



**School District
of Lancaster**

Together We Can!

LEADERSHIP PLAN

COMPENSATION

&

PERFORMANCE EVALUATION PLAN

FOR SCHOOL AND DISTRICT LEADERS

2014 – 2016

ONE YEAR EXTENSION UNTIL

JUNE 30, 2017

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Philosophy

Individuals perform best when they build on their strengths and pursue mastery based on trusted feedback. Mastery is evidenced by meeting clear, high standards of leadership and by the attainment of results. Recognition and compensation should mirror the high standards and results-oriented expectations of school and district leaders. Leaders who exceed standards should accrue additional rewards. These premises are central to the Compensation & Performance Evaluation Plan hereby referred to as the “Plan”.

The base compensation package outlined in the Plan reflect three basic principles:

- Fiscal responsibility (attention to the financial condition of SDoL)
- External equity (market competitiveness)
- Internal equity (similar functions/experience result in similar compensation)

Elements of the Plan

The Plan includes:

- Competitive salary ranges for each pay grade.
- The opportunity to annually earn a base salary increase for meeting the District's evaluation criteria/standards.
- The opportunity to earn additional pay for performance that exceeds the criteria/standards.
- An evaluation of performance based as outlined in the criteria on pages 16 – 18 (Certificated) and pages 19 – 22 (Non-Certificated).
- A limited number of job pay grades grouped according to similar levels of responsibility and value to the District.
- An expectation that new administrators will be compensated based on professional experiences that generally would be in the lower third of the salary range.
- A commitment to an annual review of the Plan.
- A competitive benefits package that serves as an integral part of the overall Plan.

Role of Superintendent

The Superintendent will recommend the employment of administrative candidates, who have a demonstrated ability or potential to achieve the District's mission.

***“Together We Can” work as partners
in a diverse community to ensure all students
graduate prepared to meet high expectations and
serve as responsible citizens in a global society.***

Utilizing the Plan, the Superintendent has the responsibility to ensure that all members of the Leadership Team carry out the District's Strategic Plan and, Theory of Action, thus, fulfill this mission.

The Superintendent will –

- administer Plan;
- present all expenditures and changes related to administrative compensation as part of the Superintendent's budget proposal;
- annually review and audit the Plan with the Leadership Team Lancaster (LTL) Executive Committee (including setting and re-setting salaries) and make recommendations to the Board regarding improvements to the Plan.

Maintenance of Compensation Integrity

The Superintendent (or designee) will annually review the integrity and competitiveness of the Plan benefit provisions of this Plan with the LTL Executive Committee and forward recommendations to the Board. Upon written request of a majority of the LTL staff, the Board will conduct Meet and Discuss sessions with LTL staff prior to taking action relative to the Superintendent's findings.

The annual review will include, but not be limited to, the average percent changes in administrative salaries as reported by the Pennsylvania School Boards Association, Lancaster-Lebanon Intermediate Unit 13, Pennsylvania League of Urban Schools (PLUS), and Pennsylvania Statewide salary data.

Setting Salary for New Administrator

Salaries for recommended administrative candidates will be determined based on an equity model that considers the following factors:

- Placement on a salary level of A through O, based on expected administrative roles and responsibilities;
- Placement within the minimum-midpoint-maximum salary range, based on years of administrative experience in SDoL; years of administrative experience in another district; and credentials, including educational background and certification.

The Superintendent will also consider the current salary of the candidate, salaries of district administrators in similar positions and unique qualifications of the candidate.

Pay Grade and Salary Bands

Effective July 1, 2015

Certificated Act 93 Employees

SRI	Position Title	Minimum	Midpoint	Maximum
O	Chief Accountability Officer	101,100	126,400	151,700
O	Director Elementary Education	101,100	126,400	151,700
O	Director Secondary Education	101,100	126,400	151,700
O	Director Student Services	101,100	126,400	151,700
NP	Principal - Cyber School	94,800	118,500	142,200
NP	Principal - High School	94,800	118,500	142,200
N	<i>No current positions</i>	93,200	116,500	139,800
MP	Principal - Alternative Education	89,400	111,800	134,200
MP	Principal - Early Childhood Education	89,400	111,800	134,200
MP	Principal - Elementary	89,400	111,800	134,200
MP	Principal - Middle School	89,400	111,800	134,200
M	Supervising Coordinator Special Education & Gifted Education	87,800	109,800	131,800
L	Coordinator Career and Technical Programs	82,800	103,500	124,200
L	Coordinator Counseling and Dropout Prevention Programs	82,800	103,500	124,200
L	Coordinator Early Childhood Education	82,800	103,500	124,200
L	Coordinator Elementary English Language Learners	82,800	103,500	124,200
L	Coordinator Elementary Literacy and Social Studies	82,800	103,500	124,200
L	Coordinator Elementary Mathematics and Science	82,800	103,500	124,200
L	Coordinator Extended Day Programs & Extended Year Programs	82,800	103,500	124,200
L	Coordinator Music, Arts & Humanities & 21st Century Skills	82,800	103,500	124,200
L	Coordinator Parental Involvement	82,800	103,500	124,200
L	Coordinator Professional Development	82,800	103,500	124,200
L	Coordinator School Improvement and Federal Programs	82,800	103,500	124,200
L	Coordinator Secondary Literacy and Social Studies	82,800	103,500	124,200
L	Coordinator Secondary Mathematics and Science	82,800	103,500	124,200
L	Coordinator Student Services	82,800	103,500	124,200
KP	Assistant Principal - High School	79,400	99,300	119,200
KP	Assistant Principal - High School (10 months = 10/12 of salary)	79,400	99,300	119,200

Pay Grade and Salary Bands

Effective July 1, 2015

Certificated Act 93 Employees (continued)

SRI	Position Title	Minimum	Midpoint	Maximum
K	Coordinator IB/AP Honors (Secondary)	77,800	97,300	116,800
K	Coordinator English Second Language & World Language	77,800	97,300	116,800
JP	Assistant Principal - Elementary	74,700	93,400	112,100
JP	Assistant Principal - Elementary (10 months = 10/12 of salary)	74,700	93,400	112,100
JP	Assistant Principal - Middle School	74,700	93,400	112,100
JP	Assistant Principal - Middle School (10 months = 10/12 of salary)	74,700	93,400	112,100
J	Middle School Programs Director (10 months = 10/12 of salary)	73,100	91,400	109,700

Pay Grade and Salary Bands

Effective July 1, 2015

Non-Certificated Act 93 Employees

SRI	Position Title	Minimum	Midpoint	Maximum
N	Business Manager	93,200	116,500	139,800
N	Director Facilities & Building Operations	93,200	116,500	139,800
M	Information Technology Manager	87,800	109,800	131,800
L	Coordinator Community Relations and Parental Involvement	82,800	103,500	124,200
K	Athletic Director	77,800	97,300	116,800
K	Coordinator Family, School & Community Partnerships	77,800	97,300	116,800
J	Accounting Supervisor	73,100	91,400	109,700
J	Coordinator Student Information Systems	73,100	91,400	109,700
J	Human Resources Manager	73,100	91,400	109,700
I	Coordinator Food Services and Nutrition	69,600	87,000	104,400
H	GEAR UP Lead Counselor/School District Liaison	65,800	82,200	98,600
H	Help Desk Supervisor	65,800	82,200	98,600
H	Lead Intervention Specialist	65,800	82,200	98,600
H	Network Engineer	65,800	82,200	98,600
H	Payroll Manager	65,800	82,200	98,600
H	Purchasing Manager	65,800	82,200	98,600
H	Systems Engineer	65,800	82,200	98,600
H	Web Developer	65,800	82,200	98,600
G	Accountant II	60,600	75,700	90,800
G	Child Accounting Manager	60,600	75,700	90,800
G	Coordinator Development	60,600	75,700	90,800
G	Coordinator School & Community Safety	60,600	75,700	90,800
G	Parent and Personnel Concerns Specialist	60,600	75,700	90,800
G	Senior Program Analyst	60,600	75,700	90,800
G	Software Developer	60,600	75,700	90,800
G	Systems Analyst	60,600	75,700	90,800
G	Systems Administrator- HRIS Administrator	60,600	75,700	90,800
F	Database Analyst and Technical Trainer	54,800	68,500	82,200
F	GEAR UP College and Career Counselor	54,800	68,500	82,200
F	Intervention Specialist	54,800	68,500	82,200

Pay Grade and Salary Bands

Effective July 1, 2015

Non-Certificated Act 93 Employees (continued)

SRI	Position Title	Minimum	Midpoint	Maximum
E	ACCESS Coordinator	50,000	62,500	75,000
E	Benefits Specialist	50,000	62,500	75,000
E	Coordinator GEAR UP Project	50,000	62,500	75,000
E	Coordinator Student Activities	50,000	62,500	75,000
E	Executive Assistant to the Superintendent	50,000	62,500	75,000
E	GEAR UP Parent Liaison	50,000	62,500	75,000
E	Human Resources Generalist	50,000	62,500	75,000
D	Accounts Payable/Purchase Order Specialist	42,300	52,900	63,500
D	Administrative Assistant	42,300	52,900	63,500
D	Administrative Assistant/Board Secretary	42,300	52,900	63,500
D	Community Education Liaison	42,300	52,900	63,500
D	Federal Program Project Specialist	42,300	52,900	63,500
D	Food Services Manager	42,300	52,900	63,500
D	Future Planning Center Specialist	42,300	52,900	63,500
D	Payroll Specialist	42,300	52,900	63,500
D	Recruitment-Placement Specialist	42,300	52,900	63,500
D	Student Services Project Specialist	42,300	52,900	63,500
D	Transportation Specialist	42,300	52,900	63,500
C	Business Office Specialist	39,000	48,700	58,400
C	Human Resources Specialist I	39,000	48,700	58,400
B	Accounts Payable/Accounts Receivable Specialist	34,800	43,500	52,200
B	GEAR UP Project Specialist	34,800	43,500	52,200
B	Human Resources Specialist II	34,800	43,500	52,200
A	First Level Supervisor (10 months = 10/12 of salary)	29,700	37,100	44,500

Fringe Benefits

HEALTH CARE INSURANCE:

The Board shall make available, through such insurance carrier as it may choose, health care insurance comparable to that provided to other staff members.

Working Spouse Rule: A dependent spouse, who is eligible for coverage under his /her employer's Plan, but elects not to enroll, is NOT eligible for coverage under the District's Plan. "Eligible" means coverage is available and the employee contribution for employee medical coverage is less than 50% of the insured rate, if insured and COBRA rate if self-funded.

Effective July 1, 2016: If your spouse is eligible for healthcare through their employer, they will not be eligible to enroll in the District healthcare plan.

Enrollment will be on an annual basis with changes permitted within 30 days of a qualifying event. A qualifying event is: a change in family status, which affects those covered (i.e. marriage, death, divorce, birth or adoption, a change in spouse's employment status causing a loss of health or dental coverage for you or your dependents, a change in your employment status causing a loss of coverage).

LIFE INSURANCE:

Administrators will be provided with term life insurance equal to two and one-half times their annual salary with a cap of \$250,000.

DISABILITY INSURANCE:

The Board shall provide disability insurance for each administrator through a carrier to be selected by the Board.

DENTAL:

Each individual administrator will be provided coverage under the District's Group Dental Plan. Claim forms can be obtained through the Office of Human Resources.

Effective July 1, 2016: Dental coverage will cost \$1 per month for a single; \$4 per month for a family.

VISION CARE:

Each administrator will be provided with reimbursement for vision care expenses incurred by the administrator or his/her dependents (spouse and dependent children) in an amount not to exceed a total of \$300 per administrator per year.

RETIREMENT BENEFIT:

Any administrator who has twenty years of credited service in the Pennsylvania School Employees Retirement System (ten years of which are in the District) who elects to retire at the end of any school year shall be entitled to the following retirement provisions:

- i. Such retiree shall continue to receive hospitalization and major medical insurance benefits as provided for Leadership Team members by the District, until said retiree is eligible for a government funded health insurance program, or for coverage under another employer's insurance program. The cost of the insurance coverage will be paid one-half by the retiree and one-half by the Board. The retiree is entitled to carry the same type of coverage for his/her spouse and/or dependents, as was in effect at the time of retirement. Spouse and/or dependents may not be added after retirement.

Fringe Benefits (continued)

- ii. Such retirees will be paid an amount equal to his/her credited service years times \$500, and sick days will be paid into an approved 403B account in accordance with the following chart:

Unused Sick Days	Amount
For Days 0-50	\$ 75
For Days 51+	\$ 110

- iii. To be eligible for these benefits, an administrator must notify the Office of Human Resources of his/her desire to retire no later than January 1 preceding the date of retirement.

SABBATICAL LEAVE:

Sabbatical leave will comply with School Code and Board Policy.

CHILD REARING LEAVE:

The District will grant Leadership Team members unpaid child rearing leaves of absence the same as other professional staff members.

MILEAGE REIMBURSEMENT:

Per mile rate will be determined by the Internal Revenue Service for auto travel within and outside the District.

TUITION REIMBURSEMENT:

The District agrees to reimburse any member of the Leadership Team for one hundred percent (100%) of the tuition fee (to a maximum of twelve (12) credits per year, including online courses – September 1 through August 31) at a rate not to exceed the higher per credit tuition fee charged by Millersville University, Penn State University and Temple University.

Members of the Leadership Team must return to work in the District for at least two (2) years after completion of such credits. If a member of the Leadership Team leaves the District prior to the completion of two (2) years, the Leadership Team member will reimburse the District for a pro rata portion of the credit reimbursement.

SICK LEAVE:

Sick leave will be calculated by earning one (1) day per month of service to the District, or twelve (12) days per year and will be cumulative. An administrator may use up to twelve (12) days sick leave each year as family sick leave days. Sick leave days may be used for family illness only because of the illness of the administrator's immediate family (for purposes of this paragraph, the term "immediate family" shall mean the administrator's father, mother, son, daughter, husband, wife, or any person who then resides with the Leadership Team member).

Fringe Benefits (continued)

Employees may opt to be paid annually for unused sick days. Such payment will be made directly into an approved 403b account in accordance with the following chart:

Years of Service	Unused Sick Days
5	3
8	5
10	8
12	10
13+	12

Payment will be made at your per diem rate as of June 30th of each year. The election is made annually by June 15th and the amount of days is an “up to” amount based on your years of service.

10 MONTH EMPLOYEES:

Ten month employees shall be entitled to three (3) discretionary days per year (pro-rated), additionally they will be granted eight (8) paid holidays. Salary will be calculated at 10/12ths the annual salary for year round employees. Sick days will be accrued at the rate of one (1) day per month for a total of 10 per year (cumulative). Any additional days of work beyond the regular 10 month schedule must be approved in advance at the Superintendent’s Cabinet level.

VACATION DAYS:

Vacation days will be calculated by earning 1.66 days per month of service to the District, or twenty (20) vacation days per year (pro-rated) for administrators who have 12-month contracts. Leadership Team members who have served five years in a management position in the District will be entitled to one additional vacation day, 10 years - two days, and 15 years - three days and 20 years - four days. Vacation days are cumulative. Leadership Team members may carry over up to 20 days on June 30.

HOLIDAYS:

Administrators are granted eleven (11) holidays. In addition, the Superintendent may set up to a maximum of four additional days off as listed on the "Administrative Calendar" set by the Superintendent.

PROFESSIONAL ORGANIZATIONS:

The District will reimburse each administrator an amount not to exceed \$500 per year for membership in approved organizations that relate to his/her specific position on the Leadership Team. If the amount exceeds \$500 the administrator must include the difference with their application prior to processing the membership. Prior approval will be necessary and will be made on an individual basis by the Superintendent or designee.

Fringe Benefits (continued)

WELLNESS AND TECHNOLOGY REIMBURSEMENT:

Leadership Team employees will be reimbursed up to \$1,500 (including sales tax) for gym memberships, group fitness classes, and weight management programs for up to 12 months in length and must be purchased during the effective period. Technology hardware reimbursements include computers, laptops, IPAD's, smartphones, and e-Readers.

New members entering the LTL Plan during the Plan Year (July 1-June 30), will have the reimbursement amount pro-rated based on the month in which they are hired or transferred into the LTL group in accordance with the following chart:

Hired/Transferred Month	Total Benefit Amount
July	\$1,500
August	\$1,375
September	\$1,250
October	\$1,125
November	\$1,000
December	\$875
January	\$750
February	\$625
March	\$500
April	\$375
May	\$250
June	\$125

A committee will be formed to meet twice a year in October and April to review the list of eligible reimbursable items.

Effective July 1, 2015: In support of the District's Wellness initiatives, the District will allow up to \$200 of your annual \$1500 allowance to be eligible for reimbursement for a fitness tracking device or smart device with fitness tracking capability.

Leadership Evaluation Plan for Certificated Staff

I. Introduction and Philosophy

The Plan for Certificated Staff provides a process to determine performance-based compensation for supervisory positions (Directors, Principals, Assistant Principals, and Coordinators).

The Plan is aligned with the Mission Statement and Goals for the District and the relationship between them is essential to the short and long-term success of this Plan in accordance with Act 82 of 2012.

The development of the Plan for Certificated Staff is based on the following elements:

- School Leader Observation/Evidence
- Strategic/Cultural Leadership
- Systems Leadership
- Leadership for Learning
- Professional and Community Leadership

The Superintendent will administer and annually review the Plan.

II. Participants

Supervisory positions (Directors, Principals, Assistant Principals and Coordinators) and Non-Supervisory positions within the Leadership Team participate in the Plan.

III. Performance-Based Compensation

The performance-based program is based on four elements.

- **Strategic/Cultural Leadership**
Principals/school leaders systemically and collaboratively develop a position culture to promote continuous student growth and staff development. They articulate and model a clear vision of the school's culture that involves students, family and staff.
- **Systems Leadership**
Principal/school leaders ensure that there are processes and systems in place for budgeting, staffing, problem solving, communicating expectations and scheduling that result in well-organized work routines in the building. They must manage efficiently, effectively and safely to foster student achievement.
- **Leadership for Learning**
Principals/school leaders ensure that a Standards Aligned System is in place to address the linkage of curriculum, instruction, assessment data on student learning and teacher effectiveness based on research and best practices.
- **Professional and Community Leadership**
Principal/school leaders promote the success of all students, the positive interactions among building stakeholders and the professional growth of staff by acting with integrity, and in fairness in an ethical manner.

Leadership Evaluation Plan for Certificated Staff

IV. Performance Levels

Here are the four performance levels with the corresponding values as indicated by points.

Distinguished (3 points)

High performing staff who provide significant value to the District while showing positive initiative in doing more than is expected and serving as a role model for staff.

Written documentation inclusive of specific points of pride must accompany the noted level and be provided by the Supervisor.

Proficient (2 points)

Productive and effective staff who provide consistent value to the District and meet all standards of performance.

Written documentation must accompany the noted level and be provided by the Supervisor.

Needs Improvement (1 point)

Staff who demonstrate some potential to be productive and effective and may be new in a position or in training and must improve to productive and effective category.

Written documentation must accompany the noted level and be provided by the Supervisor.

Unsatisfactory/Failing (0 points)

Staff who are underperforming and are not effective at providing consistent value to the District at their current level of performance. Staff in this category must improve to a higher category to retain employment with the District.

Written documentation must accompany the noted level and be provided by the Supervisor.

V. How the Plan Works

Step 1 - Planning Discussion

No later than August 15, (October 15 in 2014-15) the participant meets with the Supervisor to discuss all expectations for each performance element*. Specific performance targets and goals are set with the agreement of the Supervisor.

Step 2 - Mid-Year Review

No later than February 15, the participant schedules a meeting with the Supervisor to discuss progress on expectations for each performance element*. The Supervisor may provide written feedback, if appropriate, and provide the employee with an opportunity to discuss any adjustments/changes with the Supervisor.

Step 3 - Self Assessment

Prior to the annual review, the participant prepares a self-assessment of performance on all expectations for each performance element* with related evidence of results.

Leadership Evaluation Plan for Certificated Staff

Step 4 - Annual Review

No later than August 1, the Supervisor prepares a draft of the annual performance review and meets privately with the participant to discuss annual performance on all expectations for each performance element*. Following the meeting, a final form is completed. Expectations and goals for the following year may also be discussed.

Guide for Leadership Team Performance-Based Program for Certificated Staff

Each element has a percentage relationship to total performance as follows:

Performance Elements	Percent
Observation/Evidence Rating	50%
Building Level Rating (or substitute)*	15%
Correlation Data Rating (or substitute)*	15%
Elective Rating (or substitute)*	20%
Total Earned Points	100%

Performance-Based Rewards Rating Guide

The rating guide for Certificated staff:

D = Distinguished (3 points)

P = Proficient (2 points)

N = Needs Improvement/Progressing (1 point)

U = Unsatisfactory/Failing (0 points)

Overall Performance Scale:

D = (2.50 – 3.00 points)

P = (1.50 – 2.49 points)

N = (0.50 – 1.49 points)

U = (0.00 – 0.49 points)

Leadership Evaluation Plan for Non-Certificated Staff

I. Introduction and Philosophy

The Plan for Non-Certificated Staff provides a process to determine performance-based compensation for supervisory positions (Directors, Managers and Supervisors) and non-supervisory positions.

The Plan is aligned with the Mission Statement and Goals for the District and the relationship between them is essential to the short and long-term success of this Plan.

The development of the Plan for Non-Certificated Staff is based on the following elements:

- Fiscal responsibility (attention to the financial condition of the District)
- Role of position performance (the position description)
- Focus on leadership competencies and standards of performance
- Recognition of performance on goals (department/ individual and District)

The Superintendent will administer and annually review the Plan.

II. Participants

Supervisory positions (Directors, Managers and Supervisors) and Non-Supervisory positions within the Leadership Team participate in the Plan. All participants are Non-Certificated.

III. Performance-Based Compensation

The performance-based program is based on three elements.

- **Position Performance**
Focus on performance of the essential functions as described in each participant's position description impacts results and evidence of performance.
- **Leadership Competencies**
Focus and improvement in Leadership Competencies are recognized as significantly impacting performance results/evidence on Goals and Position Performance.
There are six (6) Leadership Competencies for Directors, Managers and Supervisors and five (5) Leadership Competencies for Non-Supervisors to include the following:
 - Knowledge and Skills
 - Organization and Planning
 - Communication and Collaboration
 - Professionalism
 - Accountability
 - Supervision and Development (Directors, Managers and Supervisors only)

Leadership Evaluation Plan for Non-Certificated Staff (continued)

- **Goals**
Focus on goals impacts the participant's performance. Each year the participant and Supervisor identify a department goal and individual goal. The Superintendent is responsible for selecting the District goal.

IV. Performance Levels

Here are the four performance levels with the corresponding values as indicated by points.

- **Distinguished (3 points)**
High performing staff who provide significant value to the District while showing positive initiative in doing more than is expected and serving as a role model for staff.
 - Written documentation inclusive if specific points of pride must accompany the noted level and be provided by the Supervisor.
- **Proficient (2 points)**
Productive and effective staff who provides consistent value to the District and meet all standards of performance.
 - Written documentation must accompany the noted level and be provided by the Supervisor.
- **Needs Improvement (1 point)**
Staff who demonstrate some potential to be productive and effective and may be new in a position or in training and must improve to productive and effective category.
 - Written documentation must accompany the noted level and be provided by the Supervisor.
- **Unsatisfactory/Failing (0 points)**
Staff who are underperforming and are not effective at providing consistent value to the District at their current level of performance. Staff in this category must improve to a higher category to retain employment with the District.
 - Written documentation must accompany the noted level and be provided by the Supervisor.

V. How the Plan Works

Step 1 - Planning Discussion

No later than August 15, the participant meets with the Supervisor to discuss all expectations for each performance element*. Specific performance targets and goals are set with the agreement of the Supervisor.

Leadership Evaluation Plan for Non-Certificated Staff (continued)

Step 2 - Mid-Year Review

No later than February 15, the participant schedules a meeting with the Supervisor to discuss progress on expectations for each performance element*. The Supervisor may provide written feedback, if appropriate, and provide the employee with an opportunity to discuss any adjustments/changes with the Supervisor.

Step 3 - Self Assessment

Prior to the annual review, the participant prepares a self-assessment of performance on all expectations for each performance element* with related evidence of results.

Step 4 - Annual Review

No later than August 1, the Supervisor prepares a draft of the annual performance review and meets privately with the participant to discuss annual performance on all expectations for each performance element*. Following the meeting, a final form is completed. Expectations and goals for the following year may also be discussed.

Note: The dates for each of the above steps are noted in the Office of Human Resources records. Performance elements include position performance, leadership competencies and goals. All evaluative information is confidential.

Guide for Leadership Team Performance-Based Program for Non-Certificated Staff

Each element has a percentage relationship to total performance as follows:

Performance Elements	Percent
Position Performance	40%
Leadership Competencies	40%
Goals	20%
Total	100%

VII. Performance-Based Rewards Rating Guide

The rating guide for Non-Certificated staff:

D = Distinguished (3 points)

P = Proficient (2 points)

N = Needs Improvement/Progressing (1 point)

U = Unsatisfactory/Failing (0 points)

Overall Performance Scale:

D = (2.50 – 3.00 points)

P = (1.50 – 2.49 points)

N = (0.50 – 1.49 points)

U = (0.00 – 0.49 points)

Leadership Evaluation Plan

Leadership Evaluation Plan

Complete forms, documents, and instructions for both Certificated and Non-Certificated staff are available in the Office of Human Resources and via the District's Intranet.

Progressive Discipline

The District strives to follow a Progressive Discipline process to provide feedback and accountability to employees regarding their discipline. Administration of the Progressive Discipline process is at the discretion of the District based upon the nature of the infraction.

Performance-Based Salary Increases

Each year, the salary increase trends in the labor market are analyzed by the District consultant. The consultant provides the District with salary increase guidelines for the school year. Based on performance, the average salary increase in the labor market is the framework for determining the “X” value in the salary increase guidelines.

After approval by the Board, the salary increase that reflects the salary increase guidelines and the employee’s performance is communicated to the employee.

SALARY INCREASE GUIDELINES

Performance Level	Salary Increase
Distinguished	X+1%
Proficient	X
Needs Improvement	X -1% **
Failing	0%

** The value of X is determined each year by the Board as part of the budget approval process and is based on the average salary increase in the labor market. Performance at the level of commendable or proficient will be paid as part of base salary. In a year where the X value is 0%, an employee that receives a rating of “Needs Improvement” would receive a 0% salary increase.

The Superintendent has the discretion to deviate the salary increase for an employee by +2%, based on the employee’s performance and/or unique situations. The increase may be provided as a lump sum stipend if the administrator has reached the maximum on the salary range for their position.

Any increase beyond the maximum on the salary range for the administrator’s position must be submitted to the Board for approval.

Please Note:

Administrators who work a partial year in a position will typically be eligible for salary increases based on the following guidelines:

More than 6 months - eligible for full salary increase, based on overall performance level

4 – 6 months - eligible for 50% of salary increase, based on overall performance level

1 – 3 months - eligible for 25% of salary increase, based on overall performance level

Less than 1 month - no salary increase for the next year

Administrators who are employed by the District for 6 months or less will have their range placement reviewed on July 1, and will be eligible for either the percentage increase as defined above or the increase based upon placement in the updated salary range, whichever is greater.

Appendix A

Anecdotal Records

Listed are some examples of evidence that can be collected to demonstrate level of proficiency on evaluation standards.

Instructional Leadership

School/Office Improvement Plan

Evidence of monitoring and making progress towards meeting Improvement Plan goals

Feedback from school Walk-Through reports

Completed Formative and Summative Evaluation reports (administrators who supervise teachers)

Completed Leadership Performance Plan Forms (administrators who supervise administrators)

Completed Service Staff Evaluation forms (administrators who supervise service staff)

Feedback given to teachers on submitted Lesson Plans

School Discipline Reports

Climate/Culture Survey results

School/Office Professional Development Plan

Professional Development agendas

Professional Development evaluations

Organizational Leadership

School/Office Organizational Chart

School/Office Chain of Command

School/Office manuals

Schedules

Meeting agendas and evaluations

Act 48/My Learning Plan documentation of hours

Crisis and Safety procedures

Reports of budget expenditures

Personal Leadership

Written Annual Performance Goals

Compliance with legal and contractual obligations

Application of District, State and Federal policies and procedures

Public Leadership

Communications

Parental Involvement activities

Partnerships

Professional Development

Written Individual Professional Development Plan

Evidence of personal learning

Evidence of applying learning from professional development activities

Evidence of impact on student achievement and/or other performance targets