

## **ACTION PLANS FOR LICENSED EMPLOYEES**

The New Hanover County Board of Education expects all licensed employees to maintain high levels of performance. When employees do not meet these standards the Superintendent and administrative staff will address any identified performance deficiencies.

A. **Action Plans Required**

The Superintendent and his/her designee will develop and implement an action plan for each licensed employee who receives a "below standard" rating or an "unsatisfactory" rating on a performance evaluation, unless the Superintendent recommends dismissal, demotion, or nonrenewal of the employee.

B. **Action Plan Components**

Action Plan must include the following components:

1. Identification of Deficiencies (Problem)

All performance deficiencies identified in the employee's evaluation must be clearly identified and addressed in the action plan, as a problem in a specific area.

2. Performance Expectations (Goals)

For each problem that is identified, the action plan must include a goal statement of the expected level of performance. The goal must be stated in specific or measurable terms.

3. Strategies

The action plan must set forth a strategy or strategies designed to correct each problem. Strategies should be specific, and clearly stated. They should be sequentially listed with a logical progression of timeframe. They shall also identify the individuals who will be responsible for implementing the plan.

4. Dates for Monitoring and Completion

The action plan must include dates or identified frequencies upon which the employee's progress, under the plan, will be reviewed and the date by which performance is to be improved to the expected level.

C. **Development and Implementation of Action Plans**

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1. Developers  
For licensed employees not in low-performing schools, his/her immediate supervisor or designee is responsible for developing the action plan. For licensed employees assigned to a low-performing school, the action plan shall be developed by the person who evaluated the employee or the employee's supervisor, unless the evaluation was conducted by an assistance team, or an assessment team, in which case the team shall develop the action plan, in collaboration with the employee's supervisor. The employee shall also have an opportunity to provide input or suggestions prior to the implementation of an action plan.
2. Review of Action Plan  
Before an action plan is implemented, the employee's supervisor shall submit the action plan to the Assistant Superintendent of Human Resources or to his/her designee, for review.
3. Timelines for Implementing Action Plans  
Action plans should be implemented within 30 days after the employee's evaluation.
4. Duration of Action Plans  
For a certified employee in a low-performing school, who receives a "below standard" or a "unsatisfactory" rating on a major function related to instructional duties, the action plan shall be designed to be completed within 90 instructional days, or before the beginning of the next school year.  
  
Action plans designed for employees in schools that are not identified as low-performing shall be completed within any time period that is reasonable to raise the performance of the employee to an acceptable level.
5. Modification  
An action plan may be modified at any time as deemed necessary or desirable by the developer(s) of the plan. The employee shall be given an opportunity for input or suggestions, and the modified plan shall be submitted for review by the Assistant Superintendent of Human Resources or his/her designee.

- D. Reevaluation Required  
Once an employee assigned to a school not designated as low-performing, completes an action plan required by this policy, the Superintendent or his/her designee must reevaluate the employee and determine whether the employee's performance has improved to "at standard" levels in all areas. If the employee's performance is not "at standard", the Superintendent will either:

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1. Recommend that the Board dismiss, demote or transfer the employee to a position in which the employee can be successful; or
2. Retain the employee in the current position, if the Superintendent:
  - a. determines that the employee's continuing performance problems are not adversely impacting student learning or the school environment, or
  - b. determines that the employee is making improvement in deficient areas and is likely to improve to an acceptable level within a reasonable additional time.

An employee who is retained in his/her position after two reevaluations (under this policy) must be given a new action plan and be reevaluated in accordance with this policy.

When an employee in a low-performing school completes an action plan, the Superintendent or his/her designee, or the assessment team will reevaluate the employee. The Superintendent must recommend dismissal or demotion if the employee receives one "unsatisfactory" rating or more than one "below standard" rating on any function that is related to the employee's instructional duties.

The Superintendent will develop any other procedures necessary to carry out the Board's directives.

Legal Reference: N.C.G.S. 115C-333

Cross Reference: Evaluation of Licensed Employees

Adopted: 06/05/01