



PRINCE GEORGE'S COUNTY PUBLIC SCHOOLS

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## Support Staff Evaluations

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Developing Employee Effectiveness to Improve Student Achievement

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## Introduction

### *Support Staff Evaluation Overview*

Prince George's County Public Schools (PGCPS) is committed to implementing the support staff evaluation model in order to facilitate continuous improvement and thereby improve student achievement.

PGCPS is working together with the bargaining units and other stakeholders to understand and enhance the way we measure effectiveness for all support staff. For SY 15-16, we will introduce a pilot tool for secretaries and transportation to be fully implemented in SY 16-17.

As the district continues to implement the current evaluation model to assess and improve performance of all support staff, there will be professional development to support the needs of staff aligned to the evaluation model. The Office of Employee Performance and Evaluation encourages you to familiarize yourself with the current evaluation template and to begin using effective practices to improve employee performance.

## SUPPORT STAFF EVALUATION TIMELINE

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### Office of Employee Performance and Evaluation

**Association of Classified Employees, American Federation of State, County and  
 Municipal Employees (ACE-AFSCME), AFL-CIO, Local 2250  
 and  
 Service Employees International Union (SEIU) Local 400  
 Prince George’s County CTW-CLC**

#### Evaluation Timeline Major Due Dates

ACTION ITEM	DUE DATE
<b>Receipt of Appraisal Instrument and Performance Standards</b>	12 Month – August 31 Less than 12 Month – September 30
<b>Initial Planning Conference with Appraiser</b>	12 Month – August 31 Less than 12 Month – September 30
<b>Observations and Post Observations</b>	August - June
<b>Intervention by Appraiser/Growth Improvement Plan</b>	Continuous as needed
<b>Mid-Year Evaluations for Probationary Employees with Less than Effective Performance</b>	End of six-month Probation
<b>Mid-Year Evaluations with Less than Effective Performance</b>	End of 1 <sup>st</sup> Semester
<b>Less than Effective Final Evaluations are due</b>	June 30 - Annually
<b>Final Evaluations (all others) are due</b>	June 30 - Annually

## Evaluation Guidelines for Support Staff

**T**hese guidelines are intended to highlight important considerations in accordance with Prince George’s County Public Schools (PGCPS) evaluation process and procedures for all support personnel.

If you have questions, please contact the Office of Employee Performance and Evaluation at [hr.empperfeval@pgcps.org](mailto:hr.empperfeval@pgcps.org).

## POLICY

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In accordance with Board of Education policy, these guidelines apply to all supporting employees of the Prince George's County Public Schools. It is intended that these guidelines will ensure that a performance evaluation system shall be provided to promote efficiency and effectiveness in the operation of our school system.

## DEFINITION OF SUPPORTING EMPLOYEES

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Supporting employees are those employees whose job titles are listed on Supporting Pay Tables 100 through 900.

## REASSIGNMENT/TRANSFER

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### DEFINITIONS

**Reassignment:** is a change from one position to another without promotion or demotion in the same work location.

**Transfer:** is a change from one department to another or from one school to another.

**Reassignment/Transfer within School System:** The appropriate department head or school principal may at any time reassign an employee under his/her jurisdiction from one position to another in the same class. The Chief Human Resources Officer shall be notified of such reassignment. The reassignment of an employee to a position in another class, or the transfer of an employee from one department or school to another, shall be initiated by the Chief Human Resources Officer.

## PROBATION

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### PROBATIONARY STATUS

Each applicant appointed to a position shall be designated as a probationary employee. The probationary period shall be regarded as an integral part of the examination process and shall be utilized for closely observing the employee's work, for securing the most effective adjustment of a new employee to his/her position and for disqualifying any employee whose performance or conduct is unsatisfactory. The probationary employee should be counseled and made aware of any deficiencies in his/her work by his/her work supervisor in order that he/she may have a fair opportunity to achieve permanent status.

An employee shall be eligible for consideration for permanent status upon completion of the probationary period and certification by his/her supervisor of his/her qualifications for such status.

Each probationary employee may be subject to necessary personnel action (i.e. transfer, lay-off, dismissal and other personnel action) without prior notice and without the right to appeal. The probationary period consists of time actually worked and does not include time off for closing of schools, or time lost for any other reason.

#### **DURATION OF PROBATIONARY PERIOD**

The probationary period shall be six months in duration and may be extended for one three-month period. At the end of the probationary period, the employee must be granted permanent status or terminated.

#### **DISMISSAL AND DEMOTION DURING PROBATIONARY PERIOD**

At any time during the probationary period, an employee may be terminated for failure to perform satisfactorily, when his/her conduct is unsatisfactory, or when other conditions require such action.

A probationary employee who is found to have been appointed through fraud shall be terminated.

When it is desired to terminate a probationary employee, the request will be submitted to the Chief Human Resources Officer by the principal, department head or other appropriate authority setting forth the reasons for such action. The Chief Human Resources Officer will take the necessary action to effect the separation from service.

There shall be no right of appeal from the employee for any adverse action taken against the employee during the probationary period except on allegation of discrimination or illegal action.

#### **PROBATIONARY PERIOD REPORTS**

During the six months of service the principal/supervisor will submit to the Chief Human Resources Officer an Evaluation Form for Probationary Supporting Personnel rating the performance of the probationary employee and recommending whether the employee should be retained, terminated or have his/her probationary period extended for a period of three months. The employee will be notified in writing of the action taken.

## **PERFORMANCE EVALUATION**

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### **OBJECTIVE**

Employee performance and evaluation procedures are established for all Supporting Personnel. The objective of such performance evaluation is to promote open and candid, two-way communication between an employee and his/her work supervisor. A properly functioning evaluation system ensures that performance will be fairly appraised in relation to work requirements, and that the employee-supervisor relationship will be strengthened by the development of a work environment which provides for recognition of individual achievement.

## **THE EVALUATION PROCESS**

The heart of every performance appraisal program is the day-to-day communication between the employee and his/her work supervisor. It is this day-to-day relationship that keeps the employee informed on how he/she is doing in relation to objectives, helps him/her improve his/her performance and builds morale and team work. In addition, this daily exchange between the work supervisor and the employee enables the employee to be kept advised of work requirements and provides a fair opportunity for the employee to meet these requirements. The continual performance appraisal of the employee by his/her work supervisor is different from the performance rating. The performance rating is made at the close of a rating period. Performance appraisal is made on a continued basis while the performance is being rendered. If the work supervisor has provided for the continued appraisal of the employee through the day-to-day communication process, the quality of the performance rating will come as no surprise to the individual rated.

## **EVALUATING PERFORMANCE**

Permanent employees will be evaluated annually by June 30<sup>th</sup> of each fiscal school year. Employees can request a transfer to another work location at this time.

Evaluations shall be made by supervisory personnel as designated by the department head or school principal. The appropriate supervisor will participate in the required conference.

The evaluation form completed at the time of transfer will be completed in the same manner as the annual evaluation. However, when a recommendation is made that an individual not be granted an increment based on his/her performance of duty at the school or department he/she is leaving, a copy of such evaluation will be provided to the new work location in order that the necessary counseling may be initiated to assist the individual in qualifying for an increment.

## **SUPERVISORY NOTIFICATION**

All evaluation forms will be kept in the Oracle system.

If it is determined that a recommendation for removal or recommendation for denial of a pay increase may be made, the work supervisor shall inform the employee in writing and initiate counseling toward the goal of improving deficiencies, if this has not already been done. Notification and counseling must take place at least forty-five (45) days prior to June 30<sup>th</sup> of each year. If performance is not improved as required by the final evaluation date, the form will be completed and returned as required.

## **STEP INCREASE**

Employees who qualify will receive a one-step increase on the negotiated agreement data. The granting of these salary increments is based on the demonstration by the employee of an acceptable level of competence in the performance of his job. An employee is considered to have attained an acceptable level of competence only if his/her performance is adequate in the major aspects of his/her work. Standards must not only include the required quantity and quality of work, but also other essential elements of job performances such as personal qualifications and conduct which directly affect an employee's work.

Such certification will be noted on the employee's evaluation form and in Oracle. Notification will be sent to Payroll and Compensation Classification via Oracle. A final evaluation with a recommendation or decision to withhold a step increase must be discussed with the employee prior to forwarding the evaluation form to the Chief Human Resources Officer and loaded into Oracle.

### **REVIEW OF EVALUATIONS**

Within five (5) days from date of evaluation, an employee may request a conference with the person who conducts the evaluation and the next line official to discuss any comments with which there is disagreement. Any employee who continues to disagree with their evaluation may submit a rebuttal in writing which shall be forwarded to the Chief Human Resources Officer and made a part of the employee's personnel record.

An employee may appeal, within 10 days a determination to withhold a pay increase through the same channels as provided for a complaint as set forth under Complaints and Grievances.

## **TRAINING AND EMPLOYEE WELFARE**

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### **TRAINING**

It is the policy of the Board of Education to foster and to promote programs of training for employees which will serve to improve the quality of service rendered to the Prince George's County Public Schools and will assist employees in preparing for promotions.

### **EMPLOYEE WELFARE**

It is the policy of the Board of Education to promote, to the maximum extent feasible, the morale and welfare of its employees. It shall be the responsibility of the Chief Executive Officer of Schools to implement these policies and bring to the attention of the Board of Education actions necessary to better the working conditions and improve the morale of Prince George's County Public Schools employees.

## **DISCIPLINARY ACTION**

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### **POLICY**

The severity of disciplinary action shall be related to the gravity of the offense, the employee's record of past offenses, and his/her length of service. The following provisions shall govern disciplinary actions.

### **DISMISSALS**

A dismissal is the discharge for cause of a permanent employee who has successfully completed the probationary period. It is the most severe of penalties and shall be based on grave or repeated offenses. When the duty performance of a permanent employee is considered to be unsatisfactory he/she will be notified of his/her deficiencies in writing and warned that failure to correct these deficiencies and improve his/her

performance of duty may result in termination or other disciplinary action. Letters of warning will be issued for non-school based personnel, custodial personnel and food service personnel by the appropriate department or division head. Letters of warning for all other personnel will be issued by the Chief Human Resources Officer or upon recommendation of the principal, supervisor or other proper authority. A copy of each letter of warning will be provided to the Chief Human Resources Officer for inclusion in the personnel file.

If after receiving a letter of warning, an employee does not take immediate action to remedy his/her deficiencies and improve his/ her performance of duty, he/she may be terminated. Usually the employee will be notified at least three (3) days in advance of the proposed termination in order that he/she may have an opportunity to make a statement relative to the proposed termination.

No advance notice or prior letter of warning is required when circumstances indicate that immediate termination is warranted.

When it is deemed necessary to terminate an employee for disciplinary reasons, the request for termination should be submitted to the Chief Human Resources Officer by the principal, department head or other appropriate authority. Requests for termination should include the following:

- Reasons for termination;
- Desired date of termination;
- Statement as to whether individual has previously received letter of warning;
- Statement as to whether employee has been advised of proposed termination.

The Chief Human Resources Officer will review the request for termination and make a determination as to whether the employee should be terminated or whether other action should be taken. If the Chief Human Resources Officer determines that the employee is to be terminated, he/she will prepare the letter of termination and forward it to the appropriate authority for delivery. The letter of termination will be mailed to the employee when it is not feasible to deliver it to him/ her on the job.

## **RELIEF FROM DUTY**

When the exigencies of the situation indicate it to be necessary, an employee may be relieved from his/her duties by proper authority pending further action. All such instances will be reported immediately to the appropriate department head.

## **SUSPENSIONS**

Suspensions may be initiated for non-school based personnel, custodial personnel and food service personnel by the appropriate department or division head. Suspensions of all other personnel will be initiated by the Chief Human Resources Officer upon recommendation of the principal, supervisor or other proper authority.

When it is considered appropriate to suspend an individual for disciplinary purposes, he/she will be provided a notification of intent to suspend and the opportunity to reply before any suspension is initiated. An individual may be suspended for such time as is considered appropriate not exceeding two (2) weeks for any one offense. A written statement specifically setting forth reasons for each such suspension shall be furnished to the

affected employee. When circumstances warrant, an employee may be suspended without prior notification of intent to suspend.

If an employee's suspension is the result of a pending investigation or trial based on charges against him/her, the employee may use any earned annual leave. Thereafter, the employee will be placed on leave without pay until the matter is resolved and a decision is made concerning his/her suitability for continued employment.

### **REDUCTIONS IN PAY OR GRADE**

An employee may be reduced in pay and/or grade when such action is appropriate as a disciplinary measure. Such a recommendation shall be submitted by the appropriate authority to the Chief Human Resources Officer. The recommendation should include the following:

- Reasons for reduction in pay and/or grade;
- Recommended date for proposed action;
- Statement as to whether the employee has previously received a letter of warning;
- Statement as to whether the employee has been advised of the recommended disciplinary action.

The Chief Human Resources Officer will review the recommendation for the reduction in pay and /or grade. If such action appears warranted, the Chief Human Resources Officer will advise the employee of the intended action and give him/her an opportunity to reply before any disciplinary action is taken. If the employee does not provide a satisfactory reason within the time provided as to why the proposed disciplinary action should not take place, it will be carried out.

### **REASONS FOR DISCIPLINARY ACTION**

Listed below are some of the reasons which might warrant disciplinary action, but disciplinary action is not limited to the offenses listed:

- Incompetence or other similar unsatisfactory performance;
- Being convicted of a crime involving moral turpitude;
- Insubordination;
- Unauthorized absence;
- Excessive tardiness;
- Abuse or theft of Prince George's County Public Schools' property;
- Knowingly give false statements to supervisors or the public;
- Violation of administrative regulations or department rules;
- Being under the influence of alcoholic beverages or a controlled dangerous substance during the work day;
- Consumption or possession of alcoholic beverages or a controlled dangerous substance on Board of Education property, including Board vehicles, at any time;
- Any conduct which reflects unfavorably on the Prince George's County Public Schools as an employer;
- Membership in any organization which advocates the overthrow of the Government of the United States by force or violence;
- Acceptance of gratuities;

- Refusal to be examined by an authorized physician when so directed;
- Traffic violation(s) and vehicle accident(s);
- Loss of job requirements, such as loss of a necessary license, that prevents an employee from doing his/her job adequately.

## **APPEALS**

A permanent employee, who is disciplined as provided above, may within five (5) working days of notice of such action; address a written request for a hearing to the Chief Executive Officer. In the event of such a request, the Chief Executive Officer shall arrange for a hearing to be held not less than five (5) or more than thirty (30) working days after the receipt of the request. Employees may represent themselves or be represented by anyone they designate. Hearings shall be conducted in accordance with procedures established by the Chief Executive Officer.

The Chief Executive Officer may uphold the disciplinary action or determine that it was not well founded or too severe and direct that it be cancelled or modified. In the event that cancellation is ordered, the affected employee shall be paid in full for such portion of time as he/she was unjustly suspended, reduced in grade or pay or removed. In the event that the disciplinary action taken was removal or reduction in grade or pay, the affected employee shall be restored to his/her former position and pay status, or to a position in the same class and pay status. In the event that modification is ordered, the Chief Executive Officer's decision will include directives as to pay.

An employee may appeal the decision of the Chief Executive Officer to the Board of Education which may assign said matter to a Hearing Examiner of the Board. The request for such appeal must be made in writing within thirty (30) days of the receipt of the Chief Executive Officer's decision. The appeal shall be an appeal on the record established at the hearing before the Chief Executive Officer or his designee, although either party may present oral arguments in person or through counsel.

The affected employee shall be promptly notified in writing of the final determination with respect to the disciplinary action.

## **COMPLAINTS AND GRIEVANCES**

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### **DEFINITIONS**

A grievance is considered to be a complaint which involves matters that are alleged to be in violation of a negotiated agreement. If the immediate supervisor or authority at any other level deems the complaint to be an alleged violation of a provision of a negotiated agreement pursuant to which grievance procedures are established, the complaint shall be rejected as a matter of course. Such a complaint should be processed as provided for in the negotiated agreement. Complaints which do not allege a violation of a negotiated agreement may be processed as indicated below.

A complaint by an employee that he/she has been treated unfairly by an act or condition which is contrary to established policy or practice of the Prince George's County Public Schools, may be pursued through

administrative channels. The term “complaint” shall not apply to any matter as to which is otherwise provided for in these regulations. The development or modification of a salary schedule or classification plan is not a subject for complaint. Involuntary termination of an employee during the probationary period is not a matter for complaint.

Complaints which involve suspensions, demotions or dismissals shall be handled as set forth under Disciplinary Action/Appeals.

## **PROCEDURES**

An employee with a complaint must submit his/her complaint within ten (10) days of the alleged wrong. He/she should first attempt to solve the problem with his/her immediate supervisor. If the matter cannot be settled at this level, he/she should proceed through the channel of supervision and administration to the Chief Human Resources Officer. The channel of supervision for school based personnel includes the school principal.

An aggrieved employee who feels that a satisfactory solution to his/her problem has not or cannot be obtained at a lower level, may appeal to the Chief Executive Officer in writing. The Chief Executive Officer will take action on the complaint himself or will designate one or more individuals to investigate the complaint and report the findings to him. The Chief Executive Officer will review the findings and notify the employee of his decision in the matter in writing. The employee that desires assistance in setting forth his/her complaint in writing may obtain help from his/her own supervisor or the Chief Human Resources Officer.

An employee may be represented by an employee organization or such a person he/she may desire at the department head level and above.

An aggrieved employee may appeal the decision of the Chief Executive Officer to the Board of Education if he/she desires, provided such appeal is made within ten (10) days.

## **ANNIVERSARY DATE**

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Employees contained within a negotiating unit should refer to appropriate negotiated agreement.

### **HOW ESTABLISHED**

An employee’s anniversary date will be the first day of the month following the date of commencing work. This date shall remain as the anniversary date of the employee during the entire time he/she continuously works with the Prince George’s County Public Schools, except as adjusted for leaves of absence.

## HOURS OF WORK AND ATTENDANCE

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### **HOURS OF WORK**

Work hours for permanent personnel shall be as prescribed by the Chief Executive Officer in accordance with approved schedules. Work performed in excess of the normal work schedule must be approved in advance by proper authority.

### **ATTENDANCE**

Each department head or school principal shall be responsible for maintaining proper attendance records for all personnel under his/her supervision.

## Support Staff Evaluation Process

**O**n the following pages, is the Detailed Support Staff Evaluation Process.

## SUPPORT STAFF EVALUATION PROCESS

<b>Evaluation Procedures 2014-2015</b>
<b>Completing Support Staff Evaluations</b>
<p><b>STEP 1: SHARE PERFORMANCE EXPECTATIONS</b></p> <ul style="list-style-type: none"> <li>• Use job description for each employee (<b>Optional to use Job Description</b>)</li> </ul>
<p><b>STEP 2: FIRST PERFORMANCE FEEDBACK</b></p> <ul style="list-style-type: none"> <li>• Provide employee with written feedback on performance</li> </ul>
<p><b>STEP 3: MID-YEAR EVALUATION</b></p> <ul style="list-style-type: none"> <li>• Required for employees with performance issues</li> </ul>
<p><b>STEP 4: SECOND PERFORMANCE FEEDBACK</b></p> <ul style="list-style-type: none"> <li>• Provide employee written feedback on performance</li> </ul>
<p><b>STEP 5: FINAL EVALUATION</b></p> <ul style="list-style-type: none"> <li>• Required for all employees</li> </ul>

## Support Staff Interim and Final Evaluation

**O**n the following pages, you will see the Annual Evaluation Form to be used for Interim and Final Support Staff evaluations.

Prince George’s County Public Schools | Upper Marlboro, Maryland

## ANNUAL EVALUATION FORM FOR SUPPORTING PERSONNEL

Name	Grade and Step
Work Location	Annual Evaluation for Period Ending
Assignment Number	Required Submission Date

**INSTRUCTIONS -- Read Carefully.** Additional guidance on employee performance evaluation is contained in the [Regulations for Supporting Personnel.](#)

1. Employee performance evaluations serve to improve the work efficiency of the organization and to assist the employee in achieving success in his/her work. Every employee must be aware of the performance requirement of his/her position and work must be evaluated continually. This form provides a written evaluation of progress and a means of providing guidance for improvement.
2. Personnel employed in Federal Programs or in other temporary positions are not eligible for permanent status but are subject to the regulations pertaining to performance evaluation.
3. This evaluation form is to be completed by the work supervisor of the employee named above as designed by the department head or school principal. After this form has been completed by the work supervisor it will be reviewed by the principal or department head and forwarded to the Division of Human Resources for inclusion in the employee’s personnel folder. Do not submit prior to the required submission date.
4. If it is determined that a recommendation for denial of a pay increase may be made, the employee must be advised in writing at least forty-five (45) days prior to the date on which he/she can become eligible for a salary increment in order that he/she may have an opportunity to raise his/her performance to an acceptable level.

5. Complete the following:
  - A. Possesses and applies knowledge and skills necessary to job
  - B. Cooperates and works with others
  - C. Regular attendance and punctuality
  - D. Demonstrates initiative and interest in work
  - E. Effectiveness as a supervisor (if appropriate)

*Unsatisfactory	*Needs Improvement	Satisfactory

**\*UNSATISFACTORY OR NEEDS IMPROVEMENT** assessments for any item must be explained under “Comments”. Recommendation for denial of a pay increase documentation must be attached to this evaluation.

**OUTSTANDING PERFORMANCE** – When an individual’s work performance is considered to be at level well above standards set for a position, appropriate notation should be made under “Comments”.

6. This employee is  is not  recommended for a salary increment.
7. Comments (use additional sheet if more space is required.)

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Position of Evaluator		Signature of Evaluator	Date
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Employee Signature	Date	Approved by Department Head	Date
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(Signature does not indicate concurrence with evaluation)

DISTRIBUTION: Original completed copy to the Division of Human Resources Personnel Records Management Office.

Please copy from original evaluation and submit one completed copy to be retained by Principal/Supervisor and one completed copy to Employee being evaluated.

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## **SY 2015 – 2016 Support Staff Evaluation Pilot Tool**

**O**n the following pages, you will see the SY2015–2016 Support Staff Evaluation Pilot Tool that will be used by staff that will participate in the pilot.

**Prince George’s County Public Schools Secretarial Support Staff Evaluation Pilot Tool**

<b>STANDARD 1: WORK QUALITY AND JOB PERFORMANCE</b>			
<b>Indicators:</b>			
<ul style="list-style-type: none"> <li>a. Completes assigned tasks accurately, independently and on time.</li> <li>b. Adjusts and accepts change in job duties and responsibilities.</li> <li>c. Prioritizes, organizes and executes work assignments efficiently and effectively.</li> <li>d. Exercises discretion and confidentiality.</li> </ul>			
Comments:			
<b>Unsatisfactory</b>	<b>Basic</b>	<b>Proficient</b>	<b>Distinguished</b>
Work quality is inefficient and performance does not lead to the desired results.	Work quality is evident and inconsistent with performance yielding minimal desired results.	Work quality is consistent and efficient and performance leads to desired results.	Work quality and job performance is efficient and consistent and exceeds desired results.
<b>STANDARD 2: COMMUNICATION AND INTERPERSONAL SKILLS</b>			
<b>Indicators:</b>			
<ul style="list-style-type: none"> <li>a. Understands and conveys detailed information clearly and effectively.</li> <li>b. Communicates in a polite, tactful and courteous manner.</li> <li>c. Demonstrates effective listening skills.</li> <li>d. Engages with colleagues in a professional and respectful manner.</li> </ul>			
Comments:			
<b>Unsatisfactory</b>	<b>Basic</b>	<b>Proficient</b>	<b>Distinguished</b>
Appropriate communication and interpersonal skills, respect and/or rapport with all stakeholders are not evident.	Appropriate communication and interpersonal skills, respect and/or rapport with all stakeholders are minimally evident.	Appropriate communication and interpersonal skills, respect and/or rapport with all stakeholders are evident.	Appropriate communication and interpersonal skills, respect and/or rapport with all stakeholders are consistently evident creating a supportive school/office culture.
<b>STANDARD 3: CONTRIBUTION TO MISSION, GOALS AND OBJECTIVES OF THE ORGANIZATION</b>			
<b>Indicators:</b>			
<ul style="list-style-type: none"> <li>a. Supports, demonstrates and acts upon the mission, vision, goals and objectives of the system.</li> <li>b. Executes and complies with policies, procedures and protocols of the system.</li> <li>c. Demonstrates initiative in developing new and improved ideas and procedures that contributes to the department or organization as a whole.</li> </ul>			
Comments:			

Unsatisfactory	Basic	Proficient	Distinguished
Employee does not demonstrate commitment to PGCPS initiatives.	Employee minimally demonstrates commitment to PGCPS initiatives.	Employee demonstrates commitment to PGCPS initiatives.	Employee demonstrates extraordinary commitment to PGCPS initiatives with limited direction or supervision.
<b>STANDARD 4: KNOWLEDGE OF JOB AND REQUIRED SKILLS</b>			
<b>Indicators:</b>			
<ul style="list-style-type: none"> <li>a. Executes job tasks and assignments in an effective and efficient manner.</li> <li>b. Understands job responsibilities.</li> <li>c. Demonstrates knowledge of job related procedures.</li> <li>d. Performs job related responsibilities and assignments.</li> <li>e. Effectively supports the team in completing assigned tasks.</li> <li>f. Demonstrates effective time management and prioritization skills that enhance the functioning of the organization and division.</li> </ul>			
Comments:			
Unsatisfactory	Basic	Proficient	Distinguished
Employee displays minimal or insufficient knowledge and understanding of job-related procedures and skills.	Employee’s knowledge represents some understanding of job-related procedures and skills.	Employee exhibits accurate and current knowledge and understanding of job-related procedures and skills.	Employee exhibits extensive knowledge and understanding of job-related procedures and skills, and continues to seek opportunities for professional growth and development.
<b>STANDARD 5: USE OF GOOD JUDGMENT AND DECISION-MAKING</b>			
<b>Indicators:</b>			
<ul style="list-style-type: none"> <li>a. Effectively uses time, materials and resources.</li> <li>b. Demonstrates appropriate judgment and utilizes effective decision-making.</li> <li>c. Solves problems creatively and effectively.</li> <li>d. Demonstrates initiative as a proactive and independent worker.</li> </ul>			
Comments:			
Unsatisfactory	Basic	Proficient	Distinguished
Appropriate use of judgment, decision making, problem solving, and effective use of time, materials and resources is not evident.	Appropriate use of judgment, decision making, problem solving and effective use of time, materials and resources is minimally evident.	Appropriate use of judgment, decision making, problem solving and effective use of time, materials and resources is consistently evident.	Appropriate use of judgment, decision making, problem solving and effective use of time, materials and resources is seamless resulting in effective and efficient operations.

<b>STANDARD 6: USE OF TECHNOLOGY</b>			
<b>Indicators:</b>			
<ul style="list-style-type: none"> <li><b>a. Demonstrates proficiency in multiple technology uses.</b></li> <li><b>b. Competent in use of multiple software applications.</b></li> <li><b>c. Actively seeks ways to integrate technology into professional tasks.</b></li> </ul>			
Comments:			
<b>Unsatisfactory</b>	<b>Basic</b>	<b>Proficient</b>	<b>Distinguished</b>
Effective and efficient use of technology is not evident.	Effective and efficient use of technology is minimally evident.	Effective and efficient use of technology is consistently evident.	Demonstrates proficient and exceptional skills in multiple technology uses and software applications.
<b>STANDARD 7: PHYSICAL WORK ENVIRONMENT AND SAFETY</b>			
<b>Indicators:</b>			
<ul style="list-style-type: none"> <li><b>a. Creates an inviting and attractive environment.</b></li> <li><b>b. Anticipates needs for office and/or supplies within the work site.</b></li> <li><b>c. Dresses professionally for job responsibilities.</b></li> <li><b>d. Work area is always clean and organized.</b></li> </ul>			
Comments:			
<b>Unsatisfactory</b>	<b>Basic</b>	<b>Proficient</b>	<b>Distinguished</b>
Maintaining a positive productive work environment and professional appearance is not evident.	Maintaining a positive productive work environment and professional appearance is minimally evident.	Maintaining a positive productive work environment and professional appearance is consistently evident.	An outstanding, positive productive work environment and professional appearance is evident.
<b>STANDARD 8: ATTENDANCE AND PUNCTUALITY</b>			
<b>Indicators:</b>			
<ul style="list-style-type: none"> <li><b>a. Arrives to work on time.</b></li> <li><b>b. Follows PGCPS policy/procedures for reporting absences.</b></li> </ul>			
Comments:			
<b>Unsatisfactory</b>	<b>Basic</b>	<b>Proficient</b>	<b>Distinguished</b>
Employee does not follow absence policies.	Employee periodically follows absence policies.	Employee consistently follows absence policies.	Employee always follows absence policies.

Overall Rating:

Overall Comments:

_____ Position of Evaluator	_____ Signature of Evaluator	_____ Date
_____ Employee Signature	_____ Approved by Department Head	_____ Date

(Signature does not indicate concurrence with evaluation)

**Prince George’s County Public Schools Transportation Support Staff Evaluation Pilot Tool**

<b>STANDARD 1: SAFETY</b>			
<b>Indicators:</b>			
<ul style="list-style-type: none"> <li>a. Accident History</li> <li>b. Proper attire and footwear</li> <li>c. Student management</li> <li>d. Completion of Pre/Post-trip Inspections</li> <li>e. Operates bus safely and follows traffic laws including non-use of personal electronic devices-PED (e.g. cell phones, ear plugs, blue tooth devices)</li> <li>f. Maintains good driving record</li> <li>g. Attends safety meetings as required</li> </ul>			
Comments:			
<b>Unsatisfactory</b>	<b>Basic</b>	<b>Proficient</b>	<b>Distinguished</b>
The employee shows little or no evidence of safe work practices.	The employee shows a basic understanding of safety, but safe work practices are not always applied.	The employee is safety cautious and demonstrates safe work practices on a consistent basis.	The employee demonstrates exceptional safe work practices on a consistent basis with limited supervision and is accident free.
<b>STANDARD 2: DEPENDABILITY</b>			
<b>Indicators:</b>			
<ul style="list-style-type: none"> <li>a. Attendance</li> <li>b. Punctuality/Tardiness</li> </ul>			
Comments:			
<b>Unsatisfactory</b>	<b>Basic</b>	<b>Proficient</b>	<b>Distinguished</b>
The employee does not follow leave policies.	The employee usually follows leave policies.	The employee consistently follows all leave policies when requesting leave.	The employee always follows all leave policies when requesting leave.
<b>STANDARD 3: PROFESSIONAL RELATIONSHIPS</b>			
<b>Indicators:</b>			
<ul style="list-style-type: none"> <li>a. Cooperates and works with others</li> <li>b. Uses appropriate language</li> <li>c. Handles stressful situations</li> <li>d. Professional response to feedback</li> </ul>			

Comments:			
Unsatisfactory	Basic	Proficient	Distinguished
The employee communicates and responds in a negative manner and/or uses inappropriate language and escalates stressful situations.	The employee communicates and responds positively most of the time and/or rarely uses inappropriate language and rarely escalates stressful situations.	The employee communicates and responds appropriately and/or does not use inappropriate language and generally works through stressful situations calmly and professionally.	The employee solicits feedback from stakeholders building positive relationships and/or never uses inappropriate language and always works through stressful situations calmly and professionally.
<b>STANDARD 4: CUSTOMER SERVICE</b>			
<b>Indicators:</b>			
<ul style="list-style-type: none"> <li>a. Demonstrates a positive public image</li> <li>b. Pleasantly responsive to inquiries and requests</li> <li>c. Maintains public trust and confidentiality</li> </ul>			
Comments:			
Unsatisfactory	Basic	Proficient	Distinguished
The employee demonstrates a negative public image and is unpleasant when responding to inquiries or requests resulting in a lack of trust by public stakeholders.	The employee somewhat displays a negative public image and is generally unpleasant when responding to inquiries or requests resulting in a lack of trust by public stakeholders.	The employee consistently displays a positive public image and is consistently pleasant resulting in trust by public stakeholders.	The employee demonstrates a positive, professional public image and is always pleasant when responding to inquiries or requests and is trusted completely by public stakeholders.
<b>STANDARD 5: JOB SKILLS</b>			
<b>Indicators:</b>			
<ul style="list-style-type: none"> <li>a. Performs routes/trips per protocols and instructions</li> <li>b. Submits paper-work in an accurate and timely manner</li> <li>c. Keeps vehicle and equipment clean</li> <li>d. Satisfactory Ride-Along Observation</li> <li>e. Judgment</li> </ul>			
Comments:			

Unsatisfactory	Basic	Proficient	Distinguished
Does not fulfill the duties and tasks of a bus driver.	Minimally fulfills the duties and tasks of a bus driver.	Consistently fulfills the duties and tasks of a bus driver.	Fulfills all duties and tasks of a bus driver with limited supervision or direction.
<b>STANDARD 6: EFFECTIVENESS IN LEADERSHIP ROLE (IF APPLICABLE)</b>			
<b>Indicators:</b>			
<b>a. Performs required daily or periodic reviews of reporting staff</b> <b>b. Provides timely feedback</b>			
Comments:			
Unsatisfactory	Basic	Proficient	Distinguished
The employee does not have a plan to address the daily operations of the bus lot.	The employee has a plan that addresses the daily operations of the bus lot.	The employee develops an effective plan to ensure that all operations of the bus lot are fulfilled. The employee communicates and provides timely feedback.	The employee develops an effective plan to ensure that all operations of the bus lot are fulfilled. The employee communicates and provides timely feedback resulting in a high-performing work-force.

Overall Rating:

Overall Comments:

Position of Evaluator	Signature of Evaluator	Date
Employee Signature	Date	Approved by Department Head
		Date

(Signature does not indicate concurrence with evaluation)

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Dr. Kevin M. Maxwell  
Chief Executive Officer

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