

Montgomery County Schools



Certified Staff Evaluation Plan

2009

Certified School Personnel Evaluation Plan

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Evaluation Plan Committee Members

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Dawn Cockrell, Director of Instruction	Central Office
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Sarah Woodford, Teacher	Mapleton Elementary
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**Montgomery County Schools
Certified Personnel Evaluation Plan**

ASSURANCES

The Montgomery County Schools hereby assures the Commissioner of Education that:

1. This evaluation plan was developed by an evaluation committee composed of an equal number of teachers and administrators.
2. The evaluation process, evaluation standards, and performance criteria will be explained to and discussed with all certified personnel annually within one month of reporting for employment. This shall occur prior to the implementation of the plan. The evaluation of each certified staff member will be conducted or supervised by the immediate supervisor or designee, of the employee.
3. All certified employees shall develop an Individual Professional Growth Plan (IPGP) that shall be aligned with the school/district comprehensive plan and will comply with requirements of 704 KAR 3:345. The Individual Professional Growth Plan shall be reviewed annually.
4. All administrators, to include the superintendent, and non-tenured certified staff, shall be evaluated annually.
5. All tenured certified non-administrative support staff shall be evaluated a minimum of once every three years.
6. Each evaluator shall be trained and certified in the Kentucky Department of Education Evaluation of Certified Personnel Training Program. Evaluators shall also receive training in the use of all appropriate local evaluation techniques and evaluation forms and documents.
7. Each evaluatee will have both formative and summative conferences with the evaluator, with regard to work related performance.
8. Each evaluatee shall be given a copy of his/her Summative Evaluation and a copy of the summative evaluation shall be filed with the official personnel records.
9. Each evaluatee will be provided with the opportunity for a review of the summative evaluation by the Montgomery County Schools Certified Evaluation Appeals Panel. Provisions are made for the right to review all documentation presented to the Appeals Panel and the right to be represented by counsel at the appeals hearing.
10. The Certified Personnel Evaluation Plan will not discriminate on the basis of race, national origin, religion, marital status, gender, or disability.
11. This Certified Personnel Evaluation Plan will be reviewed as needed and any substantive revisions shall be submitted to the Kentucky Department of Education for approval.

The Montgomery County Schools Board of Education approved the revisions to the Certified Personnel Evaluation Plan as recorded in the official board minutes of the meeting held on _____

Signature & Date, Superintendent, Montgomery County Schools

Signature & Date, Chairperson, Board of Education

THE EVALUATION PROCESS HOW IT WORKS

PURPOSES OF EVALUATION OF CERTIFIED PERSONNEL

The Montgomery County Board of Education recognizes the importance of a systematic evaluation plan for its instructional and administrative personnel. By participating in an evaluation process that includes communication, appraisal, guidance, and encouragement, certified staff members are given opportunities for professional growth and improvement of performance. Additionally, the Board of Education anticipates that staff members will develop a better understanding of effective teacher and administrative behaviors and management techniques that improve teaching and learning. As a result of employee evaluation procedures, the Board of Education fulfills its responsibility for accountability of teacher and administrators to the pupils, the school system, and the community. Furthermore, an evaluation system will provide support and documentation to the teacher and administrator when individual personnel decisions are necessary.

Therefore, the Montgomery County Board of Education reaffirms its commitment to an evaluation system, conducted in a professional, positive climate, developed and supported by teachers and administrators, and directed toward the improvement of educational opportunities for the pupils of Montgomery County.

Evaluation is an integral component of growth and development. It is the philosophy of Montgomery County Schools that staff evaluation is a vehicle for professional growth. The following statements address the policy and procedural issues associated with this process:

GENERAL STATEMENTS

- The evaluation program will include all certified employees and will not discriminate on the basis of race, national origin, religion, marital status, sex, or handicap.
- Administrators and non-tenured teachers will be evaluated each year.
- Evaluation of tenured personnel is an ongoing three-year process that culminates in a formal evaluation.
- The immediate supervisor of the certified school employee is designated as the primary evaluator.
- The monitoring and observation of the performance of a teacher or administrator will be conducted openly and with full knowledge of the evaluatee.
- All summative evaluations will be in writing on appropriate evaluation forms.
- Formal observations, informal observations, and anecdotal records may be used to form summative evaluations.
- The evaluator must provide written recommendations for improvement if he or she rates any performance areas as “Needs Improvement” or “Unsatisfactory”. These recommendations may include, but not be limited to, attending workshops, visiting other schools and classrooms, reading relevant materials from professional literature, and/or discussing and planning with the instructional supervisors.

Each certified staff member evaluated shall have a conference with the evaluator regarding his or her evaluation and will be given a copy of the summative report. Upon request, the teacher or administrator may obtain a copy of the entire completed evaluation instrument.

ORIENTATION

An orientation session to provide explanation to and discussions with all certified employees on the evaluation process will be conducted by administrators within the first month of reporting for employment each year. All employees who are newly hired during the school year will receive training within their first month of employment.

This annual review shall be an explanation of the contents of the evaluation plan handbook, including the Evaluation Standards, and Performance Criteria. Each building principal is also responsible for explaining to building personnel those Indicators (or “Look-Fors”) for Performance Criteria that are building-specific, based on the school’s comprehensive plan goals, professional development training the staff has taken, or other factors.

The immediate supervisor shall be designated as the primary evaluator. However, a principal or other administrator may appoint another properly trained and certified administrator to serve as primary evaluator with approval of the superintendent. Additional trained administrative personnel may be used to observe and provide information to the primary evaluator.

All monitoring or observations of performance of a certified employee shall be conducted openly and with the full knowledge of the teacher or administrator.

PROCEDURE

Individual Professional Growth Plan (IPGP)

An individual growth plan for all evaluatees shall be developed and/or reviewed annually. Plans must be completed and approved by the evaluator by October 1. Development of the professional growth plan is the responsibility of both the evaluator and the evaluatee. Plans shall be aligned with school and district improvement plans as well as improvement needs identified in most recent Summative Evaluation. Activities shall be designed to help the employee achieve improvement goals and objectives identified by the employee and/or his/her supervisor. Provisions will be made for the Superintendent's professional growth plan pursuant to KRS156.111.

Formative Data Collection

Non-tenured teachers (excluding intern teachers) shall have a minimum of two (2) formative observations each year. Observations shall be scheduled at least 1 week (5 working days) in advance of the formal observation. A Pre-Observation form shall be completed by the evaluatee and submitted to the evaluator at least one work day in advance of the observation. It is recommended that one formative conference occur each semester for non-tenured teachers.

Formative observations for intern teachers will be conducted in compliance with the Kentucky Teacher Internship Program.

Data and observation notes from each formative observation shall be recorded on a separate formative data collection form, prior to each formative evaluation. Copies shall be provided to the evaluatee.

A conference shall be held to discuss each completed formative observation. A post-observation conference shall occur within five working days following the formal observation. These conferences will focus on formative data collected (including but not limited to lesson plans, samples of student products, records, student achievement data of the employee's current or former students, or other appropriate materials) as well as the Individual Professional Growth Plan (IPGP).

During a conference, recommendations for growth will be formulated. The evaluator and evaluatee shall sign the Formative Evaluation Report Form indicating that the conference is complete. Additional observations and conferences shall be conducted as needed.

During the formative evaluation process, if the evaluator and evaluatee are in a state of disagreement about the evaluatee's performance, the evaluator may exercise the option to ask for a second opinion from an outside source as outlined in 704 KAR 3:345 Section 4 (2) (a). The evaluatee may then be observed by other administrators, who have completed the KDE approved Evaluation of Certified Personnel Training. This is in accordance with 704 KAR 3:345; Section 4; (2) (a) which reads, "The immediate supervisor shall be designated the primary evaluator. Additional trained administrative personnel may be used to observe and provide information to the primary evaluator.

Tenured teachers shall have a minimum of one formal classroom observation prior to or during the year their summative evaluation is due. Tenured teachers may have a formal observation each year with the pre-observation form and post-observation conference being part of the evaluation process. A post-observation conference shall occur within five working days following the formative observation. During a conference, recommendations for growth will be formulated. The evaluator and evaluatee shall each sign the Formative Evaluation Report Form indicating that the conference is complete. Additional observations and conferences shall be conducted in accordance with 704 KAR 3:345; Section 4; (f), which reads, "Multiple observations shall be conducted with a tenured, certified employee whose observation results are unsatisfactory".

If requested by the teacher, either tenured or non-tenured, observations by another teacher trained in the teacher's content area or by curriculum content specialists shall be provided. The selection of the third party observer shall, if possible, be determined through mutual agreement by evaluator and evaluatee. A teacher who exercises this option shall do so, in writing to the evaluator, by no later than February 15 of the academic year in which the summative evaluation occurs. If the evaluator and evaluatee have not agreed upon the selection of the third party observer within five working days of the teacher's written request, the evaluator shall select the third party observer.

In cases where an employee is shared between two or more schools, each principal/designee of the involved schools will conduct a minimum of one formative observation and conference. The principal/designee of the home-based school will write the summative evaluation and have a conference with the employee. The evaluator conducting the summative evaluation will be responsible for obtaining and including input from the other evaluator(s) involved.

Administrators, including program supervisors, shall be evaluated annually. The evaluator, at his/her discretion, may utilize various means of collecting data, as he/she deems appropriate.

Summative Evaluation

The summative evaluation is a summary of, and conclusion from, all evaluation data collected by the evaluator including the Formative Data Collection Form, written documentation, other observation notes, letters, memos, IPGP, and data information collected through walk-throughs.

During the summative evaluation conference, the evaluator shall review and discuss each Evaluation Standard and indicate whether the performance criteria have been met, not met, or if growth is needed. A copy of the Summative Evaluation Form shall be provided to the evaluatee. The results from the Summative Conference shall be noted on the Summative Evaluation Form, with each standard being marked as Satisfactory, Needs Improvement, or Unsatisfactory. A Corrective Action Plan shall be developed for any standard marked as "Needs Improvement" or "Unsatisfactory". Both the evaluator and evaluatee shall sign the Summative Evaluation Form. The evaluatee may attach additional comments to the evaluation, with these comments becoming a part of the official personnel file. The Summative Evaluation Forms are submitted to the Director of Personnel by April 30. The Summative Evaluation Forms for administrators shall be completed and submitted to Director of Personnel by June 30. Summative Evaluation Forms shall become part of the official personnel file.

Frequency of Evaluation

Non-tenured teachers shall have a summative evaluation annually.

Intern teachers shall be evaluated according to the Kentucky Teacher Intern Program (KTIP) in lieu of the Montgomery County Schools Certified Evaluation Plan. Intern teachers involved in KTIP must participate in and have on file the Montgomery County Schools Individual Professional Growth Plan.

Tenured teachers, librarians, and certified non-teaching/non Administrative staff shall have a summative evaluation a minimum of once every three years.

Administrators shall have a summative evaluation annually (principals, assistant principals, counselors, directors, and coordinators). The evaluator at his/her discretion may use various formative collection processes, as he/she deems appropriate. A Final Summative Evaluation Form shall be completed by the primary evaluator and will be reviewed during a summative conference.

Additional summative evaluations may be conducted as needed. Employees whose performance warrants more frequent evaluations shall be notified in writing of their supervisor's intent to evaluate outside the normal evaluation cycle.

Performance Criteria

The performance criteria on which teachers and administrators shall be evaluated shall include, but not be limited to:

- (a) Performance of professional responsibilities related to his or her assignment, including attendance and punctuality and evaluating results;
- (b) Demonstration of effective planning of curricula, classroom instruction, and classroom management, based on research-based instructional practices, or school management skills based on validated managerial practices;
- (c) Demonstration of knowledge and understanding of subject matter content or administrative functions and effective leadership techniques;
- (d) Promotion and incorporation of instructional strategies or management techniques that are fair and respect diversity and individual differences;
- (e) Demonstration of effective interpersonal communication, and collaboration skills among peers, students, parents, and others;
- (f) Performance of duties consistent with the goals for Kentucky students and mission of the school, the local community, laws, and administrative regulations;
- (g) Demonstration of the effective use of resources, including technology;
- (h) Demonstration of professional growth;

- (i) Adherence to the professional code of ethics; and
- (j) Attainment of the teacher standards of the administrator standards as established by the Education Professional Standards Board that are not reference in paragraphs (a) to (i) of this subsection.

Corrective Action Plan (CAP)

A corrective action plan may be written at any time during the school year if an immediate change in behavior, practice or performance is needed, but shall be written if evaluatee receives a “Needs Improvement or Unsatisfactory” on the Final Summative Form. Specific instructions for completing a Corrective Action plan are detailed in the district’s Evaluation Procedures Manual.

Corrective action plans shall be reviewed continuously until performance is judged to meet the evaluation standards. Review of corrective action plans shall be documented on the Corrective Action Plan Form.

The Corrective Action Plan is a plan developed by the evaluator, at any time during the school year, in collaboration with the evaluatee, when documented unsatisfactory performance is observed, or when a “Needs Improvement or Unsatisfactory” rating is indicated on any final Summative Evaluation Standard. Specific assistance and activities are identified in the Corrective Action Plan and progress towards identified goals is monitored. The evaluator and the evaluatee shall specifically identify and list, in writing

1. Corrective Action Plan measurable goals and objectives
2. Procedures and activities designed to achieve Corrective Action Plan goals and objectives
3. Targeted dates for appraising the evaluatee’s accomplishment of the identified Corrective Action Plan goals and objectives

The evaluator shall document all actions taken to assist the employee in improving performance and meeting CAP goals and objectives. Employees who fail to make sufficient progress to meet Evaluation Standards identified for them will not be recommended to the Superintendent for rehire. If the Superintendent chooses to dismiss the employee, the employee will be notified by May 15.

A corrective action plan may be developed for two purposes: (1) when improvement is needed to correct critical deficiencies in performance criteria that cannot wait for the formal observation and summative conference; (2) after the formal observation and/or during the summative evaluation conference when steps to improve performance are called for.

RESPONSIBILITIES for EVALUATION

The Montgomery County Board of Education will evaluate the superintendent. The superintendent’s evaluation process shall be developed and adopted by the local board of education.

The superintendent or designee will evaluate directors, assistant directors, coordinators, principals, central office administrators, and other central office support personnel.

Principals or designee will evaluate assistant principals and other certified and classified employees assigned to his/her supervision. All Summative Evaluations for non-teaching/non-administrative support staff shall be completed by April 15. Summative Evaluations of Administrators and certified district support personnel shall be completed and submitted to the Director of Personnel by June 30.

EVALUATION TRAINING

All Montgomery County Evaluators shall be trained, tested and certified according to KDE guidelines for the evaluation of certified personnel.

Continued certification as an evaluator shall be contingent upon the completion of evaluation training as required by statute or regulation. This training shall be in any one, or combination, of the following skill areas:

1. Use of the local evaluation process and instrument
2. Identification of effective teacher/management practices

3. Effective observation and conferencing techniques
4. Establishing and assisting with certified employee improvement plans
5. Summative evaluation techniques
6. Completion of initial or update training in the Kentucky Teacher Internship Program or Kentucky Principal Internship Program

The Montgomery County Board of Education has designated the Assistant Superintendent responsible for evaluation training and the contact person for the submitted evaluation plan.

CERTIFIED EVALUATION APPEALS PROCESS

Any certified employee who believes that he or she was not fairly evaluated on the summative evaluation may file an appeal with the district's Evaluation Appeals Panel no later than five (5) working days of receipt of the summative evaluation.

Employees may appeal the summative evaluation on grounds the employee was not fairly evaluated or failure to implement the evaluation plan according to the way it was approved by the Kentucky Board of Education.

APPEALS PANEL COMPOSITION AND SELECTION OF MEMBERS

The district's Evaluation Appeals Panel is composed of two (2) certified employees elected by the district's certified employees and one (1) certified employee appointed by the Montgomery County Board of Education (MCBE policy 03.18).

The certified employees shall elect two (2) members and two (2) alternates to serve on the Evaluation Appeal Panel.

Ballots listing candidates nominated by certified employees shall be distributed to all certified employees.

The panel member appointed by the Board of Education shall tally the votes. The two (2) candidates receiving the greatest number of votes will be named primary panel members. The employees receiving the third and fourth largest total votes shall be named alternates to the panel.

Appeal Procedures

1. The employee completes an Evaluation Appeal Form (03.18AP.21) and submits it to the panel member appointed by the Board within five (5) working days of receiving a copy of the summative evaluation form. If the appeal is mailed, it shall be postmarked on a date prior to the expiration of the 5 day period.
2. The evaluatee's written request shall include the specific, detailed and complete grounds and reasons for the appeal and a list of witnesses who will testify for the evaluatee at the hearing.
3. THE APPEALS PROCEDURE DOES NOT INVOLVE CONTRACTUAL STATUS RECOMMENDATIONS MADE TO THE SUPERINTENDENT OR ACTIONS BY THE SUPERINTENDENT REGARDING CONTRACTUAL STATUS. THE JURISDICTION OF THE PANEL IS LIMITED TO THE REVIEW OF THE SUMMATIVE EVALUATION ONLY.
4. The members of the Certified Employee Appeals Panel, the certified employee, and the evaluator shall be notified of the time and date of the hearing by the chairperson within 5 workings days of receiving the Evaluation Appeal Form. The hearing must take place not less than fifteen (15) working days or more than twenty five (25) working days from the date an appeal is filed.
5. The certified employee may appeal both the substance of, and any procedural issues involved in, the evaluation process. The certified employee and the evaluator have the right to present relevant evidence and expert testimony and to be represented and assisted at the hearing by legal counsel, at their own expense.
6. Within five (5) working days of their receipt of the notice of the date and time of the hearing, both the evaluatee and evaluator shall submit four (4) copies of any appropriate documentation including, but not limited to, a brief summary of the testimony of each witness to the panel member appointed by the Board. Only panel members and counsel will be permitted to review the documentation. All documentation will be stored in a secure place in the Central Office except during panel meetings. Confidentiality will be maintained.

7. The certified employee appealing to the panel has the burden of proof. The evaluator may respond to any statements made and evidence presented by the certified employee and may present any evidence that supports the Summative Evaluation.
8. Prior to the hearing, the panel will meet, review all documents, discuss and prepare questions to be asked of each party by members of the Panel. Additional questions may be posed by panel members during the hearing.
9. Five (5) workdays in advance of the hearing, both parties shall have the right to preview a copy of all documents and exhibits that will be offered in evidence of the hearing.
10. Only Panel members, the evaluatee, evaluator, legal counsel, and the employee's chosen representative will be present at the hearing unless the evaluatee asks to have a public hearing.
11. All hearings will be confidential and will follow the written procedures of the Panel.
12. Pursuant to KRS 156.557 – Standards for Improving Performance of Certified School Personnel, and 704 KAR 3:345 – Evaluation Guidelines, any certified employee who feels that the local district is not properly implementing the evaluation plan according to the way it was approved by the Kentucky Department of Education shall have the opportunity to appeal to the Kentucky Board of Education. Its jurisdiction shall be limited to procedural matters already addressed by the local appeals panel required by KRS 156.557(5). The panel shall have no jurisdiction relative to complaints involving the professional judgmental conclusions of evaluations, and the panel's review shall be limited to the record of proceedings at the local district level.

Procedures for Conducting a Certified Evaluation Appeals Hearing

1. The hearing panel shall elect a chairperson to preside at the appeal hearing.
2. The chairperson will convene the hearing, review procedures, and clarify the panel's responsibilities.
3. The evaluatee and the evaluator shall both be present at the hearing.
4. The hearing shall be tape recorded by the chairperson of the Panel.
5. No additional written documents or exhibits are permitted to be presented at the hearing that were not submitted within five (5) working days of receipt of notification of the date and time of the hearing. (Panel members, evaluatee, and evaluator have been given the opportunity to review all written documents or exhibits to be considered five working days prior to the hearing day.)
6. Both the certified employee and the evaluator may present relevant evidence and expert testimony and may be represented and assisted at the hearing by a chosen representative including a legal counsel, at their own personal expense.
7. The evaluator and evaluatee shall make arrangements to have their witnesses present to testify at the hearing. The Board/Appeals Panel does not have statutory authority to issue subpoenas for witnesses. Witnesses will be called one at a time and will not be allowed to observe the proceedings.
 - a) Witnesses shall be sworn by a person authorized to administer oaths under the statutory law of Kentucky.
 - b) Witnesses shall be interrogated on direct examination, cross-examination, redirect, examination, and recross-examination.
8. A tentative agenda will be presented to each party at the beginning of the hearing. Each party will be allocated a reasonable amount of time in which to present relevant information and evidence pertinent to the appeal.
9. Panel members may ask questions during or after each presentation for clarification.
10. The certified employee and evaluator may make both opening and closing statements.
11. The Chairperson may disallow materials and/or information to be presented or used in the hearing when he/she determines that such materials or information is not relevant to the appeal.

12. The certified employee and the evaluator will be dismissed in order for the Panel to deliberate.
13. The decision of the Panel, after sufficiently reviewing all evidence, may include, but not be limited to, the following:
 - a) Upholding all parts of the original evaluation
 - b) Voiding the original evaluation or parts of it.
 - c) Ordering a new evaluation for the upcoming school year if evaluatee is an employee of the school district.
 - d) Removing the summative evaluation from the personnel file and placing a copy of the Panel's written findings in the file.
14. Within two (2) working days after the conclusion of the appeal hearing, the appeals panel shall by a majority vote render a written decision. The chairperson of the Panel shall furnish to the evaluator, the evaluatee and the Superintendent a copy of the panel's finding of fact and decision.
15. The Superintendent shall act on the recommendation (s) of the Panel.
16. The Superintendent's decision, the Panel's recommendation, and the original summative evaluation form shall be placed in the employee's evaluation file. In the case of a new evaluation, both evaluations shall be included in the employee's personnel file.
17. The Panel's decision may be appealed to the Kentucky Board of Education based on grounds and procedures contained in statute and regulation.

Standards of Performance

Performance effectiveness in each area shall be rated as follows:

S	Satisfactory	Meets standard
NI	Needs Improvement	Area to be targeted for professional growth
U	Unsatisfactory	Immediate mandatory follow-up with a plan of corrective action

Employees shall be expected to receive a minimum rating of "Satisfactory" for each standard on the summative evaluation. Ratings of "Unsatisfactory" or "Needs Improvement" will result in the development of an Individual Corrective Action Plan and may result in dismissal or non-renewal.

**MONTGOMERY COUNTY SCHOOLS
EVALUATION PLAN TIMELINE**

1. Training – end of 1st month of reporting for employment
2. IPGP – complete by October 1
3. Summative Evaluation:
 - a. For tenured teachers – minimum of one (1) every three (3) years
 - b. For administrators – annually
 - c. For non-tenured teachers – annually
4. Formative observation – for non-tenured teachers – minimum of two (2) each year (one each semester)
5. Pre-observation form– at least one (1) work day prior to any formal observation
6. Post observation conference – within five (5) working days following the formal observation
7. Appeals Evaluation:
 - a. A certified employee may file evaluation appeal within five (5) working days of receipt of summative evaluation.
 - b. Chairperson of Appeals hearing will notify panel of time and date of appeals hearing within five (5) working days of receiving Evaluation Appeal form.
 - c. Appeals hearing takes place not less than fifteen (15) working days or more than twenty-five (25) working days from the date an appeal is filed.
 - d. Four (4) copies of documentation of evaluatee and evaluator will be submitted within five (5) working days of receipt of the notice of the date and time of the appeals hearing.
 - e. Both parties shall preview documentation, etc. five (5) working days in advance of hearing.
 - f. At the conclusion of appeal hearing, the Appeals Panel shall render a written decision within two (2) working days.
8. April 30 – Completion date for Summative Evaluation of certified/non-teaching/non-administrative staff
9. April 30 – Completion date for Summative Evaluation forms to be submitted to Director of Personnel
10. June 30 – Completion date for Summative Evaluation of Administrators