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Support Staff Evaluation Timeline

Initial Conference
By September 30 or end of first 30 days of employment, whichever comes last, hold initial conference with the employee or group of employees to review evaluation process and clarify responsibilities of the employee and evaluator.

First Required Evaluation for New Hire
No later than the end of the initial 180 calendar days (six months) of employment in a new position. May be held at any time or times during the initial 180 days of employment.

Second Required Evaluation for New Hire
One month prior to the end of the employee's work calendar, unless initial evaluation was held within the last 90 days.

Annual Evaluation
One month prior to the end of the employee's work calendar. This will vary depending on whether employment is for 9, 10, 11 or 12 months.

Evaluation Form
Completed no more than 5 days after evaluation conference is held.

Time period for improvement
No fewer than 15 working days after initiation of Performance Improvement Plan (PIP), but may be longer at the discretion of evaluator.
PURPOSE

The Support Staff Evaluation and Professional Growth System are designed to contribute to the District's pursuit of excellence in education. The primary purpose of evaluation and supervision of employees is to promote quality performance and ongoing professional growth. The Evaluation and Professional Growth System also assures the Governing Board and the Kyrene community that quality education is a responsibility shared by all staff.

The Support Staff Evaluation and Professional Growth System applies to all support staff employees and uses the term “employee” to refer to all employees filling support staff positions. For the purpose of the Evaluation and Professional Growth System, the appropriate supervisor or administrator will be referred to as the “evaluator.”

The System also provides for the termination of employees for inadequate job performance. It provides for specific and reasonable plans for improvement of employee performance, if the performance of the employee requires improvement.

This System is designed as a measurement of job performance. It is not designed to address employee conduct or compliance with policy and procedure. Any conduct on the part of the employee which does not fall into a specific Quality Standard is not to be used as criteria for this evaluation process. Conduct which may constitute violations of District policy or procedure or State or Federal law should be addressed through the District Staff Conduct and Disciplinary Policies. Please refer to policies such as GBEA, “Staff Ethics”, GBEB “Staff Conduct”, and GDQD “Discipline, Suspension and Dismissal of Support Staff”, which can be accessed through the Kyrene Home Page at http://www.kyrene.org/ksdportal/board/policy/index.htm.

BASIC PREMISE

The Support Staff Evaluation and Professional Growth System is to:

- be a collaborative endeavor between the employee and the evaluator,
- facilitate open communication in an atmosphere of mutual trust and respect,
- assist employees in developing skills as autonomous learners and foster self-reflection and self-assessment, and
- provide opportunities for employees to improve the system.
QUALITY STANDARDS AND INDICATORS

1. Demonstrates Job Knowledge
   - Demonstrates knowledge of all aspects of position
   - Demonstrates ability to perform job responsibilities
   - Effectively applies position knowledge to enhance performance
   - Cares for and uses equipment properly
   - Identifies and uses all available resources

2. Demonstrates Job Competence
   - Completes assigned tasks accurately
   - Organizes work
   - Manages time efficiently
   - Meets deadlines for tasks assigned
   - Practices safe work habits
   - Stays on task and is productive
   - Follows department instructions and guidelines
   - Maintains confidentiality
   - Independently seeks and assumes responsibility for additional tasks
   - Seeks new and/or improved ways to complete tasks
   - Plans ahead to prevent crises

3. Maintains Effective Working Relationships and Environment
   - Exhibits positive attitude and actions
   - Is flexible/adaptable to change
   - Is respectful and considerate of others
   - Accepts direction
   - Is punctual
   - Functions effectively as a team member
   - Displays positive role model behavior to students, peers and other staff
   - Responds positively to constructive feedback
   - Demonstrates courtesy, effectiveness and efficiency in providing customer service

4. Professional Growth and Development
   - Identifies ways to continuously improve performance
   - Participates in learning opportunities
   - Actively participates in cross training, if applicable
   - Recognizes when assistance is needed and requests it
**RATINGS**

**Satisfactory (S)** - Highest rating; Employee meets or exceeds standards in all indicators for each Quality Standard. If there is any indicator for any Quality Standard for which the employee does not meet expectations, the employee will not be rated Satisfactory.

**Needs Improvement (NI)** – If the employee’s performance does not meet expectations for any one or more indicators within any Quality Standard and there is evidence of progress or improvement, the Standard will be rated Needs Improvement (NI).

A Performance Improvement Plan (PIP) shall be developed for any Quality Standard rated NI. The PIP shall be developed in collaboration with the employee and should be completed within fifteen (15) days of the rating.

**Unsatisfactory (U)** - If the employee’s performance does not meet expectations and is unsatisfactory for any one or more indicators within any Quality Standard and there is not evidence of progress or improvement, the Standard will be rated Unsatisfactory.

A Performance Improvement Plan shall be developed for any Quality Standard rated U. The PIP shall be developed by the evaluator and should be completed within fifteen (15) days of the rating.

*An employee on a PIP is not eligible for transfer.*

Per Board policy GDBA: *If it is determined that the employee does not perform at the expected level or does not meet standards for the job, annual step increases may be withheld or the salary may be frozen at the current placement level.* <return>

**EVALUATION REQUIREMENTS**

All support personnel shall be evaluated by the appropriate supervisor or administrator. For employees new to their position*, including employees who have transferred from another position within the district, a written evaluation of effectiveness may occur at any time or times within the initial one hundred eighty (180) calendar day probationary period, but not later than the end of the initial one hundred eighty (180) calendar day probationary period. A second evaluation is required for new employees 30 days prior to the end of the employment period, unless the initial evaluation was within the last 90 days. At least once each year thereafter, an evaluation will be conducted. The evaluation will be used to increase job proficiency and for recommending continued employment.
Annual support staff evaluations are due no later that 30 days prior to the end of the employee’s employment period and will vary depending on whether the employee is 9 month, 10 month or 12 month. Evaluations may be performed at any time and as often as the evaluator feels is necessary. <return>

* new position is defined as any change to a different classification and/or a change in job title

**EVALUATION PROCEDURES**

**Initial Conference**
The evaluator will hold an initial conference with the employee or group of employees within the first month of the employee’s start of work or September 30 of the current school year. The purpose of this conference is to review the evaluation and professional growth system process, review department goals, and clarify the responsibilities of the employee and evaluator.

**Evaluation Components**
Assessment of employee performance will be based on the evaluator’s knowledge and observation of employee’s performance measured by the quality standards. Additional factors may be utilized to determine employee’s performance. These may include:

- A Professional Growth Plan (PGP) completed by the employee in collaboration with their supervisor and based on the standards
- self-assessment (based on Standards)
- data collected from identified feedback sources (based on Standards)
- other information that will assist the employee and the evaluator

**Evaluation Conference**
An evaluation conference will be held with employee to provide the opportunity for the employee and evaluator to discuss the performance of the employee. The employee and the evaluator should discuss all components of the evaluation, including any areas of concern or special attention. If employee completes a PGP, this may be used as a reference document to assess professional growth. If a PIP is in place, it should be thoroughly reviewed for progress. The Evaluation Form may be completed during the conference or must be completed within five (5) working days after the evaluation conference is held.

**Evaluation Form**
All standards must be rated on the form along with any indicators that have been used to determine a NI or U rating. Indicators for Standards rated Satisfactory do not need to be marked. The comment section may be used to denote where employee has exceeded expectations for performance or to identify areas of concern.

Both the employee and the evaluator will sign the form. The employee’s signature on the form only indicates that the employee has received the evaluation and has had the
opportunity for discussion with the evaluator. The employee may add a statement of clarification within ten (10) working days of receiving a copy of the evaluation.

The Evaluation Form, any additional documentation used in the evaluation, and a Performance Improvement Plan (PIP) if issued, will be sent to Human Resources for placement in the employee’s official personnel file. If a statement of clarification is written by the employee, it will be filed with the evaluation.

Evaluations and attached documents are confidential, do not constitute a public record, and shall not be released or shown to any person except the employee or authorized District officials. <return>
PERFORMANCE IMPROVEMENT PLAN (PIP)

A PIP shall be created for any employee who has received a rating of NI or U in any Quality Standard. A separate PIP form should be used for each Quality Standard marked NI or U. The PIP should specify each indicator within the Standard for which improvement is necessary. The PIP should clearly outline a plan to correct the deficiencies with specific dates and timelines included. The plan may identify any resources or activities required to be accessed by the employee. The PIP shall be attached to the evaluation form, which is sent to Human Resources.

The evaluator is responsible for continuing observations and conferences to closely monitor progress. The evaluator may perform further evaluations at any time evaluator believes it is warranted. The employee is responsible for individual performance, engaging in open, honest dialogue with the evaluator and participating in professional growth opportunities.

The evaluator shall determine the minimum time period in which the employee has to improve. This time period should not be for less than 15 work days, but may be for longer, at the discretion of the evaluator. At the end of the specified time period, the evaluator will complete another evaluation form. At this time the evaluator may either:

- Rate the employee Satisfactory, if the performance meets the expectations in each of the indicators in each Standard, or
- Rate the employee NI if the employee has shown some improvement but is still not performing at the Satisfactory level. The employee may be continued on the PIP for an additional time period to be determined by the evaluator. However, at the end of the second time period the employee shall be recommended for termination unless he/she has met the expectations for satisfactory performance, or
- Rate the employee Unsatisfactory and immediately recommend him/her for termination.
APPENDIX A
(see Website for separate online form)
**SUPPORT STAFF EVALUATION FORM**

<table>
<thead>
<tr>
<th>Employee Name:</th>
<th>Position:</th>
<th>Employee ID #:</th>
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<tbody>
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<thead>
<tr>
<th>School/Department</th>
<th>Evaluator</th>
<th>Date of Conference</th>
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</table>

Key:  
S = Meets or Exceeds Standard;  
NI = Needs Improvement;  
U = Unsatisfactory  
(Mark applicable indicators for any NI or U rating only. It is not necessary to mark indicators for S ratings)

1. **Demonstrates Job Knowledge:**  
   - Demonstrates knowledge of all aspects of position  
   - Demonstrates ability to perform job responsibilities  
   - Effectively applies position knowledge to enhance performance  
   - Cares for and uses equipment properly  
   - Identifies and uses all available resources  

2. **Demonstrates Job Competence:**  
   - Completes assigned tasks accurately  
   - Organizes work  
   - Manages time efficiently  
   - Meets deadlines for tasks assigned  
   - Practices safe work habits  
   - Stays on task and is productive  
   - Follows department instructions and guidelines  
   - Maintains confidentiality  
   - Independently seeks and assumes responsibility for additional tasks  
   - Seeks new and/or improved ways to complete tasks  
   - Plans ahead to prevent crises situations  

3. **Maintains Effective Working Relationships and Environment**  
   - Exhibits positive attitude and actions  
   - Is flexible/adaptable to change  
   - Is respectful and considerate of others  
   - Accepts direction  
   - Is punctual  
   - Functions effectively as a team member  
   - Displays positive role model behavior to students, peers and other staff  
   - Responds positively to constructive feedback  
   - Demonstrates courtesy, effectiveness and efficiency in providing customer service  

4. **Professional Growth and Development**  
   - Identifies ways to continuously improve performance  
   - Participates in learning opportunities  
   - Actively participates in cross training, if applicable  
   - Recognizes when assistance is needed and requests it  

**Recommended for Continued Employment:**  
- Yes  
- Performance Improvement Plan  
- No  

This is a confidential report and the confidential nature of this report is to be respected by all parties. A signature on this report does not necessarily mean that the employee agrees with the opinions expressed, but indicates that he/she has read the report and has had an opportunity for discussion with the evaluator. A copy will be placed in the employee’s official personnel file. An employee may add a statement of clarification to this record within ten (10) working days of receiving his/her copy of the Evaluation Form.

Employee signature: ___________________________ Date: ___________________________

Evaluator signature: __________________________ Date: ___________________________

Original to Human Resources  
Make copies for Evaluator and Employee
APPENDIX B
(see Website for separate online form)
Support Staff Performance Improvement Plan Template
(Complete separate form for each Quality Standard marked NI or U)

To: ___________________________  From: ___________________________
     (Employee)                 (Supervisor)
Date: __________________________

Re: Performance Improvement Plan

This outlines your Performance Improvement Plan (PIP) to assist you in addressing the
Standards identified in your evaluation of ______ marked:

☐ Needs Improvement  ☐ Unsatisfactory

The PIP includes:
• The Quality Standard(s) marked “needs improvement” or “unsatisfactory” identified by
  specific indicators
• The plan to correct deficiencies
• Required resources or activities
• Dates for subsequent observations, conferences, and/or meetings to monitor your progress on
  the PIP
• Date by which improvement is required

It is your responsibility to access resources and carry out these and/or other strategies to improve
your performance in the identified Quality Standard.

Quality Standard No. _____: __________________________

Text of Standard:

Improvement Objectives, Indicators Needing Improvement:

Plan for Satisfactory Performance:

Dates to monitor your progress on this plan:

Date by which improvement is required:

________________________________________  __________________________
Signature of Employee                  Employee ID #                     Date

________________________________________  __________________________
Signature of Evaluator                  Date

Original to Human Resources
Make copies for Evaluator and Employee

<return>
SUPPORT STAFF PLAN FOR PROFESSIONAL GROWTH
(OPTIONAL)

<table>
<thead>
<tr>
<th>Employee Name:</th>
<th>Position:</th>
</tr>
</thead>
<tbody>
<tr>
<td>School/Department:</td>
<td>Evaluator:</td>
</tr>
</tbody>
</table>

Goals for Professional Development *(List from 1 to 3 goals and identify the Quality Standard(s) your goal(s) fit under.)*

Strategies to achieve goal(s)

Employee Signature_______________________________________________

Evaluator Signature:______________________________________________

Date:_________________________________________________________

Original to Human Resources
Make copies for Evaluator and Employee