

## **Growth and Improvement Plans For Licensed Employees**

Board Policy P-26  
Adopted: March 8, 1999  
Revised: November 12, 2013

### **I. General Philosophy Statement**

The Board expects all licensed employees to maintain high levels of performance. If employees are not meeting these standards the superintendent and his/her administrative staff are expected to work to address any identified deficiencies through appropriate means. To facilitate this improvement process, all Licensed employees will develop a Professional Development Plan. Types of PDP's include Individual Growth Plans, Monitored Growth Plans, Directed Growth Plans, and Mandatory Improvement Plans.

#### *Licensed Employee Individual Growth Plan*

Licensed employees who are rated at least "Proficient" on all the Standards on the Teacher Summary Rating Form shall develop an Individual Growth Plan. This plan will be designed to help the employee improve performance on specifically identified Standards and Elements-to be chosen by the employee.

#### *Licensed Employee Improvement Plans*

Any Licensed employee who receives a "Developing", "Not Demonstrated", "Below Standard", or "Unsatisfactory" rating on an evaluation shall be placed on an improvement plan, unless the employee is recommended for dismissal, demotion, or nonrenewal. An improvement plan may also be used whenever appropriate to address performance concerns.

- A.** The improvement plan shall contain a statement of the employee's performance problem(s) and list the specific expectations for improvement. The supervisor may consider input from the certified employee in developing the plan.
- B.** The improvement plan shall provide for periodic review of the employees performance in meeting objectives of the plan.
- C.** If the employee's performance fails to meet expectations stated in the plan, the Superintendent, Superintendents designee, and/or the employees supervisor shall decide whether to recommend that the employee be dismissed, demoted, or non-renewed.

- D.** An employee's compliance with the improvement plan is mandatory.
- E.** An improvement plan constitutes a warning to the employee that the employee must improve his or her performance in order to continue working for the school system.
- F.** This policy does not limit the Superintendents authority to recommend dismissal for any reason allowed by law.

*Types of Improvement Plans:*

1. Monitored Growth Plans

The Superintendent, designee, or principal may place a teacher on a Monitored Growth Plan at any time to address performance concerns. A teacher shall be placed on a Monitored Growth Plan whenever he or she:

- a. Is rated "Developing" on one or more standards on the Teacher Summary Rating Form;  
and
- b. Is not recommended for dismissal, demotion, or nonrenewal.

A Monitored Growth Plan shall, at a minimum, identify the standards and elements to be improved, the goals to be accomplished, the activities the teacher should undertake to achieve proficiency, and a timeline.

2. Directed Growth Plans

The Superintendent, designee, or principal may place a teacher on a Directed Growth Plan to address serious performance concerns or when the teacher does not consistently demonstrate proficient performance while on a Monitored Growth Plan. A teacher shall be placed on a Directed Growth Plan whenever he or she:

- a. Is rated "Not Demonstrated" on any standard on the Teacher Summary Rating Form or "Developing" on one or more standards on the Teacher Summary Rating Form for two sequential years; and
- b. Is not recommended for dismissal, demotion, or nonrenewal.

A Directed Growth Plan shall, at a minimum, identify the standards and elements to be improved, the goals to be accomplished and the activities the teacher should undertake to achieve proficiency, and a timeline.

### 3. Mandatory Improvement Plan

If the school system retains the employment of a teacher who is not proficient in all standards, the teacher has a duty to demonstrate significant and sustained improvement to attain proficient performance on a Monitored Growth Plan or a Directed Growth Plan. A Monitored and/or Directed Growth Plan provides a teacher ample opportunity to attain proficient performance. In order to assure that students receive quality instruction, a teacher who has not attained proficient performance with the benefit of a Monitored and/or Directed Growth plan ordinarily would be recommended for dismissal. In extraordinary situations, the superintendent or designee has the discretion to retain a teacher who has not demonstrated proficient performance despite the benefit of a Monitored and/or Directed Growth Plan by placing the teacher on a Mandatory Improvement Plan. The superintendent or designee may also place a teacher on a Mandatory Improvement Plan, by-passing Monitored and Directed Growth Plans, if it is determined that a Monitored or Directed Growth Plan will not adequately address the deficiencies in the teacher's performance. A Mandatory Improvement Plan will provide the teacher with notice of specific performance areas that have substantial deficiencies, a set of strategies, and the specific support to be provided so that the teacher, within a specified period of time, will satisfactorily resolve such deficiencies. The teacher on a Mandatory Improvement Plan will receive an observation from a qualified observer in accordance with law. Mandatory Improvement Plans shall be designed to be completed within 90 instructional days or before the beginning of the next school year.

#### *Employees in low-performing schools:*

If a certified employee, including any school administrator, in a low-performing school receives a rating on any standard on an evaluation that is below proficient or otherwise represents unsatisfactory or below standard performance, the evaluator(s) shall recommend to the Superintendent or designee that the employee be (i) dismissed or demoted, or (ii) placed on a Mandatory Improvement Plan. If placement on a Mandatory Improvement Plan is supported, the following shall apply:

1. The improvement plan shall be developed by the individual(s) who evaluated the employee or by the employee's supervisor. If, however, the evaluation was conducted by an assistance team or an assessment team, the team shall develop the plan in collaboration with the employee's supervisor.

2. The improvement plan shall be designed to be completed within 90 instructional days or before the beginning of the next school year. The employee does not have a right to an observation from a qualified observer.
3. Upon completion of the improvement plan, the Superintendent, designee, or assessment team shall reevaluate the employee. If the employee has failed to attain proficiency in all performance standards, or demonstrate sufficient improvement toward proficiency in all performance standards as articulated by the Mandatory Improvement Plan, the superintendent shall recommend dismissal.

#### *Inadequate Performance*

A licensed employee is subject to dismissal for any of the grounds set forth by law including inadequate performance. Inadequate performance shall mean (i) the failure to perform at a proficient level on any standard of the evaluation instrument or (ii) otherwise performing in a manner that is below standard. However, for a probationary teacher a performance rating below proficient may or may not be deemed adequate at that stage of development by a Superintendent or designee. For a career teacher, a performance rating below proficient shall constitute inadequate performance unless the principal noted on the evaluation instrument that the teacher is making adequate progress toward proficiency given the circumstances. This policy does not create any additional rights for certified employees. The Superintendent is authorized to develop procedures to enforce this policy.

Legal Reference: G.S. 115C-325, G.S. 115C-333, G.S. 115C-333.1, G.S. 115C-334, G.S. 115C-335, 16 NCAC 06C.0503, TCP-C-004, TCP-C-005, TCP-C-006

**See Also: Board Policy P-17 Personnel Appraisal**

**Board Policy P-24 Recruitment, Selection, Retention, and Non-renewal of Licensed Employees**

**Board Policy P-25**

**-renewal of Licensed Employee Dismissal, Dismissal**

