

**Wilson Area School District**  
**Superintendent Performance Appraisal Guidelines**  
**And Compensation Plan**

**Appraisal Purposes:**

This instrument is designed to measure the effectiveness of the Superintendent of Schools in the Wilson Area School District. This evaluation process will help to: identify and recognize quality work, promote and assist professional growth, and facilitate exchange of ideas and communication between the Superintendent and the Board of School Directors.

**Overview:**

The evaluation of the superintendent will be a two-stage process. In the first stage the superintendent will be evaluated on the performance of those tasks specifically designated by his/her job description. This rating will constitute 75 percent of the final evaluation.

The remaining 25 percent will be determined by his/her performance in a predetermined set of Individual Administrative Objectives (IAOs) above and beyond the regular and expected tasks as listed in the job description.

The combination of these two ratings will be used annually as guidelines to determine the salary increase for the superintendent unless otherwise stipulated by contract.

The board of school directors will evaluate the superintendent in its entirety, rather than by a committee of the board. The results of the evaluation will be discussed with the superintendent, in January and in July.

- I. Job Description Performance Criteria
  - A. The job description of the superintendent will accurately and comprehensively reflect normal expectations in the day-to-day operations of his/her job.
  - B. The superintendent will meet with the board yearly in June to review and update the job description.
  - C. The performance level of each task in the job description will be evaluated according to the following scale.

5 – Superior

Performance, which is recognized as exemplary from several perspectives, and establishes new higher standards of achievement. It is the result of specific effort and is documentable.

4 - Above Average

Performance which exceeds the normal, usual and routine levels, is fairly consistent and documentable.

3 - Average

Performance at the normal, usual and routine level that is expected of a competent administrator/manager.

2 - Below Average

Performance that is less than the normal, usual and routine levels that is expected of a competent administrator/manager. Such performance has been brought to the attention of one's immediate supervisor (in this case, the board). Response to such has been given in terms of prescription, direction, and other various correctives to deal with problem areas.

1 - Needs Improvement

Performance that must be corrected or improved in order to maintain a satisfactory rating. Such performance typically manifests a serious flaw in competency/judgment/management style. Problems have required action at other administrative levels.

0 - Unsatisfactory

When the average rating for a job description performance category falls below "1" (Needs Improvement), that rating will be deemed as Unsatisfactory, and may, under certain conditions and at the discretion of the board, become the sole basis for a comprehensive rating of unsatisfactory performance, notwithstanding other categorical ratings or IAO performance.

- D. The final rating for the superintendent's Job Description Performance (JDP) will be determined by averaging the individual task numerical ratings to the nearest tenth. This rating will constitute 75 percent of the superintendent's total yearly summative evaluation.

II. Individual Administrative Objectives

- A. The superintendent, in cooperation with the board, will yearly develop a group of 3 to 5 Individual Administrative Objectives (IAOs).
- B. IAOs must be separate and distinct from the administrative tasks as listed in the superintendent's job description.
- C. Performance on the IAOs will be reviewed annually by the board. The board will evaluate IAOs using the following criteria:

<u>Scope</u>	To what extent did the IAOs involve a major segment of the school/district programs or personnel?
<u>Complexity</u>	To what extent did the IAOs require development of a detailed management plan with major tasks, completion dates, and people responsible for tasks?
<u>Anticipated Impact</u>	What is the degree of impact on major segments of school/district personnel or programs?
<u>Completion Criteria</u>	To what degree have proposed tasks or activities been completed?  To what degree has the anticipated impact of the IAO become a reality?

Using these criteria the board will rate the IAO's of the superintendent according to the following scale:

- 5 – Superior
- 4 – Above Average
- 3 – Average
- 2 – Below Average
- 1 – Needs Improvement
- 0 – Unsatisfactory

- E. An average IAO rating for the superintendent will be determined through dividing total points acquired by objectives attempted. The superintendent's average IAO rating shall constitute 25 percent of his/her overall yearly evaluation.

### III. Composite Annual Evaluation Determination

- A. The superintendent's annual composite evaluation will be determined by

Multiplying his/her average Job Description Performance Rating by three (3), adding the average of his/her Individual Administrative Objectives Rating, and dividing by four (4).

For example, if the average Job Description Performance Rating was 3.4 and the Individual Administrative Objective Rating was 3.8, his/her composite would be determined in the following manner:

$$\text{JDP Rating} - 3.4 \times 3 = 10.2$$

$$+\text{IAO Rating} - 3.6 \times 1 = 3.6$$

$$\text{Sum} \quad 13.8$$

$$13.8 \text{ divided by } 4 = 3.45 = 3.5$$

(all computations to the nearest tenth)

- B. Conversion scale -- using Exhibit 1, the superintendent's composite score is converted into a percentage of salary increase. Only above average or better performance will result in a salary increase. The board of school directors sets the conversion scale yearly.

#### IV. Evaluation Schedule Guidelines

- A. June: Job descriptions for the following year are reviewed and updated.
- B. January: The board meets with the superintendent to discuss mid-year progress on IAOs and to communicate a mid-year formative evaluation report on job description performance.
- C. April/May: The superintendent submits a year-end status report of IAOs to the board and completes a self-evaluation.
- D. April/May: The board reviews the superintendent's IAOs in cooperation with him/her, and sets the conversion scale.
- E. May/June: Summative composite ratings (JDP & IAO) and salary increases are calculated, discussed with the superintendent, and approved by the school board.

#### V. Compensation Plan

- A. The school board will annually review the superintendent's job description in determining base (minimum) salary. The following factors will be considered in making such determinations:

1. Knowledge required – includes formal education, special training, and experience.
2. Supervisory responsibility – includes number of people supervised, complexity, and scope.
3. Accountability – includes immediate and long-range planning, freedom to act, execution of duties, and effects of job on end results.
4. Relationship with others – includes contact with the public, the students, the professional staff, and other Management Team members.
5. Financial responsibility – includes development and control of budget and effects of error.
6. Physical plant responsibility – includes layout, maintenance, and house-keeping.
7. Leadership responsibility – includes initiative, stability, judgment, motivating, and directing others.
8. Communications responsibility – includes public and private information.
9. Job conditions – includes physical, mental and coordinative efforts, time spent on the job, problem-solving, and decision-making.
10. Organizational responsibilities – includes selection, training, and assignment of personnel.
11. Salaries of comparable positions in I.U. 20 or other nearby districts.

The minimum salary for the superintendent is established by the school board and adjusted as necessary due to changes in area cost-of-living conditions, job turnover or competitive salaries, changes in responsibility value, or other reasons as applicable.

- B. The maximum salary of each position is computed by multiplying the base salary by 1.25. The superintendent's salary may not under ordinary circumstances exceed the maximum salary established for that position, regardless of job performance or years of service to the district.

**Exhibit J**

	10%			20%			40%			20%			10%		
	10	20	30	40	50	60	70	80	90	100					
5 pt. Scale	0 - .5	.5 - 1	1 - 1.5	1.5 - 2	2 - 2.5	2.5 - 2.9	3 - 3.4	3.5 - 4	4 - 4.5	4.5 - 5					
Salary Inc. %	0	0	0	Equivalent to Teacher Salary Increase				+ .5%	+ .5%	+ 1.0%					

0 – Unsatisfactory

1 – Needs Improvement

2 – Below Average

3 – Average

4 – Above Average

5 – Superior