

## **WCPS Principal Evaluation System**

### **Purpose**

In order to assure high quality employee performance and to improve the instructional programs in Washington County Public Schools, a continuous program of evaluation is maintained. The purpose of the performance evaluation is to encourage dialogue between supervisor and employee about job performance and to provide a documented means of identifying and defining strengths and weaknesses in job performance. In addition, the process provides an opportunity for communication about job requirements, work expectations, and the potential for personal and professional development.

### **Process**

A new WCPS principal evaluation system was approved in August 2009 and will be implemented for the first time during the 2009-2010 school year. Under the new system, principals are formally evaluated every school year, and the process includes at least one evaluation. They are evaluated by their immediate supervisors, the assistant superintendents. Principals develop a set of measurable performance goals and objectives for the school year and submit them to the evaluator by October 1 of the current school year. The performance goals and objectives are reviewed and approved by the evaluator by November 1. The objectives must be consistent with policies and priorities established by the superintendent and the Board of Education and reflect the following goal format:

- a. Specific
- b. Measurable
- c. Achievable
- d. Relevant
- e. Time-bound

The evaluator is required to review the evaluation with the employee by June 30 of the current school year and the completed evaluation bearing the principal's signature is submitted to the Human Resources Department by July 15.

Principals are rated as satisfactory, area for growth, or unsatisfactory on indicators in seven domains based on a minimum of five visitations by the evaluator. The indicators were developed from the Maryland Instructional Leadership Framework and the Interstate School Leaders Licensure Consortium standards. A final, overall performance rating of satisfactory or unsatisfactory is given by the evaluator at the close of the school year. In addition, based on the overall evaluation, the evaluator recommends one of three actions with regard to the principal: continue in the current assignment; continue in the current assignment on probation with implementation of a professional improvement plan and re-evaluation to take place within six months; or a change in assignment.

- 1) How are the principal evaluation results used regarding **professional development**?

**Response:**

Principal evaluations may indicate a need for specific professional development relative to one or more of the performance indicators. The assistant superintendent or director may then provide appropriate staff development activities to help the principal improve in the area of need. If the need for professional development is for a number of principals, the assistant superintendent or director may deploy a systemic approach to providing staff development for multiple principals.

- 2) How are the principal evaluation results used regarding **compensation**?

**Response:**

Upon a successful evaluation at the end of the school year, principals are moved to their appropriate salary schedule step, as per the negotiated agreement, and compensated accordingly. Successful evaluations may also result in appointment to a challenging school with opportunity for additional compensation. In addition, principals with successful evaluations may be eligible to receive an Exceptional Responsibility Stipend as determined by the superintendent for factors that include exemplary student achievement results.

- 3) How are the principal evaluation results used regarding **promotion**?

**Response:**

Evaluations are considered when principals apply for other administrative or supervisory positions, or when seeking appointments to larger schools requiring increased responsibility and offering opportunity for additional compensation under the WCPS differentiated principal compensation model.

- 4) How are the principal evaluation results used regarding **retention and removal**?

**Response:**

Principal evaluation results are used in both the retention and removal processes. The results are used to retain principals by providing them professional development growth and leadership opportunities as well as their placement on the appropriate step for compensation, as per the negotiated agreement.

To help retain principals, the evaluation data may also be used to provide intervention or additional staff development opportunities for principals who may be in need of specific activities to assist their professional growth.

The principal evaluation results are also a basis for freezing of salary, reassignment of a principal to a lesser or non-administrative or supervisory position, or removal based on unsatisfactory performance.