CONTINUOUS IMPROVEMENT OF TEACHER EFFECTIVENESS

PROCESS GUIDE

2015-2016

Douglas County School District
INTRODUCTION

This guide is intended to provide assistance to teachers and evaluators in the main phases of the evaluation process. The phases are articulated so that teachers and evaluators can share the responsibility to meet the professional needs of staff in making continuous improvements in their practice.
EVALUATION CYCLE

Reflective Practice

Summative Evaluation Required
Beginning of Year Self-Evaluation Recommended
Goal-Setting Required
Formal Observation (Probationary and Non-Probationary)
Mid-Year Self-Evaluation/ MOY Review Required/MOY acknowledgment
End of Year Self-Evaluation Required
Informal Observation

Professional Growth

Student Learning
EVALUATION TIMELINE LICENSED STAFF

August - Start of SY
October 15 - BOY Goal/Setting
January 31 - MOY Self-Evaluation and Review
April 8 - EOY Self-Evaluation
May 1 - Summative
May 16 - WCT Submission Deadline
May/June - End of SY

Teacher works with evaluator to identify growth opportunities based on prioritized needs identified through CITE, World Class Targets, the school UIP, and school goals that are aligned to the district strategic plan.

Teacher self-evaluates and meets with evaluator to review student data, progress toward goals and mid-year performance ratings.

Teacher self-evaluates practice and impact on student learning, student growth, and reflects on goals.

Teacher meets with evaluator who considers all aspects of teacher’s effectiveness for the summative evaluation.

Teacher submits body of evidence for all selected targets that meet the prerequisite criteria as outlined in CITE and the WC Targets rubrics. No submission will be considered after the May 16th due date.
At the beginning of each school year, teachers *self-evaluate* and set professional goals aligned to the learning needs and growth targets of their students, as well as targeted areas of growth focused on CITE performance standards and elements.
BEGINNING OF YEAR SELF-EVALUATION

1. Teacher selects designated CITE rubric in InspirED Innovation (August/September).
   Teacher reviews and reflects on current performance levels based on CITE Standards, Elements and rubric criteria.

2. Teacher completes Beginning of the Year Self-Evaluation in InspirED Innovation (recommended - October 15th Deadline).

3. Teacher meets with evaluator to review beginning of the year Self-Evaluation during Goal-Setting Conference.
Goal-Setting directly aligns a teacher’s professional growth to current performance levels, needs of students, and the District’s Strategic Plan.
GOAL-SETTING

1. Teacher develops personalized goals aligned to Self-Evaluation and student performance needs.
   Teacher inputs professional goal(s) into InspiRED Innovation.

2. Teacher and evaluator meet to review and discuss professional goals by October 15th.

3. Teacher meets mid-year with evaluator to review goal progress and student data.

4. Teacher meets and discusses final goal progress at Summative Evaluation Conference.
The Observation Cycle is the formal process of unit/lesson planning, pre-observation conferencing, observation, reflection, and post-observation conferencing. It also includes the body of evidence that reflects knowledge, skill, and impact of teacher’s practice.

Probationary teachers (1–3 years in District) will be formally observed a minimum of once per semester.
Non-Probationary teachers (4 years or more) will be formally observed a minimum of once per year.
FORMAL OBSERVATION

1. Pre-Observation Conference
   - Teacher engages in professional conversations with evaluator to discuss backward planning, GVC alignment, data and student learning outcomes.

2. Classroom Observation
   - Evaluator collects evidence by observing teacher and students during an instructional time period.

3. Post-Observation Conference
   - Teacher and evaluator analyze, reflect and discuss the observed lesson, student learning outcomes and overall levels of effectiveness.
   - Teacher and evaluator identify next steps for continued professional growth.

4. Evidence
   - Formal observation evidence uploaded into InspirED Innovation and rated by evaluator.

5. Additional Evidence
   - Teacher and evaluator discuss additional documented evidence of performance: analysis of teacher evidence, informal observations, review of student work/data, and other evidence.
At mid-year, teachers *self-evaluate* and rate their overall performance on evaluation criteria (required) based on progress towards student learning targets, professional goals, informal observations, formal observation feedback and additional evidence.

The *Mid-Year Review* (required) provides feedback of performance on evaluation criteria and considers both professional practice and student learning.
After mid-year evaluation meeting between teacher and evaluator, teacher must acknowledge mid-year rating in InspirED Innovation.

(By acknowledging the rating, the teacher is not agreeing to rating necessarily, but merely acknowledging receipt of rating and suggested growth measures.)
MID-YEAR SELF-EVALUATION AND REVIEW

1. Teacher reviews and reflects on mid-year performance levels based on CITE Standards, Elements and rubric criteria.

2. Teacher completes Mid-Year Self-Evaluation in InspirED Innovation by January 15th (required).

3. Teacher meets with evaluator to review Mid-Year Self-Evaluation, formal observation evidence, informal observations and additional evidence.
   - Evaluator completes and submits Mid-Year Evaluation in InspirED Innovation by January 31st.
   - Teacher required to Acknowledge MOY evaluation rating by Feb 7th.
At the end of each school year, teachers *self-evaluate* and rate their overall performance on evaluation criteria based on progress towards student learning targets, professional goals, informal observations, formal observation feedback and additional evidence.
**END OF YEAR SELF-EVALUATION**

1. Teacher reviews and reflects on end of year performance levels based on CITE Standards, Elements and rubric criteria.

2. Teacher completes End of Year Self-Evaluation in InspirED Innovation by April 8th (required).

3. Teacher meets with evaluator to review End of Year Self-Evaluation during Summative Evaluation Conference.
The *Summative Evaluation* addresses the culmination of evidence that considers both professional practice and student learning.
SUMMATIVE EVALUATION

1. Evaluator reviews teacher End of Year Self-Evaluation and a comprehensive body of evidence to determine summative performance levels.

2. Evaluator completes Summative Evaluation and holds individual conference with teacher to review, discuss and complete summative performance levels with all CITE Standards and Elements.
   - Evaluator submits teacher Summative Evaluation in InspirED Innovation by May 1st.

3. Finalized Summative Evaluations are released for teacher review in InspirED Innovation by May 6th.
A body of evidence is reviewed for each assessed standard and element.

Levels of mastery and frequency are identified with the terms Ineffective, Partially Effective, Effective, and Highly Effective. The rubric describes levels of mastery and frequency for each element.

A number (1–4) is assigned that reflects the rating of the teacher’s effectiveness on each assessed standard/element.
TIMELINES

- **May 1st**: Summative Evaluation Submitted
- **Aug-Sept**: Beginning of Year Self-Evaluation Recommended
- **April 8th**: End of Year Self-Evaluation Completed
- **October 15th**: Goal-Setting Completed
- **Second Semester**: Formal Observation (Probationary)
- **First Semester**: Formal Observation (Probationary and Non-Probationary)
- **Jan 15th/Jan 31st/Feb 7**: Mid-Year Self-Evaluation Submitted/Review Completed/MOY Acknowledgment due by teacher
Integrity and Inter-Rater Reliability in Evaluation of Licensed Staff

REVIEW PROCESSES
SECOND LOOK PROCESS

The Second Look process will provide an internal (site-based) review by a team consisting of an alternate evaluator and a “peer reviewer” (in the form of a building PLS/BRT). In buildings which do not have more than one evaluator, or which do not have a PLS/BRT, directors will assist with arrangements for an alternate evaluator or PLS/BRT from other schools as needed.

Feedback

• Alternate evaluators and the PLS/BRT will review evidence on specific CITE elements identified by the licensed staff and/or administrator requesting the review, and, if requested, complete a classroom observation. The team will then provide feedback to the staff member who made the request. Licensed staff members will have the option to share this feedback with their assigned evaluator.

• For those who desire to participate, this process will provide additional feedback on their evidence and performance. It will also provide greater clarity and understanding of particular CITE elements and supporting evidence.
APPEALS PROCESS

• A non-probationary teacher may appeal an overall performance evaluation rating of ineffective or partially effective.

• A teacher who objects to an ineffective or partially effective rating may file an appeal within five (5) business days after receiving his or her rating.

Link to Appeals Process
Level 1 Review

If the System Performance Department reports a statistically significant anomaly in evaluations, or if a credible report of impropriety by an evaluator in the evaluation process is founded, then the evaluator’s direct supervisor shall conduct a review of a sample of 20% of the evaluations completed by the evaluator whose reviews are in question. If the Level 1 Review is the result of an allegation of impropriety involving the evaluator’s supervisor, then the next higher supervisor in the chain of command shall conduct the Level 1 Review. A Level 1 Review shall consider the information in the District’s records of the observation and data collection procedures used, and documents and evidence in the records used by the evaluator to support the teacher’s rating.
**Level 2 Reviews**

If the Level 1 Review finds evaluations conducted improperly and/or unsupported by evidence in the records, the evaluator shall meet with a panel of 3 or 5 impartial District evaluators to review the evaluation process and evidence supporting the ratings. If the Level 2 Review is the result of the evaluator’s impropriety, it may be impractical or inappropriate for the evaluator to participate. In such instances, the evaluator’s supervisor shall meet with the panel. The decision of the Level 2 Review panel shall be made by consensus.

**Determination**

- If the Level 2 Review finds that the evidence supports a different evaluation rating for any licensed staff member, then the affected employee shall be notified and an individual summative conference shall be held with the employee and evaluator and/or supervisor to explain in detail any adjustments to the employee’s rating. If the Level 2 Review is the result of the evaluator’s impropriety, it may be impractical or inappropriate for the evaluator to participate. In such instances, the evaluator’s supervisor shall conduct the summative conference.

**Appeals from Level 2 Review**

- Any employee (including a probationary employee) who disagrees with a change in his or her performance rating resulting from a Level 2 Review may appeal within five (5) business days using the process described in Appendix 2 of the Compensation and Benefits Program – Certified, with the exception that the appeal shall be heard by a member of the Level 2 appeals panel.
EVALUATION RESOURCES

FORMS

• CITE Job-Specific Evaluation Rubrics
• Professional Growth Plan Sample Form
• Pre-Observation Sample Form
• Observation Sample Form
• Post-Observation Sample Form
• Link to InspirEd Innovation
• Staff Training Acknowledgement Form
• CITE Evaluation Process Guide 2015–16

REVIEW PROCESSES

• Second Look Process
• Appeals Process
• Board Policy for: INTEGRITY AND INTER-RATER RELIABILITY IN EVALUATION OF LICENSED STAFF
• Board Policy for: INTEGRITY AND INTER-RATER RELIABILITY IN EVALUATION OF LICENSED STAFF PROCESS
The fidelity of the evaluation process is contingent upon clear communication, effective collaboration and comprehensive best-practice.

EVALUATION