

# **SUPPORT PERSONNEL PERFORMANCE APPRAISAL SYSTEM**

**SPPAS**



## **EVALUATION PROCEDURES**

for

- Clerical/Secretarial
  - Food Service
- Maintenance, Facilities Service, Transportation, Campus Monitors, and Security Specialists
  - Paraprofessionals

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## PURPOSE OF THE APPRAISAL

Performance appraisal is the process of examining and evaluating the performance of an individual. The purpose of evaluation in the Broward County School District is to assist the individual employee in becoming more successful in his or her job and to increase the individual's contribution to the effectiveness of departments and schools in the district.

## **OUTCOMES OF APPRAISAL SYSTEM**

- Performance appraisal is an opportunity for a supervisor and employee to have a one-on-one discussion of important work issues that might not otherwise be addressed.
- Performance appraisal serves as a vehicle to focus on work activities and goals, to identify and correct existing problems, and to encourage improved future performance.
- Performance appraisal provides employees with recognition for their work efforts.
- The existence of a performance appraisal system indicates to an employee that the district is genuinely interested in their individual performance and development which can have a positive influence on the individual's sense of worth, commitment, and belonging.
- Performance appraisal offers a chance for a supervisor and employee to recognize and agree upon individual training and developmental needs.

## **TARGET GROUPS**

All employees within the classification of non-instructional undergo a performance appraisal on an annual basis.

Employees within certain bargaining units are identified, as each has designated positions and specifications in the performance appraisal process.

## PARTICIPANT STATUS

**PROBATIONARY EMPLOYEE:** All employees new to a position serve a trial period to determine suitability to the position.

**PERMANENT EMPLOYEE:** An employee who has satisfactorily completed his or her initial probationary period with the district.

## BARGAINING UNIT CLASSIFICATION

<b>BARGAINING UNIT CLASSIFICATION</b>	<b>EMPLOYEE INCLUSIONS</b>
Clerical/Secretarial	<ul style="list-style-type: none"> <li>• INCLUSIONS: All clerical/secretarial personnel.</li> </ul>
Food Service	<ul style="list-style-type: none"> <li>• INCLUSIONS: All food service personnel.</li> </ul>
Maintenance, Campus Monitors, Security Specialists, Transportation, & Facilities Service	<ul style="list-style-type: none"> <li>• INCLUSIONS: Bus operators and attendants, relief operators and attendants, mail service employees, garage employees, safety employees, regular full-time and part-time security specialists, facility service employees — including pool men, yard men, warehouse employees — including those in property and inventory, building and maintenance employees — including those who perform functions classified as building trades, maintenance employees, head facility service employees, and regular part-time facility service employees.</li> </ul>
Paraprofessional	<ul style="list-style-type: none"> <li>• INCLUSIONS: All paraprofessional employees, including teacher aides, teacher assistants, BRACE employees, vocational and career advisors, parent educators, job coaches, educational assistants, home service educators, Even Start, and community liaisons, teacher tutors, social educators, and community social workers who are not classified as “Instructional”.</li> </ul>

## **PERFORMANCE CRITERIA**

### **EMPLOYEE PERFORMANCE EVALUATION CRITERIA FOR NON-INSTRUCTIONAL EMPLOYEES EXCLUDING PARAPROFESSIONALS**

The performance criteria listed below is applicable to all non-instructional employees excluding paraprofessionals.

#### **Quantity of Work**

- Amount of work performed

#### **Quality of Work**

- Accuracy
- The achievement of objectives; effectiveness
- Initiative and resourcefulness
- Neatness of work product
- Other

#### **Work Habits**

- Attendance
- Observance of work hours
- Completion of work on schedule
- Compliance with rules, policies, and directives
- Safety practices
- Use of tools and equipment
- Other

#### **Personal Relations**

- With fellow employees
- With supervisors
- With public

#### **Supervisory Performance (if applicable)**

- Efficiency and effectiveness of work unit
- Training and development
- Personnel Management
- Decision-making and delegating
- Safety record

## **EMPLOYEE PERFORMANCE EVALUATION CRITERIA FOR PARAPROFESSIONALS**

The performance criteria for all employees in the paraprofessional bargaining unit are listed below.

### **General: Record Keeping – Machine Operation**

1. Knowledge and ability to operate office machine; excluding typing skills.
2. Knowledge and ability to utilize common clerical procedure, excluding shorthand skills.
3. Ability to update standardized pupil information records.
4. Implement appropriate suggestions for improvement.

### **Student/Teacher Assistance**

1. Ability to work with individual students.
2. Ability to work with small groups of students.
3. Ability to assist students with teacher planned activities.
4. Knowledge and ability to work in media centers.
5. Knowledge and ability to prepare instructional materials and teaching aids.
6. Knowledge and ability to use instructional materials and teaching aids.
7. Ability to maintain control and discipline when assigned as primary responsibility.
8. Ability to care for students when teacher is not present.

### **Planning and Follow-up Skills**

1. Ability to construct specific items for tests and worksheets from teacher-provided guidelines.
2. Ability to conduct follow-up lessons when provided guidelines by teacher.
3. Ability to plan and implement specific learning activities.

### **Community Involvement**

1. Ability to explain assigned county programs to individual parents.
2. Ability to work with individual parents.
3. Ability to plan and implement required meetings and parent inservice workshops.

### **Work Habits and Personal Relations**

1. Amount of work performed
2. Accuracy
3. Initiative and resourcefulness
4. Neatness of work product
5. Attendance
6. Observance of work hours
7. Completion of work on schedule
8. Compliance with rules, policies and directives
9. Relations with fellow employees
10. Relations with supervisors
11. Relations with public

## PERFORMANCE RATINGS

Each employee's performance is rated during the probationary period (if applicable), at the end-of-year for the annual performance appraisal, or whenever deficiencies are identified.

Ratings on the appraisal form are determined by the following scale:

**Excels** = Performance surpasses job requirements

**Satisfactory** = Employee is performing as required and expected in an entirely satisfactory manner.

**Needs Improvement** = Performance does not fully meet job requirements as indicated with specific and clear examples of job-related behaviors and attitudes.

**Unsatisfactory** = Performance is inadequate and must be corrected citing specific examples of job-related behaviors and failure to correct deficiencies.

**Not Applicable** = The indication that the category does not apply to the appraisee.

## PROCEDURAL STEPS

1. **ANNUAL EVALUATION:** Every permanent employee is evaluated by his or her supervisor at least once a year.
2. **ORIENTATION:** The appraiser conducts an orientation for the appraisee to the performance appraisal process and instrument. The process includes the person who will be the appraiser, the steps in the process, and the timelines for evaluation. A copy of the evaluation instrument is provided to the appraisee. Expectations and specific assessment criteria, the rating scale, and other items on the evaluation instrument are discussed with the employee prior to assessing performance for evaluation purposes. The orientation timeline is as indicated in the chart on Page 10.
3. **ORIGINAL WITH SIGNATURES:** The original evaluation instrument contains the signatures of the appraiser and appraisee and the date signed.
4. **TIMEFRAME OF EVALUATION:** The annual performance appraisal reflects an employee's overall performance for the period of time covered by the evaluation. These dates are entered on the appraisal instrument.
5. **EMPLOYEE COPY:** The employee is given a copy of the appraisal to sign and a copy to keep.

6. **ACKNOWLEDGEMENT SIGNATURE:** The signature of the employee on the appraisal instrument acknowledges that the employee has seen the appraisal and does not necessarily acknowledge agreement with the contents.
7. **REFUSAL TO SIGN:** If the employee refuses to sign the appraisal, a witness signs verifying that the employee was given a copy.
8. **REBUTTAL RESPONSE:** The employee may attach a rebuttal/reply/response to the evaluation within 10 working days. The rebuttal is submitted, along with the appraisal, to Supervisor, Personnel Records.
9. **PERSONNEL FILE:** Appraisal documents are placed in the employee's personnel file within ten working days of the employee receiving his/her copy of the appraisal.

**FOR PARAPROFESSIONALS ONLY:**

10. **OBSERVATIONS:** Observations by a teacher may form part of the evaluation, provided that teacher has worked directly with the employee in the educational setting during the evaluation period. When classroom observations are conducted by the principal or administrative designee, employees shall be observed for the purpose of evaluation. When a teacher indicates to a principal/administrator that an employee's classroom performance needs improvement or is unsatisfactory, the principal/administrator must observe the employee for a minimum of thirty minutes. If, after the classroom observation, the principal/administrator agrees with the teacher, a follow up conference with the employee will be conducted within ten working days. Principals may conduct observations at any time during the school year. Any such observations which are to be used for evaluation purposes shall be recorded on the evaluation form.
11. **TIMELINE:** Evaluations of Paraprofessionals shall be conducted between October 15 and not later than one week prior to the end of the school year for every permanent full-time and part-time employee. Permanent employees shall be evaluated at least once during the school year. Employees who were rated "Needs Improvement" on their last evaluation and who are reappointed, shall be evaluated during the last semester of the next school year.



## TIMELINES

### ORIENTATION TIMELINES:

<b>CLASSIFICATION</b>	<b>ORIENTATION TIMELINE</b>
Clerical/Secretarial	<ul style="list-style-type: none"> <li>• Orient by September 30<sup>th</sup>.</li> <li>• New employees are informed of the evaluation procedure within one week after commencing employment.</li> </ul>
Food Service	<ul style="list-style-type: none"> <li>• Orient by September 30<sup>th</sup>.</li> <li>• New employees are informed of the evaluation procedure within 30 days after commencing employment.</li> </ul>
Maintenance, Campus Monitors, Security Specialists, Transportation, & Facilities Service	<ul style="list-style-type: none"> <li>• Orient by September 30<sup>th</sup>.</li> <li>• New employees are informed of the evaluation procedure within 30 days after commencing employment.</li> </ul>
Paraprofessional	<ul style="list-style-type: none"> <li>• Orient by September 30<sup>th</sup>.</li> <li>• New employees are informed of the evaluation procedure within 15 days after commencing employment.</li> </ul>
All Other Non-Bargaining Unit Employees	<ul style="list-style-type: none"> <li>• Orient by September 30<sup>th</sup>.</li> <li>• New employees are informed of the evaluation procedure within 30 days after commencing employment.</li> </ul>

**ANNUAL EVALUATION TIMELINES:**

<b>CLASSIFICATION</b>	<b>EVALUATION TIMELINE</b>
Clerical/Secretarial	<ul style="list-style-type: none"> <li>• Complete annual evaluation on or before May 1<sup>st</sup>.</li> <li>• Under unusual circumstances, as determined by the supervisor, the evaluation may be conducted between May 1st and the last work day of the employee's assigned calendar.</li> </ul>
Facilities Service	<ul style="list-style-type: none"> <li>• Complete annual evaluation by June 30<sup>th</sup>.</li> </ul>
Food Service	<ul style="list-style-type: none"> <li>• Complete annual evaluation by the last work day of the employee's assigned calendar.</li> </ul>
Maintenance	<ul style="list-style-type: none"> <li>• Complete annual evaluation by June 30<sup>th</sup>.</li> </ul>
Paraprofessional	<ul style="list-style-type: none"> <li>• Complete annual evaluation by the last work day of the employee's assigned calendar.</li> <li>• Conduct Annual Evaluation between October 15<sup>th</sup> and not later than one week prior to the end of the school year.</li> </ul>
School Bus Drivers/Attendants	<ul style="list-style-type: none"> <li>• Complete annual evaluation by the last work day of the employee's assigned calendar.</li> </ul>
All final evaluations	<ul style="list-style-type: none"> <li>• Submit original evaluation instrument (and attachments if applicable) to Personnel Records by July 31<sup>st</sup></li> </ul>

## INSTRUCTIONS FOR FORM COMPLETION

1. Completing the form:

- 1) Name: Use legal name. Check to see whether the form calls for last name first. Place comma after last name before typing the first name. Include the first, middle initial and last name. Avoid using a nick name.
- 2) Period Covered: Identify the time frame used for the appraisal; this is usually a range, such as August 2004-June 2005.
- 3) Classification: Official position title as stated on the job description.
- 4) Status: Probationary or Permanent
- 5) Personnel Number: The employee's internal personnel number.
- 6) School or Department: Type the name. Avoid placing only the identifying number.
- 7) Criteria: Follow the rating scale as printed on the document. Place a check or X in the rating grid or follow the symbols as indicated below:

**E** = Excels

**S** = Satisfactory

**N** = Needs Improvement,

**U** = Unsatisfactory

**NA** = Not Applicable

2. When citing comments, use language that is clear and specific. Use examples and describe performance, not personality.
3. Rate the *Overall* Evaluation using the following criteria:  
  
Excels  
  
Satisfactory  
  
Needs Improvement  
  
Unsatisfactory
4. For Unsatisfactory Ratings, documentation of assistance and/or expectations should be accessible.
5. Sign, title, and date the evaluation. The date should reflect the day you discuss the evaluation with the employee, not the date of preparation.
6. Print or type your name so others are able to identify the signature.

**APPENDIX A**  
**ASSESSMENT FORM – Non-Instructional**  
[\(Link\)](#)

**APPENDIX B**  
**ASSESSMENT FORM – Paraprofessional**  
**[\(Link\)](#)**