

Superintendent Evaluation Program

Overview

Annual superintendent evaluation is a duty of the school board. When done well, it positively impacts superintendent performance immediately! And, research shows that superintendent competence has a direct impact on all aspects of district performance.

Creating clear expectations and outputs that enhance superintendent performance is why this program was developed. The step-by-step methodology presented is easy to understand and implement, and results in an evaluation that is valid, detailed, understandable, and leads to an accurate performance assessment. It is imperative that the process is as un-biased and objective as possible, and the process is designed to promote equity by being data-based, and not opinion-based. This approach increases confidence in the evaluation conclusions and their implications for your district's and superintendent's future.

The Bryan Group (TBG) created this program based on many years of leader motivation and competency research aimed at identifying what it is that top performing leaders do that those who are average, or poor, do not. Applications from this in-depth research include executive coaching, leader development, a unique executive search service, and leader performance appraisal. In keeping with this suite of capabilities, TBG was asked to provide a *Superintendent Evaluation Program (SEP)* for NHSBA Members. This document provides an overview of the SEP and options for its implementation.

What You Get

- ◆ A high-utility superintendent position description/template that can be used as is or modified to better fit your district.
- ◆ Performance criteria, with explanations, built into the position description that include:
 - Process goals
 - Outcome goals
 - Role requirements
 - Competency requirements
 - Leadership style requirements
- ◆ Instructions with related forms for conducting an evaluation with only board input or for conducting an evaluation with many sources of stakeholder input.
- ◆ Guidance on how to consolidate the input and how to generate recommendations moving forward.
- ◆ Instructions with resources on how to customize all of the above for your district.

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Program Parameters and Elements

1. The purpose of the SEP is to significantly enhance the likelihood your superintendent will meet your SAU/District goals, and in the most efficient and effective manner possible. It provides a process that can be embraced by the board, superintendent, and other key stakeholders due to its validity, high utility, ease of implementation, and positive impact on performance.
2. The SEP is designed to meet the requirements of an annual superintendent evaluation by the board, while also providing guidelines for superintendent formative progress assessments, e.g., quarterly performance conversations between the board and superintendent.
3. There are three approaches to employing this program:
 - DIY (do-it-yourself): Instructions and materials are provided to enable you to do this on your own. There is no charge to NHSBA members for these materials.
 - DWY (done-with-you). If you would like assistance to conduct selected portions of the process, TBG is available to provide support.
 - DFY (done-for-you). TBG can be engaged to conduct the whole process. Reasons for this usually include:
 - The board and/or SAU staff do not have time to do it.
 - The need to guarantee objectivity.
 - Ensuring process fidelity and consistency over time.
 - Board and/or SAU staff not being comfortable with their evaluation skill level.
 - The desire to see TBG conduct it the first time as a model for future annual evaluations.

TBG charges \$150/hour for assistance provided beyond the DIY approach.
4. The DIY steps are described briefly in the next section. TBG will respond to questions, at no charge, that arise concerning how to employ the DIY version.
5. Conducting the evaluation, and who is best suited to do it, is addressed in the section titled "Conducting the Superintendent Evaluation."
6. An SAU/District is free to pick and choose what elements of this SEP would be most useful to them. The overall SEP is very comprehensive and for some, may be more than what the SAU/District needs or wants.

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7. The SEP is proprietary and owned by TBG. It is not to be shared outside of the NH SAU/District board employing it without written permission from TBG. If other SAUs/Districts within NH express an interest in using the SEP, please refer them to info@tbgleaders.com.

How To Get Started With The SEP

- ➔ Email The Bryan Group at info@tbgleaders.com and let us know you would like access to the Superintendent Evaluation Program. TBG will respond by providing you with a link to the online SEP materials as well as a coupon code. The coupon code reduces the price to \$0.
- ➔ Once you have access to the online resources, watch the Superintendent Evaluation Program Overview Video. Videos are provided with each section that provide guidance on the use of printed materials and tools.
- ➔ Follow the steps in the online SEP program, eliminating the steps that your SAU/District doesn't require. Create your Superintendent Position Description (if the sample does not match your needs sufficiently) and conduct the evaluation. Instructions, templates, SEP Performance Criteria Resources, and Contact Circle guidelines are provided.
- ➔ If you have any questions about how to access or use the program once you've received it, we are here to support you! We are committed to your success in using our program and are available to provide the technical support to make it happen. We are a firm that believes that quality customer service is an integral part of the user experience and we want to help you build your personal and organization's capacity as you use our products and programs.

Questions

If you have questions about program content or how to access program resources, send inquiries to info@tbgleaders.com. You will receive a reply within 24 hours.