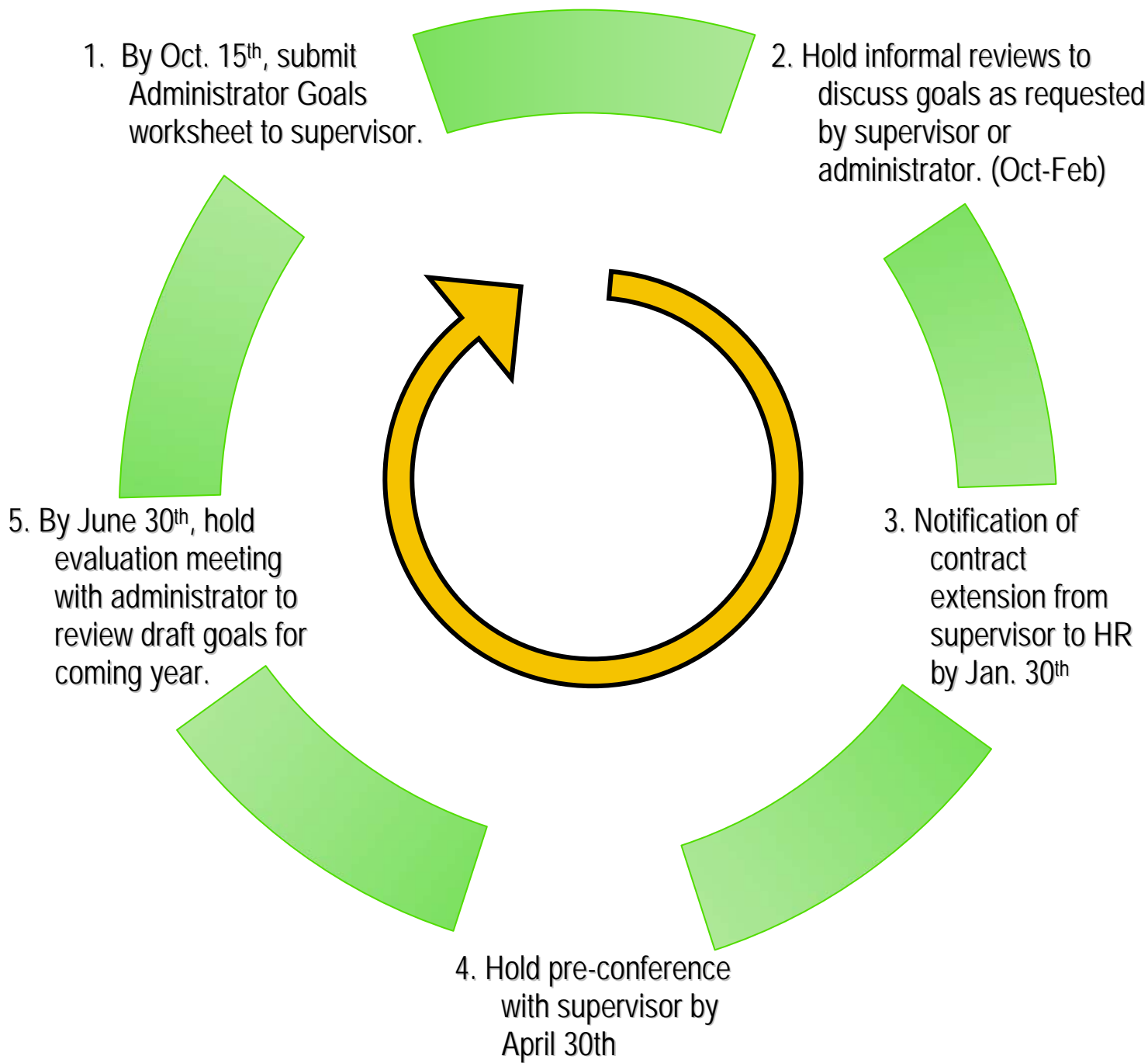
Pre-Evaluation (Probationary)

By **April 30th** probationary and contract administrators meet with his/her supervisor to discuss the administrator's own reflections, to share accomplishments, to review progress on previously established goals and to begin discussing future goals. Goals should be aligned with Key Component Areas and to program, department, and agency objectives. The Pre-Evaluation Conference is a preparatory meeting for the End-of- Year final evaluation.

Final Evaluation (Probationary and Contract) By June 30th

By **June 30th** the administrator meets with his/her supervisor. Supervisor shares completed evaluation document with administrator, reviews narratives, and shares areas for growth. Narratives should reflect the quality of performance based on the evidence collected by both the administrator and the supervisor. In completing the evaluation, the supervisor applies the levels of performance outlined in the key component areas. Both the administrator and the supervisor sign the evaluation document. A copy is given to the administrator and the original is kept in the supervisor's working file.

Upon completion of the evaluation review, administrator shares draft *Administrator Goals Pre-Evaluation Planning Worksheet* in anticipation of areas of focus for the following school year. Administrator and supervisor modify goals to include needs addressed on evaluation.



ADMINISTRATOR GOALS—Pre-Evaluation Planning Worksheet

Administrator Name _____ School Year _____ Supervisor _____

Position _____ Department _____

<u>Key Component Areas</u>	<u>Goal(s)</u>	<u>Persons/Resources Needed</u>	<u>Documentation</u>	<u>Timelines and Deadlines</u>
<i>Program Services Management</i>				
<i>Customer Service</i>				
<i>Personnel Management</i>				
<i>Interpersonal Relations and Communications</i>				
<i>Fiscal Management</i>				
<i>Data Information and Analysis</i>				
<i>Leadership</i>				

ADMINISTRATOR GOALS

Administrator Name _____ School Year _____ Supervisor _____

Position _____ Department _____

<u>Key Component Areas</u>	<u>Goal(s)</u>	<u>Persons/Resources Needed</u>	<u>Documentation</u>	<u>Timelines and Deadlines</u>
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<i>Interpersonal Relations and Communications</i>				
<i>Fiscal Management</i>				
<i>Data Information and Analysis</i>				
<i>Leadership</i>				

Administrator Signature/Date _____ Supervisor Signature/Date _____

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Name _____ Probationary Contract Supervisor _____ Date _____

Key Component Area – A. Program Services Management
The administrator is an educational leader who promotes the success of all staff and students by managing the daily operations of services and resources provided to students, local districts and other clients.

	Rating	Observations & Comments**
1A. Demonstrates requisite knowledge, skills and attributes of effective management of staff including day-to-day supervision.		
2A. Evaluates program effectiveness using appropriate data in setting program goals.		
3A. Uses effective decision-making skills when dealing with all aspects of the program and staff.		
4A. Leads and/or participates in critical advisory committee and other necessary meetings with program staff, constituent districts and their staff, parents, and state and local stakeholders.		

LEGEND FOR RATING:

- (D)**Distinguished: The administrator is exemplary in demonstrating the skill set of the given Key Concept Area. Implementation is consistently successful and significant, measurable accomplishments are evident.
- (P)**Proficient: The administrator demonstrates the skill set of the given Key Concept Area. Implementation is consistently successful.
- (B)**Basic: The administrator demonstrates the skill set of the given Key Concept Area. Implementation may be inconsistent.
- (U)**Unsatisfactory: The administrator does not demonstrate the skill set of the given Key Concept Area. Implementation is not evident
- (NA)** Not Applicable: Evaluation is not appropriate given the current set of circumstances.

Additional Comments see last page

**Comments Section: Explanation is required for any rating in the Distinguished, Basic, or Unsatisfactory categories.

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Key Component Area – A. Program Services Management (continued)

The administrator is an educational leader who promotes the success of all staff and students by managing the daily operations of services and resources provided to students, local districts and other clients.

	Rating	Observations & Comments**
5A. Keeps supervisor/s well informed of program and personnel effectiveness, changes or issues of concern.		
6A. Manages time to optimize the program and services provided.		
7A. Oversees the facilities in which they have programs, ensuring a safe environment for staff and/or students.		

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Key Components Area – B. Customer Service

The administrator is an educational leader who represents the District in a professional, productive, and positive manner to all constituents.

	Rating	Observations & Comments**
1B. Explains clearly to any constituent what the NWRESD does, how our programs work, and who to contact for further assistance.		
2B. Is available to serve and to talk to individuals and organizations about our programs.		
3B. Responds to concerns of component school districts in a timely manner.		
4B. Continually seeks views from component school districts, staff and community; listens to needs, and takes action based on them.		

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Key Components Area – C. Personnel Management

The administrator is an educational leader who promotes the success of all staff by recruiting, hiring and retaining a first rate work force.

	Rating	Observations & Comments**
1C. Participates in the hiring process including screening applications, setting up interviews, developing appropriate questions, conducting the interview and following up with successful and unsuccessful candidates.		
2C. Evaluates all staff within established guidelines and timelines using the NWRES D evaluation tools/processes.		
3C. Provides appropriate and timely opportunities for professional growth for all staff.		
4C. Holds all staff members accountable to meet expectations delineated in job description, negotiated agreements, board policy and administrative rules.		
5C. Confronts and addresses performance concerns as they arise.		

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Key Component Area – D. Interpersonal Relations and Communications

The administrator is an educational leader who develops productive working relationships and demonstrates professional communication skills, awareness and responsiveness to local districts.

	Rating	Observations & Comments**
1D. Is knowledgeable and responsive to district needs and requests.		
2D. Consistently interacts with others in a fair, polite, patient, and sensitive manner.		
3D. Works collaboratively to foster positive, supportive, and trusting working relationships with local districts, NWRESD staff and others.		
4D. Demonstrates effective verbal and written communication.		

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Key Component Area – E. Fiscal Management

The administrator is an educational leader who promotes the success of all staff and students by managing fiscal resources that are aligned with the vision and mission of the district.

	Rating	Observations & Comments**
<i>1E. Participates in the budget development process.</i>		
<i>2E. Operates programs within established budgets.</i>		
<i>3E. Utilizes agency resources in a cost effective manner.</i>		
<i>4E. Creates and manages program budgets using sound fiscal practices to meet stated program and agency goals.</i>		
<i>5E. Utilizes knowledge of fiscal procedures to complete paperwork in a timely fashion.</i>		

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Key Component Area – F. Data Information and Analysis

The administrator is an educational leader with effective performance management systems for measuring, analyzing, aligning, and improving performance at all levels. The integrity of such analyses is reflected in the accuracy, reliability, timeliness, and confidentiality of the data collected.

	Rating	Observations & Comments**
<i>1F. Collects and analyzes data for measurement of program strategic planning.</i>		
<i>2F. Collects and analyzes data to support daily, operations and decision-making.</i>		
<i>3F. Collects and analyzes data to assess customer satisfaction of all programs and services.</i>		
<i>4F. Communicates the results of data analysis to appropriate audiences.</i>		

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Key Component Area -G. Leadership

The administrator is an educational leader who promotes the success of all staff by facilitating the development, articulation, implementation and stewardship of a vision of teaching and learning that is shared and supported by staff and the community.

	Rating	Observations & Comments**
1G. Develops new insights into situations and applies innovative solutions to ensure organizational improvements.		
2G. Has high expectations for self and staff and maintains a visible presence.		
3G. Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance through a shared purpose.		
4G. Inspires, motivates, and guides others toward goal accomplishments.		
5G. Develops leadership in others through coaching, mentoring, rewarding and guiding employees.		

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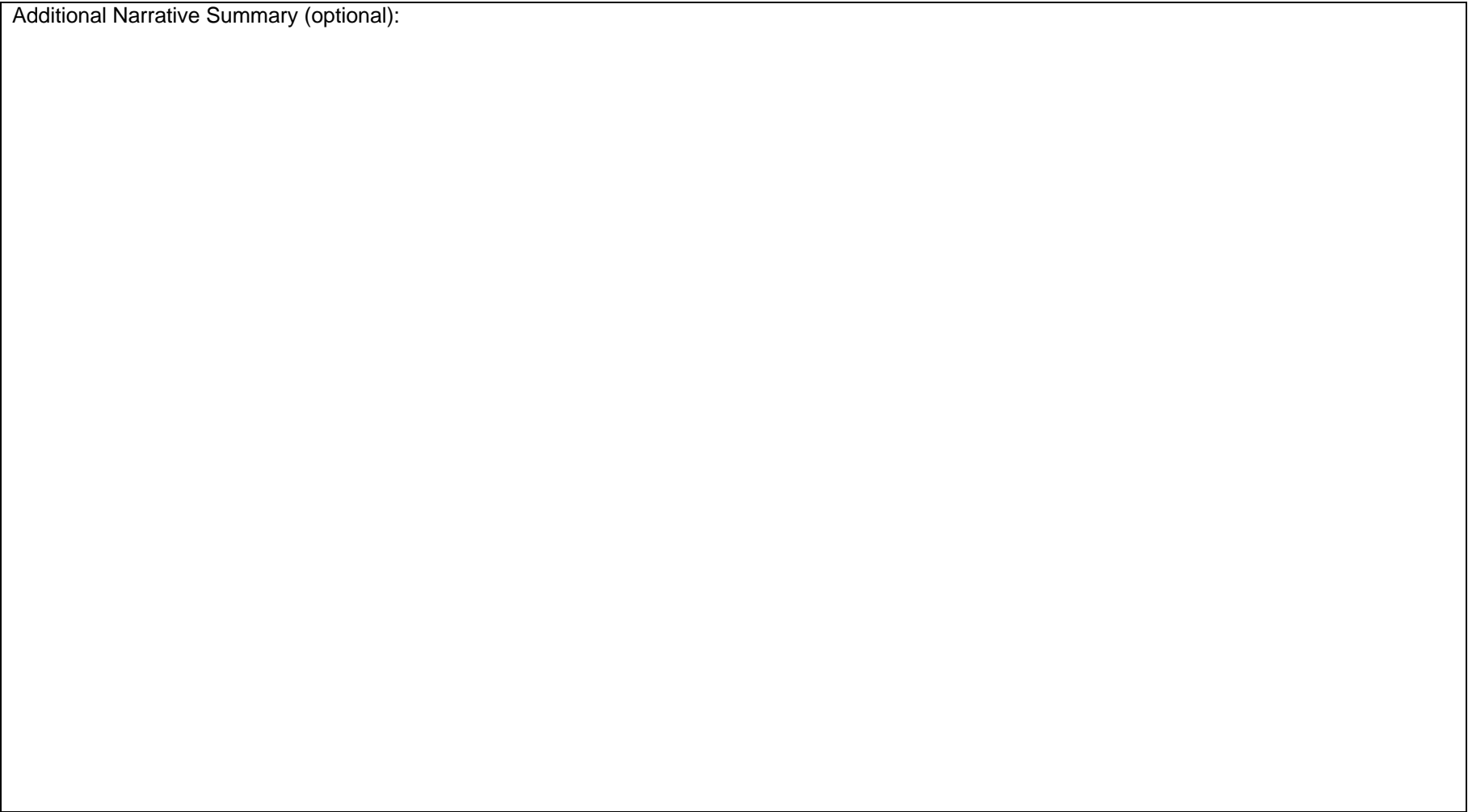
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Additional Narrative Summary (optional):

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DEFINITION OF TERMS

Administrator	One who supervises or coordinates programs or staff, or who is otherwise deemed appropriate by a Director, Deputy Superintendent, or Superintendent to be evaluated via the Administrative Evaluation Process.
Administrator Goals	Objectives which are mutually agreed upon by an administrator and his or her supervisor by which the administrator intends to improve professional performance. (See pages 4-5.)
Contract Extension	Recommendation of supervisor to Human Resources Department and the NWRES D School Board that the administrator's contract be renewed or non-renewed.
Evaluation	Formal appraisal of administrative employee performance compared with job description and established standards.
Key Component Area	Subject heading upon which the requisite objectives are based.
Mid-Year Reviews	Informal or formal meetings between an administrator and supervisor to discuss progress made on established goals or objectives. These may be requested by either the supervisor or administrator.