

# The Personnel Evaluation Standards

How to Assess Systems for  
Evaluating Educators

The Joint Committee on Standards  
for Educational Evaluation  
Daniel L. Stufflebeam, Chair

# Personnel Evaluation Standards

**Jason Millman, Linda Darling-Hammond**



## **Personnel Evaluation Standards:**

**The Personnel Evaluation Standards** Arlen R. Gullickson, 2008-09-26 The second edition reflects the best in current research and theory for not only evaluating teachers but also supporting professional growth Robert J Marzano President Marzano and Associates Since 1988 the Personnel Evaluation Standards have come to be recognized as the universal benchmark for quality control in defining designing and implementing educator evaluation systems The clear practical and systematic explanations and application make the standards essential for any educational professional concerned with performance evaluation James H Stronge Heritage Professor of Educational Policy Planning and Leadership College of William and Mary The authoritative source on evaluating educational personnel Personnel evaluation plays a vital role in supporting professional growth This updated resource provides 27 standards that together have been approved as an American National Standard ANSI JCSEE 1 2008 for use in developing sound evaluation policies and procedures for staff in PreK through graduate school Covering the propriety utility feasibility and accuracy of staff evaluations these standards offer support for decisions that affect tenure dismissal promotion and staff development The second edition reflects the changing educational climate by providing important new standards substantive revisions to existing standards and updated case studies This book offers educational administrators and supervisors In depth explanations of each standard and its rationale application guidelines and common errors in implementation Brief case studies with follow up analysis A functional table of contents to help locate specific standards pertinent to individual evaluations This comprehensive resource has everything you need to build a legal fair and accurate personnel evaluation system in any educational setting [The Personnel Evaluation Standards](#) Joint Committee on Standards for Educational Evaluation, 1988-10 The Personnel Evaluation Standards heralds a breakthrough in the increasingly important and complex area of personnel evaluation challenging current practices The volume presents in detail a set of 21 standards for assessing or developing systems for evaluating educational personnel including teachers professors administrators and counsellors In addition to discussing the standards themselves the volume considers key concepts related to each standard guidelines for carrying it out common mistakes to be avoided and illustrative cases of its application Later sections of the book present approaches to applying the standards [The Personnel Evaluation Standards](#), 1992

**The Personnel Evaluation Standards** Arlen R. Gullickson, 2008-09-26 Describing 27 standards for sound evaluations of educational personnel at all levels this updated resource includes new and revised standards in depth explanations case studies and more

**Industrial Applicability of the Joint Committee's Personnel Evaluation Standards** Michael Jay Orris, 1989

**Superintendent Performance Evaluation: Current Practice and Directions for Improvement** I. Carl Candoli, Karen Cullen, D.L. Stufflebeam, 2012-12-06 Every school district needs a system of sound superintendent performance evaluation School district superintendents are and must be accountable to their school boards communities faculties and students for delivering effective educational leadership To assure that they are evaluated fairly

competently and functionally superintendents need to help their school boards plan and implement evaluation systems that adhere to the evaluation standards Superintendent Performance Evaluation outlines some of the problems and deficiencies in current evaluation practice and offers professionally based leads for strengthening or replacing superintendent performance evaluation systems This book focuses on the on the job performance of school district superintendents as they implement school board policy The decision to focus on performance evaluation reflects the importance of this kind of evaluation in the move to raise educational standards and improve educational accountability Boards and superintendents are advised to make superintendent performance evaluation an integral part of the district s larger system for evaluating district needs plans processes and accomplishments

*Encyclopedia of Evaluation* Sandra Mathison, 2005 All humans are nascent evaluators Evaluation has been with us throughout history and in its modern form has moved from the margins to the centers of organizations agencies educational institutions and corporate boardrooms No longer a specialized part time activity evaluation has become institutionalized a common practice and indeed an important commodity in political and social life The Encyclopedia of Evaluation is an authoritative first of its kind who what where why and how of the field of evaluation Covering professional practice as well as academia this volume chronicles the development of the field its history key figures theories approaches and goals From the leading publisher in the field of evaluation this work is a must have for all social science libraries departments that offer courses in evaluation and students and professional evaluators around the world The entries in this Encyclopedia capture the essence of evaluation as a practice methods techniques roles people as a profession professional obligations shared knowledge ethical imperatives events places and as a discipline theories and models of evaluation ontological and epistemological issues International Scope Despite the fact that evaluation practice is not institutionalized in the same way around the world the encyclopedia recognizes the international growth of the profession due in large part to organizations such as UNICEF the World Bank and USAID Entries cover the following Afghanistan Belgium Cambodia Ethiopia Germany Greece Guyana Israel Netherlands Niger Scotland South Africa Spain and Uganda In addition the international group of authors includes contributions from more than a dozen nations There are a number of stories about evaluation practice around the world that are set off as sidebars in the text These stories provide a glimpse into the nature of evaluation practice in a diverse set of circumstances delineate the common and uncommon issues for evaluators around the world and point to the complexities of importing evaluation from one culture to another Interdisciplinary Methodological Coverage Much of the practice of evaluation has grown out of the social science research tradition While psychological methods and psychometrics continue to be useful evaluation research today draws from a wide range of disciplines including anthropology education political science literary criticism systems theory and others This Encyclopedia covers all of the relevant methodologies including both qualitative and quantitative approaches Evaluators and Theories The Encyclopedia of Evaluation includes significant coverage of the major figures in the field throughout its history Many of these

figures are well known for a particular theory or approach and whenever applicable the entries make this connection for the reader as well as provide references for further reading Good examples include Michael Quinn Patton and Utilization Focused Evaluation David Fetterman and Empowerment Evaluation Daniel Stufflebeam's CIPP Model of Evaluation and Huey Chen and Theory driven Evaluations Key Themes Concepts Evaluation Concepts Methodological Concepts Philosophical Concepts Social Science Ethics and Standards Evaluation Approaches and Models Evaluation around the World Stories Evaluation Planning Evaluation Theory Laws and Legislation Organizations People Publications Qualitative Methods Quantitative Methods Representation Reporting Communicating Systems Technology Utilization Key Features More than 100 contributors from around the world Single affordable volume with nearly 600 entries arranged alphabetically Entries written by an international team of experts including narratives that depict evaluation practice around the world Reader's Guide arranges entries into 18 thematic categories to facilitate browsing among core topics Editorial Board Ross Connor University of California Irvine Lois Ellin Datta Consultant Melissa Freeman University at Albany Rodney Hopson Duquesne University Saville Kushner University of the West of England U.K. Yvonna S. Lincoln Texas A M University Cheryl MacNeil Community Activist and Evaluation Consultant Donna M. Mertens Gallaudet University Washington DC James Mugaju UNICEF Zenda Ofir EvalNet Michael Quinn Patton Union Institute and University Hallie Preskill University of New Mexico Debra Rog Vanderbilt University Patricia Rogers Evaluation Practitioner Researcher and Educator Thomas A. Schwandt University of Illinois Urbana Champaign Michael Scriven Auckland University New Zealand Elizabeth Whitmore Carleton University Canada

The Program Evaluation Standards Joint Committee on Standards for Educational Evaluation, James R. Sanders, 1994-04-06 The Program Evaluation Standards is a must have book for anyone responsible for reviewing evaluation proposals planning and conducting evaluations managing evaluation projects or judging the merit and worth of evaluations once completed For experienced practitioners it provides a set of values and principles by which to guide successful practice that is a set of criteria that determines whether educational evaluations are trustworthy and fair The Standards sets expectations of the design and implementation of educational evaluation for all practitioners in all types of educational arenas even those involved in social programming endeavors For newcomers and those less experienced who may be responsible for commissioning and using evaluations the Standards supplies a useful framework of generating a list of questions to raise about any evaluation plan or final report in an effort to assess its pros and cons The book is an invaluable how to resource for graduate students venturing out into the field and it instills a sense of what it means to be a responsible evaluator For clients or consumers the book offers advice on what they should expect of an evaluation Publisher description

*International Handbook of Educational Evaluation* T. Kellaghan, D.L. Stufflebeam, 2012-12-06 Thomas Kellaghan Educational Research Centre St Patrick's College Dublin Ireland Daniel L. Stufflebeam The Evaluation Center Western Michigan University MI USA Lori A. Wingate The Evaluation Center Western Michigan University MI USA Educational

evaluation encompasses a wide array of activities including student assessment measurement testing program evaluation school personnel evaluation school accreditation and curriculum evaluation It occurs at all levels of education systems from the individual student evaluations carried out by class room teachers to evaluations of schools and districts to district wide program evaluations to national assessments to cross national comparisons of student achievement As in any area of scholarship and practice the field is constantly evolving as a result of advances in theory methodology and technology increasing globalization emerging needs and pressures and cross fertilization from other disciplines The beginning of a new century would seem an appropriate time to provide a portrait of the current state of the theory and practice of educational evaluation across the globe It is the purpose of this handbook to attempt to do this to sketch the international landscape of educational evaluation its conceptualizations practice methodology and background and the functions it serves The book's 43 chapters grouped in 10 sections provide detailed accounts of major components of the educational evaluation enterprise Together they provide a panoramic view of an evolving field

**Teacher Evaluation** Anthony J. Shinkfield, D.L. Stufflebeam, 2012-12-06 Teacher Evaluation Guide to Professional Practice is organized around four dominant interrelated core issues professional standards a guide to applying the Joint Committee's Standards ten alternative models for the evaluation of teacher performance and an analysis of these selected models The book draws heavily on research and development conducted by the Federally funded national Center for Research on Educational Accountability and Teacher Evaluation CREATE The reader will come to grasp the essence of sound teacher evaluation and will be able to apply its principles facts ideas processes and procedures Finally the book invites and assists school professionals and other readers to examine the latest developments in teacher evaluation

*A Comparative Study of the Personnel Evaluation Standards of the Joint Committee on Standards for Educational Evaluation and the Standards Used in the State of Kentucky and in Selected School Districts* Raul F. Lagos, 1990

**Evaluation Models** D.L. Stufflebeam, George F. Madaus, T. Kellaghan, 2005-12-19 This is an up to date revision of the classic text first published in 1983 It includes a historical perspective on the growth of evaluation theory and practice and two comparative analyses of the various alternative perspectives on evaluation It also includes articles representing the major schools of thought about evaluation written by the leaders who have developed these schools and models The final section describes and discusses the Standards for Program Evaluation and the reformation of program evaluation

Evaluation Theory, Models, and Applications Daniel L. Stufflebeam, Anthony J. Shinkfield, 2007-04-06 Evaluation Theory Models and Applications is designed for evaluators and students who need to develop a commanding knowledge of the evaluation field its history theory and standards models and approaches procedures and inclusion of personnel as well as program evaluation This important book shows how to choose from a growing array of program evaluation approaches In one comprehensive resource the authors have compiled vital information from the evaluation literature and draw on a wide range of practical experiences Using this book evaluators will be able to identify analyze and

judge 26 evaluation approaches The authors also show how to discriminate between legitimate and illicit approaches based on application of the Joint Committee Program Evaluation Standards     The New Handbook of Teacher Evaluation Jason Millman,Linda Darling-Hammond,1990 The 25 chapters in this handbook examine evaluation purposes processes and methods and discuss how they shape the implementation and outcomes of evaluation Following an introduction in chapter 1 the nine chapters in Part I consider the purposes of evaluation Chapters 3 4 and 5 are concerned with the evaluation processes that determine selection into teaching preservice evaluation licensure and certification Chapters 6 7 and 8 focus on how evaluation may support the development of greater teaching competencies for beginning and veteran teachers Chapters 9 and 10 consider school accountability and school improvement Part II examines the various methods used to evaluate teachers along with their strengths and limitations as applied to the many purposes of evaluation Chapters 11 and 12 deal with two methods for evaluating inservice teachers classroom observations and ratings of classroom performance while chapter 13 deals with teacher self assessment Chapters 14 and 15 deal with less widely used methods the use of student test scores and the use of teacher portfolios Chapters 16 through 18 address the use of formal tests to evaluate teachers for licensure or certification and chapter 19 discusses combining evaluation data from multiple sources for decision making In Part III some of the system wide concerns that developers and users of evaluation plans must confront are discussed Chapters explore legal ethical administrative and economic aspects of teacher evaluation and ways to improve and support teacher evaluation The use of personnel standards to improve teacher evaluation is also discussed Each chapter contains references Contains six figures and four tables SLD     Management Strategies in Athletic Training, 5E Konin, Jeff,2019 Management Strategies in Athletic Training Fifth Edition prepares students and athletic trainers to address the many administrative and managerial challenges they will face in an increasingly complex and changing health care environment     **Human Resources for School Leaders** Douglas R. Davis,Denver J. Fowler,2020-08-15 Human Resources for School Leaders contains comprehensive and systematic coverage of all aspects of public school human resource management Unlike other books focused on this topic the authors ground their text on student learning and outline strategies designed to enhance school climate and culture The early chapters focus on relevant theories and research supporting current human resource methods required learning in any educational leadership preparation program The following chapters take a more practitioner approach as main topics include recruiting hiring orientation mentoring leading and professional growth of teachers The differentiating factors between this text by Davis 2 the focus on building level HRD systems and 3 the thorough descriptions of available technology tools that can be utilized to improve HRD systems and heighten quality control through efficient data based decisions thereby impacting instructional capacity and student learning The case studies are relevant and relatable and offer practical strategies and techniques that can be easily implemented at the building or district level     *A Guide for Improving Performance Evaluation* Priscilla Levinson,1978     **Instructional**

**Supervision** Sally J. Zepeda, 2016-08-12 This essential text for prospective school leaders enrolled in instructional supervision and evaluation courses provides the knowledge and practical tools to improve teacher effectiveness. Melding theory and practice, this book is a definitive guide to successful classroom observations, pre and post observation conferences, and approaches such as action research, peer coaching, and mentoring. The fourth edition of this text has been thoroughly updated to meet the needs of school leaders in today's educational climate. Features new to this edition include additional and updated tools to support school leaders in conducting effective classroom observations and assessing teachers' professional learning needs. New case studies, suggested fieldwork, and extended reflections outline practical applications for the strategies discussed. Suggested readings supplement the information included in this book. Expanded discussions of professional learning communities and the topic of motivation. New chapters on teacher evaluation and instructional strategies that support personalization and learning technologies. This book offers strategies to work with teachers at all stages in their careers, laying a strong foundation for effective instructional supervision in PreK-12 schools. Many of the templates and tools in this book are also available as free eResource downloads from our website [www.routledge.com](http://www.routledge.com). 9781138649347

**Evaluating Teaching** James H. Stronge, 2005-11-02 Foster the development of highly qualified teachers and improve your school's teaching and learning with solid teacher evaluations. The connection between teacher evaluation, fostering school improvement, and the development of highly qualified teachers is receiving more attention than ever before. Just as there is a rational connection between school improvement and teacher performance, there is a necessary and rational connection between supporting and cultivating highly qualified teachers through effective evaluations and improving relationships in the school. In this updated edition, top-selling author James H. Stronge and his colleagues synthesize current teacher evaluation research and blend it with practice, highlighting how to design a sound teacher evaluation system, assess teacher performance thoroughly and accurately, implement a successful teacher evaluation system, incorporate student performance data, teaching portfolios, and classroom observation into the evaluation process. By aligning teaching performance and improvement goals with your school's mission, this text demonstrates how you can effectively encourage teachers to achieve a high standard of instruction at all levels.

**Bradley v. Saranac Community Schools; Lansing Association of School Administrators v. Lansing School District Board of Education, 455 MICH 285 (1997), 1997 106020**

## Whispering the Techniques of Language: An Mental Quest through **Personnel Evaluation Standards**

In a digitally-driven earth where screens reign supreme and instant communication drowns out the subtleties of language, the profound secrets and emotional nuances hidden within phrases usually move unheard. However, located within the pages of **Personnel Evaluation Standards** a captivating fictional prize pulsing with fresh emotions, lies a fantastic journey waiting to be undertaken. Penned by a talented wordsmith, this charming opus encourages viewers on an introspective trip, lightly unraveling the veiled truths and profound influence resonating within the material of each and every word. Within the psychological depths with this poignant evaluation, we shall embark upon a honest exploration of the book is primary themes, dissect their captivating publishing design, and yield to the strong resonance it evokes deep within the recesses of readers hearts.

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