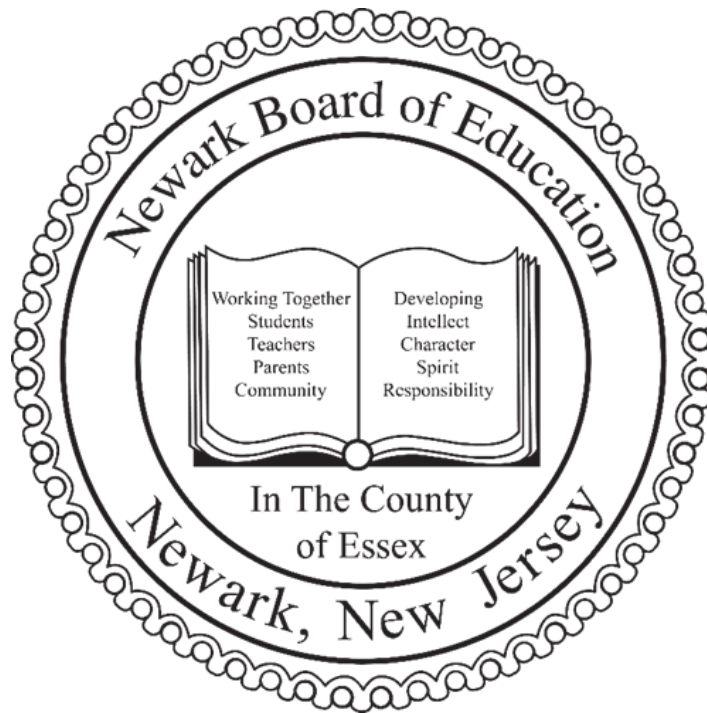


Newark Board of Education Non-Instructional Employee Evaluation Guide

A GUIDEBOOK FOR NON-INSTRUCTIONAL EMPLOYEE EVALUATIONS



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Introduction

The purpose of the guidebook is to serve as both a comprehensive resource on the Newark Board of Education's (NBOE) evaluation policies and guidance and a quick-reference tool for specific questions related to non-instructional staff. The guidebook outlines the components, requirements, recommendations, and evaluation criteria applicable to non-instructional employees. Supervisors responsible for completing evaluations should always refer to the applicable collective bargaining agreement for the staff member being evaluated to ensure compliance with specific evaluation guidelines. The following listed collective bargaining agreements are found on the district's website at [Labor & Employee Relations - Newark Board of Education](#)¹.

1. I.U.O.E. – International Union of Operating Engineers, Local 68- Local 68 represents Custodians and Senior Custodians
2. Essex County Building Trades Council- Represents: Tradesmen: Painters, Masons, Roofers, Sheet Metal Workers, Carpenters, Electricians, Plumbers, HVAC, etc.
3. NJFSW – New Jersey Food Service Workers Union, Local 3- Local 3 represents the following: Food Service Workers and Cooks
4. O.P.E.I.U. – Office Professional Employees International Union, Local 32- Local 32 represents: Non-instructional Supervisors, Administrative Secretaries, Secretarial Staff, etc.
5. S.E.I.U. – Service Employee International Union, Local 617- Local 617 represents the following: Administrative Office Clerks, Custodial Workers, Security Guards, Laborers, Truck Drivers, Nurses Aides, etc.
6. N.T.U. – Newark Teachers Union- Represents: Teachers, School Clerks, Per Diem Teachers, Teacher Aides, and Court Rep.
7. SPONJ – Special Police Organization of NJ Inc. Local 1

¹ [Labor & Employee Relations - Newark Board of Education](#)

Overview of the Non-Instructional Non-Supervisory and Director & Supervisor Mid-Year/Annual Evaluation Frameworks

The Non-Instructional Non-Supervisory Mid-Year/Annual - Evaluation Comp. 1-4 & 6 framework² provides supervisors with a thorough understanding of the competencies on which their non-supervisory staff should be evaluated. The Non-Instructional Director & Supervisor Mid-Year/Annual - Evaluation Comp. 1- 6 framework³ provides directors and supervisors with guidance on evaluating employees who also hold supervisory responsibilities. When referenced collectively, these frameworks will be referred to as the Non-Instructional Mid-Year/Annual Evaluation. The evaluation process is designed to ensure continuous alignment with the district's strategic plan: Priority 1.4, *"Attract and recruit highly effective and qualified staff who are excellent matches for the district, develop a pipeline of candidates for hard-to-fill areas, and provide support to all employees that enables and empowers them to fulfill their role in our mission."* Supervisors should emphasize that the evaluation process is an opportunity for staff to reflect on their performance and identify ways to contribute to the continued excellence of the Newark Board of Education.

Evaluators (designees in supervisory roles) should refer to this Guidebook for Non-Instructional and the respective collective bargaining units of the employees they supervise for guidance and recommendations on evaluations and performance metrics. All components of the evaluation cycle will occur in Grow by Level Data using the forms available on the platform. The Civil Service Working Test Period evaluation form for non-instructional professional employees will transition from paper-based to the Grow by Level Data platform. Newly appointed hires in competitive or non-competitive titles are required to complete a 120- day working test period during which the employees performance will be evaluated. If the working test period is successfully completed, the employee is considered permanent and has rights to that title. Positions with an exception to complete a 120-working test period apply to grant funded employees.

Recommended components of the evaluation cycle include a Goal Setting Conference, Mid-Year Evaluation, and Annual Evaluation.

The Goal Setting Conference should occur at the beginning of the evaluation cycle to establish performance benchmarks for the supervised employee. This is a collaborative process between the supervisor and employee that allows the employee to set personal goals aligned with their job responsibilities, the department's desired outcomes, and the framework.

After the Goal Setting Conference, supervisors may complete observations of their non-instructional employees using the Observation Google doc for Non-Instructional Non-Supervisory and Non-Instructional

² [Non-Instructional Non-Supervisor Mid Year/Annual - Evaluation Comp. 1-4, & 6](#)

³ [Non Instructional Director & Supervisor Mid Year/Annual - Evaluation Comp 1-6](#)

Supervisory⁴ employees. This workflow provides supervisors the opportunity to share feedback with employees and improve their employee's performance.

The Non-Instructional Mid-Year/Annual Evaluations serve as the guiding frameworks for all Goal Setting Conferences, evaluations, corrective action plans (CAP), observations, and informal feedback.

⁴[OBSERVATION: Non-Instructional Supervisory - Mid Year/Annual Evaluation Comp 1- 6 \(2025-26\)](#)

Non-Instructional Evaluation Cycle

Non-Instructional Goal Setting Conference

1. The purpose of the Non-Instructional Goal Setting Conference is to establish three overarching goals with measurable outcomes, based on the non-instructional employee's performance and the framework. These goals will be used to evaluate an employee's performance in the mid-year and annual evaluations.
2. Supervisors will meet with their employees at the start of the evaluation cycle to review the evaluation process, establish expectations for evaluation procedures, and address any questions.
3. The supervisor will then start the Non-Instructional IPDP - Goal Setting Worksheet form in Grow by level Data, add the employee to the Goal Setting form, and share it with the employee.
4. The supervised employee will then review the framework that applies to them, complete the Non-Instructional IPDP-Goal Setting Worksheet, and upload the Goal Setting Worksheet to the Goal Setting form created by the supervisor in Grow by Level Data.
 - a. Non-instructional employees who are not supervisors should refer to the Non-Instructional Non-Supervisory Mid-Year/Annual- Evaluation Comp. 1-4, & 6⁵.
 - b. Non-instructional employees who are directors or supervisors should refer to the Non-Instructional Director & Supervisor Mid-Year/Annual- Evaluation Comp. 1-6⁶.
5. The supervisors will then convene with the employee, review the Goal Setting Worksheet that has been uploaded by the employee to Grow by Level Data, and populate Goals 1-3 and the "intended results or outcomes" section in the Goal Setting Conference in Grow by Level Data, so that each section mirrors what was agreed upon in the Goal Setting Worksheet.
6. Once the Non-Instructional IPDP-Goal Setting form reflects the agreed-upon Goal Setting Worksheet, the employee will digitally sign it on Grow by Level Data.
7. The supervisor will sign the Non-Instructional IPDP- Goal Setting form after the employee has signed.
8. If the supervisor disagrees with what is detailed in the Goal Setting Worksheet, s/he will provide feedback to the employee, who will incorporate it into the Goal Setting Worksheet. The supervisor can also add goals to the Goal Setting Worksheet for employees they supervise. The revised Goal Setting Worksheet will be uploaded onto Grow by Level Data, and step A.4 will be completed.
9. Departments and School locations are encouraged to work together to establish overarching goals for each individual employee.
10. Goal setting is especially important for new staff members and those on a corrective action plan (CAP).

⁵ [Non-Instructional Non-Supervisor Mid Year/Annual - Evaluation Comp. 1-4, & 6](#)

⁶ [Non Instructional Director & Supervisor Mid Year/Annual - Evaluation Comp 1-6](#)

Non-Instructional Observations

Supervisors are strongly encouraged to observe non-instructional staff before completing Mid-Year or Annual Evaluations. It is recommended that these observations occur sufficiently in advance of the formal evaluation period to allow adequate time to monitor employee progress, provide meaningful feedback, and support performance improvement.

Conducting observations early in the evaluation cycle enables supervisors to identify strengths and areas for growth, offer targeted guidance, and track progress over time, ensuring employees are well-positioned to be effective or highly effective in their roles before evaluations are finalized.

To conduct an observation, supervisors should use the [Observations: Non-Instructional Non-Supervisory – Mid-Year/Annual Evaluation](#) or the Google document. This document mirrors the structure and competencies of the Mid-Year/Annual Evaluation form. Supervisors must:

1. Make a copy of the observation Google doc.
2. Complete all required fields under each competency.
3. Save the completed observation.

Once finalized, the observation document must be uploaded to the Grow by Level Data platform. To upload the document:

1. Initiate the Mid-Year/Annual Evaluation form in Grow.
2. Navigate to the “File” section.
3. Upload the completed Observation document.

Non-Instructional Mid-Year/Annual Evaluations

- A. The Non-Instructional Mid-Year Evaluations are formative and designed to help the employee understand how they may be rated during the Non-Instructional Annual Evaluation. As such, it provides an opportunity for the supervisor and employee to identify areas where the employee may improve their performance.
- B. The Non-Instructional Mid-Year Evaluations must be signed by all parties involved, no later than December 31st. In the event an employee will not sign an evaluation, write that the staff member refused and have a witness sign to attest to that fact.
 - a. The evaluation period for the Non-Instructional Mid-Year Evaluations begins on July 1st and ends on the date that the evaluation is completed.
- C. The Non-Instructional Annual Evaluation must be signed by all parties involved no later than June 30th.

- a. The Non-Instructional Annual Evaluation is cumulative and covers the period from July 1st through the date on which the evaluation is completed.
- D. To begin the Non-Instructional Evaluation, mid-year or annual, the supervisor will start a new Observation in Grow by Level Data.
 - a. Supervisors must provide comments in each competency to support ratings.
 - b. Comments should include low-interference data (reference specific aspects of the employee's work or behavior) and refer back to the framework.
 - (1) Only sick days taken since July 1st should be counted for competency 4a. "Attendance and Punctuality: Maintains reliable attendance."
 - (2) Other kinds of absences, and sick days taken before this date, may be counted. Consult with Labor Relations for further guidance on absenteeism.
 - c. Upon completing an evaluation, supervisors must finalize it by clicking the "Finalize" and "Notify Teacher" buttons before exiting the Grow by Level Data platform.
 - (1) Clicking the **Finalize** button displays a pop-up with different prompts.
 - (a) Selecting **Finalize & Notify Teacher** not only finalizes the observation but also sends an email notification to the observed staff member.
 - (2) Supervisors who start an evaluation but do not have time to complete it must click the "save & exit" button.
 - (a) To return to the evaluation, click the "Start" button, select "Find Observations," and select the appropriate observation from the list.
 - E. Once the evaluation is finalized, the employee will receive a notification of completion and must sign it.
 - a. Signing the evaluation does not indicate agreement with the employee's rating.
 - b. The signature only shows that the employee has received the evaluation.
 - F. Competency rating guidelines
 - a. The supervisor must provide a rating for every indicator listed under each competency. An overall competency rating, based on the indicator rating, must also be provided. There are five competencies on the employee performance rubric and six on the director and supervisor performance rubric. The point value for each rating is shown in the table below.

Rating	Ineffective	Partially Effective	Effective	Highly Effective
Score	1	2	3	4

The supervisor will add all the competency rating scores to obtain the total score for the evaluation. The total evaluation score will be used to determine the overall evaluation rating when applied to the appropriate table below.

Non-Instructional Non-Supervisor - Based on scores for Competencies 1-4 & 6 (when all competencies are scored)

Overall Rating	Ineffective	Partially Effective	Effective	Highly Effective
Total Score Range	0-7	8-12	13-17	18-20

Director and Supervisor - Based on scores for Competencies 1-6 (when all competencies are scored)

Overall Rating	Ineffective	Partially Effective	Effective	Highly Effective
Total Score Range	0-9	10-15	16-21	22-24

Non-Instructional Mid-Year/Annual Evaluation Conferences

Review of Mid-Year and Annual Evaluations

1. Mid-Year Evaluations are recommended but optional in some collective bargaining units. (Refer to Appendix B for a list of the Collective Bargaining Agreements).
2. Supervisors are recommended to hold a conference to review each evaluation (Mid-Year Evaluation and Annual Evaluation) within 10 working days of the submission of the evaluation. A hand-delivered copy of the evaluation should be provided to the employee at least 24 hours before the conference.
3. The supervisor who writes the evaluation is recommended to conduct an evaluation conference to ensure clarity in areas of growth, strengths, coaching, next steps, and long-term goals. Post-evaluation conferences are not required in some of the collective bargaining agreements.
4. Evaluation conferences are not disciplinary in nature and typically include only the employee and the supervisor; on rare occasions, other staff member(s) may be present during the conference.
 - a. If a supervisor delegates another staff member to oversee an employee's work, they may want that staff member to be present in the meeting. All parties should be identified and notified in advance of the meeting.
 - b. Requests by employees for additional staff members to be present during a conference may be approved, provided the conference can be rescheduled without undue disruption. However, any delay resulting from rescheduling a conference to accommodate such requests will not extend or otherwise affect any timelines or deadlines established by the applicable collective bargaining agreement.
5. Annual Evaluation Ratings
 - a. *For Employees rated Effective or Highly Effective:* During the Annual Evaluation conference, the employee and supervisor should work together to complete the Goal Setting Conference and set goals for the coming year. Goals should refer directly to the framework and identify ways to improve performance.
 - b. *For Employees rated Partially Effective or Ineffective:* The supervisor and employee must collaboratively create a Non-Instructional Corrective Action Plan (CAP) Goal-Setting Worksheet during the evaluation conference. The CAP should identify specific action steps the Employee will take to improve performance in order to become Effective or Highly Effective in a recommended two to three targeted areas that could use improvement. The CAP must include how the Supervisor will support the Employee to improve performance, as well as a timeline for providing regular, consistent feedback on the Employee's progress.

Non-Instructional CAP- Goal Setting Worksheet

1. The Non-Instructional CAP-Goal Setting Worksheet is a plan designed for employees who were rated as partially effective or ineffective. It is recommended that the supervisor and employee work collaboratively during the evaluation conference to complete the worksheet. The purpose of this document is to:
 - a. Identify components/indicators where the staff member's performance is below effective.
 - b. Identify actions the employee will complete to improve their performance within a specified period, becoming effective or highly effective in a recommended two to three targeted areas that could use improvement.
 - c. Identify resources the manager will make available to support the staff member's efforts to improve performance within a specified period.
2. The Non-Instructional CAP- Goal Setting Worksheet should identify specific action steps the employee will take to improve performance and become effective or highly effective in a recommended two to three targeted areas that could use improvement. The CAP must include how the supervisor will support the employee to improve performance, as well as a timeline for providing regular, consistent feedback on the employee's progress.
3. In cases where a CAP is necessary, it is recommended that the communication between the employee and supervisor becomes more frequent and focused on time-bound improvement. This is an opportunity to conduct an observation using the Observation Google doc to measure real-time performance on less-effective components/indicators.
4. Prior to the end of the annual evaluation cycle, the supervisor should meet with all employees on a CAP to determine whether the CAP goals have been met. This should be separate from the annual observation conference, as the CAP analysis should be embedded in the annual evaluation rating as an additional performance measure.
5. [Click on the link](#) to learn more about completing a CAP in Grow by Level Data.

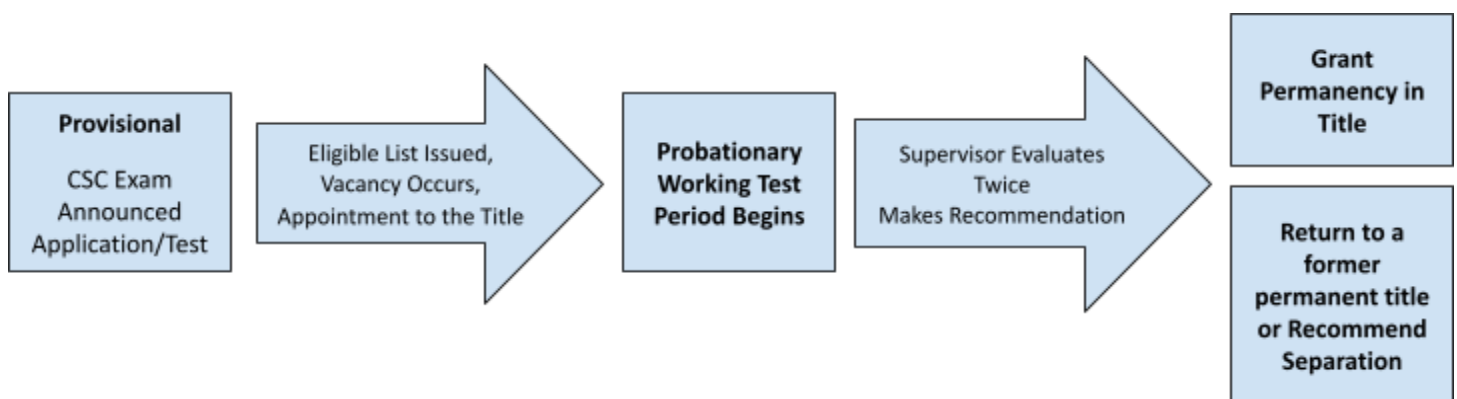
Non-Instructional Annual Evaluations Appeals Process

Non-instructional employees have the opportunity to appeal their annual partially effective or ineffective evaluation on procedural grounds, in accordance with the guidelines stipulated in their respective collective bargaining agreements. The agreements are found on the district's website at [Labor & Employee Relations - Newark Board of Education](#) (Appendix B). The Office of Labor Relations is available to staff who have questions and/or need guidance on the annual evaluation appeals process.

Working Test Period (WTP) for Provisional Civil Service Employees

This section applies only to Civil Service employees transitioning from a provisional title to a permanent title, or to a lateral or promotional title for which they do not hold permanency and have entered a working test period. A working test period is part of the examination process in which the work performance of an employee just appointed from an eligible list is evaluated. If the employee successfully completes the working test period, he or she has permanent status in that title. Civil Service employees may become permanent in more than one title over their years of service at the Newark Board of Education.

Provisional and probationary working test period evaluation timeline:



Per NJ Civil Service Commission regulations NJAC 4A:4-5.3 Progress Reports, employees who are appointed to new titles are subject to a mandated **120-day** working test period.

Exceptions:

Grant Funded Employees- The grant funded title is contingent upon the duration of the discretionary grant. The 120 Working Test Period is not required for Temporary Grant Funded positions.

Note: If the candidate has permanency rights to a NJCSC title, the employee will return to their permanent title once the temporary assignment ends.

Provisional employees who have entered the probationary working test period and are seeking permanency in the new title are required to have their performance evaluated twice during this period: (2) months after the appointment date and 10 days prior to the end of the working test period. Evaluation progress reports are to be provided to the employee each time. Failure to properly document evaluations undermines the determination to remove the working test period.

Supervisors need to notify all newly appointed Civil Service provisional employees who begin a working test period that they will receive two Civil Service evaluations in lieu of the District's Mid-Year and Annual Evaluation, to comply with the Civil Service Commission regulation (N.J.A.C. 4A:4-5.3).

The supervisor will use the Working Test Period - Non-Instructional Employee ⁷ form in the Grow by Level Data platform to complete the employee evaluation. The components of the evaluation form are aligned with the NJ Civil Service Provisional/ Probationary Performance Evaluation.

1. To begin the Working Test Period- Non-Instructional Employee form, the supervisor will start a *Working Test Period- Non-Instructional Employee form*, the supervisor will start a new observation in Grow by Level Data.
 - a. Supervisors must select a rating of (O) Outstanding, (AS) Above Satisfactory, (S) Satisfactory, (RI) Requires Improvement, and (U) Unsatisfactory for each of the listed performance factors.
 - b. The supervisor must provide comments under each comprehensive appraisal category.
 - c. Comments should include reference to specific aspects of the employee's work and refer back to the performance factors.
 - d. The supervisor should use the "Improvement Plan" section to elaborate on the areas where the employee needs further development and the resources offered to help the employee become Satisfactory.
2. Upon completion of the Working Test Period - Non-Instructional Employee form, the supervisor must finalize the evaluation by clicking the "Finalize" and "Notify Teacher" buttons before exiting Grow.

Employees who do not successfully pass the working test period may file an appeal in accordance with the guidance established by the State of New Jersey Civil Service Commission. Employees wishing to appeal must submit their request within 20 days of receiving written notice of termination or notification of return to their permanent title at the conclusion of the working test period. Visit the [Civil Service Commission's official site](#) for more information and further guidance on submitting an appeal.

⁷ [Working Test Period- Non-Instructional Employee form](#)

Appendix

Appendix A: Recommended Timeline

September	Conduct a conference to develop/finalize Goal Setting Plan or a Corrective Action Plan (CAP)
October	<i>Final CAP or Goal Setting Plan due October 31</i> Meet as needed to discuss performance; review evidence.*
November	Meet as needed to discuss performance; review evidence. Check on progress toward goals and /or completion of CAP. Begin working on the mid-year evaluation.
December	Mid-Year reviews begin; examine progress towards goals on the Goal Setting Worksheet at the review Mid-Year review begins; examine progress towards goals on CAP at the review <i>All Mid-Year Evaluations are due by December 30*</i>
January - April	Meet as needed to discuss performance; review evidence.* Check on progress toward goals and/or completion of CAP.
May	Begin working on Annual Evaluations.
June	Annual reviews begin; examine progress towards goals on the Goal Setting document and on CAP at the review. <i>All Annual Evaluations are due by June 30*</i>
July - August	Consider goals or corrective action plans for the next evaluation cycle. Meet as needed to discuss performance; review evidence.*

*Employees are recommended to share artifacts that are representative of their work.

Appendix B: Collective Bargaining Agreements

The following collective bargaining agreements are available on the district's website under [Labor & Employee Relations - Newark Board of Education](#).

- I.U.O.E. – International Union of Operating Engineers, Local 68
- Essex County Building Trades Council
- NJFSW – New Jersey Food Service Workers Union, Local 3
- O.P.E.I.U. – Office Professional Employees International Union, Local 32
- S.E.I.U. – Service Employee International Union, Local 617
- N.T.U. – Newark Teachers Union
- SPONJ – Special Police Organization of NJ Inc. Local 1