

Performance Evaluation

*Chapter 7 - Human Resources Administration in Education:
A Management Approach,
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History



- Evaluation of teachers began in the 1920's
- Stage : Centered on looking if teaching style aligned with philosophies of John Dewey or William James
- Stage 2: Worked on the notion that excellent teachers had certain personality traits
- Stage 3: 1960s-1970s, Focused on specific teaching behaviors that could be used in all instructional settings

Changing Society in the Schools



1970s to Present

- 1976 National Institute of Education called for a new approach to teacher training and certification with licensing
- In the last decade the concept of evaluation has moved to a holistic view of teacher competency
 - Qualifications
 - Preparation
 - Performance
 - Educational outcomes

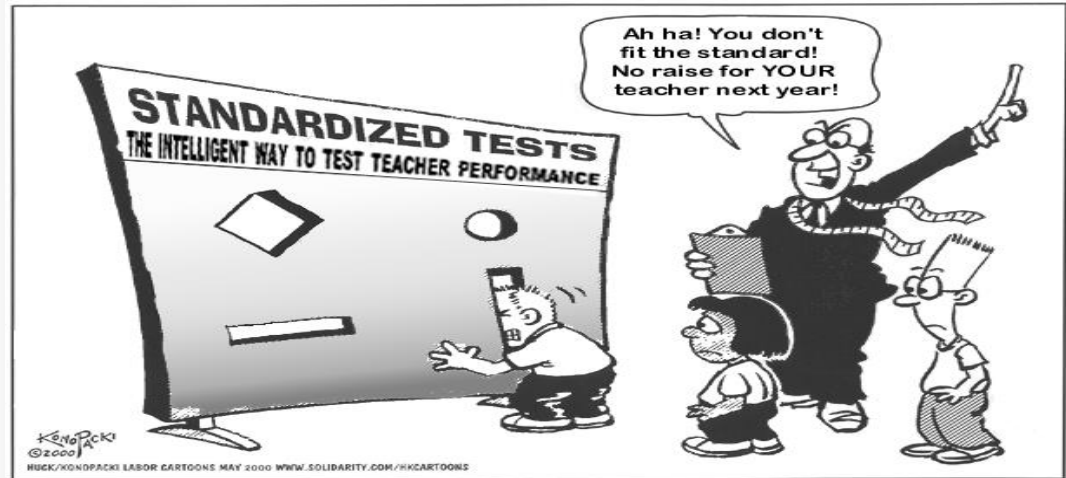
Activity

“One employee’s performance can affect the performance of other employees, all personnel should be evaluated...” (p.207)

Share about a positive experience and negative experience in your career with evaluation.

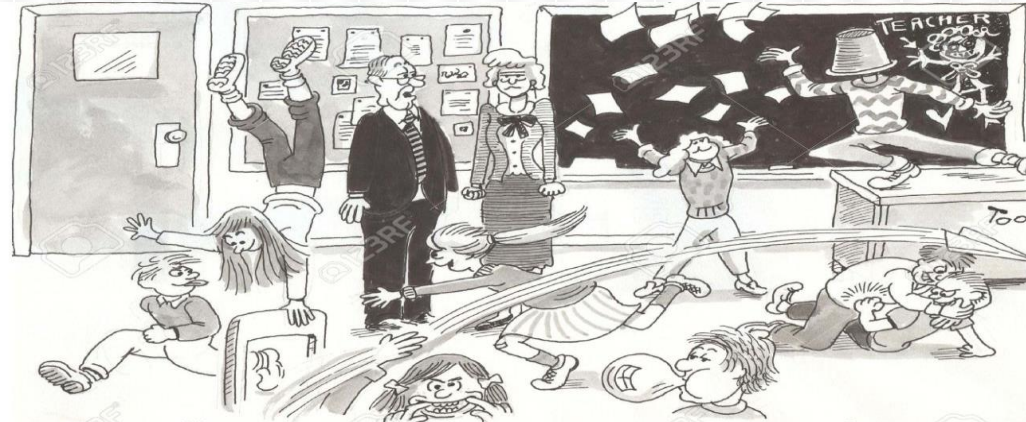
Positive Nature of Evaluations

- Fosters Self-development
- Identifies tasks employee can complete
- Identifies staffs' self-development needs
- Improves performance
- Informs retention, placement, transfer, raises, and promotions



Performance Evaluations

- Employees are evaluated based on their job descriptions
- Evaluation is a continuous process.
- Formal evaluations allow teachers to demonstrate competence
- Feedback is given to the teachers in regards to objective assessment



"Well, everything seems to be under control."

Formats of Evaluation Forms

- Trait Forms: Rates teacher against list of indicators to find performance level
- Results Forms: Compares employees performance to goals and objectives that were developed by employee and agreed to by supervisor
- Supervisors document how goals were reached
- Performance Criteria can also be taken from the Standards
- InTASC (Interstate Teacher Assessment and Support Consortium) standards were developed
- 10 core standards considered essential

Top 10 InTASC ...

Activity – Which of the following InTASC indicators
Can you relate to?

- The teacher understands the topic of inquiry and creates meaningful learning opportunities.
- The teacher understands how individuals learn and develop and uses this knowledge to support students' intellectual, social, and personal development
- Teacher understands students are different and creates lessons adapted to diverse learners
- The teacher uses a variety of instructional strategies to encourage critical thinking, problem solving, and performance skills.
- The teacher creates a positive learning environment.

Top 10 IntASC ...

- The teacher uses effective verbal, nonverbal, and media communication to foster inquiry, collaboration, and interaction in the classroom.
- The teacher lesson plans effectively using knowledge of subject matter, students, the community, and the curriculum goals (standards).
- The teacher understands and uses effectively assessment both formal and informal to ensure development of the learner.
- The teacher engages in reflection and evaluation of teaching choices and seeks professional growth opportunities.
- The teacher fosters relationships with colleagues, administrators, parents, students and other community stakeholders.

Importance of Job Description

- Appraisal instruments should be aligned to the job description
- Job requirements are the legal parameters by which the evaluation is conducted.
- Evaluation levels are at a superior, acceptable or unacceptable level.
- If an employee is required to assume job responsibilities not within the job description is poor management.
- Dismissal due to this may be found unacceptable in the courts.

Employee Discipline

- Two major areas typical for employees to be disciplined for in the workplace.
- Absenteeism
- Inappropriate on-the-job behavior
 - Carelessness
 - Failure to use safe practices
 - fighting
 - alcohol consumption
 - drug abuse

Note: Response by administration must be corrective rather than punitive

FRISK Document Model

Facts – Facts evidencing the employees unsatisfactory conduct

Rules – Rules or authority violated by the unsatisfactory conduct

Impact – Impact on the employee's unsatisfactory conducts on the district

Suggestions – Suggestions to help the employee in improving performance

Knowledge – Knowledge of the employees right to respond to derogatory information placed in the personnel file as required by Education Code 44031.

CONFERENCE SUMMARY TEMPLATE

TO: [Name of Employee]

FROM: [Name of Evaluator/Title]

DATE:

SUBJECT: Conference Summary Performance Report

This is to summarize our conference of [date], concerning _____
_____. Present at this meeting was _____.

F During the conference, the following conduct was discussed:

R I reviewed your conduct as it relates to the following rules(s), [directive(s), labor contract provision(s), expectation(s)]:

I I informed you that your conduct negatively impacted the _____ inasmuch as _____

S During the conference, I provided you with the following directive(s) and assistance, to take effect _____:

I also informed you that your failure to comply with the above directive(s) will result in _____.

K A copy of this letter will be place in your personnel file. You may prepare a response which also will be placed in your personnel file.

Termination: Tenured Teachers

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- Collective bargaining agreements outline the due process procedures to follow in regards to classified and certificated staff
- Grounds for terminating tenured teachers:
 - Physical or mental condition that makes it unfitting for teacher to instruct students (contagious disease not a disability)
 - Immoral conduct
 - Insubordination
 - Inefficiency
 - incompetency in the line of duty
 - Disobeying the school laws
 - Willful violation of policies and procedures of the school board
 - Excessive or unreasonable absences from work
 - Conviction of a felony or a crime involving moral turpitude

Examples

- Forming a relationship with a student that goes beyond friendship
- Illegal sexual acts
- Sexual misconduct
- Private unconventional lifestyles are not a cause for employee dismissal
- Employees are insubordinate only if they refuse to follow the order of their superiors when it is within their occupational expertise.
- Teachers who cannot take attendance, or an administrator who is late turning in budgets may be viewed as inefficient and documentation
- Incompetence must be documented in the evaluation process
- Moral turpitude: Selling pornography, prostitution, selling drugs

Termination Procedures for Probationary Teachers

- No formal due process is necessary
- Contract is not renewed
- Probationary teachers employment may be terminated before the contract with written notice of deficiencies and a period of time to correct the behavior. If such corrections are not made, the employee may be dismissed.

Technology and Performance Evaluation

Personal digital assistants are now being used as a tool to conduct evaluations.

Computers and other digital devices can be useful in keeping records that are detailed and accurate.

It is important that employees know the expectations. Policies and procedures should be available via the district website.

Implications Small & Medium-size Districts

All districts regardless of size should conduct evaluations.

Performance evaluations are just as important for certificated staff such as bus drivers, cooks, and custodians.

Smaller districts can work with larger districts to obtain evaluation materials, policies, and procedures.

Performance Appraisal Gone Bad!!

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<https://www.youtube.com/watch?v=eQbycpK8h7Q>

www.youtube.com/watch?v=_p8cxmZLgsA

Funny Performance Appraisal-Good One

Questions?



Thank you!

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References



Rebore Ronald W. (2011). Human Resources Administration in Education: A Management Approach. 9th Edition. Pearson, CA

Anderson, Stevenson (1994). FRISK Documentation Model: Practical Guidelines For Evaluators In Documenting Unsatisfactory Employee Performance. CA