



## GOVERNING COUNCIL POLICY FOR EVALUATION OF SCHOOL DIRECTORS

***This policy was approved by the Mountain Phoenix Governing Council on January 27, 2016.***

### **Purpose**

The Governing Council believes that ensuring the school has strong leadership is one of their primary responsibilities. Therefore, the Governing Council performs annual evaluations of the Director of Education and Director of Operations. The purpose of this document is to clearly define the process for Director evaluations.

### **Overview**

The evaluation shall be a constructive process aimed at recommendations and identifying areas for growth. The evaluation shall be conducted using a formal written evaluation tool, primarily based on the written job description, but will also include progress on annual goals, adherence to school policy, and leadership skills.

### **Employee Expectations and Goals**

The Governing Council has developed a written job description for each of the Directors. Each Director will have the opportunity, one time a year, to meet with the Council President to discuss career goals and opportunities.

Each Director will set high-level goals annually using the attached template (Attachment A), to be reviewed with the Governing Council to ensure their goals are aligned with the strategic plan and the GC's goals. The Annual Goals document defines high-level goals for main areas of responsibility of priority for the year, specified in the job description, each containing specific objectives including tasks and duties (with identified dates of completion and/or regular reporting). The Directors will sign the documents for their position annually, to acknowledge that they have read and understand the school's expectations of their position and the criteria with which their overall performance will be evaluated.

At the time of employment agreement renewal, the Governing Council will review the written job descriptions and make changes as needed for the following year.

### **Evaluation Frequency**

The Governing Council will formally evaluate the Directors annually and complete the process by the end of March. Informal evaluations from outside consultants may occur to provide additional support as needed.

### **Employee Evaluation Process**

In preparation for a performance evaluation, each Governing Council Representative will complete an agreed upon Director Evaluation Rubric and the results will be shared on an Evaluation Summary Form for each Director in February, assigning a score of 1 to 4 for each area of responsibility and adding specific comments. The Director Evaluation Rubric shall correlate to the areas of responsibility defined in the written job descriptions. In preparation for the employee's evaluation, the Governing Council will request that each Director completes a self-evaluation and an evaluation of his/her co-director. The faculty and staff will also complete an anonymous feedback tool of each Director. The feedback tool will be distributed electronically the first week of February. The Governing Council will compile results from all feedback tools into one document, determining the comparative ratings, weighted points and specific comments. The overall performance rating is determined by totaling the points for each area of responsibility. Points for each area are determined by multiplying the area's rating with the weight (percentage). The Governing Council will review the results from the February Faculty and Parent Surveys to gain input from those stakeholders.

The Governing Council will discuss the evaluation in executive session at the regularly scheduled meeting held in February or at a special meeting called for such a discussion. It is important for all current Council Representatives to participate if possible. The Council will compile and review the evaluation results prior to presenting the initial evaluation to the Directors. Based on the evaluation results and subsequent meeting with each Director, the Council will develop a final evaluation and approve one of the following:

- Rehire the Director with salary recommendations
- Rehire with conditions and plan for improvement
- Non renewal of employment agreement

Two Governing Council Representatives will schedule a time during business hours to meet with each of the Directors individually for the evaluation. During this meeting, the Governing Council Representatives will present the initial evaluation, answer any questions, and have a dialogue with the Director which will result in a final report. Council members will be notified of responses, if any, and determine a final recommendation. Both parties will sign the final evaluation document to acknowledge the comparative results and verify that the evaluation took place. Evaluations will be included in the Director's personnel file and may be reviewed by the Governing Council as needed or requested.

Points are assigned as part of the evaluation process on a scale of 1 to 4 as follows and will be used to help determine pay level of the Directors on the school's approved salary scale:

*4 - Highly Effective - Highly evolved leadership skills, exemplifies commitment to excellence in Public Waldorf Education, consistently goes above and beyond expectations*

**3 - Effective - Effective leadership skills, demonstrates commitment to Public Waldorf Education, consistently meets expectations, expected professional performance**

*2 - Needs Improvement - Leadership skills are inconsistent and improvement plan is necessary. No leader should be content to remain at this level*

*1 - Does Not Meet Expectations - Leadership skills are unacceptable and need an improvement plan, intensive support, and if improvement is not made in a reasonable amount of time, dismissal*

#### **POLICY HISTORY**

*Original:* approved by emergency vote on January 27, 2016

## **[Position Title] Annual Goals**

### **Purpose**

The purpose of this document is to identify High-Level goals for the [Position Title], in order for Mountain Phoenix to successfully achieve its mission. The progress on these goals shall be reviewed twice monthly or as needed. Progress towards these goals will be used in [Position Title] performance evaluation.

### **High-Level Goals**

The [Position Title] is responsible for identifying high-level goals, in agreement with the Governing Council, that must be achieved to progress the school towards achieving its mission and vision. These are the highest priorities that the [Position Title] can positively impact. As much as possible, goals shall be SMART goals which are Specific, Measurable, Attainable, Results-Oriented, and Time-Bound. Each goal has specific tasks outlined underneath that describe how the goal will be met.

*A minimum of three areas of responsibility must be specified from the job description.*

*Break each goal into objectives and list specific tasks as follows:*

#### 1.) [Area of Responsibility]

*General description here:*

##### A. [Goal/Objective:]

- *Specific tasks and duties*
- *Specific tasks and duties*
- *Specific tasks and duties*

#### 2.) [Area of Responsibility]

*General description here:*

##### A. [Goal/Objective:]

- *Specific tasks and duties*
- *Specific tasks and duties*
- *Specific tasks and duties*

#### 3.) [Area of Responsibility]

*General description here:*

A. *[Goal/Objective:]*

- *Specific tasks and duties*
- *Specific tasks and duties*
- *Specific tasks and duties*

4.) *[Area of Responsibility]*

*General description here:*

A. *[Goal/Objective:]*

- *Specific tasks and duties*
- *Specific tasks and duties*
- *Specific tasks and duties*

*I have discussed this document with [employee name] and addressed his/her questions.*

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*[Name], [Governing Council Representative]*

*Date*

*I have read this document and understand the goals of my position at Mountain Phoenix.*

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*[Name], [Position Title]*

*Date*