

Evaluating Coaches

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Presenters

- **John DiColo, CMAA**
- **Athletic Director**
- **Jefferson Twp. High School**



- **Sean Zaborowski, CMAA**
- **Director of Athletics/Operations**
- **Lakeview High School**



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- **Background**

- **In education for 38 years in 3 separate school systems**
- **27 years as an administrator**
(Student Activities, Vice Principal, Principal, Athletic Dir.)
- **Current enrollment of 1080**
- **28 Varsity Sports**
- **48 teams**
- **24 Head Coaches & 35 Assistants**

Objectives of Presentation

- **Developing Coaching Expectations**
- **Creating an Evaluation Instrument**
- **Using Walkthroughs with Coaches**
- **Using Parent and Student Surveys**
- **Development of Coaches based on Annual Evaluations**

Question for Discussion

- Discuss with the person next to you the 3 most important things you look for when evaluating coaches
- Share some comments with the entire group

Purpose of Evaluation

- **To assess the performance and provide feedback to improve the quality of coaching**

Developing a Framework – a Model of Good Coaching

- Gather research on characteristics of good coaching
- Organize research – Categorize
- Develop a model
- Solicit input from coaches, athletes, administration, etc.
- Finalize document
- Submit/obtain final approval

Framework Categories

- **Athletic Sport Administration Expectations**
- **Planning and Preparation Expectations**
- **In-season Expectations**
- **Post-season Expectations**
- **Professional Responsibilities**
- **Attachment**

Evaluation Instrument

- The evaluation instrument needs to follow the framework
- Minor adjustments between Head Coach and Assistant Coaches
- Head Coach provides input on Assistant Coach evaluations
- Walk-through form provides documentation for reference
- [Attachment 1](#) [Attachment 2](#) [Attachment 3](#)

Questions



- Background

- Started at Lakeview 2007
- Current enrollment of 1450
- 24 Varsity Sports (including Rugby & Dance)
- 49 teams
- 22 Head Coaches & 44 Assistants

Final Evaluation Document

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graph TD; A[Final Evaluation Document] --- B[Anecdotal Evidence]; A --- C[Practice Walkthroughs]; A --- D[Post Season Parent and Student Surveys]
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Anecdotal
Evidence

Practice
Walkthroughs

Post Season
Parent and
Student Surveys

Why a more comprehensive evaluation?

- More informed & thorough look at the program
- Protection for coaches, District & myself
- Controversial retention or dismissal
- Grow coaches based on data
- Less time to dedicate to athletics,
- No surprises for the coaches

Evaluation Process & Purpose

- It's a huge responsibility to coach somebody.
- Process goes all year/season
- Job Descriptions are the start
- Evaluation Document is the culmination
- End of Season Meeting
- Growth or Ranking or Gotcha

Job Description & Pre Season

- LPS created job descriptions for all coaches
- Varsity, JV, 9th and Assistant Coaches
- Given during interview process
- Evaluation document incorporates these descriptions
- Meet with coaches in preseason
- Some set goals with me

Practice Walkthroughs

- 3-5 minutes
- Form that can be filled out on my iPhone or tablet
- Unannounced
- Gives a brief snapshot of what is happening
- Sometimes coaches know I'm there and sometimes not

Practice Walkthroughs

- Stand at the fence during football practice or walk on the field
- Toughest thing for coaches to get over when I first arrived
- Now, coaches ask me where I've been...
- Goal is 3-6 times per season

Anecdotal Evidence

- Not always measurable
 - Walk by weight room, coach not in there with kids
- Sometimes unsolicited
 - “I want to tell you something...”
- “Unofficial Evidence”
- How’s the season going?

Where to get anecdotal evidence

- Kids
- Athletic Secretary
- Custodians
- Other Building Principals
- Parents
 - Parent at away football game
- “Lunchroom Conversations”

Introductory Questions on Surveys

- What are some positives in using parent and student surveys?
- What could be some drawbacks or negatives in using surveys?

Parent and Student Surveys

- If we use them, then we must put a lot of value in the feedback
 - However, not the reason to keep or fire a coach
- Why use these?
- Get honest (hopefully) feedback from parents and students
- Get stakeholder perception of programs

Parent and Student Surveys

- Reaffirm our thoughts on coaches/programs
 - Positive and Negative
- Allows parents to share things that bug them but might not be brought to our attention
 - “I didn’t want this to impact my child”
 - “This has bothered me all season

How did Lakeview get to our current surveys?

- Used to do paper/pencil surveys (2007 and prior)
- Not a good survey & not very anonymous
 - 14 questions (Agree/Disagree)
- Players called down and filled out surveys with the AD present or coach administered them (No Parent Survey)
- Players worried coaches would see the results
- After Fall 2013—kicked around idea of using an online survey

How do we incorporate these into post season evaluations?

- Growth vs. Gotcha
- Review of the responses, get data compiled, meet with coach
- Perception is reality (individual coach/team)
- 9th grade VB coach was viewed as being unapproachable by parents

How do we incorporate these into post season evaluations

- 9th Football Coach not retained
 - Our observations were affirmed through the survey results
- Varsity Football Coach voluntary resignation
 - We will use the items identified as a guide in hiring of our next football coach
- Use data to bolster content for our pre-season coaches in-service
 - Breakdown individual question data trends department-wide
 - Reporting results to the media is the #1 concern we get consistently

Parent Comments

- Starting and ending practices on time
(Improvement)
- I am not sure if this was the Coach's choice but please don't ever do the Hungry Howie's fundraiser again. Very hard to sell and almost useless.
(Improvement)
- EDMODO and REMIND 101 was kept up to date and a valuable tool for both parents/students.
(Positive)
- Bringing donuts (he was a great coach and I can't think of any more he could do)

What to do with the data/results from all sources?

- Nothing?
- Act on it?
- Commend?
- Reprimand?
- What about a coach who gets an overall rating that is negative but is not coming back the next season?
 - Coach resigns
- Positive responses?

Evaluation Document & End of Season Meeting

- Document is based on Charlotte Danielson Teacher Evaluation
- Collect all information and put into a draft document
- Send to coach AFTER their end of season banquet
- Meet with coach to discuss evaluation & share any relevant information
- Allow coach to provide feedback
- Final document will guide the coach into the following year

What about a coach who needs improvement?

- Termination or Retention?
- Keep the coach but need to set up a plan of improvement
- Athletic Coach Individual Development Plan
- Done in conjunction with the coach
- Identify several key areas for improvement
- Create goals for the following year
- Revisit those periodically

Questions/Comments?

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