

B. Evaluation of Personnel Qualifications

[Definition of qualification: any quality, skill, knowledge, experience, etc. that fits a person for a position, office, profession. So the evaluation of personnel qualifications is different from personnel evaluation. This type of evaluation aims to look at whether the target personnel possess the abilities and qualities for their job(s), not how well they have done their job(s).]

1. Context Evaluation

Questions	How to Answer the Questions	Resources
1. What is the purpose/goal of the evaluation? --selection? --position compatibility? --career counseling? --salary determination? --tenure? --recognition and merit pay? --performance improvement? --promotion, transfer, or dismissal? --accreditation?	Examination of contract, agreement; committee determination of why personnel qualifications are being reviewed	<i>The Personnel Evaluation Standards</i> (Joint Committee on Standards for Educational Evaluation, 1988), contracts, personnel committee meeting minutes, job descriptions
2. Have you examined the following areas in evaluating the target personnel group? --education --experience --personal references --certification --employment record --interest and attitude toward work --success --relationships with other personnel and students --professional training and development	Document and personnel records review	See above

2. Input Evaluation

Questions	How to Answer the Questions	Resources
1. Are the policies for the evaluation of personnel qualifications clearly understood? A. Does the person fit the job description? B. Does the person fit the job analysis? C. Does the person meet the certification requirements? D. Does the person have the prerequisites, including skills, knowledge, and experience, required to serve assigned students? (e.g., Does a teacher know how to respond to special needs of handicapped children who are being mainstreamed?) E. Does the person meet the requirements of accrediting agencies?	Examination of incumbent's skills, knowledge, experience, and other prerequisites	See above
2. Are the strategies in place to locate and select the most appropriate person for the position?	Examine hiring strategies or guidelines by position	See above

3. Process Evaluation

Question	How to Answer the Question	Resources
1. Are evaluations of personnel qualifications done in a timely fashion?	Review performance appraisal records and procedures; interview school staff, administration, teachers, etc.	Questions such as: Are evaluations done in accordance with school policy? How are the results of the evaluation used?

4. Product Evaluation

Question	How to Answer the Question	Resources
1. What does the evaluation of personnel qualifications add to the school?	Interview principal, teachers, staff, parents, and students	Questions such as: Are there observable benefits to having a personnel qualification eval. system, i.e., student achievement, ease of administrator/teacher relations, admin. of the various activities within the school?