

ARTICLE SEVENTEEN
PERFORMANCE PLANNING AND APPRAISAL SYSTEM

A. Scope and Purpose: This Section sets forth the rules, regulations, and procedures for the establishment, maintenance, and administration of the performance planning and appraisal system applicable to employees represented by the Broward Teachers Union-Technical Support Professionals (BTU-TSP). Performance planning and appraisal is a systematic approach and process which is designed to achieve the following:

1. Document competencies and skills necessary for success in the employee's position.
2. Facilitate employee understanding of job responsibilities and expectations, priorities, and criteria used to evaluate performance.
3. Establish means to facilitate a comprehensive performance appraisal system and establish procedures for the collection, retrieval and use of data to provide feedback to an individual, a team and the system.
4. Stimulate improved job performance by clarifying position-specific performance expectations.
5. Develop the employee's effectiveness through emphasis on feedback, coaching, and professional development activities.

B. Participant Status:

1. Entry Level: this category includes employees in their first year of service in any new position, including lateral transfers.
2. Professional: this category includes all employees with more than one year of experience in their current assignment.

C. Committee for Continued Development: The parties agree to form a committee to review the application of procedures and to develop appropriate criteria in each category of employees represented by BTU-TSP. The President of BTU-TSP and the Superintendent shall each appoint members to the committee. The committee shall make recommendations to the President of BTU-TSP and the Superintendent within an agreed upon period of time.

D. **Procedural Steps**

1. **Orientation (First Quarter):** Orientation shall take place during the first quarter of the year (August, September, October) or within three (3) weeks of hire or appointment to a new position. The supervisor shall orient the employee to the evaluation criteria, process and instrument to foster an understanding of the basis and procedures for appraisal. The supervisor shall review with employees, either individually or as a group, the evaluation system's rating scale and categories, the district's Strategic Plan, department improvement plans and customer surveys. The supervisor shall discuss the uniqueness of an employee's work and provide written job performance expectations for it. This supervisor shall identify training, coaching, and mentoring resources and facilitate those resources needed by the employee.
2. **Goal Setting (First Quarter):** Goal setting shall take place during the first quarter of the year or within three (3) weeks of hire or appointment to a new administrative position. The appraiser shall discuss available data with the employee regarding customer surveys, facility audits, etc. The appraiser shall provide the employee with strategic goals tied to a departmental strategic plan or request the employee to submit a minimum of three (3) Key Goals to the appraiser linked to targets specific to the employee's job. Based on a review of the data, Key Goals will be collaboratively agreed upon. If agreement cannot be reached, the appraiser's supervisor shall establish the employee's Key Goals. The appraiser shall inform the employee how and when these goals will be rated.
3. **Optional Mid-Year appraisal (Second Quarter):** A mid-year appraisal may take place during the second quarter of the year (November, December, January) or within three months of the completion of goal setting for a newly hired or appointed employee. Specific performance criteria for a category rated as less than "Effective" must be identified in writing on a Performance Improvement Plan (PIP) if the overall rating is "Ineffective". A mid-year appraisal with an overall rating of "less than effective" and an accompanying PIP must be completed no later than January 31. The appraiser shall review but not rate the employee's key goals.
4. **Final Appraisal (Fourth Quarter):** A final appraisal using the current system evaluation instrument shall be conducted during the fourth quarter (April, May, June) and submitted to Supervisor, Personnel Records. A final appraisal with an overall rating of less than "Effective" along with a copy of the PIP must be submitted to

the Associate Superintendent, Human Resources no later than April 30 if an individual is being recommended for non-reappointment. Specific performance criteria for a category rated less than “Effective” must be identified in writing on a PIP. The achievement of Key/Strategic Goals is also assessed.

5. **Conferences (Ongoing):** Required conferences are held first quarter for orientation, fourth quarter for the final evaluation, and any time an interim evaluation is completed. Third quarter feedback conferences are strongly encouraged for Entry Level employees. Conferences provide for a review of data to determine the progress of performance, to adjust individual Key/Strategic Goals, and to identify and facilitate training, coaching, mentoring and resource needs. Development feedback may take place at anytime during the year but must be included in all evaluation conferences. Developmental feedback focuses on specific performance behavior and expectations. Feedback conferences for employees whose performance is ineffective must be conducted individually.
- E. **Failure to Meet Job Standards:** For an employee to receive an overall rating of Ineffective that reflects his/her failure to meet job standards, the assessment instrument must provide the reasons and supporting documentation. Whenever an employee is so rated, a PIP must be developed.
- F. **Performing Improvement Plan (PIP)**
1. **Noting Deficiencies:** The appraiser shall outline deficiencies and offer assistance to an employee prior to placement on a PIP.
 2. **Deficiencies Continue:** If deficiencies continue after being noted by the appraiser and shared with the employee, the appraiser shall conduct an appraisal and develop a PIP if two or more categories are rated as not meeting job standards. The employee will be notified of performance deficiencies in writing on the appraisal form. This action may take place at any time. If only one category is rated as Ineffective, the overall rating will be Effective and written documentation and recommended strategies for improvement must be attached to the instrument.
 3. **Development of the PIP:** Categories rated as less than “effective” must be identified on the PIP. The PIP must provide written strategies for improvement that may include staff development activities. Appropriate activities/tasks for improvement along with a timeline for their completion will be developed collaboratively

between the appraiser and employee, and must include input from HRD, Professional Standards and/or Human Resources. The PIP must identify a date within three months when the PIP and progress made will be reviewed. Consequences for failure to correct the identified deficiencies must be indicated in writing on the PIP.

4. **Feedback:** An employee with a PIP will be afforded developmental feedback regularly as determined by the appraiser and apprised of progress achieved and noted on the PIP.
5. **PIP Close Out:** At the conclusion of the period of time listed on the PIP for correcting the performance deficiencies, the appraiser will notify the employee in writing as to whether or not the performance deficiencies have been corrected. An employee's final appraisal may be given overall rating of less than "effective" if said deficiencies are not corrected. In such case, the appraiser must, prior to the final evaluation conference, meet with the appropriate Director, Area Superintendent, and/or Deputy /Associate Superintendent and the Superintendent to discuss the related documentation, the affected individual's PIP, and final appraisal prior to making a recommendation for the subsequent school year's renewal/reappointment. The appropriate Area or Deputy/Associate Superintendent shall meet with an employee with a PIP at any time during the evaluation process to discuss said evaluation if requested to do so. The employee may file a grievance and/or attach a statement to the appraisal with ten (10) days of its completion. The evaluation form, documentation and PIP must be submitted to the Associate Superintendent, Human Resources by April 30 for an end-of-year appraisal, which results in recommendation for non-renewal/non-reappointment.