

REGULATION

MONTGOMERY COUNTY PUBLIC SCHOOLS

Related Entries: GJB, GJB-RB, GJB-RC, GJB-EA
Responsible Office: Executive Assistant
Department of Personnel Services

Evaluation of Professional Personnel

I. PURPOSE

To set forth the procedures concerning the evaluation of professional personnel and assign responsibilities for implementing the program

II. OBJECTIVES OF THE PROGRAM

The primary goals of the professional evaluation programs are to:

- A. Facilitate the achievement of the goals of the Montgomery County Public Schools individual schools and classrooms
- B. Produce good morale through just and equitable personnel practices and develop greater self-acceptance
- C. Stimulate continuing improvement in performance
- D. Increase communication and cooperation among teachers, other members of the professional staff, students, and the community
- E. Provide feedback which can be used to identify in-service needs, to appraise the effectiveness of recruiting, selection, and placement and to appraise the effectiveness and adequacy of human and material supports

III. DEFINITION

Evaluator – The person who observes and supervises the work of the employee to be evaluated. Evaluators of individuals assigned to the various categories of positions follow:

Position Category	Evaluator
Classroom teacher and a teacher in a special assignment	Principal (designated assistant principal) or department/division director
Central office-based teacher specialist	Department/division director or designated coordinator
Secondary school resource teacher, media specialist and counselor	Principal or designated assistant
Area-based subject specialist	Area supervisor of instruction
School-based administrator	Area associate superintendent
Central and area office administrators and supervisors, and subject coordinators	Immediate supervisor, e.g., division director, department director, area associate superintendent, deputy superintendent, executive assistant, and superintendent

IV. PROCEDURES

A. General

The Maryland State Board of Education Resolution 1973-49, effective September 1, 1974, requires that probationary personnel be observed twice each semester. To be granted tenure, a probationary personnel must be observed twice each semester. To be granted tenure, a nontenured employee must successfully complete the probationary period as outlined in accordance with COMAR 13A.07.02.01 and hold a standard or an advanced professional certificate. After tenure is granted, the employee is evaluated every third year with the following exceptions:

1. Resource teachers are evaluated in the first and second years of the resource teacher assignment and every second year thereafter.
2. Media specialists, area-based subject specialists and central office-based teacher specialist, counselors, principals, assistant principals, subject coordinators, and central and area office administrators and supervisors are evaluated the first and

second years in the assignment and every third year thereafter in the same assignment.

3. At the direction of the immediate supervisor, the appropriate area or central office associate superintendent, the deputy superintendent, the executive assistant, or the superintendent, a formal evaluation may be scheduled at any time following appropriate notice to the employee to be evaluated.

Several different evaluation programs, designed as parallel systems utilizing performance objectives and performance criteria, have been developed for professional personnel in Montgomery County Public Schools. While the characteristics of each of the evaluation programs are similar in nature, there are differences created by the duties and responsibilities of a specific position. General information is provided in this regulation, and a more detailed explanation of the programs and procedures is included in manuals available from the Department of Personnel Services and on the MCPS forms used in the programs. Evaluation forms to be completed are distributed to the evaluator by the Department of Personnel Services.

B. Classroom Teachers and Teachers in Special Assignments

1. Every teacher is observed in classroom performance every year. The observations may be made by the principal, assistant principal, secondary school resource teacher, area supervisor, subject coordinator, educational specialists or other teacher level staff, or other qualified administrators. In the case of a nontenured teacher, the principal and one other qualified observer must observe them once each semester until tenure is achieved.
2. The basis for classroom teacher observation is the ten performance criteria (See MCPS Form 425-1A: *Evaluation of Teacher Services*.)
3. Observation of teachers in special assignments (includes central office teacher specialist and teachers assigned to federally-funded projects) is based on performance criteria developed jointly by the supervisor and the teacher. (See MCPS Form 425-17: *Evaluation of Teacher Services in Special Assignments*.)

C. Secondary School Resource Teachers

1. Resource teachers will have a minimum of two observations and three conferences each year.
2. The evaluator will talk with the teachers of the department and the students and in other ways observe the operation of the department and the implementation of its program. The evaluator is also to consult with the department chairperson and subject coordinator and the area director of educational services or the area supervisor for secondary instruction.
3. Resource teachers' performance will be evaluated on specific job objectives called criteria for resource effectiveness. (See MCPS Form 430-51: *Evaluation of Secondary School Resource Teacher Services.*)

D. Media Specialists

The media specialist will be evaluated on the eleven performance criteria for media specialist effectiveness. (See MCPS Form 430-79: *Evaluation of Media Specialist Services.*)

E. Area-Based Subject Specialist

The performance of the area-based subject specialist will be evaluated on specific job objectives called criteria for effectiveness. (See MCPS Form 430-68: *Evaluation of Area-based Teacher Specialist.*)

F. Counselor

Counselor performance is evaluated in relationship to the eleven performance criteria. (See MCPS Form 430-45: *Evaluation of Counselor Services.*)

G. School-Based Administrators

1. The evaluator and the school-based administrator will hold a minimum of two conferences during each year.

2. If data gathered or discussed during a visit will be used for purposes of evaluation, a conference should be held. A record of the conference should be entered into the area personnel file for use as data when the evaluation form is completed.
3. The basis for the evaluation is the ten performance criteria for the evaluation of principal and assistant principal services. (See MCPS Form 430-69: *Evaluation of Principal and Assistant Principal Services.*)

H. Central/Area Office Administrators and Supervisors and Subject Coordinators

Performance is to be evaluated in relation to the job description for the position stated as performance criteria. (See MCPS Form 430-74: *Evaluation of Central and Area Office Administrators and Supervisors.*)

I. Responsibility of the Evaluator

1. The evaluator is responsible for assuring that the sections of the *Agreement Between the Board of Education and the Montgomery County Education Association (1982-84)* quoted below are followed:
 - a) All observation of the work of a unit member will be conducted openly and with the observer visible to the unit member.
 - b) Upon request, unit members will be given a copy of any class visit or evaluation report prepared by their administrator or supervisor at least one day before a conference is held to discuss it. No such report will be submitted to the central office, placed in the unit member's file, or otherwise acted upon before the conference with the unit member. Unit members will be required to sign the evaluation memorandum as evidence that they have seen it. They will not be required to sign a blank or incomplete evaluation form. Unit member's signature does not signify acceptance of the rating.
 - (1) Unit members will have the right, upon written request on the appropriate form, to review the contents of their personnel file. If a unit member wishes to be accompanied by another person or a representative of the Association during such a review, that request must be entered on the request-to-review form. Confidential records such as application references and

promotional references will not be made available to a unit member.

- (2) Nonconfidential material derogatory to a unit member's conduct, service, character, or personality will be placed in his/her personnel file only if the unit member has had an opportunity to review the material. The unit member will acknowledge that he/she has had the opportunity to review such material by affixing his/her initials to the copy to be filed, with the express understanding that such initialing in no way indicates agreement with the contents. The unit member shall be permitted to attach his/her comments related to the derogatory material.
- c) Complaints regarding a unit member made to any member of the administration by any person that are used in the evaluation of the unit member will be called to his/her attention. If the complaint is in writing, the unit member will be required to initial the material indicating that he/she has read it. He/she will be permitted to attach his/her comments related to the complaint. Reprisals taken by the unit member against any student, or any class, or any person will be cause for immediate investigation that may result in dismissal proceedings being activated.
- d) The principal or immediate supervisor of a unit member will discuss the unit member's work performance with that person prior to a formal evaluation of that performance.
- e) Final evaluation of a unit member upon termination or retirement will be concluded prior to severance and no document or other material will be placed in the personnel file of such unit member after severance except in accordance with the procedures set forth in this article.
- f) Evaluation of unit members during their probationary period of employment is of high importance to the teacher and the school system. Cooperative efforts will be made to work for his/her success but if, after one or two years, success does not seem possible, he/she will not be continued in employment. Upon receiving notice of nonrenewal of a provisional or regular contract, probationary unit members may, within ten days of that notice, request a hearing by the superintendent. The unit member, upon request, will be given adequate notice of the hearing date. Reasons for the

proposed action will be given to the unit member upon request. The unit member will be entitled to be represented by the Association and/or counsel of his/her choice and will be granted an opportunity to defend himself/herself, presenting arguments and/or evidence. The decision of the superintendent shall be in writing, stating the reasons for the determination. (Article 16, Sections A-F)

2. In addition, the evaluator is responsible for:
 - a) Reviewing the evaluation program and procedures with the employee(s) at the beginning of the school year or at the beginning of the employee(s) period of employment. As a basis for discussion, a copy of the appropriate MCPS evaluation form should be made available to the employee(s).
 - b) Being familiar with the employee's effectiveness in the performance of duties as it relates to the specific areas defined on the evaluation instruments.
 - c) Bringing to the attention of the appropriate official those employees whose quality of service needs to be improved and arranging for other appropriate administrative, supervisory, or resource personnel to observe, counsel, and assist the employee(s).
 - d) Submitting the Department of Personnel Services a midyear evaluation report listing the names of those employees whose performance is less than satisfactory at the time the report is submitted. The report should be submitted in duplicate, through the appropriate official, by mid-January.
 - e) Continuing to assist, encourage, observe, and evaluate employee(s).
 - f) Scheduling an evaluation conference with each employee for whom a formal evaluation must be submitted. The employee should be given a sufficient notice of the scheduled appointment. Probationary employees must be evaluated once each semester until they receive tenure.

J. **Appealing an Evaluation**

1. If an employee believes the evaluation was not completed properly or fairly, the employee may appeal the evaluation. The following procedures are implemented:

- a) Within ten days after the evaluation, the employee sends the appeal requesting a review of the evaluation to the appropriate administrator. A copy of the appeal is sent to the evaluator.

School- or area-based personnel submit the appeal to the area associate superintendent.

Other personnel submit the appeal to the appropriate department director/central office associate superintendent, the deputy superintendent, the executive assistant, or the superintendent, depending on the employee's position.

- b) The review of the evaluation is conducted to determine whether the evaluation was based on adequate evidence gathered according to the process mandated and whether the employee evaluated was given specific directions for improvement. The appropriate administrator may conduct the review or appoint an appeals board for this purpose.
- c) If an appeals board is appointed the membership is composed of three professional personnel, none of whom have been involved previously in the observations or the evaluation, as follows:

- (1) Two teachers and one professional employee from the area office/department for appeal by a teacher
- (2) Three administrators/supervisors for appeal by an administrator/supervisor

The appeals board makes recommendations to the appropriate administrator within ten days of the receipt of the appeal by the administrator.

- d) The employee who submitted the appeal and the evaluator are notified by the appropriate administrator of the administrators' decision concerning the appeal within 15 days of receipt of the appeal.

- 2. If a recommendation for nonrenewal of contract or dismissal is made, the Department of Personnel Services is responsible for notifying the employee of the right of appeal and the procedures to be followed. (See MCPS Regulation

GJC-RA: *Suspension and Termination of Professional Personnel*, and MCPS Regulation GJB-RC: *Nonrenewal of Contract of Nontenured Professional Personnel* by Montgomery County Public Schools.)

V. MUTUAL AND RECIPROCAL

Recognizing that each professional staff member must constantly seek ways to improve his/her effectiveness, a program of mutual and reciprocal annual evaluation by subordinates will be implemented for all unit members. This program will include evaluation of principals, classroom teachers, counselors, librarians, pupil services personnel and other unit members working with students, by students; and assistant principals and principals by teachers. All evaluative material will be confidential and for the sole use of the unit member being evaluated. Unit members are encouraged to share the results of the data and their plans for improvement with those individuals who have participated with them in the reciprocal evaluation process.

The current unit member evaluation system, including the instrument and the teacher evaluation system booklet of the Montgomery County Public Schools, Rockville, Maryland, as revised April, 1981, shall not be changed without prior notice and consultation with the MCEA (Article 16, Sections G and H)

A. Administration of Questionnaires

1. Each professional employee working with students shall have the students complete a questionnaire about the employee's work as a teacher, counselor, administrator, media specialist, pupil personnel worker, or other professional.
 - a) The questionnaires shall be completed at least once a year if the employee works with the same students throughout the year.
 - b) A professional employee working with students for a time period of at least six weeks during the year (as in a minicourse) shall provide an opportunity for the students to respond to a questionnaire by the end of the time period.
 - (1) If the employee works with fewer than 160 students for at least a six-weeks block of time, all students shall be asked to respond to the questionnaire.
 - (2) If the employee works with 160 or more students at one time period or throughout the year, a scientifically designed sample of

students may be selected to respond to the questionnaire. (For directions on questionnaire administration to samples of student populations, see section 4. below.)

2. At least once a year each principal, assistant principal, and administrative intern shall have all teachers, counselors, media specialist, and other professional staff in the school complete a questionnaire about the employee's work as a school administrator.
3. All other professional personnel shall administer a questionnaire to those professional employees for whom they have supervisory responsibilities and whose work they formally evaluate.
4. All questionnaires are to be administered, collected, and tabulated by the professional employee concerned.
5. Questionnaire results are the personal property of the employee; however, the employee may share the results of questionnaires with others.
6. A professional employee may use questionnaires as frequently during the year as desired. Since improved professional competency and effectiveness are the purpose of the program, it is desirable to repeat the administration of questionnaires to determine whether actions taken have produced the desired results.
7. Every effort must be made to assure the anonymity of those completing the questionnaires.
 - a) Only questionnaires which allow the respondent to select and check an answer are to be used.
 - b) Respondents are not to include their names on the questionnaires, and questionnaires will not be accepted with names on them.
 - c) Respondents will be reminded to print if they add comments to the questionnaire.

B. Questionnaire Selection

1. The questionnaire used may be one of those developed by MCPS, available from the Division of Supply and Property Management, or a comparable one designed or selected by the employee.
2. Each professional employee submits to the person whom he/she reports a copy of the questionnaire to be used and the date on which it is to be administered.
3. The questionnaire used shall be designed to provide the employee with information which will be useful in making decisions about the employee's work. Questions relating to personality or style are included only when they refer to the way specific tasks or responsibilities are carried out. Questions relating to school services, programs, or courses of study may be used when they refer to the way the employee participated in, deals with, or uses, them. (Questionnaires relating only to school services, programs, or courses of study are not discouraged; however, they are not required.)

C. Use of Results of Questionnaires

1. The questionnaire is a means to report personal observations of the employee's performance. Since all aspects of the employee's methods of carrying out responsibilities cannot be observed, answers on the questionnaires are data sources for use, in conjunction with information from other sources, by the employee in self-evaluation.
2. The employee uses the results of the questionnaire to make decisions concerning the handling of specific aspects of the work.
 - a) After reviewing the responsibilities and job objectives, the employee determines, before administering the questionnaire, the anticipated level of favorable responses for each question and what follow-up actions could be taken if the level of favorable responses to specific questions is less than desired.
 - b) After administering the questionnaire, the employee compares anticipated and actual responses and determines the follow-up action indicated. Follow-up may require obtaining more details about how the employee's actions are perceived in one or more aspects of job performance. The

employee may discuss specific aspects of job performance with others to find ways to change practices which are not as effective as desired.

3. All professional staff in a department or school may use the same questionnaire and anonymously pool results. In this way, common strengths and concerns can be identified and explored.

D. Sampling

Sampling can produce reliable data about the total population if (a) the sample is scientifically drawn (which means that all members of the population have an equal chance of being included in the sample chosen) and (b) all persons in the sample respond to the questionnaire. If these conditions are not met, sample data cannot be interpreted as reflecting the observations of the population from which the sample is drawn.

Administrative History: Formerly Regulation No. 425-1, June 22, 1978, amended by the Agreement Between the Board of Education and Montgomery County Education Association (1984-87).