



Support Staff Evaluation

Engaging Your Staff Through High Quality Evaluation



Hello!

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Goals for Today

Understand why evaluation of support staff is important and impactful for your district

Practical tools and suggestions to assist with crafting high quality evaluations

What is our Why?

Our Students!



Every decision we make as district leaders is to provide better educational outcomes for the students and families that we serve...including evaluation

What is our Why?

Evaluation has a Ripple Effect:

I can't do good things for students/staff when I'm frustrated/annoyed/alienated because I don't know where I stand

OR

Engaged and empowered staff

Contributes to positive employee recognition



Who Are We Evaluating?

Non-Bargaining

Union

Past Practice

Check. Your. CBA.

Employee Handbook or Board Policy



Components of a Good Evaluation Tool

(HINT: it's collaborative!)

Specific & Accountable

Evidence

Timebound

Input & feedback



Components of a Good Evaluation Tool

(HINT: it's collaborative!)

Specific & Accountable

Both staff & evaluator understand what is being evaluated and what the team member is accountable for

Can't do a good job if you don't know what's expected of you

How are you determining the competencies you are evaluating

Your district values should be evident

Components of a Good Evaluation Tool

(HINT: it's collaborative!)

Evidence

Specific examples for the competencies that are being evaluated

Evaluation is not the time for ambiguity

Self-eval is helpful here

Components of a Good Evaluation Tool

(HINT: it's collaborative!)

Timebound

Includes calendar parameters

Start - Midpoint check in - End



Components of a Good Evaluation Tool

(HINT: it's collaborative!)

Input & Feedback

Self-eval is a great component

Discuss, don't dictate (let's talk, not
just what I saw)



Start on Time, End on Time

- Create an Evaluation Calendar
- Assign responsibility to yourself or a member of your team to maintain this
- Enter all timebound aspects of evaluation into the calendar AND who gets notified
- In the summer, send out calendar reminders for the entire upcoming year
- HR meeting at start of year (in July or August) with evaluators to review rubric and process
- Be cognizant of start, midpoint and ending meetings and feedback
- What does CBA say?



What Am I Evaluating - Competencies/Categories

REMINDER!!

CBA Position?

REQUIRED collaboration with the bargaining unit rep

You cannot unilaterally change an eval tool

What Am I Evaluating - Competencies/Categories

- Collaborative effort with your department, your HR bestie, support staff
- Reflect on the values your district holds and adheres to - mission/vision, strategic plan, Board
- Review current tool - what works, what doesn't
- See what else is out there!



What Am I Evaluating - Competencies/Categories

Common competencies/categories:

Teamwork mindset

Professional skill/knowledge

Decision Making Ability

Communication

Attendance

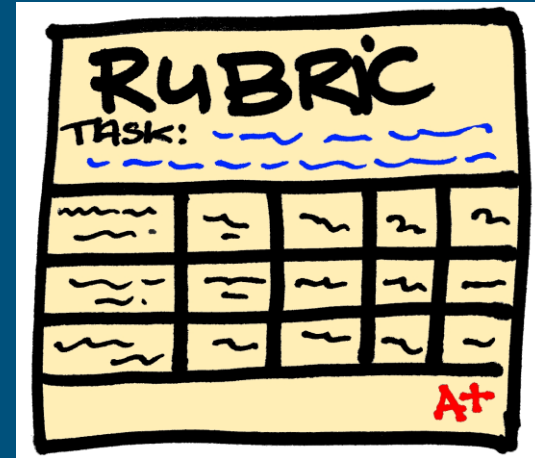
What Am I Evaluating - Competencies/Categories



How Am I Assigning Evaluative Value?

Rubric

Rating Scale



...CBA reminder to not change without collaborating with your Union!

Using a rubric keeps things transparent and open - no surprises!

Rubrics

Clear categories

4 rating scale is very common:

Unsatisfactory

Needs Improvement

Proficient

Excellent

Detail what you expect to see to reach that rating



Rubric – Non Bargaining Evaluations

	Unsatisfactory	Needs Improvement	Proficient	Excellent ▼
Interpersonal Skills	Interpersonal relationships are counter-productive to work unit or team functions.	Often has difficulty getting along with others. Allows personal bias to affect job relationships. Requires reminders regarding needs and sensitivities of others.	Usually interacts in a cooperative manner. Avoids disruptive behavior. Deals with conflict and/or frustration appropriately. Treats others equitably.	Consistently promotes and maintains a harmonious/productive work environment. Is respected and trusted and often viewed as a role model. Frequently fosters teamwork, cooperation, and positive work relationships. Handles conflict constructively.
Evidence				
Professional Behavior	Consistently fails to meet expected standards due to lack of effective organization, use of equipment/resources, or inattention to customer service needs. Resists established work policies/safety rules and procedures Does not follow guidelines for professional appearance	Frequently lacks organization and planning of work and does not adequately use available resources. Often does not meet standards in complying with work policies/safety rules and/or care of equipment	Work is planned to meet routine volume and timeliness and usually fulfills operational and customer service needs. Adheres to organizational work policies/safety rules and procedures with few exceptions Consistently follows guidelines for professional appearance	Work reflects maximum innovative use of time and resources to consistently surpass expectations and improve operations. Suggests/implements processes or initiatives that improve the function of the department or district Serves as a role model with regard to work policies and safety standards Serves as an example to others for adhering to professional appearance guidelines

Rating Scale

Assign a point value to the ratings

Categories can have different weights

1	Unsatisfactory	Does not meet performance standards for this position
2	Needs Improvement	Meets some but not all of the performance standards for this position
3	Proficient	Meets and occasionally exceeds all of the performance standards for this position
4	Excellent	Meets and frequently exceeds all of the performance standards for this position

Ratings - Next Steps

Evaluation tool SHOULD include

Ratings thresholds for

- Improvement plans
- Dismissal

Evaluation tool MAY include

Ratings thresholds for

- Performance based salary increases

What If...Performance Issues

Your eval process must be honest and open

You are not helping your staff member, yourself or the district by ignoring or excusing performance issues

What If...

Can't Do

Evaluation Process should reflect deficiency

Evaluation Process should provide supports, coaching, goals to improve this aspect of performance

Won't Do

Evaluation Process should reflect deficiency

May need a disciplinary process intervention

May result in remediation or dismissal

Real World Application

Scenario #1

Support staff team member for 8 years

Defensive when any deficiency is pointed out

Does not communicate with the team unless asked

Errors in work

You go to your HR bestie...

Hasn't been evaluated in 4 years

Results??



Real World Application

Scenario #2

Support Staff team member

Performs least skilled tasks for the team

Lowest salary category

Always on time, provides regular updates, never any errors in work

Annual evaluation; you spend 30 minutes together discussing performance

Results??

Conclusions and Wrap Up

- Transparency
- Accountability
- ROI
- Best Practice



THANK

YOU