

WARREN COUNTY SCHOOL DISTRICT

ADMINISTRATOR EVALUATION

AND

COMPENSATION PLAN

FOR

July 1, 20~~08~~10-June 30, 20~~10~~12

ACT 93 ADMINISTRATORS/NON-CERTIFICATED

BOARD APPROVED: _____

I. DEFINITION

The terms of this plan shall apply to members of the administrative team defined within the provisions of Act 93, Section 1164 of Article XI of the School Code, who are non-certificated.

II. ADMINISTRATOR EVALUATION

A. General and Specific Purposes

Proper administration of the schools is vital to a successful educational program. The general purpose of the district's administration should be to coordinate and supervise, under the policies of the Board, the creation and operation of an environment in which students learn most effectively. Administrator duties and functions should be appraised in terms of the contribution made to improving instruction and learning. To this end the school board must, in concert with the superintendent, endeavor to create and sustain a professional climate that calls forth and uses the full creative capacities of all administrators. Such a climate calls for common understanding among, mutual respect for and confidence in all members of the leadership team. Thus, when the objective of the school board is to optimize student learning opportunities in an environment which is open, trusting and caring, the evaluation of administrators is a process designed to promote and nurture individual and collective growth.

Specifically, the implementation of a planned program of administrator evaluation should seek to:

1. improve administrator performance;
2. document the evaluation of administrator performance in relationship to general administrator tasks;
3. measure the effectiveness of administrator leadership;
4. assess the compatibility of administrator objectives and district goals;
5. establish a base for planned growth; and
6. provide information to enable informed decisions to be made regarding contract renewal and compensation.

B. Procedures

Each administrator will participate in two evaluation sessions annually. The first, to be held on or about January 15th, will be conducted orally but notes of the session should be retained. On or about May 15 a more formal, written evaluation conference will be held.

The following process will be utilized:

<u>Appraiser</u>	<u>Appraisee</u>
Superintendent	Directors
Applicable Directors	Supervisors Managers Coordinators

In each case above the Appraiser may seek input from other administrators who may have a reliable basis from which to provide observations or information generally not available to the Appraiser.

C. Goal Development

All administrators shall develop goals annually. Goals developed by building principals shall be school building goals cooperatively developed with building staff and which, in the judgment of the building administrators and staff, identify legitimate and substantial needs in the building and which promise to improve the learning environment or opportunities for students.

Goals developed by personnel covered by Act 93 other than building principals or assistant principals shall reflect a unique and substantial relationship to other goal emphases in the district. One could serve as a resource for school building goals in one or more buildings, provide leadership in some area identified as a school district goal, or engage in some activity identified as a departmental priority.

In general, goals should:

1. be developed in May for the following year and finalized by October 1st;
2. be based on the parameters described above;

3. be cooperatively developed;
4. be substantive enough to provide a challenge without seriously limiting the ability to carry out the regular job description. This can be done with from one to three specific goals depending on their complexity; and
5. be acceptable to the superintendent or designee and be monitored at least once during the course of the year – probably December or January.

D. Evaluation Categories

Administrator performance shall be evaluated according to the following definitions:

Exceeds Expectations - Results show achievements which contributed to the district's mission beyond the primary work objectives.

Meets Expectations - Results show attainment of primary work objectives.

Needs Some Improvement - Results in one or more Administrator Task areas are below expectations and some performance improvement is indicated.

Needs Major Improvement - Results in more than two Administrator Task areas show deficiencies which seriously interfere with the attainment of primary work objectives.

The above definitions shall be used to evaluate performance in the seven areas of responsibility shown below:

1. Programs
2. Certificated and Non-Certificated Staff
3. Student and Other Clients
4. Finance and Business
5. School and Community
6. School Plant/Facilities/Equipment

7. Professional Growth

In each of the above areas Responsibility Descriptors have been developed for use in communicating expectations and assessing administrator performance. Responsibility factors are shown in Appendix A.

D.1. Re-Evaluation

Employees under this Plan who receive an evaluation of 'Needs Some Improvement' or 'Needs Major Improvement' in any area of the evaluation will be re-evaluated on or about 90 days from the original date of evaluation. The purpose of this re-evaluation is to provide feedback to the employee on their performance improvement.

III. SALARY RANGE DEVELOPMENT AND ADJUSTMENT

~~Initial s~~Salary ranges shall be approved by the School Board. The Board will consider adjusting these ranges at the conclusion of ~~the current each~~ contract.

Annual salary increases for the years of this Agreement (July 1, 2010 through June 30, 2012) for each administrator will be 3.5%.

IV. PLACEMENT ON AND MOVEMENT THROUGH THE SALARY RANGE

Placement on the salary range and movement through it shall be governed by ~~the following statements:~~

a.A. ~~ACT 93 Members will be~~Administrators who will be covered by this Agreement are initially assigned a level ~~in the first year of this agreement (2008-2010)Initial level will be determined~~ based upon the following factors:

1. ~~A 1~~—Date of hire and experience as an A administrator
2. Assignment/duties employed to perform
3. Qualifications
4. The Superintendent may recommend a level where a new hire for an administrator position be placed that meets the administrative needs of the District. The Board reserves the

right to have flexibility in assigning and/or changing the initial level before the individual is employed.

B. In each subsequent year, each ~~ACT 93 Member administrator~~ will continue at the same level until expiration of the agreement.

C. 2.—The ~~salary range level placement~~ for ~~new employees and/or~~ current employees under this contract moving to a new position will be established by the ~~b~~Board with administration input.

D. 3.—If an administrator covered by this plan obtains a higher degree (approval by ~~s~~Superintendent and immediate supervisor required) during the term of this Agreement, they will move diagonally (to the next level) in the following contract year.

E. 4.—If an administrator has 30+ years in ~~WCSD~~the District or are off the pay scale, they will be placed at level U, and receive the base % increase.

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<u>LEVEL INCREMENT--></u>	1,000.00	BASE YEAR					
<u>INCREASE--></u>	3.50%	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<u>LEVEL</u>							
<u>NON CERTIFICATED ADMINISTRATORS</u>							
A		45,500	47,093	48,741	50,447	52,212	54,040
B		46,500	48,128	49,812	51,555	53,360	55,227
C		47,500	49,163	50,883	52,664	54,507	56,415
D		48,500	50,198	51,954	53,773	55,655	57,603
E		49,500	51,233	53,026	54,882	56,802	58,790
F		50,500	52,268	54,097	55,990	57,950	59,978
G		51,500	53,303	55,168	57,099	59,097	61,166
H		52,500	54,338	56,239	58,208	60,245	62,354
I		53,500	55,373	57,311	59,316	61,392	63,541
J		54,500	56,408	58,382	60,425	62,540	64,729
K		55,500	57,443	59,453	61,534	63,688	65,917
L		56,500	58,478	60,524	62,643	64,835	67,104
M		57,500	59,513	61,595	63,751	65,983	68,292
N		58,500	60,548	62,667	64,860	67,130	69,480
O		59,500	61,583	63,738	65,969	68,278	70,667
P		60,500	62,618	64,809	67,077	69,425	71,855
Q		61,500	63,653	65,880	68,186	70,573	73,043
R		62,500	64,688	66,952	69,295	71,720	74,230
S		63,500	65,723	68,023	70,404	72,868	75,418
T		64,500	66,758	69,094	71,512	74,015	76,606
U							

3.5%

~~5.—The Superintendent of Schools may recommend for hire an individual for any administrative position and recommend a level at which he/she would be placed that meets the administrative needs of the district. The Board reserves the right to have flexibility in assigning and/or changing the initial level.~~

V. EVALUATION TOOLS

The following tools will be used in the evaluation process:

A. Administrator Evaluation Report

In Appendix B the administrator Evaluation Report cover sheet is shown. It shall summarize the result of the evaluation.

In addition to it, the following should be attached in outline or narrative form:

1. In areas where the employee has exceeded district expectations, specific supporting examples and comments must be cited.
2. If “NEEDS SOME IMPROVEMENT” or “NEEDS MAJOR IMPROVEMENT” are checked, then specific supporting examples and comments are required.
3. Describe those aspects of an individual’s work performance which most contribute to or detract from his/her effectiveness.
4. Comment on any pertinent actions and/or discussions which occurred with this employee during the course of the year.
5. Identify specific, prescribed steps to be taken to improve performance. These may result from checking “needs some improvement” or “NEEDS MAJOR IMPROVEMENT” as well as from other observed areas where growth would be helpful and/or challenging.
6. Comment on other pertinent aspects or changes that would benefit the district and/or the individual.
7. Identify present and potential goals for growth.

B. Administrator Activity Review

In Appendix C the Administrator Activity Review is shown. It is to be completed annually by each administrator. However, completion of page two is optional.

The purpose of the Review is to:

1. Document your professional activities for your supervisors.
2. Identify leadership roles you presently fill at the building or district levels.
3. Share growth opportunities in which you have been a participant during the year.
4. Provide some insight into factors which have promoted or inhibited your growth during the year.

VI. FRINGE BENEFITS

A. Group Health Benefits

1. The District will make available to administrators a Preferred Provider Organization Plan for health insurance.
2. Employees will contribute, through payroll deductions, the following toward the cost of monthly premiums:

Individual Rate -	\$18.22
Parent/Child Rate -	\$41.96
Parent/Children Rate -	\$43.92
Husband/Wife Rate -	\$50.10
Family Rate -	\$52.06

3. If the premium for the health insurance benefit provided by this Section shall increase on or after July 1, 20~~08~~10 in excess of 15% in a year, the amount that exceeds 15% will be shared equally by the District and the administrator.
4. Whenever changes are made in the health insurance provided to professional employees, whether in benefits provided or employee contribution required, the same changes will be applicable to employees covered by this Agreement.

B. Dental Insurance

1. The District shall provide to administrators the basic dental program. The District shall pay the full cost of such insurance coverage unless there are increases on or after July 1, 20~~08~~10.
2. If the premium for the dental insurance benefit provided by this Section shall increase on or after July 1, 20~~08~~10 in excess of 15% in a year, the amount that exceeds 15% will be shared equally by the District and the administrator.
3. Whenever changes are made in the dental insurance provided to professional employees, whether in benefits provided or employee contribution required, the same changes will be applicable to employees covered by this Agreement.

C. Life Insurance

One hundred percent (100%) of the premium for a \$100,000 term life insurance per the policy plan will be paid by the Board for the life of this agreement. The Act 93 group member has the option to purchase additional insurance, per the policy plan, to a maximum of \$50,000 at his or her cost.

Coverage and benefits of the District plan are more fully explained in the Employee Group Benefits booklet.

D. Vacation (for 260 day administrators)

Years of Service (in PSERS and/or another state retirement system)	Vacation Days
1 – 10	20 days
11 – 24	25 days
25 and over	30 days

Up to five vacation days may be rolled over into the next year. Any other unused days will be paid at the per diem rate of the year they were to be used.

Unused vacation days will be paid at retirement at the per diem rate. However, in the event an administrator retires after July 1, vacation will be prorated.

E. Sick Leave

1. Thirteen (13) days for 260 day administrators and eleven (11) days for 220 day administrators.

F. Holidays

1. For 260 day administrators:

New Year's Day	Day Following Thanksgiving
Good Friday	First Day of Antlered Deer Season
Memorial Day	First Day of Doe Season*
July 3	*(subject to change)
July 4	Day Before Christmas
<u>July 5</u>	
Labor Day	Christmas
Thanksgiving Day	Day After Christmas

G. Personal Days

1. Personal days for administrative personnel are three (3) days per year, with a maximum accumulation of five (5) days per year.

H. Retirement

1. Participation in The Pennsylvania State Employees Retirement System.
 - a. Administrators of the District who have served at least ten (10) consecutive years in the District shall upon retirement receive a salary payment equal to the product of \$50.00 times the number of unused accumulated sick days credited to the employee's record.
 - b. Effective July 1, 2009, Administrators who have at least ten (10) years of service in the District, including the last three (3) immediately prior to retirement, shall receive a special salary increment of \$1,500.00 during the final semester of employment prior to retirement, if the Administrator submits, in writing, an irrevocable retirement notice 90 days prior to retirement date. If illness requires retirement, consideration shall be given to payment of the special increment on the basis of the facts in the

individual case, as determined by the District administration.

- c. Administrators who retire from the District shall be entitled to continue to participate in group insurance plan of the District under the following options:

Definitions: Total Premium Amounts = Board Share + Employee Share
Board Share = Total Premium Amount – Employee Share
Years of Service = PSERS and/or other State Retirement System

OPTION 1 – AGE 58, 20 YRS SERVICE, 10 CONSECUTIVE (USE SICK DAYS)

- Any Administrator who retires from the District and is 58 years old with twenty (20) years of service, at least ten (10) consecutive years of which are in the District, (is entitled to fifty dollars for each unused sick day) may elect to use all or part of such accumulated sick leave to cover medical insurance until he/she attains the age of Medicare eligibility (currently age 65). The retiree will receive their sick day entitlement check from the District. The District will then take the net amount from this entitlement check and divide the net amount by the number of sick days the retiree received. This amount will be what the employee owes for **each** sick day to the District. They may use their sick days on the basis of the following formula:

For example, if the employee who is retiring is entitled to \$5,000 for accumulating 100 sick days, the net amount he would receive would be \$3,500. (Note: This is only an illustration). This would be the equivalent of \$35 per sick day. If the employee was retiring with 29 years of service within the District and was seeking individual coverage, he would owe the District \$70 per month for that type of coverage. However, the employee also would owe the District an additional \$30 per month since the current PSERS subsidy is \$100 per month.

10-14 years service within the District	4 days per month - Individual
	6 days per month – Emp./Spouse
	8 days per month - Family

15-24 years service within the District	3 days per month - Individual
	5 days per month – Emp./Spouse
	6 days per month - Family

24-29 years service within the District	2 days per month - Individual
	3 days per month - Emp./Spouse
	4 days per month - Family

30+ years service within the District	1 days per month - Individual
	2 days per month - Two-Party +

The employee will be responsible for the net amount paid to the District as described above. However, in no event, will the amount owed to the District be less than the subsidy a retired employee is to receive from PSERS (premium assistance), which is subject to change. Any difference between the monthly net amount paid for sick days and the premium assistance subsidy available to the retiree must be paid one month in advance.

- If an employee elects to use their sick days for medical insurance and do not have enough days to get them to the age of Medicare eligibility, they will be responsible to pay the entire cost of the monthly premium for the additional years if they choose to stay on Warren County School District insurance.

OPTION 2 - AGE 58 20 YRS SERVICE, 10 CONSECUTIVE (NO SICK DAYS)

For employees who retire from the District at the age of 58 or older with twenty (20) years of service, at least ten (10) consecutive years of which are in the District, the Board will pay toward their medical insurance from the time of the employee's retirement until such employee shall attain age of Medicare eligibility an amount equal to the rate which was in effect on the date of retirement. In the event of future premium increases, the retiree will be required to pay the difference between the Board's share rate in effect on the retiree's retirement date and the new premium effective each renewal year.

For example, if a teacher retires and applies for coverage for him/herself and his/her spouse (Employee/Spouse), and the cost of that coverage is \$900 per month, the Board is responsible for paying \$900 per month until the employee attains the age of Medicare eligibility. The employee is responsible for paying the employee's contribution (currently \$50.10 per month), which is subject to change, and any increases in the monthly cost of coverage over the \$900 which is the Board's share.

The employee will be responsible for the sum of the employee contribution toward premium (subject to change) and increases to the total cost of health care premium following employees retirement. However in no event will the payment be less than the subsidy for such benefit a retired employee is eligible to receive from PSERS (premium assistance).

OPTION 3 - SUPERANNUATION

- Administrators who retire from the District on normal superannuation (currently, the member must be age 62 with at least one year of credited service; or, the member must be age 60 with 30 or more years of credited service; or, the member must have 35 years of credited service regardless of age) retiree shall be entitled to continue to participate in group health and dental plans of the District listed, until they attain age of Medicare eligibility by making specific arrangements to pay the entire cost of the premiums to the District one month in advance.

OPTION 4 - COBRA

- All other retirees shall be eligible for COBRA or any subsequent federal health continuation plan that may be in effect at the time of the employee's retirement by making specific arrangements to pay the entire cost of the premiums and any administrative fee.

I. Dues/Membership

1. A maximum of \$500 will be paid annually for dues/membership for administrators' participation in educational organizations.
2. Up to \$1,000,000 of liability insurance coverage can be purchased using dues for administrators.

J. Conferences

1. All Act 93 personnel will have conferences pre-approved by the appropriate Director and/or the Superintendent.

K. Mileage Reimbursement

1. The mileage reimbursement for Act 93 personnel will be at the prevailing IRS rate.

L. Tuition Reimbursement

1. Total reimbursement for three (3) three-credit courses for a total nine (9) credits per calendar year at The Pennsylvania State rate for A's and B's. C's are reimbursed at a 75% rate. No reimbursement shall be paid for course resulting in a grade below "C."
2. Courses must be approved in writing in the case of each employee by the Superintendent or his/her designated representative prior to the beginning date of the course. Prior oral approval shall be acceptable in emergencies if confirmed in writing by the Superintendent. Courses must be related to individual's specific job field.
3. Evidence of successful completion of the course must be presented along with a receipted tuition statement to the Superintendent or his/her designated representative.
4. Reimbursement shall be made following the next board meeting after the employee presents documentation of successful completion of the course(s).
5. To be eligible for reimbursement, a person must be under full-time annual contract to the district at the time the course work is taken, when reimbursement is requested and when payment is made.
6. There can be no reimbursement of tuition unless the tuition has been paid by the individual, i.e. if attending under a grant, fellowship, scholarship, or similar program wherein tuition is provided, there shall be no reimbursement of tuition by the school district.
7. ~~Professional personnel~~Administrators on medical leave or ~~maternity-child-rearing~~ leave may make a request for tuition reimbursement, which shall be reviewed by Finance Services and Personnel Committee, who shall grant or deny such request in is [sic]sole discretion.
8. ~~Professional employees of the school district shall, under regulations governing such payments, be eligible to receive reimbursement of one-half tuition costs and fees for the late registration, when such registration is due to the school district employment requirements.~~

M. Battery Leave Bank

Battery: A violent physical attack that causes injury requiring hospitalization and/or medical treatment. The employee loses work under doctor's orders for recovery.

1. Membership

- a. The Battery Leave Bank is intended for the voluntary use of members of administration. Only participating Battery Leave Bank members may benefit. Battery Leave Bank hereon will be referred to as "Leave Bank".
- b. To become a participating member of the Leave Bank, a member must contribute two (2) sick leave days at the beginning of the project. Appeals to replenish the Leave Bank will be made when the total days fall below 25.
- c. Any member who decides to participate in the Leave Bank after the initial year of the program must donate the total number of sick leave days he/she would have been required to contribute beginning with his/her initial year of eligibility in the program. All donated sick leave days shall be subtracted from the eligible employee's annual sick leave eligibility and accumulated total sick leave days, in that order. Once the sick days have been donated to the Leave Bank, they cannot be withdrawn.

2. Qualifications

- a. Physician's Report: A physician's report describing the individual's injury and including a diagnosis and recovery time shall be forwarded to the Battery Leave Bank Committee Review Board (~~see page 2~~) before the employee will be eligible for benefits from the bank. This report will be reviewed every thirty (30) calendar days.
- b. Catastrophic Injury: The Leave Bank is intended to provide additional benefits for members suffering from injuries from an attack on them from anyone while they are performing their duties as an administrator.

- c. Any employee eligible for, or receiving ~~Workmen's~~Workers' Compensation benefits may apply for consideration of Leave Bank benefits. Once eligible, the Leave Bank will cover only the first five (5) days of the leave, after which time, ~~Workman's~~Workers' Compensation will apply. Leave Bank days and ~~Workman's-Workers'~~ Compensation days may not overlap. No administrator can collect more than their daily salary when using the Bank, ~~Worker's~~Workers' Compensation or a combination of both.
- d. Review Board: All applications for bank benefits shall be reviewed for final approval by the Battery Leave Bank Committee consisting of three (3) administrators appointed by the Act 93 Association, Director of Human Resources, and the Superintendent of his/her designee, or person acting in that capacity.

3. Application Procedures

- a. Application shall be made by directing a request in writing to the Battery Leave Bank Committee Review Board (attention Human Resource Office).
4. Rate of Pay: All bank benefits will be paid at the employee's regular sick leave rate, minus appropriate deductions.
5. Decisions of the Battery Leave Bank Committee Review Board shall be by majority vote thereof and not subject to redress under the School Code.
6. The association shall indemnify and save the district harmless of and from any and all claims, demands, suits or other forms of liability that may arise out of, or be made by reason of, action taken or not taken in connection with any aspect of the Battery Leave Bank Program.
7. At the end of each school year, the Act 93 members serving on the Battery Leave Bank Review Committee shall provide the membership with an accounting of the days used and the days remaining in the Leave Bank.
8. If the Leave Bank is exhausted, regardless of the reason for such exhaustion, the district assumes no liability or responsibility for replenishing the supply.

N. Other Fringe Benefits—see attachment.

1. Funeral Leave. See Section 1154 of the School Code.

~~2. Parental-Child-Rearing Leave.~~

~~An administrator shall be granted upon his/her request an unpaid child-rearing leave of up to twelve (12) months following the birth or adoption of a child.~~

~~2. An administrator requesting a leave of absence from the Warren County School District because of expected maternity shall be governed by the following:~~

- a. ~~The beginning date for a maternity leave shall be determined jointly by the employee and the employee's physician.~~ The Superintendent shall be notified ~~as to the beginning day of~~ by the administrator of the request for the leave no later than sixty (60) days before such leave commences.
- b. Return to work may be made at any time within twelve (12) months ~~after after the date of birth or other termination of pregnancy commencement of the leave,~~ provided that the Superintendent shall be given notice of the return to work date at the time leave begins and again sixty days in advance ~~of the return to work.~~ ~~Fifteen days notice shall suffice if the pregnancy is terminated by miscarriage or if the infant dies, or if the leave is for a period of sixty days or less.~~
- c. Upon receipt of such written request ~~for reemployment to return to work,~~ the Board shall offer ~~her the administrator~~ the same professional assignment ~~she the administrator~~ held before going on maternity-child-rearing leave or a substantially equivalent professional assignment, if said assignments are available. If said assignments are not available, the Board shall offer ~~her the administrator~~ any other available professional assignment for which ~~she the administrator~~ is certified-qualified until such time as the Board can, through established placement procedures, offer ~~her~~ the professional assignment ~~she~~ held before, or one substantially similar to it.

~~d. An employee may use sick leave for any period of disability related to pregnancy, childbirth or recovery therefrom.~~

e.d. An teacher-administrator taking maternity child-rearing leave shall not forfeit accrued benefits such as seniority for pay purposes, unused accumulated sick leave, and unused accumulated personal leave ~~and credits towards sabbatical eligibility.~~

f.e. All extensions or renewals of leaves shall be applied for in writing and may be granted in writing by the Board. Extension may be for up to one additional year and must be requested at least sixty (60) days prior to the scheduled expiration date, or as far in advance as is reasonably possible if the original leave is for less than (60) days.

~~g. In case of the adoption of an infant, the employee may apply for maternity leave set forth in the above provisions.~~

~~h. Equal opportunities shall be afforded to professional employees requesting paternity leave.~~

f. All ~~male~~ employees are granted one (1) day leave of absence for parental responsibilities on the day of birth of a son or daughter. An employee shall be granted one (1) day of leave of absence for parental responsibilities at the time of adoption of a son or daughter. This may be extended in extreme situations at the discretion of the Superintendent of Schools, if a letter giving pertinent facts is submitted to the Human Resource Office. The one (1) day leave granted under this Section shall be without loss of pay by the employee.

i.g. The District shall continue its contribution to the administrator's hospital, medical, life and dental insurance benefits as may be required by the Family and Medical Leave Act, and shall permit the administrator to continue those insurance benefits for the balance of the leave at his/her own expense.

3. Military Leave.

A military leave of absence shall be granted in accordance with Section 1176 of the School Code and seniority and unused accumulated sick leave shall be restored to an employee upon his/her return as fully as if he/she had never taken such leave, and he/she shall be restored to the same or similar position.

4. Jury Duty.

An administrator required to serve on jury duty shall be paid the difference between his/her normal salary for such period and the pay received as a juror. Employees shall be required to submit proof of jury service and the amount of pay received.

5. Court Leave.

Any administrator summoned as a witness to appear in any court proceeding within 200 miles of Warren County, in which he/she is a party, shall suffer no loss of pay by reason of such subpoena, except that there shall be deducted from his/her pay the amount of money he/she received for appearing as a witness. To be entitled to the benefits of this Section, the employee must present proof of the service of the subpoena, the time required in court attendance and the amount of pay received therefor.

6. Family and Medical Leave Act

The District is covered by the Family and Medical Leave Act (FMLA) of 1993. Under this policy, eligible employees are entitled to up to twelve (12) weeks of unpaid leave for the following reasons:

- a. the birth and care of a child or the placement of a child with the employee for adoption or foster care;
- b. to care for an employee's spouse, child, or parent who has a serious health condition; or
- c. for an employee's own serious health condition that renders the employee unable to perform his/her job (i.e., illness, injury or disability, including pregnancy disability).

FMLA leave also is available to members of the armed forces or their family members for the following reasons:

a. to assist with or attend to "qualifying exigencies" associated with a call to active duty; or

5.b. to care for a covered military service member with a serious health condition who is the employee's spouse, child, parent, or nearest blood relative.

Eligibility for and entitlements under FMLA leave are described in greater detail in the District's FMLA policy.

7. ~~6.~~ Other Leaves. Other leaves of absence with or without pay may be granted by the Board at its sole discretion upon written request of the Administrator affected.

O. Physicals

1. All administrators may have a medical physical every two years. Reimbursement shall not exceed \$100.

P. Released Time

1. Administrators holding state or national offices in education related organizations will have five days to attend meetings for the organization with Superintendent approval.

Q. Open Positions

1. Administrators are encouraged to send their requests for transfer in writing to the Superintendent by January.

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SALARY RANGES AND SCHEDULE
Appendix A

RESPONSIBILITY DESCRIPTORS
for
ADMINISTRATORS TASK AREAS

Descriptors of administrator task areas are identified in seven (7) areas of responsibility in the Warren County School District. The categories of responsibility are:

- A. Programs
- B. Certificated and Non-Certificated Staff
- C. Students and Other Clients
- D. Finance and Business
- E. School and Community
- F. School Plan/Facilities/Equipment
- G. Professional Growth

The descriptors have been developed with some assumptions in mind. The following assumptions should be noted:

- There are generic responsibilities which apply to all administrator positions
- All administrators are not equally involved in each of the responsibility areas.
- Some of the representative descriptors do not apply to individual administrators
- All administrator positions are covered by the responsibility descriptors
- The administrator responsibility descriptors generally describe minimal expectations within each task area.

Listed below are the specific responsibility descriptors for each administrator task category:

A. Programs

The area of Programs includes any program for which an administrator has primary responsibility and which is not included as a different administrator responsibility in this document.

When working in a given program, an administrator should:

1. Adhere to the philosophy of the school district.
2. Develop, define and communicate the administrative structure and responsibility for the program.
3. Involve others in the development, implementation and evaluation of the program.
4. Keep current regarding emerging developments in the program area.
5. Demonstrate personal knowledge of the curriculum/program.
6. Help others understand the curriculum/program.
7. Formulate appropriate program goals and objectives.
8. Gather data, weigh alternatives, and recommend the most appropriate program approach.
9. Evaluate programs and methods and use the results to bring about program development.
10. Evaluate and recommend program materials, space and equipment.
11. Conduct action research efforts on programs or program pilots as appropriate and necessary.
12. Provide others with guides, materials and resources to implement the program.
13. Provide in-service for the program when appropriate.
14. Write clear, concise and well organized reports.
15. Anticipate future needs and decisions.
16. Encourage innovation and creativity.

17. Overcome obstacles and constraints with imagination.
18. Encourage others to investigate and/or develop new programs.

B. Certificated and Non-Certificated Staff

When working with Certificated and Non-Certificated Staff an administrator should:

1. Adhere to school board policies and collective bargaining agreements.
2. Promote staff morale and a positive school climate.
3. Demonstrate a deep and abiding respect for the dignity and worth of the individual.
4. Model appropriate human relations skills.
5. Establish lines of communication characterized by openness, fairness, cooperation and mutual respect.
6. Provide a consistent flow of information to appropriate individuals and groups.
7. Participate in the recruitment and selection of personnel.
8. Assign staff for optimal use of professional skills, certification and time.
9. Follow the school district staff evaluation processes to provide thorough, insightful staff evaluations.
10. Identify staff members whose performance is below expectations and work with them to develop a specific program for improvement.
11. Help staff recognize, establish and accomplish worthwhile goals.
12. Recommend personal/professional growth according to individual needs.
13. Cooperate in the development of district, building and individual level in-service programs.
14. Develop and deliver orientation programs for new employees.

15. Delegate responsibility appropriately and effectively.
16. Consult with others, as appropriate, regarding the assignment of personnel.
17. Utilize support personnel and services effectively.
18. Seek and thoughtfully consider staff input in decision-making.
19. Schedule and conduct regular staff/department meetings.
20. Create a climate to nourish staff members to use the full range of their creative talents.

C. Student and Other Clients

In the area of Students and Other Clients an administrator should:

1. Treat students and clients as individuals and interact positively with them.
2. Follow practices that encourage participation in the decision making process by students and other clients.
3. Encourage staff members to demonstrate interest in students and clients, to be approachable and to be responsive.
4. Follow district policies pertaining to students and other clients.
5. Develop and maintain a high level of student and client morale.
6. Respond to student and client inquiries and concerns.
7. Establish regular communication mechanisms with students and other clients.
8. Establish and maintain a climate which makes learning and growth the focal point of all activities.
9. Deal with the symptoms and causes of student and client problems and concerns.
10. Conduct immediate constructive follow-up to crisis encounters.

11. Deliver a variety of support services for students.
12. Provide an adequate and humane system for corrective discipline for students.
13. Provide for students a program of co-curricular and extra-curricular activities which meet their needs.

D. Finance and Business

In the area of Finance and Business an administrator should:

1. Cooperate in the overall management of financial and business affairs in the school district.
2. Adhere to federal, state and local laws and policies regarding matters of finance and business management.
3. Involve others in the preparation of the budget.
4. Prepare and present a realistic budget.
5. Monitor the budget and expenditures.
6. Understand the budget functions and process.
7. Alert the Director of Business Services when significant expenditures must be made for items other than for which funds were originally budgeted.
8. Consult with budget managers prior to approving controversial expenditures.
9. Establish systematic, efficient and timely purchasing procedures.
10. Receive and account for materials, equipment and supplies.
11. Maintain accurate personnel, student and fiscal records according to district policies.
12. Submit reports as necessary.

E. School and Community

In the area of School and Community an administrator should:

1. Project an image of open-mindedness, tact and integrity with all school publics.
2. Interpret the philosophy, policies and objectives of the district to the public.
3. Identify the needs of the various publics within the school district.
4. Cooperate, when appropriate, with cultural, recreational and educational organizations within the school district.
5. Seek and utilize parent/community opinion.
6. Utilize, when appropriate, parent and community volunteers and resources.
7. Encourage school district staff members to serve as resources to community groups and organizations.
8. Utilize media and other means to systematically communicate with parents and community.
9. Involve, when appropriate, parents and community representatives in the cooperative planning for program improvement.
10. Stay alert to changes within the community which affect the schools.
11. Continually evaluate school and community relations.

F. School Plant/Facilities/Equipment

In the area of School Plant/Facilities/Equipment an administrator should:

1. Review the adequacy of facilities and equipment to meet program needs.
2. Supervise the effective and economical use of materials, supplies and equipment.

3. Maintain a current and accurate inventory of materials and equipment.
4. Monitor plant, office and equipment maintenance.
5. Report emergency maintenance needs and follow-up appropriately.
6. Make effective use of facilities.
7. Provide for the safety of the users of facilities and equipment.
8. Cooperate with the Buildings and Grounds Department to insure an effective operations.
9. Submit appropriate and timely requests for repairs, alterations and improvements.
10. Provide others with opportunities to make input regarding facilities and equipment.
11. Demonstrate and encourage others to care for an respect facilities and equipment.
12. Participate in the development of an annual long-range maintenance plan.

G. Professional Growth/Goal Planning

To attain professional growth an administrator should:

1. Strive to advance professionally through university course work, workshops, seminars, professional reading, membership in professional organizations, and action research projects.
2. Strive to advance personally by keeping current regarding national, state and local developments.
3. Establish personal goals and objectives designed to improve professional skills.
4. Encourage others to grow.
5. Plan substantive building/other goals in cooperation with others.

6. Cooperatively identify legitimate and substantial needs in the building/position.
7. Keep growth as a priority way to improve learning opportunities for students.
8. Submit appropriate growth report as requested.

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APPENDIX B

ADMINISTRATOR EVALUATION REPORT

Administrator: _____

Assignment: _____

Date: _____

Evaluator: _____

Evaluation Period: _____

DIRECTIONS: Check the box that most closely describes the performance of this administrator on the identified administrative tasks.

EXCEEDS EXPECTATIONS: Results show achievements that contribute to the District's mission beyond primary work objectives.

MEETS EXPECTATIONS: Results show attainment of primary work objectives.

NEEDS SOME IMPROVEMENT: Results in one or more Administrative Task areas are below expectations. Performance improvement is indicated.

NEEDS MAJOR IMPROVEMENT: Results in more than two Administrative task areas show deficiencies that seriously interfere with the attainment of primary objectives of the work.

DOES NOT APPLY: Is not a part of the work or was not observed.

1

2

3

4

5

A. Program Responsibilities (Curriculum, Instruction, Adult Education, etc.)					
B. Certificated and Non-Certificated Personnel					
C. Student and Other Client Relations					
D. Finance and Business Management					
E. School/Community Relations					
F. School Plant/Facilities/Equipment					
G. Professional Growth/Goal Planning					
H. Team Development and Operations					
I. Overall Performance					

APPENDIX C

ADMINISTRATOR ACTIVITY REVIEW

Name _____ Date _____

Assignment _____ Experience: _____ Teaching _____ Admin _____

Professional Organizations of which you are a member:

List professional magazines/journals read on a regular basis:

What is the title of the most recent professional/non-professional book you have read? When did you read it?

What are the most recent graduate courses, regional workshops and state or national conventions you have attended?

What district committees do you serve on?

OPTIONAL NARRATIVE

How have you grown professionally since last evaluation?

What problems do you see which hampers [sic] growth in and/or performance of your role?

What would you like from others to help you reach peak performance?

What other observations would you want to make?

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