



Houston Independent School District
Office of Accountability and Rewards

Central Office and Non-Teacher Appraisal System

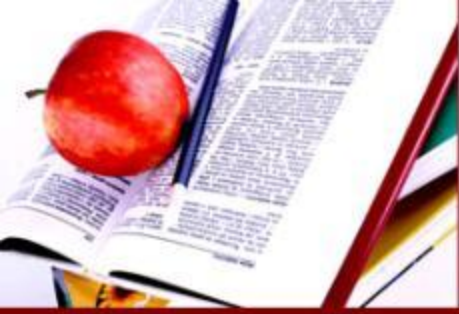
Appraisal Training



Purpose of the Appraisal System

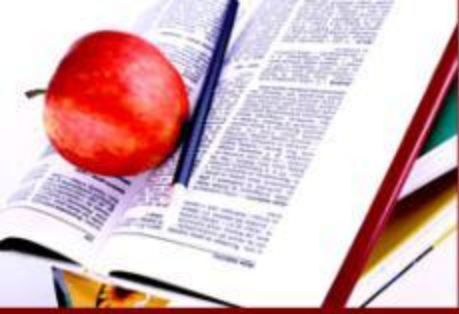
It is the intent of the District to provide an appraisal system that will allow central office managers and principals to focus on core competencies and measurements needed to ensure success and to optimize individual and department performance that align strategically with district goals.

The ePerformance Appraisal System for non-instructional will serve as a conduit for ongoing feedback on goal attainment, employee performance, and alignment to district goals for central office employees and for those employees who are assigned to campus-based non-teacher positions.



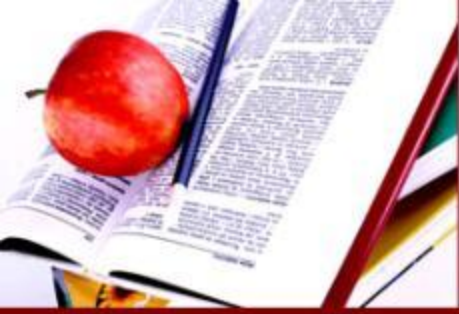
What's New

- Timelines and procedures around the appraisal process for non-teachers will generally remain the same as previously
- **What's new?**
 - *New appraisal instrument and Performance Goals Worksheet*
 - *New Professional Development Plan (PDP) form*
 - *New Prescriptive Plan for Assistance (PPA) form*
 - *Progress Conference (mid-year checkpoint of progress towards goals)*
- **These changes will allow the district to:**
 - Transition to a more integrated technology platform (from OASyS to ePerformance in PeopleSoft) that can be better supported by IT
 - Update the non-teacher appraisals to reflect more robust set of performance criteria and drive consistent expectations for performance
 - Ensure alignment of goals across the district, departments/campuses, and individual employees
- **Positions affected:**
 - Any campus employee whose job code is other than “teacher”, including:
 - Full and part-time employees, i.e. academic tutors, hourly lecturers
 - Itinerant teachers from Special Education and Community Services
 - Campus appraisers will not appraise the following: Special Ed (speech therapists, evaluation specialists, psychologists, social workers), custodial, food services, police



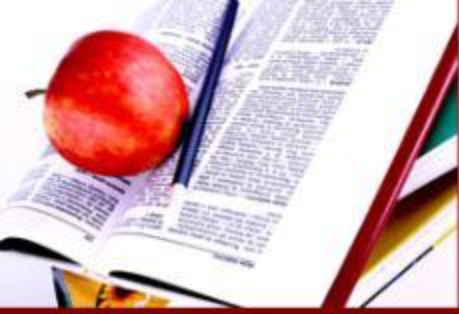
General Information

- The ePerformance appraisal instrument in the PeopleSoft application will be used to evaluate the job performance of all HISD central office employees and campus-based employees whose job code is other than classroom teacher.
- All HISD central office and campus-based personnel shall be appraised annually in accordance with the appropriate appraisal calendar. This includes full and part time employees, tutors, hourly, etc... (Board Policy - DN(LOCAL))



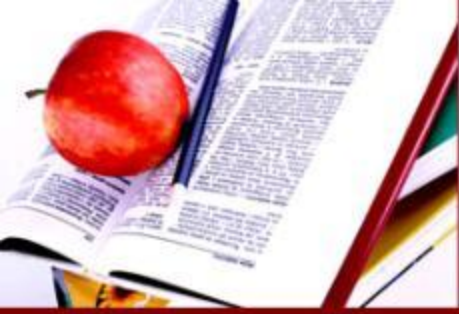
Appraisal Process

- Goal Setting
August - October
For the 2011-2012 transitional year, this deadline is extended to December 16, 2011.
- Progress Conference
(completion dates vary by duty schedule)
December - March
- End-of-Year Conference
(completion dates vary by duty schedule)
March - July
- Continuous observation, documentation of performance concerns, feedback to employees through:
 - Memorandums
 - Conferences, followed with Conference Summary Memorandums



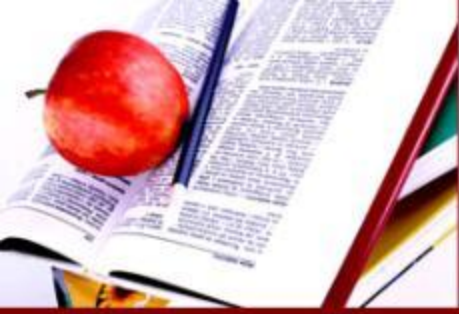
Appraisers

- Each employee shall be assigned one appraiser during the appraisal year.
- The department head or campus principal makes appraiser assignments and can change the assignments when necessary.



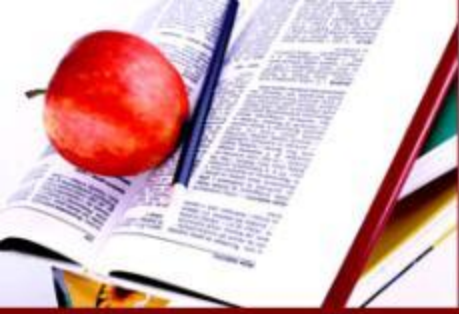
Conferences

- Each appraiser will meet individually with each assigned employee at least three times during an appraisal year: Goal Setting, Progress, and End of Year conferences.
- Additional conferences may be requested by the appraiser or employee at any time. Every effort shall be made to honor the request by both parties.
- Employees are allowed representation at a Conference for the Record, which is a conference with the employee to address disciplinary action.
- Regular conferences related to the appraisal process do not require representation.



Performance Goals

- Department heads/principals will determine specific department or campus goals that align with the goals of the district.
- Additionally, every employee will be appraised by six district-wide individual goals that align with department and district goals:
 - *Leadership*
 - *People and Team Development*
 - *Judgment and Decision-Making*
 - *Planning/Organization*
 - *Customer Focus*
 - *Interpersonal Effectiveness*
- Appraisers can add additional individual goals that are more job specific.

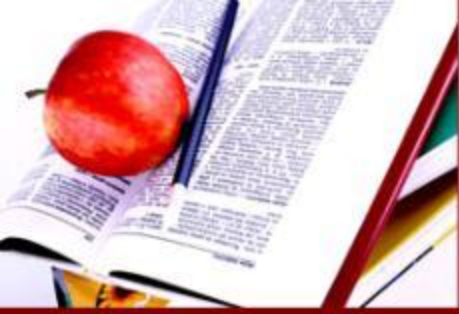


Performance Ratings

There are five levels of performance defined for the individual employee appraisal:

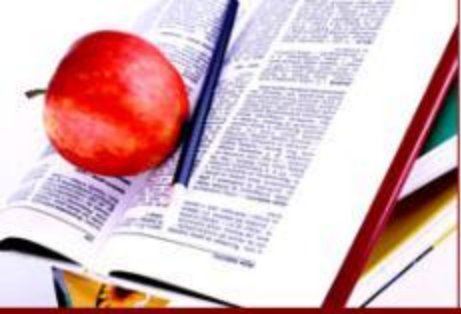
- E = Exemplary
- EE = Exceeds Expectations
- SP = Solid Performance
- D = Developing
- U = Unsatisfactory

Using this scale, at the end of the year appraisers will rate an employee's performance against the goals for the year.



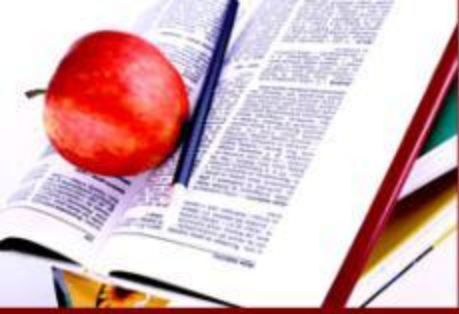
Evidence

- Appraisers are required to collect sufficient documentation to support appraisal ratings.
- Evidence that will inform the appraisal ratings shall be shared in writing with the employee:
 - within 10 working days of receipt or knowledge of occurrence for central office employee and campus-based employees appraised through their departments;
 - within 10 instructional days for campus-based employees who are appraised by campus administrators.
- Appraisers shall establish and maintain an appraisal file for each employee he or she appraises.
 - An employee may ask for and receive a copy of his/her file.
 - All appraisal files and documentation within are confidential.



Third Party Evidence

- The assigned appraiser may use Third Party evidence to inform the appraisal ratings.
- District policy, DN(LOCAL), must be followed regarding Third Party evidence. All documentation is confidential.



Professional Development Plan

- Each employee will complete a Professional Development Plan (PDP) and submit it to his or her appraiser by October 31.
 - The deadline can be extended for the 2011-2012 transitional year.
- The PDP identifies 1-2 professional development opportunities for the year, based on the goals and expectations for the job.
- Late hires will create a PDP:
 - within 15 working days from the hire date (central office employees and campus-based employees appraised by their department supervisor);
 - within 15 instructional days (campus-based employees who are appraised by a campus appraiser).
- The PDP is a living document and can be changed collaboratively by the employee and appraiser throughout the year.



Professional Development Plan (SAMPLE)

Professional Development Plan for Central Office and Campus-Based Non-Teacher Positions

A. EMPLOYEE PROFILE SECTION:

Employee Name	ID	Position
Supervisor Name	Department	Employee's Years Exper. In HISD

B. PROFESSIONAL DEVELOPMENT PLAN:

Development Action Plan Objectives	Professional Development Activities	Timing/Responsibility
Develop technology skills to increase workflow efficiency	eTrain course Microsoft Access-Advanced Users	Fall Semester/S. Smith
	eTrain course Microsoft Excel-Advanced Users	Spring Semester/S. Smith
Increase knowledge and understanding of appraisal processes	On-line Moodle courses: TADs and ePerformance Appraisal Systems	Fall Semester/S. Smith

C. CAREER DISCUSSION:

Short Term Career Goals	Long Term Career Goals
Increase leadership skills and knowledge base to be considered for leadership position	Sr. Manager of the Department

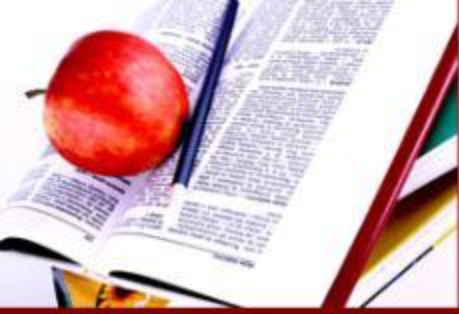
Nothing herein will be considered an expressed or implied promise of promotion or continued employment.

Employee Signature

Date

Appraiser Signature

Date



Prescriptive Plan for Assistance

- An appraiser shall create a Prescriptive Plan for Assistance (PPA) for any employee whose job performance becomes a concern or whose ratings at the Progress or End of Year conferences indicate a need for improvement.
- Please note that a *Developing* rating on any criterion may not require a PPA; however, if performance is regressing, or not improving, a PPA would be required.

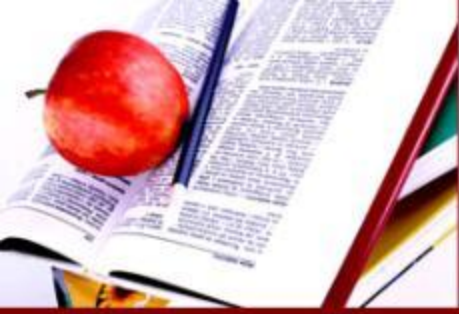


Prescriptive Plan for Assistance (SAMPLE FORM)

Prescriptive Plan for Assistance

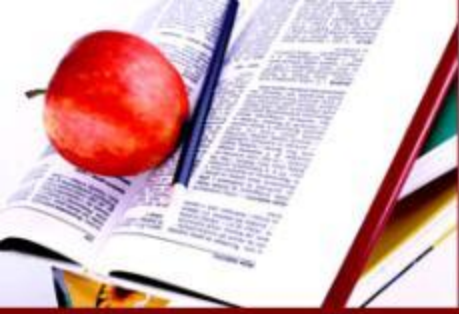
Employee Name		ID	Position	
Appraiser Name		ID	Position	
Focus Area/Goal (List one goal in which the employee is demonstrating a need for a support system))		Expected Change in Behavior/Performance		
Professional Development Activity (List one activity to be developed by the Action Steps)				
Action Steps	Appraiser Support	Check In Date	Status: Met/Met Not	Next Steps
1)				
2)				
3)				
4)				
5)				
Evidence That Change Occurred or Did Not Occur:				
Professional Development Activity Outcome and Next Steps:				

 Employee Signature of Receipt Date Appraiser Signature Date



Grievance/Dispute Resolution

- An employee may submit a written response or rebuttal at the following times:
 - after receiving any written documentation associated with the employee's performance/appraisal;
 - after receiving a written annual appraisal report.
- Any written response or rebuttal must be submitted:
 - within ten working days from central office employees and campus-based employees appraised through their departments;
 - within ten instructional days from campus-based employees who are appraised by campus administrators.
- An employee may initiate the grievance process regarding content or process at any time during the appraisal year. DGBA(LOCAL)



Appraisal Manuals and Forms

You can locate your appraisal manual on the Employee Appraisal Systems web site (login to the Employee Portal; go to Appraisals > Employee Appraisal Systems).

Forms pertinent to the appraisal process are also located on this site.



Questions



Questions regarding the appraisal process can be directed to the Performance Management Team.

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