
**PLAINFIELD 2018-2019
PROFESSIONAL LEARNING AND EVALUATION PROGRAM
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OVERVIEW

INTRODUCTION

Plainfield Public Schools' strategic plan serves as the basis for its professional learning and evaluation plan. Within the first four of the six long range goals, the Plainfield Board of Education demonstrates its commitment to improving student learning through rigorous standards, ensuring quality professional staff, addressing learner diversity and engaging families in school improvement.

PLAINFIELD PUBLIC SCHOOLS – LONG RANGE STRATEGIC PLAN

- 1. Establish a System That Ensures All Students Meet Rigorous Standards**
- 2. Ensure the Highest Quality Staff to Serve Plainfield Students & Families**
- 3. Improve Personalization & Responsiveness to Diverse Learning Styles**
- 4. Increase Parental & Community Involvement in School Improvement**

Plainfield Public Schools' Professional Learning and Evaluation Program has been designed to create pathways for the continuous learning and advancement of educational professionals throughout their careers. The Program components are aligned with the Core Requirements of the Connecticut Guidelines for Educator Evaluation (adopted by the State Board of Education in June 2012). Plainfield Public Schools' Professional Learning and Evaluation Program represents our commitment to incorporating current, high-quality research in the creation of professional learning opportunities, to fostering best practices in teacher supervision and evaluation, and to improving student learning through effective curriculum, instruction, and assessment practices, in our classrooms, schools and programs, throughout the district. As such, the Program: a) addresses the elements of CT's Core Requirements for Teacher and Administrator Evaluation; b) is aligned with our district and schools' missions and values; and c) meets the educational needs of our community.

The plan was originally developed in 2012-2013 by a district evaluation advisory team and revised annually by the district's Professional Development and Evaluation Committee (PDEC) also known in Plainfield as the TEVAL Committee, which includes union representative teachers, administrators and district leaders.

CORE VALUES AND BELIEFS ABOUT PROFESSIONAL LEARNING

Plainfield Public Schools' Professional Learning and Evaluation Program establishes high standards for the performance of teachers and administrators that ultimately lead to and are evidenced by improved student learning. Professional standards, including *Connecticut's Common Core of Teaching (2014) including special areas, Connecticut's Common Core of Leading-Connecticut School Leadership Standards (2012)*, the *Standards for Professional Learning (2012)*, and national standards for educational specialists provide the foundation for Plainfield Public Schools' Professional Learning and Evaluation Program.

We acknowledge that deep student learning and high achievement that transfers to enrichment of future learning, career and personal experiences later in life is built by the collaborative, interdependent work of teachers and administrators, students and families, school districts and the communities they serve. Therefore, our Program seeks to create a professional culture in our educational programs that is grounded in the following beliefs:

We believe that:

- An effective teaching and learning system must reflect and be grounded in the vision and core values of the district and its schools.
- An effective teaching and learning system creates coherence among the functions of supervision and evaluation of professional practice, professional learning and support, and curriculum and assessment development.
- A comprehensive evaluation process includes:
 - on-going inquiry into and reflection on practice
 - goal-setting aligned with expectations for student learning
 - information gathered from multiple sources of evidence
 - analysis of data from multiple sources of evidence
 - support structures for feedback, assistance, and professional collaboration
 - research-based professional learning opportunities aligned with the needs of teachers
- An effective teaching and learning system that increases educator effectiveness and student outcomes is standards-based, and promotes and is sustained by a culture of collaboration and knowledge-sharing.

PHILOSOPHY OF PROFESSIONAL EVALUATION

The purpose of educator evaluation is to improve student achievement outcomes through effective instruction and support for student and educator learning. A variety of factors support the improvement of learning and instruction. Plainfield's Professional Learning and Evaluation Program addresses all these factors systemically. It is a comprehensive system based on clearly defined expectations that consist of a domains of skills, knowledge, and disposition articulated in the ***Common Core of Teaching (2014)*** for teacher evaluation, the *Common Core of Leading-Connecticut's Leadership Standards (2012)* for administrator evaluation, and national standards for the evaluation of educators in pupil services, as well as what current research tells us about the relationship between teaching and learning.



The Professional Learning Program supports the development of educators at all stages of their careers, as it weaves together professional standards with expectations for student learning, and ongoing evaluation with access to professional learning and support. The Program's observation and evaluation instruments, the *CCT Rubric for Effective Teaching 2014*, *CCT Rubric for Effective Service Delivery 2015*, and *CT Leader Evaluation and Support Rubric 2015* are designed to align with the all of Connecticut's standards.

Plainfield Public Schools' professional evaluation program takes into account school improvement goals, curricular goals, student learning goals, and evidence of educators' contributions to the school as a whole. Performance expectations within our Program also include those responsibilities that we believe to be the key in promoting a positive school climate and the development of a professional learning community.

PLAINFIELD SCHOOLS PROFESSIONAL LEARNING & EVALUATION PROGRAM GOALS

Professionalize the profession

- Document and share educators' best practices that result in meaningful advancement of student learning.
- Enhance expert knowledge and collective efficacy in the field.
- Create new opportunities for educators to collaborate and develop leadership skills in their schools and disciplines.
- Recognize and reward excellence in teaching, administration, and exemplary contributions to Plainfield Public Schools and programs.
- Ensure only high-quality professionals are selected for tenure in Plainfield Schools.
- Provide a process for validating personnel decisions, including recommendations for continued employment of staff.

Improve the quality and focus of observation and evaluation

- Establish collaborative examinations of instructional practice among administrators and teachers to develop shared understanding of the strengths and challenges within our schools and programs to improve student learning.
- Define and clarify criteria for evaluation and measurement of student learning, using research-based models for evaluation.
- Establish multiple measures to assess professional practice, such as: teacher portfolios; teacher-designed objectives, benchmarks, and assessments of student learning; teacher contributions to school/district level research on student learning and professional resources; mentoring and peer assistance; achievement of learning objectives for student growth measured by appropriate standardized assessments or locally-developed curriculum benchmarks and expectations for student learning.
- Improve quantity and quality of feedback to those evaluated.
- Align evaluation findings with professional learning program and support systems.

Support organizational improvement

- Align district- and school-level professional learning opportunities with the collective and individual needs of educators, based on data acquired through professional learning goal plans and observations of professional practice.
- Provide educators with multiple avenues for pursuing professional learning.
- Integrate Plainfield Public Schools resources to support and provide professional learning opportunities.
- Create formal and informal opportunities for educators to share professional learning with colleagues.

ROLES AND RESPONSIBILITIES FOR PROFESSIONAL LEARNING AND EVALUATION

Definition of Teacher and Evaluator

Evaluator refers to all individuals (including school and district administrators) whose job responsibilities include supervision and evaluation of other teachers. Teacher, as used in this document, shall mean all certified instructional and non-instructional persons below the rank of Administrator.

Superintendent's Role in the Evaluation Process

- Arbitrate disputes. **(Engages a PDEC union member in dispute resolution.)**
- Allocate and provide funds or resources to implement the plan.
- Serve as liaison between the Board of Education and the evaluation process.
- The Superintendent will be responsible for ensuring that the Professional Teaching and Learning Council (TLC) and PDEC receives information regarding school and program improvement and individual professional growth goals for use in planning staff development programs.

Responsibility for Evaluations

Administrators and district leaders will be responsible for evaluations, including, but not limited to personnel in the following categories:

Administrators and District Leaders of Plainfield Public Schools

- Teachers
- Nurses
- Social Workers
- Guidance Counselors

Superintendent and Assistant Superintendent

- Administrators of Plainfield Public Schools

Director of Student Services & School Leaders

- Psychologists
- Speech Therapists
- Occupational Therapists/COTA
- Physical Therapists
- Adaptive Physical Therapists
- Other Related Services Personnel

Roles and Responsibilities of Evaluators and Evaluatees

The primary purpose of educator evaluation is to strengthen individual and collective practices to improve student growth. Therefore, evaluators and evaluatees share responsibilities for the following:

- The *CCT Rubric for Effective Teaching 2014*, *CCT Rubric for Effective Service Delivery 2015*, and *CT Leader Evaluation and Support Rubric 2015*
- The review and familiarity with applicable portions of Connecticut’s Common State Standards, Connecticut’s Frameworks of K-12 Curricular Goals and Standards, the Smarter Balanced Assessments, as well as locally-developed curriculum standards.
- Adherence to established timelines.
- Completion of required components in a timely and appropriate manner.
- Sharing of professional resources and new learnings about professional practice.

Evaluator Roles

- Review of and familiarity with evaluatees’ previous evaluations.
- Participation in collaborative conferences with evaluatees.
- Assistance with assessment of goals, student learning indicators, learning activities developed and implemented by evaluatees, and outcomes.
- Analysis and assessment of performance, making recommendations as appropriate.
- Clarification of questions, identification of resources, facilitation of peer assistance and other support as needed.

Evaluatee Roles

- Reflection on previous feedback from evaluations.
- Engagement in inquiry-based professional learning opportunities.
- Participation in collaborative conferences with evaluator.
- Development, implementation, and self-assessment of goals, student learning indicators, learning activities, and outcomes.
- Request clarification of questions or assistance with identification of professional resources and/or peer assistance

IMPLEMENTATION OF PROFESSIONAL LEARNING AND EVALUATION PROGRAM

Training and Orientation of Teachers and Administrators

Teachers and administrators new to Plainfield Public Schools will be provided copies of the Professional Learning and Evaluating Program and will engage in training to ensure that they understand the elements and procedures of the Program, processes and documents. This training will take place upon employment or prior to the beginning of the school year with members of Plainfield Public Schools' Administration and calibrated with local evaluators.

New Educator Support and Induction

In the interest of supporting all educators in the implementation of the evaluation and support system Plainfield Public Schools will offer support to staff members new to a school. A variety of general topics will be addressed, including:

- School philosophy and goals
- Policies and procedures
- Assignments and responsibilities
- Facility and staffing
- Curriculum and instructional support
- Resources for professional learning
- Schedules and routines
- Support services

Periodic meetings with personnel will focus on domains of the Common Core of Teaching, Common Core of Leading, Common Core Standards in English/Language Arts, Mathematics, and content areas, discipline policies, stakeholder communication, effective collaboration, classroom interventions, special education, evaluation and professional responsibilities.

Evaluator Orientation and Support

Understanding of Plainfield Public Schools Professional Learning and Evaluation Program's features, Connecticut's Common Core of Teaching (CCT), Common Core of Leading (CCL), Common State Standards, Standards for Professional Learning, and the components of professional evaluation and observation is essential to facilitating the evaluation process and promoting student growth. To that end, evaluators will be provided with on-going training and support in the use and application of Plainfield Public Schools' Evaluation Program. Evaluators will review Program elements and procedures **prior to the beginning of each school year** and at other appropriate intervals. Plans for staff training will be coordinated, annually, by Plainfield Public Schools' Assistant Superintendent and Curriculum Coordinator.

Resolution of Differences

Should a teacher disagree with the evaluator's assessment and feedback, the parties are encouraged to discuss these differences and seek common understanding of the issues. The evaluator may choose to adjust the report, but is not obligated to do so. The teacher has the right to attach a statement to the observation report, progress report, or summative evaluation identifying the areas of concern and presenting his/her perspective. However, observation and evaluation reports are not subject to the grievance procedure. In the event that the teacher and evaluator are unable to resolve their differences, they can submit the matter to the **Superintendent and union panel** for review and decision.

DISPUTE RESOLUTION

The purpose of the dispute resolution process is to secure at the administrative level closest to the concern, equitable solutions to disagreements, which from time to time may arise, related to the evaluation process. The right of appeal is a necessary component of the evaluation process and is available to every participant at any point in the evaluation process. As our evaluation system is designed to ensure continuous, constructive, and cooperative processes among professional educators, most disagreements are expected to be worked out informally between evaluators and evaluatees.

The resolution process may be implemented when there is a question as to whether or not:

1. evaluation procedures and/or guidelines have been appropriately followed
2. adequate data has been gathered to support fair and accurate decisions

The resolution process shall be conducted in accordance with law governing confidentiality.

Time Limits for Evaluatee

1. If an evaluatee does not initiate the appeals procedure within 5 working days of acknowledged receipt of evaluation materials, the evaluatee shall be considered to have waived the right of appeal.
2. Days shall mean school days. Both parties may agree, however, to meet during breaks at mutually agreed upon times.

3. Since it is important that appeals be processed as rapidly as possible, the number of days shall be considered maximum. The time limits specified may be extended by written agreement of both parties.

Failure of the evaluatee at any level to appeal to the next level within the specified time shall be deemed to be acceptance of the decision rendered at that level.

Procedures for Evaluator

NOTE: The evaluatee will have Collective Bargaining representation at all levels of the process.

1. Within three days of articulating the dispute in writing, the evaluatee will meet and discuss the matter with the evaluator with the object of resolving the matter informally.
2. If there has been no resolution, **the Superintendent/designee and a designated union leader from PDEC** will review information from the evaluator and evaluatee and will meet with both parties as soon as possible. Within three (3) days of the meeting, and review of all documentation and recommendations, the district team of **Superintendent and union member** will act as arbitrator and make a final decision.

EDUCATOR EVALUATION PLANS

TEACHER EVALUATION PLAN

OVERVIEW

Plainfield Public Schools Professional Learning and Evaluation Program supports an environment in which educators have the opportunity to regularly employ inquiry into and reflection on practice, to give each other feedback, and to develop teaching practices that positively affect student learning.

To help foster such an environment, we created the Professional Learning and Evaluation Program as a district-wide system that provides multiple opportunities and options for teachers to engage in individual and collaborative activities in which they collect, analyze, and respond to data about student learning, within and among Plainfield Public Schools. Teachers and administrators are expected to provide evidence related to the effectiveness of instructional practices and the impact on student learning. Teachers and administrators are expected to take an active role in a cycle of inquiry into their practice, development, implementation and analysis of strategies employed to advance student growth, and reflection on effectiveness of their practice. The Program includes an additional component, Professional Assistance and Support System (PASS), for teachers and administrators in need of additional support to meet performance expectations.

Standards and Indicators of Teaching Practice

The expectations for teacher practice in Plainfield Public Schools' Professional Learning and Evaluation Program are defined using the four domains and their indicators of the **Common Core of Teaching (CCT, 2014)**. The *Common Core of Teaching (CCT) Rubric for Effective Teaching 2014*, the tool used for observing and assessing teacher practice in the domains, reflects the spirit and specifics of the CCT, articulates components of teaching, and establishes designations of levels of practice, including: *Below Standard; Developing; Effective; Exemplary*. The CCT (**2014**) and the *CCT Rubric for Effective Teaching 2014* are provided in Appendix A of this document.

Core Requirements of the Evaluation Program

Plainfield Public Schools' Professional Learning and Evaluation Program is aligned with the Core Requirements of the State Board-approved Guidelines for Educator Evaluation, as provided in subsection (a) of Sec. 10-151b (C.G.S.), as amended by Sec. 51 of P.A. 12-116. The following is description of the processes and components of Plainfield Public Schools program for teacher evaluation, through which the Core Requirements of the Guidelines shall be met.

PROCESS AND TIMELINE OF TEACHER EVALUATION

Note: For any date in this plan that falls on a non-school day, the due date will be the prior school day.

The annual evaluation process for a teacher will at least include, but not be limited to, the following steps, in order:

1. Orientation (by September 15):

- To begin the annual evaluation process, evaluators meet with teachers, in groups and/or individually, to discuss the evaluation process and their responsibilities and roles within it. In this meeting, they will review and discuss the following:
 1. The *CCT Rubric for Effective Teaching 2014*.
 2. development of SMART goal(s) related to student outcomes and achievement
 3. data regarding whole-school indicators of student learning
 4. self-assessment processes and purposes
 5. data collection, including types of data, processes for collection and analysis
 6. access to an online evaluation system as developed

Evaluators and teachers will establish a schedule for collaboration required by the evaluation process.

2. Goal-setting Conference – by October 15:

Teacher Reflection—In advance of the Goal Setting Conference, the teacher will examine data related to current students' performance (including, but not limited to: standardized tests, portfolios and other samples of student work appropriate to teacher's content area, etc.), the prior year's evaluation, and survey results, and the *CCT Rubric for Effective Teaching 2014*. The teacher will:

- Draft one (1) SMART Goal (minimum) to address student learning/achievement objectives, based on student performance data and aligned with a whole-school student learning indicator.
- Be prepared to discuss with their evaluator how they will collect evidence for their review of practice.
- Be prepared to discuss with their evaluator how will they collect evidence to support the identified School Stakeholder Feedback Goal based on data from stakeholder feedback.

* First-year beginning teachers may find it helpful to reflect on their practice goals with their mentor teachers, using the TEAM program’s Module Resources and Performance Profiles, to determine a baseline for establishing goals.

No later than October 15 of the school year, the evaluator and teacher will meet to discuss the teacher’s proposed goal in order to arrive at mutual agreement. The goal for the year must be informed by data and evidence collected by the teacher **and** evaluator. During the conference, the evaluator and teacher will discuss the plans the teacher has identified for collecting evidence to support their review of practice and to support the Whole School Learning Indicator.

Examples of data and evidence that may be included in the goal-setting conference:

<ul style="list-style-type: none"> • Lesson Plans • Formative Assessment Data • Summative Assessment Data • Student Work • Parent Communication Logs • Data Team Minutes • Survey Data 	<ul style="list-style-type: none"> • Class List • Standardized and Non-Standardized Data (based on the teacher’s class) • School-Level Data • CCT Rubric for Effective Teaching 2014
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- **Observations of practice (by November 30, February 15, and May 15)**
For non-tenured teachers, evaluators will observe teacher practice in formal and informal in-class observations and non-classroom reviews of practice throughout the school year, with frequency based on the year of implementation of the plan and the teacher’s summative evaluation rating.

For tenured teachers scheduled to have a formal in-class observation, the formal in-class observation will take place prior to the mid-year conference.

See pages 29-30 for a summary of the Observation Schedule for tenured and non-tenured staff.

- **Evidence collection and review (throughout school year):**
The teacher collects evidence about his/her practice and student learning. The evaluator also collects evidence about teacher practice for discussion in the interim conference and summative review.

- **Interim Conference:**

- a. The evaluator and teacher will hold at least one conference near the mid-point of the evaluation cycle. The discussion should focus on processes and progress toward meeting the goals and developing one's practice. Both the teacher and the evaluator will bring evidence about practice and student learning data to review. The teacher and evaluator will discuss the cause and effect relationship of practice to student learning data, i.e. – how practice positively impacts student learning. During the conference, the teacher and evaluator will make explicit connections between the 40% and the 45% components of the evaluation program. If necessary, teachers and evaluators may mutually agree to revisions to strategies or approaches used and/or mid-year adjustment of SMART goal(s) to accommodate changes (e.g., student populations, assignment). They also discuss actions that the teacher can take and supports the evaluator can provide to promote teacher growth in his/her development areas. At the interim conference using the available evidence collected by both the teacher and the evaluator, the evaluator will inform the teacher if they are at risk of receiving an overall Performance and Practice rating of Below Standard or Developing. The evaluator and teacher will develop a written plan for improvement for the remainder of the year. This plan will not be part of the online evaluation system and/or personnel file, but is intended to provide support for improvement. The plan will be signed by the teacher and the evaluator.

2. End-of-year summative review (by June 1):

- a. **All end of year evaluation forms and data must be submitted to your evaluator by May 20.**
- b. *Teacher self-assessment* – (due to the evaluator 5 working days prior to the end-of-year conference). The teacher reviews and reflects on all information and data collected during the year related to the goals and completes a self-assessment for review by the evaluator. This self-assessment may focus specifically on the areas for development, referencing the *CCT Rubric for Effective Teaching 2014* and established in the goal-setting conference.
- c. *The self-assessment* should address all components of the evaluation plan and include what the teacher learned throughout the year supported by evidence and personal reflection. The self-assessment should also include a statement that identifies a possible future direction that is related to the year's outcomes.

- d. *End-of-year conference* - The evaluator and the teacher meet to discuss all evidence collected to date. The teacher and evaluator will discuss the extent to which students met the SMART goal(s) and how the teacher's performance and practice focus area contributed to student outcomes and professional growth. Following the conference, the evaluator assigns a summative rating and generates a summary report of the evaluation to be shared with the teacher before the end of the school year.
- e. *Summative Rating* - The evaluator reviews submitted evidence, self-assessments, and observation data to generate category ratings. (Category 1: Student Outcomes and Achievement-45%, Category 2: Teacher Performance and Practice-40%, Category 3: Stakeholder Feedback-10%, Category 4: Whole School Student Learning Indicator- 5%). The category ratings are used to determine the final, summative rating using the summative rating matrix.

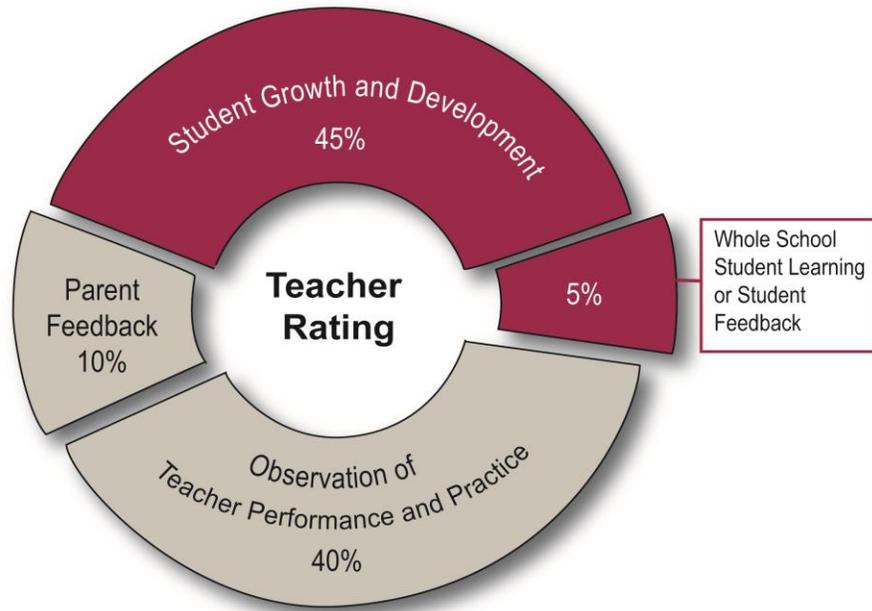
3. Summative rating revisions (by September 1)

- a. After all data is available, the evaluator may adjust the summative rating

(See pages 34-36 for explanation of summative ratings and matrix)

COMPONENTS OF TEACHER EVALUATION AND RATING

The Core Requirements of the CT Guidelines for Teacher Evaluation require that districts weight the components of teacher's annual summative evaluations and ratings as follows:



CATEGORY 1: STUDENT OUTCOMES AND ACHIEVEMENT (45%)

Forty-five percent (45%) of a teacher's evaluation will be based on achievement of student learning outcomes defined by teacher-created SMART Goals that are aligned with both standardized and non-standardized measures. Teachers are required to develop **one SMART goal** related to student growth and development, but may develop two SMART goals.

- SMART goals for all personnel must demonstrate alignment with school-wide student achievement priorities (*see Appendix I for examples of SMART Goals using Standardized and Non-Standardized Indicators*).
- Evidence of whether the objectives are met shall not be determined by single, isolated test score, but shall be determined through the comparison of data across assessments administered over time, including the state test for those teaching tested grades and subjects or another standardized indicator for other grades and subjects where available. A state test will be used only where the district has

interim assessments that lead to that test, and these interim assessments shall be included in the overall score for those teaching tested grades and subjects.

Goal Setting

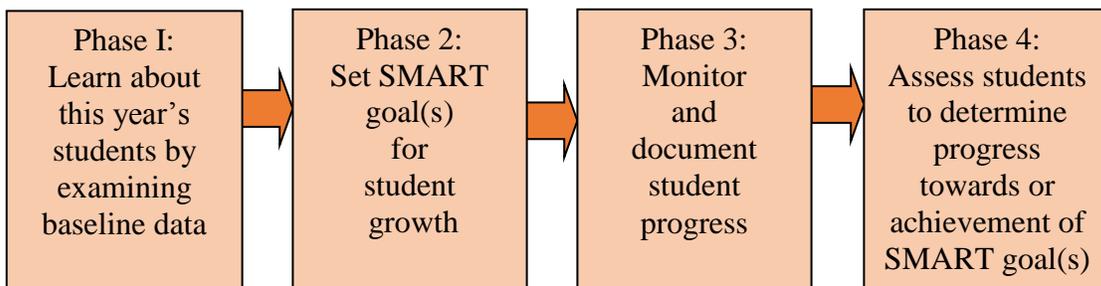
Plainfield Public Schools teachers’ SMART goals address the learning needs of their students and are aligned to the teacher’s assignment. The student outcome related indicators will be written to meet SMART goal criteria, i.e. Specific, Measurable, Attainable, Relevant, and Time-Bound. Teachers will write at least one (1) SMART goal which can have multiple indicators that address targeted areas for student growth and/or achievement.

Each SMART goal will:

1. take into account the academic record and social, emotional, and behavioral needs and strengths of the students that teacher is teaching that year/semester
2. address the most important purposes of a teacher’s assignment through self-reflection
3. align with school, district, and state student achievement objectives
4. take into account students’ learning needs vis-à-vis relevant baseline data
5. be aligned to state and national curriculum standards/frameworks
6. be mutually agreed upon by teacher and their evaluator
7. be fair, valid, reliable and useful to the greatest extent possible

SMART Goals and Student Progress

The following diagram illustrates the processes involved in establishing and assessing SMART goals for student learning.



Phase I:
Learn about
this year's
students by
examining
baseline data

To write meaningful and relevant SMART goals that align to their teaching assignment and result from a thorough knowledge of their students, data analysis is required.

Examples of data that teachers will be required to analyze are:

- Student outcome data (academic)
- Behavior data (absences, referrals)
- Perceptual data (learning styles, results from interest inventories, anecdotal, etc.)

Teachers must learn as much as they can about the students they teach, be able to document baseline data that they have used to determine their instructional focus and be able to write SMART goal(s) on which they will, in part, be evaluated.

Analysis of these initial pieces of data on incoming students for the year should be completed by mid-September of the academic year.

Phase 2:
Set SMART goal(s)
for
student
growth

Each teacher will write **at least ONE (1)** SMART goal. Teachers whose students take a state assessment **may** create one SMART goal based on that assessment or one SMART goal based on a non-standardized assessment. All other teachers may develop their SMART goals based on non-standardized assessment or a standardized assessment where available and appropriate.

Each SMART goal should make clear:

1. what evidence was or will be examined
2. what level of performance is targeted

3. strategies used to help students to reach learning targets
4. what assessment(s)/indicator(s) will be used to measure the targeted level of performance
5. what proportion of students is projected to achieve the targeted performance level

SMART goal(s) can also address student subgroups, such as high or low-performing students or ELL students. It is through the Phase I examination of student data that teachers will determine what level of performance to target for which students.

SMART goal(s) are established by mutual agreement. Teachers will submit their SMART goal(s) to their evaluator for review and mutual agreement. The SMART Goal(s) review process will take place during the Goal-Setting conference, on or before October 15.

SMART goal(s) must be based on the following criteria, to ensure they are as fair, reliable, valid, and useful to the greatest possible extent:

- **Priority of Content**:- SMART goal is deeply relevant to teacher's assignment and addresses the most important purposes of that assignment.
- **Rigor of SMART goal**: SMART goal is attainable, but ambitious, and represents at least one year's student growth (or appropriate growth for a shorter interval of instruction).
- **Analysis of Student Outcome** Data: SMART goal provides specific, measurable evidence of student outcome data through analysis by the teacher and demonstrates knowledge about students' growth and development.

Phase 3:
Monitor and
document
student
progress

Once the teacher SMART goal(s) is mutually agreed to, teachers must monitor students' progress toward achieving student learning SMART goal(s).

Teachers may monitor and document student progress through:

- Examination of student work.
- Administration of periodic formative assessments.

- Tracking of students' accomplishments and challenges.

Teachers may choose to share their findings from formative assessments with colleagues during collaborative time. They may also wish to keep their evaluator apprised of progress. Artifacts related to the teacher's monitoring practices can be reviewed and discussed during the Mid-Year Conference.

Interim Conferences - Mid-year check-ins:

Evaluators and teachers will review progress toward the SMART goal(s) at least once during the school year, using available information and data collected on student progress. This review may result in revisions to the instructional strategies or approaches teachers use. Teachers and evaluators may mutually agree to mid-year adjustments to SMART goal(s) for the purpose of accommodating significant changes in student population or teaching assignment. The Mid-Year Conference will take place by February 15 of the academic year.

Phase 4:
Assess students to
determine progress
towards or
achievement of
SMART goal(s)

End-of-year review of SMART goal(s)/ Student Outcomes and Achievement:

End of Year Conference – The teacher shall collect evidence of student progress toward meeting the student learning goals/objectives. This evidence will reflect student progress toward meeting SMART goal(s) for learning. The evidence will be submitted to the evaluator, and the teacher and evaluator will discuss the extent to which the students met the learning goals/objectives. Following the conference, the evaluator will rate the extent of student progress toward meeting the student learning goals/objectives, based on criteria for the 4 performance level designations shown in the table below.

Evaluators will review the evidence and the teacher's self-assessment and assign one of four ratings to each SMART goal: Exceeded (4 points), Met (3 points), Partially Met (2 points), or Did Not Meet (1 point). These ratings are defined as follows:

Exceeded (4)	Exceeded SMART goal(s) by at least a 5% margin
Met (3)	Met the SMART goal(s) within a 9% margin
Partially Met (2)	Did not meet the SMART goal(s) by a 19% margin
Did Not Meet (1)	Did not meet the SMART goal(s) by a 20% margin or greater

To arrive at a rating for each SMART goal, the evaluator will review the results from data collected as a body of evidence regarding the accomplishment of the goal and score the achievement of the SMART goals holistically.

NOTE: For SMART goals and **IAGD's (Indicators of Academic Growth and Development)** that include assessment based on state standardized tests, results may not be available in time to score the SMART goal prior to the June 1st deadline. If this is the case, the teacher's student growth and development rating will be based on the results of the SMART goal that is based on non-standardized indicators and other evidence to support the SMART goal based on the state standardized assessment. After all data, is available the evaluator may adjust the final summative rating.

Training for Teachers and Evaluators

Specific training will be provided to develop evaluators' and teachers' data literacy and creation of SMART goal(s) by which teachers will be evaluated. Training session support and/or enhance the abilities and skills of each teacher to communicate their goals for student learning outcomes and achievement. The content of the training will include, but not be limited to:

SMART Goal Criteria: Specific, Measurable, Attainable, Relevant, Time-Bound

- Data Literacy as it relates to: Analyzing and Interpreting Assessment Data, Understanding Root Cause, and Decision-Making based on Inferences
- Quality of measures and indicators used to determine student growth
- Alignment of SMART goal(s) to school and/or district goals
- Writing plans that articulate the strategies and progress monitoring tools teachers will implement to achieve their SMART goal(s)

All teachers and evaluators will be required to attend this training to ensure a standardized approach to the documentation of student learning outcomes and achievement. Should additional training be needed, it will be decided on a case-by-case basis at the school or individual level.

CATEGORY 2: TEACHER PERFORMANCE AND PRACTICE (40%)

Forty percent (40%) of a teacher's evaluation will be based on formal and informal observations of teacher practice and performance, review of practice, as well as other evidence collected by the teacher and/or evaluator using the 4 Domains in the *CCT Rubric for Effective Teaching 2014*.

In preparation for instructional planning and Goal-Setting Conferences with evaluators, teachers will analyze their student data and use the 4 Domains in the *CCT Rubric for Effective Teaching 2014* to reflect on their own practices and its impact on student performance. Based on that reflection, teachers and evaluators will engage in a dialogue to guide professional learning and improvements in teacher practice that will ultimately promote student growth and achievement of student outcome goals. This dialogue should result in improvements in teacher knowledge and skills which may be evidenced in observations of teacher performance and practice, review of practice, as well as other evidence collected by the teacher and/or evaluator using the 4 Domains in the *CCT Rubric for Effective Teaching 2014*.

Over the course of the school year, teachers and/or evaluators will gather evidence for the 4 Domains of the *CCT Rubric for Effective Teaching 2014* which will allow teachers to demonstrate: the context for their work; their ability to improve student learning and performance; their ability to engage in reflective practice to improve their own knowledge and skills; how they exercise leadership skills within their classrooms, schools and district.

See the table below for examples of evidence. Refer to the Handbook for the 4 Domains of the CCT Rubric for Effective Teaching 2014.

Evidence of Teacher Performance and Practice (40%)		
SOURCES	EXAMPLES	IMPORTANCE
Conferences	<p><u>Evidence related to all 4 domains</u></p> <ul style="list-style-type: none"> • Teacher’s use of data to inform instruction, analyze student performance and set appropriate learning goals • Conversation and artifacts that reveal the teacher has an understanding of, content, students, strategies, and use of data 	<ul style="list-style-type: none"> • Provides opportunities for teachers to demonstrate cause and effect thinking. • Provides opportunities for evaluator learning in content; systems effectiveness; priorities for professional learning • Provides context for observations and evaluation
In-class formal and informal observations	<p><u>Evidence related to Domains 1 & 3</u></p> <ul style="list-style-type: none"> • Teacher-student, student-student conversations, interactions, activities and transitions related to learning goals • Instructional strategies and practices 	<ul style="list-style-type: none"> • Provides evidence of teacher’s ability to improve student learning and promote growth
Review of Practice Classroom and/or Non-Classroom	<p><u>Evidence related to all 4 domains</u></p> <ol style="list-style-type: none"> 1. Teacher reflection, as evidenced in pre- and post-conference data. 2. Engagement in professional development opportunities, involvement in action research. 3. Collaboration with colleagues 4. Teacher-family interactions 5. Ethical decisions 	<ul style="list-style-type: none"> • Provides evidence of teacher as learner, as reflective practitioner and teacher as leader.

Observation of Teacher Practice

Observations, both formal and informal, provide valuable information to all professional staff about instructional practice. Evidence collected through observations allow school leaders to understand more about the nature of learning and instruction in our schools, and feedback from observation provides individual teachers with insights regarding the impact of their classroom management, planning, instruction, and assessment practices on student growth.

Evaluators use a combination of formal and/or informal, announced and/or unannounced observations to:

1. Gather evidence of and facilitate professional conversation regarding the quality of teacher practice;
2. Provide constructive oral and written feedback of observations that is timely and useful for educators;

3. Provide information for the on-going calibration of evaluators and evaluation practices in the district.

Please Note: Annually, administrators will engage in professional learning opportunities, including online options and collaborative sessions that will develop their skills in effective observation, providing meaningful, useful feedback, and engaging in productive professional conversations with teachers.

Review of Practice

Review of practice is a collection of evidence gathered by the teacher and evaluator that provides an overview of the teacher's performance and practice based on the 4 Domains of the *CCT Rubric for Effective Teaching 2014*.

CCT Rubric for Effective Teaching 2014

<p style="text-align: center;">Domain 1</p> <p style="text-align: center;">Classroom Environment, Student Engagement and Commitment to Learning</p> <p>Teachers promote student engagement, independence and interdependence in learning and facilitate a positive learning community by:</p> <p>1a. Creating a positive learning environment that is responsive to and respectful of the learning needs of all students.</p> <p>1b. Promoting developmentally appropriate standards of behavior that support a productive learning environment for all students.</p> <p>1c. Maximizing instructional time by effectively managing routines and transitions</p>	<p style="text-align: center;">Domain 2</p> <p style="text-align: center;">Planning for Active Learning</p> <p>Teachers plan instruction to engage students in rigorous and relevant learning and to promote their curiosity about the world at large by:</p> <p>2a. Planning of instructional content that is aligned with standards, builds on students' prior knowledge and provides for appropriate level of challenge for all students.</p> <p>2b. Planning instruction to cognitively engage students in the content.</p> <p>2c. Selecting appropriate assessment strategies to monitor student</p>
<p style="text-align: center;">Domain 3</p> <p style="text-align: center;">Instruction for Active Learning</p> <p>Teachers implement instruction to engage students in rigorous and relevant learning and to promote their curiosity about the world at large by:</p> <p>3a. Implementing instructional content for learning.</p> <p>3b. Leading students to construct meaning and apply new learning through the use of a variety of differentiated and evidence-based learning strategies.</p> <p>3c. Assessing student learning, providing feedback to students and adjusting instruction.</p>	<p style="text-align: center;">Domain 4</p> <p style="text-align: center;">Teacher Leadership</p> <p>Teachers maximize support for student learning by developing and demonstrating professionalism, collaboration and leadership by:</p> <p>4a. Engaging in continuous professional learning to impact instruction and student learning.</p> <p>4b. Collaborating to develop and sustain a professional learning environment to support student learning.</p> <p>4c. Working with colleagues, students and families to develop and sustain a positive school climate that supports student learning.</p>

OBSERVATION SCHEDULE

Non-Tenured Teacher Observation Schedule		
PERFORMANCE DESIGNATION	NUMBER OF OBSERVATIONS	CONFERENCE AND FEEDBACK
Non-Tenured Teachers 1st and 2nd Year	Must have three (3) formal observations. 1 st by Nov. 30 2 nd by Feb 15 3 rd by May 15	All formal observations must have pre- and post-conferences Pre-conferences occur within 5 school days prior to observation. Post Observation teacher reflection and post-observation conference within 5 school days of observation.
	One (1) in-class informal unannounced observation	Feedback for informal will be written.
	Review of practice (All 4 Domains)	Feedback for review of practice will be verbal and/or written.
Non-Tenured Teachers 3rd and 4th Year	Up to three (3) but no less than 2 in-class formal observations Teachers may request a third formal observation. Administrators may require a third formal observation 1 st by Nov. 30 2 nd by Feb 15 3 rd by May 15	All formal observations must have pre- and post-conferences Pre-conferences occur within 5 school days prior to observation. Post Observation teacher reflection and post-observation conference within 5 school days of observation.
	One (1) in-class informal unannounced observation	Feedback for informal will be written.
	Review of practice (All 4 Domains)	Feedback for review of practice will be verbal and/or written.

Tenured Teacher Observation Schedule		
PERFORMANCE DESIGNATION	NUMBER OF OBSERVATIONS	CONFERENCE AND FEEDBACK
Tenured Teachers Designated as Effective or Exemplary on Year 1 of Evaluation Cycle	Must have one (1) in-class formal observation prior to Mid-Year Conference A second (2 nd) in-class formal observation is allowed, A third (3 rd) in-class formal observation at the request of the teacher	All formal observations must have pre- and post-conferences Pre-conferences occur within 5 school days prior to observation. Post Observation teacher reflection and post-observation conference within 5 school days of observation.
	One (1) in-class informal unannounced observation	Feedback for informal observations will be written.
	Review of practice (All 4 Domains)	Feedback for review of practice will be verbal and/ or written.
Tenured Teachers Designated as Effective or Exemplary on Year 2 and Year 3 of Evaluation Cycle	Three (3) informal observations required annually.	Feedback for informal observations will be written.
	Review of practice (All 4 Domains)	Feedback for review of practice will be verbal and/or written.
Tenured Teachers Designated as Developing or Below Standard	Up to three (3) no less than two (2) in-class formal observations Teachers may request a third formal observation. Administrators may require a third formal observation 1 st by Nov. 30 2 nd by Feb 15 3 rd by May 15	All formal observations must have pre- and post-conferences Pre-conferences occur within 5 school days prior to observation. Post Observation teacher reflection and post-observation conference within 5 school days of observation.
	One (1) in-class informal unannounced observation	Feedback for informal observations will be written.
	Review of practice (All 4 Domains)	Feedback for review of practice will be verbal and/or written.

Evaluation Ratings for Performance and Practice

Evaluation ratings will be assigned at the end of each school year. After gathering and analyzing evidence within each of the Domains 1-4, evaluators will use the *CCT Rubric for Effective Teaching 2014* to initially assign ratings of Below Standard, Developing, Effective or Exemplary. **Ratings will be made at the Domain level only.**

Once Domain ratings have been assigned, evaluators will use the *Rating Guidelines for Observation of Teacher Performance and Practice* to assign an overall rating for teacher performance and practice.

Ratings Guidelines for Teacher Performance and Practice	
Rating	Criteria
Exemplary	Minimum of three Exemplary ratings at the domain level and no ratings below Effective
Effective	Minimum of three Effective ratings at the domain level and no rating Below Standard
Developing	Minimum of 2 Effective ratings at the domain level and not more than one rating Below Standard
Below Standard	Two or more ratings at the domain level Below Standard

CATEGORY 3. STAKEHOLDER FEEDBACK (10%)

Ten percent (10%) of a teacher's evaluation shall be based on stakeholder feedback, including data from surveys.

Plainfield Public Schools strive to meet the needs of all of the students all of the time. To gain insight into what stakeholders perceive about our ability to accomplish this, a school-wide stakeholder survey will be used. The survey instrument to be used initially is the climate survey. In addition, due to the design of the educational continuum, (PK-3, 4-5, 6-8, 9-12) Plainfield will implement a stakeholder survey as part of its parent/teacher conferences. **The survey will be anonymous and will demonstrate fairness, reliability, validity and usefulness to ensure parent comfort and trust with responses.**

Using a locally developed survey that allows for anonymous responses, all Plainfield Public Schools will collect and analyze stakeholder feedback data that will be used for continuous improvement. Surveys will be administered **anonymously** allowing stakeholders to rate by their perspective the evidence of the teacher and school to address targeted improvements. The survey will also include additional information to be used by teachers as baseline data for the following academic year. Analysis of survey data will be conducted on a school-wide basis, with all certified staff engaged in the analysis, and result in one school-wide goal to which all certified staff will be held accountable.

Once the school-wide stakeholder feedback goal has been determined by the school, teachers will identify the strategies they will implement to achieve the school-wide goal.

Teacher ratings will be determined using a 4-level performance matrix. Ratings will be based on evidence of teacher's implementation of strategies to address areas of need as identified by the survey results.

CATEGORY 4. WHOLE-SCHOOL STUDENT LEARNING INDICATORS (5%)

Five percent (5%) of a teacher's evaluation shall be based on whole-school student learning indicators following the SEED model.

Each Plainfield School will define and communicate a Whole School Learning Indicator that is an aggregate rating for multiple student learning indicators established for the administrator's evaluation rating. (Administrator's 45%) Certified staff will be asked to identify strategies that will, through their instructional practice, contribute to the achievement of the Whole School Learning Indicator.

Teachers' efforts and actions taken towards achievement of the Whole School Learning Indicator will be discussed during the pre-, mid-year, and post-conferences. Teachers will be expected to upload or share artifacts from their practice that support and provide evidence of their contributions to the attainment of this indicator.

Teachers' rating in this area will be determined by the administrator's performance rating in multiple student learning indicators that comprise 45% of an administrator's evaluation.

SUMMATIVE TEACHER EVALUATION RATING:

Each teacher shall annually receive a summative rating in one of four levels:

- ***Exemplary*** – Substantially exceeding indicators of performance
- ***Effective*** – Meeting indicators of performance
- ***Developing*** – Meeting some indicators of performance but not others
- ***Below standard*** – Not meeting indicators of performance

Exemplary ratings are reserved for performance that significantly exceeds Effectiveness and could serve as a model for teachers district-wide or even statewide.

Effective ratings represent fully satisfactory performance. It is the rigorous standard expected for experienced teachers.

Developing ratings indicate performance that has met a level of Effectiveness in some Domains but not others. Improvement is necessary and expected.

Below standard ratings indicates performance that has been determined to be below Effective on all components or unacceptably low on one or more Domains.

Determining Summative Ratings

The process for determining summative evaluation ratings has three steps: (a) determining a teacher practice rating, (b) determining a teacher outcomes rating and (c) combining the two into an overall rating.

A. TEACHER PRACTICE RATING: Teacher Performance & Practice (40%) + Stakeholder Feedback (10%) = 50%

The practice rating derives from a teacher's performance on the four domains of the *CCT Rubric for Effective Teaching 2014* and the stakeholder feedback target. Evaluators record a rating for the domains that generates an overall rating for teacher practice. The Stakeholder Feedback rating is combined with the Teacher Practice rating and the evaluator uses the matrix to determine an overall Teacher Performance & Practice Rating.

B. TEACHER OUTCOMES RATING: Student Outcome & Achievement (45%) + Whole-School Student Learning Indicators (5%) = 50%

The outcomes rating derives from the two student outcome & achievement measures – SMART goal(s) – and Whole-School Learning Indicators outcomes. As shown in the Summative Rating Form, evaluators record a rating for the SMART goal(s) agreed to in the beginning of the year. The Whole-School Student Learning Indicator Rating is combined with SMART goal(s) rating and the evaluator uses the matrix to determine an overall Outcomes Rating

C. FINAL SUMMATIVE RATING: Teacher Practice Rating (50%) + Teacher Outcomes Rating (50%) = 100%

The Summative rating combines practice and outcomes ratings using the matrix below. If the two areas in any Matrix are highly discrepant (e.g., a rating of exemplary for Teacher Practice and a rating of below standard for Teacher Outcomes), then the evaluator and the evaluatee will re-examine the data and/or gather additional information in order to determine the rating for the Matrix.

If upon re-examination of the data, the ratings do not change, the evaluator will use the Matrix to determine the rating.

Teacher Practice Rating					
		Exemplary	Effective	Developing	Below Standard
Teacher Outcomes Rating	Exemplary	Exemplary	Exemplary	Effective	Gather further information
	Effective	Exemplary	Effective	Effective	Developing
	Developing	Effective	Effective	Developing	Developing
	Below Standard	Gather further information	Developing	Developing	Below Standard

In accordance with The CT Guidelines for Educator Evaluation, Plainfield Public Schools Professional Learning and Evaluation Plan employs a 4-level matrix rating system, as follows:

1. Annual summative evaluations must provide each teacher with a summative rating aligned to one of four performance evaluation designations: Exemplary, Effective, Developing and Below Standard.
2. In order to determine summative rating designations for each teacher, Plainfield Public Schools evaluators will:
 - A. Rate teacher performance in each of the four Categories:
 1. Student Outcomes and Achievement;
 2. Observations of Teacher Performance and Practice;
 3. Stakeholder Feedback, and
 4. Whole-School Student Learning Indicators.
 - B. Combine the Student Outcomes and Achievement (Category 1, above) and Whole-School Student Learning Indicator rating (Category 4, above) into a single rating, taking into account their relative weights. This will represent an overall “**Outcomes Rating**” of Exemplary, Effective, Developing, or Below Standard.
 - C. Combine the Observations of Teacher Performance and Practice rating (Category 2, above) and the Stakeholder Feedback rating (Category 3, above) into a single rating, taking into account their relative weights; this will represent an overall “**Practice Rating**” of Exemplary, Effective, Developing, or Below Standard.
 - D. Combine the **Outcomes Rating** and **Practice Rating** into a **final rating**. In undertaking this step, teachers will be assigned a summative rating category of Exemplary, Effective, Developing, or Below Standard. See Appendix C of this document for example.
3. A tenured teacher may qualify for a non-rated evaluation year if they have a FMLA qualifying condition that impacts their ability to attend work. This is mutually agreed upon by the evaluator and the evaluatee. An evaluatee may be non-rated for no more than two consecutive years.
4. A tenured teacher designated as exemplary for two consecutive years shall be scheduled for one formal* observation, as defined below, and two informal observations annually as long as a rating of exemplary is maintained. A review of practice must be completed every year.

* Formal observation for tenured exemplary teachers is defined as not having a formal pre-observation conference or having to complete the written pre-observation forms, but must meet with their evaluator for verbal pre and post discussion.

DEFINITION OF TEACHER EFFECTIVENESS AND INEFFECTIVENESS

Teacher effectiveness will be based upon a pattern of summative teacher ratings collected over time. In order to be deemed effective, teachers will need to have a summative rating of Effective or Exemplary. Teachers who receive a rating of Developing or Below Standard for 2 consecutive years will be deemed ineffective and a recommendation for termination by the evaluator may be brought forward to the Superintendent and the Plainfield Board of Education.

Any teacher having a summative rating of Developing or Below Standard after one year of being evaluated with this evaluation plan will be placed on an individual improvement plan.

After one year of participating in PASS (Professional Assistance and Support System), a teacher receiving such support will be expected to have a summative rating of Effective or Exemplary. Teachers who do not receive a summative rating of Effective or Exemplary after one year of participation in PASS may be terminated or may be placed on the **PASS Improvement and Remediation Plan** for 30 days. After 30 days, if the teacher has not demonstrated adequate improvement based on the identified indicators defined in the **PASS Improvement and Remediation Plan**, the teacher may be terminated. If after 30 days, if the teacher has demonstrated adequate improvement based on the identified indicators defined in the **PASS Improvement and Remediation Plan**, the teacher may be placed on the **PASS Intensive Remediation Plan** for an additional 60 days. After 60 days, if the teacher has not demonstrated adequate improvement based on the identified indicators defined in the **PASS Intensive Remediation Plan**, the teacher may be terminated. If after 60 days, the teacher has demonstrated adequate improvement based on the identified indicators defined in the **PASS Intensive Remediation Plan** they may continue in the **PASS Intensive Remediation Plan** for an amount of time determined by the evaluator.

No teacher will participate in PASS for more than two consecutive school years.

TEACHER PROFESSIONAL ASSISTANCE AND SUPPORT SYSTEM (PASS)

Teachers who receive a summative evaluation rating of Developing or Below Standard will work with the local association president, or designee, in the development of a PASS plan, in collaboration with their evaluator. **The plan will be created prior to the beginning of the next school year.** The PASS process will identify areas of improvement needed and will include supports that Plainfield Public Schools will provide to address the performance

areas identified as in need of improvement. A teacher's successful completion of participation in PASS is determined by a summative final rating of Effective or Exemplary at the conclusion of the school year.

The plan must include the following components:

1. *Areas of Improvement*: Identify area of needed improvement
2. *Rationale for Areas of Improvement*: Evidence from observations that show an area needing improvement.
3. *Domain*: List domain rated "developing" or "below standard."
4. *Indicators for Effective Teaching*: Identify exemplary practices in the area identified as needing improvement.
5. *Improvement Strategies for Implementation*: Provide strategies that the teacher can implement to show improvement in any domain rated "developing" or "below standard."
6. *Tasks to Complete*: Specific tasks the Teacher will complete that will improve the domain.
7. *Support and Resources*: List of supports and resources the Teacher can use to improve, e.g. professional learning opportunities, peer observation, colleague mentor, books, etc.
8. *Indicators of Progress*: How the teacher will show progress towards Effective or exemplary in identified domain(s) through observations, data, evidence, etc.
9. *The Evaluatee will have a Professional Peer Support person to support them*. This support person shall be a person that is mutually agreed upon by both the evaluatee and the evaluator. An evaluatee who is currently participating in TEAM will use that mentor as part of their PASS support and not have an additional mentor assigned to them.

The plan will be designed and written in a collaborative manner, which focuses on the development of a professional learning community supporting colleagues within this level. The teacher, local association president or designee, and evaluator will sign the plan. Copies will be distributed to all those who will be involved in the implementation of the plan as well as the administrator and Superintendent. The contents of the plan will be confidential.

PASS Improvement and Remediation Plan (30 Days)

The PASS **Improvement and Remediation Plan** is a further step in the attempt to provide a teacher with the support, supervision, and resources needed to foster positive growth in

situations when an individual is having considerable difficulty implementing the professional responsibilities of teaching. Based on a determination by the evaluator, the evaluator and the union representation will help the teacher outline specific goals and objectives with timelines, resources, and evaluative criteria. The evaluator and/or teacher may draw upon whatever personnel and resources are needed to implement the plan and are deemed reasonable by the evaluator. Consistent supervision and, at minimum, a weekly observation followed by timely feedback, will be provided by the evaluator. This intervention will operate for a period of 30 school days. At the end of the intervention period, the evaluator will issue a recommendation. If the teacher demonstrates that he/she is *Effective* or better, the evaluator will designate placement of that teacher to a normal evaluation plan. In situations when progress is inadequate, the teacher may be terminated or placed into **Intensive Remediation Plan**. Specific written reports of the intervention plan with reports of observations and a final determination on progress will become part of the teacher's personnel file.

PASS Intensive Remediation Plan (Up to 60 Days)

The PASS **Intensive Remediation Plan** is the final attempt and may be implemented after the PASS **Improvement and Remediation Plan** based on the judgment of the evaluator, to provide the help necessary to meet the requirements of the position. The teacher, evaluator, and union representation will develop a plan that includes specific goals, timelines, resources, and evaluative criteria. The evaluator and/or the teacher may draw upon whatever personnel and resources are needed to implement the plan and are deemed reasonable by the evaluator. The plan will be in operation for a period of time of up to 60 school days. At any point during the 60 day plan, the evaluator may make a recommendation for termination based on evidence of inadequate progress. Weekly observations followed by feedback will be provided during this phase. At the conclusion of this phase, the evaluator will make a recommendation as to whether the intensive supervision will be terminated or extended. If the teacher demonstrates that he/she is *Effective* or better, the evaluator will designate placement of that teacher on the normal evaluation plan. If the teacher's performance is below *Effective*, the administrator will recommend termination of that teacher's employment to the superintendent.

Resolution of Differences

Should a teacher disagree with the evaluator's assessment and feedback, the parties are encouraged to discuss these differences and seek common understanding of the issues. The evaluator may choose to adjust the report, but is not obligated to do so. The teacher has the

right to attach a statement to the observation report, progress report, or summative evaluation identifying the areas of concern and presenting his/her perspective. However, observation and evaluation reports are not subject to the grievance procedure. In the event that the teacher and evaluator are unable to resolve their differences, they can submit the matter to the **Superintendent and union panel** for review and decision.

DISPUTE RESOLUTION

The purpose of the dispute resolution process is to secure at the administrative level closest to the concern, equitable solutions to disagreements, which from time to time may arise related to the evaluation process. The right of appeal is a necessary component of the evaluation process and is available to every participant at any point in the evaluation process. As our evaluation system is designed to ensure continuous, constructive and cooperative processes among professional educators, most disagreements are expected to be worked out informally between evaluators and evaluatees.

The resolution process may be implemented when there is a question as to whether or not:

1. evaluation procedures and/or guidelines have been appropriately followed
2. adequate data has been gathered to support fair and accurate decisions

The resolution process shall be conducted in accordance with law governing confidentiality.

Time Limits for Evaluatee

1. If an evaluatee does not initiate the appeals procedure within 5 working days of acknowledged receipt of evaluation materials, the evaluatee shall be considered to have waived the right of appeal.
2. Days shall mean school days. Both parties may agree, however, to meet during breaks at mutually agreed upon times.
3. Since it is important that appeals be processed as rapidly as possible, the number of days shall be considered maximum. The time limits specified may be extended by written agreement of both parties.

Failure of the evaluatee at any level to appeal to the next level within the specified time shall be deemed to be acceptance of the decision rendered at that level.

Procedures for Evaluator

NOTE: The evaluatee will have Collective Bargaining representation at all levels of the process.

1. Within three days of articulating the dispute in writing, the evaluatee will meet and discuss the matter with the evaluator with the object of resolving the matter informally.
2. If there has been no resolution, **the Superintendent/designee and a designated union leader from PDEC** will review information from the evaluator and evaluatee and will meet with both parties as soon as possible. Within three (3) days of the meeting, and review of all documentation and recommendations, the district team of **Superintendent and union member** will act as arbitrator and make a final decision.

EVALUATION-BASED PROFESSIONAL LEARNING

As our core values indicate, Plainfield Public Schools believes that the primary purpose for professional learning is school improvement as measured by the success of every student. We also believe that professional learning must focus on creating meaningful experiences for all staff members. Designing evaluation-based professional learning is a dynamic process. Working with program goals and data from the educator evaluation process, professional learning is planned to strengthen instruction around identified student growth needs or other areas of identified educator needs.

We recognize that educators as well as students learn in different ways and have different learning needs at different points in their career. Effective professional learning, therefore, must be highly personalized and provide for a variety of experiences, including learning teams, study groups, individual study, etc. as well as opportunities for conducting research and collaborating with colleagues on content-based pedagogical activities.

Plainfield Public Schools' evaluation-based professional learning design has as its foundation the Standards for Professional Learning (Learning Forward, 2011). Each of the tenets of Plainfield Public Schools' Professional Learning and Evaluation Program is aligned with at least one, and often several, of the seven Standards for Professional Learning, as follows.

TENETS OF THE PLAINFIELD PUBLIC SCHOOLS PLAN: ALIGNING STANDARDS AND PROCESSES:

- ***Evaluation is a teacher-centered process:*** We believe that, for evaluation to improve professional practice, it is essential to “make evaluation a task managed by a teacher, and not a thing done to a worker” (Peterson, 2000, p. 5).
 - Teacher reflection on aspects of their instructional practice and its effect on student achievement, on other facets of responsibility to the school community, and on their professional contributions to their field is critical to improved practice for both veteran and novice teachers. [*Standards: Learning Communities; Data; Outcomes*]
 - Educator self-reflection represents the initiation and culmination of the cycle of professional praxis and procedures for evaluation.

- Teachers collect and assemble relevant data related to student outcomes and their professional contributions, and determine how their data can be used in evaluation.
- **Organizational culture matters:** The framework and outcomes of systems for the evaluation of teachers must reflect an understanding of the culture of schools as learning organizations (see Schein, 2010; Senge, 2012).
 - It is vitally important to examine the core beliefs that underpin organizational processes such as professional learning and evaluation, as well as teachers' and administrators' perception of their roles and effectiveness, to effect positive changes in student learning, growth, and achievement. Further, it is important to evolve the role of principals and administrators from the sole judges and evaluators of teachers and teaching to emphasize their role as instructional leaders who collaborate with teachers.
 - Evaluators and teachers support each other in the pursuit of individual and collective professional growth and student success through rich professional conferences and conversations. [*Standards: Leadership; Resources*]
 - Each school's core beliefs about student learning are the foundation for evaluation and support systems, and provide a focus for individual and collaborative reflections on personal practice and organizational functioning. [*Standards: Learning Communities; Implementation*]
 - Teachers and administrators collaborate to observe instructional practices in their school and to analyze data on instruction and student performance. [*Standards: Data; Outcomes*]
 - Teachers and administrators collaborate to plan, assess, and evaluate professional learning. [*Standards: Leadership; Learning Communities; Implementation; Learning Designs*]
- **Evaluation and professional learning must be differentiated to increase organizational effectiveness:** There is a growing research base that demonstrates that individual and collective teacher efficacy (defined by Bandura, 1997, as "the group's shared belief in its conjoint capabilities to organize and execute courses of action required to produce given levels of attainments"), is positively associated with and predictive of student achievement (Allinder, 1995; Goddard, et al., 2000; Moolenaar, et al., 2012; Tschannen-Moran and Barr, 2004)
 - The needs of veteran and novice teachers are different, and evaluation-based professional learning is be designed to meet those needs, inspire and motivate

individual and collective efficacy, and build leadership capacity in schools and districts (see Peterson, 2000). [*Standards: Learning Design; Leadership; Resources*]

- The development of such structures as career ladders, personal professional portfolios, and opportunities are provided for teachers to share their learning from professional activities, findings from their own research or from research-based practices they have applied, classroom-level and professional accomplishments and/or challenges. [*Standards: Data; Outcomes: Learning Communities; Leadership*]

CAREER DEVELOPMENT AND PROFESSIONAL GROWTH

Plainfield Public Schools will provide opportunities for educator career development and professional growth based on the results of the evaluation. Educators with an evaluation of Effective or Exemplary will be able to participate in opportunities to further their professional growth, including attending conferences and other professional learning opportunities.

For educators rated Exemplary, the following career development and professional growth opportunities would be available: observation of peers; mentoring/coaching early-career educators or educators new to Plainfield Public Schools; participating in development of educator Professional Assistance and Support System plans for peers whose performance is developing or below standard; leading Professional Learning Communities for their peers; and, targeted professional development based on areas of need.

**PUPIL PERSONNEL AND RELATED SERVICE
SPECIALISTS EVALUATION PLAN**

PUPIL PERSONNEL AND RELATED SERVICE SPECIALISTS EVALUATION PLAN

PLAINFIELD PUBLIC SCHOOLS's Professional Learning and Evaluation Plan provides both the structure and flexibility required to guide Pupil Personnel and Related Service Specialists and evaluators in understanding their roles in enhancing student outcomes and assessing their professional practices. The goal of the Pupil Personnel and Related Service Specialists Evaluation Plan is to support these specialists in their professional growth toward the aim of improved student outcomes.

The Plan aligns the professional standards for Pupil Personnel and Related Service Specialists with outcomes for learning in evaluation of practice, while recognizing the unique responsibilities of each specialist.

Goals of the Pupil Personnel and Related Service Specialists Professional Learning and Evaluation Plan:

- improve learner outcomes through meaningful evaluation of practice of Pupil Personnel and Related Service Specialists, aligned with professional learning;
- improve school-wide (or PLAINFIELD PUBLIC SCHOOLS district-wide) learning outcomes through effective collaboration among specialists;
- improve the quality of instruction by ensuring accountability for learner outcomes and Pupil Personnel and Related Service Specialists effectiveness,
- provide professional assistance and support for Pupil Personnel and Related Service Specialists when and where necessary

Who are Pupil Personnel and Related Service Specialists?

Pupil Personnel and Related Service Specialists include non-teaching, non-administrative education professionals who provide a variety of services to students, teachers, and parents. These specialists include school counselors, school psychologists, school social workers, and speech and language pathologists.

Pupil Personnel and Related Service Specialist Position Categories:

- Pupil Personnel Services: school counselors, school psychologists, school social workers
- Related Services: speech and language pathologists

Who Evaluates Pupil Personnel and Related Service Specialists?

PLAINFIELD PUBLIC SCHOOLS administrators including the Assistant Superintendent of Pupil Personnel, the Special Education Supervisor and School Principals as appropriate are responsible for Pupil Personnel and Related Service Specialists evaluations.

Performance Standards

It is expected that Pupil Personnel and Related Service Specialists and their evaluators will be knowledgeable about the appropriate professional standards in evaluation and assessment of performance. Those standards form the basis for goal-setting, assessment of professional practice, and alignment of professional learning opportunities with the needs of Pupil Personnel and Related Service Specialists. **In observations of practice, evaluators will use the domains and indicators outlined in the *CCT Rubric for Effective Service Delivery 2015* that has been developed for evaluation of Pupil Personnel and Related Service Specialists.** **Need a discussion and consensus on rubrics for observation of professional practice.**

Links to Professional Standards Documents:

Links to standards and other informational documents related to the professional practice requirements of Pupil Personnel and Related Service Specialists are provided as reference for Pupil Personnel and Related Service Specialists and evaluators:

School Counselors: ASCA Ethical Standards for School Counselors (2010):
<http://www.schoolcounselor.org/files/EthicalStandards2010.pdf>

School Social Workers: NASW Standards for School Social Work Services (2012):
<http://www.naswdc.org/practice/standards/NASWSchoolSocialWorkStandards.pdf>

School Psychologists: NASP Professional Standards (2010):
<http://www.nasponline.org/standards/2010standards.aspx>

Speech and Language Pathologists
<http://www.asha.org/Certification/2014-Speech-Language-Pathology-Certification-Standards/>

PUPIL PERSONNEL AND RELATED SERVICE SPECIALISTS EVALUATION PROCESS

The process for the evaluation of Pupil Personnel and Related Service Specialists is consistent with that of Plainfield Public Schools teacher and administrative evaluation processes, and includes the following characteristics:

- a focus on the relationship between professional performance and its impact on educational outcomes;
- evaluation of specialist performance based on analysis of data from multiple sources;
- observations and reviews of practice that promote professional growth,
- a support system for providing assistance when needed

The annual evaluation process for a Pupil Personnel and Related Service Specialists will at least include, but not be limited to, the following steps, in order:

1. Orientation – by September 15:

To begin the annual evaluation process, evaluators meet with Pupil Personnel and Related Service Specialists, in groups and/or individually, to discuss the evaluation process and their roles and responsibilities within it. In this meeting, they will review and discuss the following:

- a. The *CCT Rubric for Effective Service Delivery 2015*.
- b. School or district priorities that should be reflected in specialists' performance and practice goals.
- c. SMART goals related to learner outcomes.
- d. Data regarding student and stakeholder feedback
- e. Self-assessment processes and purposes.
- f. Data collection, including types of data and processes for collection and analysis.
- g. Access to the online evaluation system (My Learning Plan-OASYS)

2. Goal-setting Conference – by October 15:

- *Pupil Personnel and Related Service Specialists Reflection*—In advance of the Goal Setting Conference, the Pupil Personnel and Related Service Specialists will examine data related to current students' needs and performance data (including, but not limited to: data from various assessments, IEPs, etc.), prior year evaluation and

survey results, previous professional learning focus areas, the professional standards for their area of practice and *CCT Rubric for Effective Service Delivery 2015*. The Pupil Personnel and Related Service Specialists will draft the following goals, specific to their assignments:

- **One SMART goal** to address student/learner needs for those specialists with student caseloads, which will comprise 45% of the Pupil Personnel and Related Service Specialists summative evaluation;
 - **one professional practice focus area**, based on specialist reflection and evaluator observations,
 - **one goal for improving outcomes based on data from stakeholder feedback**, determined by the specialist in collaboration with the school administrator, for which the specialist will indicate strategies for implementation, which will comprise 10% of their evaluation; and
 - **one goal based on student feedback** from the caseload of students will comprise 5% of their evaluation
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- *Goal-setting conference* – No later than October 15 of the school year, the evaluator and Pupil Personnel and Related Service Specialist will meet to discuss the specialist’s proposed goals in order to arrive at mutual agreement about them. The goals for the year must be informed by data and evidence collected by the specialist **and** evaluator about the specialist’s practice. The evaluator collects evidence about specialist practice to support the review and may request revisions to the proposed goals and objectives if they do not meet approval criteria.

Examples of data that may be included in the goal-setting conference:

Pupil Personnel and Related Service Specialist	Evaluator
<ul style="list-style-type: none"> • Specialist Products or Artifacts • Data on Learning or Achievement of Learners • Lesson, intervention, treatment, or action plans and records • Artifacts from work of Learners • Communication Logs • Data Team Minutes • Schedule of meetings/conferences • Survey Data 	<ul style="list-style-type: none"> • Standardized and Non-Standardized Data (based on the education specialist’s role and caseload) • School- or District--Level Data • Observation data based on <i>CCT Rubric for Effective Service Delivery 2015</i> and professional standards documents

- **Observations of practice (by November 30, February 15, and May 15)**
 - Evaluators will observe specialist’s practice using formal and informal observations and/or reviews of practice throughout the school year, with the frequency schedule based on the specialist’s previous year’s summative evaluation rating, where available.

- **Evidence collection and review (throughout school year):**
 - The specialist collects evidence about his/her practice and outcomes related to the SMART goal that is relevant to the agreed-upon professional focus area. The evaluator also collects evidence about specialist practice for discussion in the interim conference and summative review.

- **Interim Conference/Mid-year Check-Ins (by February 15; April 15 to accommodate second semester in high school) :**
 - The evaluator and specialist will hold at least one mid-year conference. The conference should focus on processes and progress toward meeting the goals established in the goal-setting conference. Both the specialist and the evaluator will bring evidence about practice, learning and/or outcomes data to be reviewed at this conference. During this conference, the specialist and evaluator will discuss the

cause and effect relationship of practice to outcomes data, e.g. – how practice positively impacted student achievement, how practice affected agency-related outcomes. The conference will allow both the specialist and evaluator to make explicit connections between the practice and practice component and the SMART goal component of the evaluation program. If necessary, specialists and evaluators may mutually agree to revisions to strategies or approaches used and/or mid-year adjustment of the SMART goal to accommodate changes (e.g., student populations, assignment). They also discuss actions that the specialist can take and support the evaluator can provide to promote the specialist’s growth in his/her development areas.

- **End-of-year summative review (by June 1):**
 - *Specialist self-assessment* - The specialist reviews and reflects on all information and data collected during the year related to the goals and completes a self-assessment for review by the evaluator. This self-assessment may focus specifically on the areas for development established in the goal-setting conference.
 - *End-of-year conference* - The evaluator and the specialist meet to discuss all evidence collected to date. Following the conference, the evaluator assigns a summative rating and generates a summary report of the evaluation before the end of the school year.
 - *Rating* - The evaluator reviews submitted evidence, self-assessments, and observation data to generate category ratings. The category ratings generate the final, summative rating.

**COMPONENTS OF PUPIL PERSONNEL AND RELATED SERVICE SPECIALISTS
EVALUATION***

* Components of Pupil Personnel and Related Service Specialist evaluation will reflect the instructions for corresponding categories in the Teacher Evaluation Plan as appropriate.

CATEGORY 1: STUDENT/LEARNER OUTCOMES AND ACHIEVEMENT (45%)

One SMART goal, addressing learner outcomes for those specialists with student caseloads will comprise 45% of the Pupil Personnel and Related Service Specialists summative evaluation;

Forty-five percent (45%) of a specialist's evaluation will be based on student/learner growth as defined by an specialist-developed SMART Goal. Pupil Personnel and Related Service Specialists are required to develop **one SMART goal** related to the growth and development of students/learners assigned to their caseloads.

Goal Setting

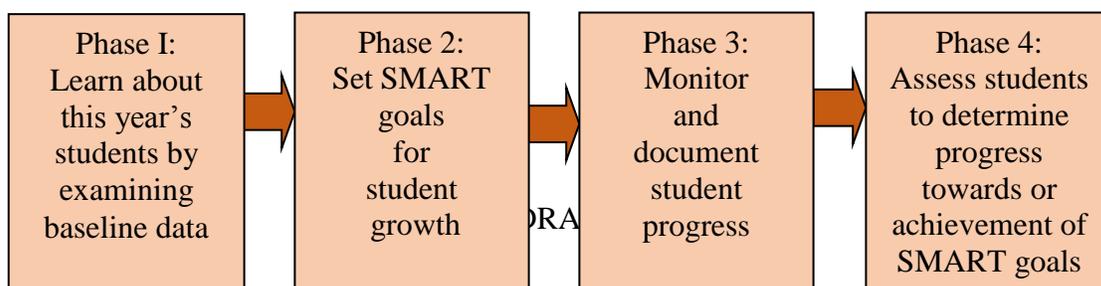
Plainfield Public Schools Pupil Personnel and Related Service Specialists SMART goals address the learning needs of their students/learners and are aligned to the specialist's assignment and, where applicable, to IEP goals and objectives. The student/learner outcome related indicators will be written to meet SMART goal criteria, i.e. Specific, Measurable, Attainable, Relevant, and Time-Bound. Pupil Personnel and Related Service Specialists will write one (1) SMART goal that will address targeted areas for student/learner growth and/or achievement.

Each SMART goal will:

1. take into account the academic records and overall needs and strengths of the students assigned to the Pupil Personnel and Related Service Specialist that year/semester.
2. address the most important purposes of an specialist's assignment through self-reflection.
3. align with school, district, and state student achievement objectives.
4. take into account students' learning needs vis-à-vis relevant baseline data.
5. consider Public School Information System (PSIS) factors.
6. be mutually agreed upon by the specialist and their evaluator.
7. be fair, valid, reliable and useful to the greatest extent possible.

SMART Goals and Student Progress

The following diagram illustrates the processes involved in establishing and assessing SMART goals for student growth.



Phase I:
Learn about
this year's
students by
examining
baseline data

To write meaningful and relevant SMART goals that align to the specialist's assignment and result from a thorough knowledge of their students, data analysis is required.

Examples of data that Pupil Personnel and Related Service Specialists will analyze are:

- Student outcome data (academic, IEPs)
- Behavior data (absences, referrals, IEPs, etc.)
- Program data (interventions, participation in programs, etc.)
- Perceptual data (learning inventories, anecdotal)

Pupil Personnel and Related Service Specialists must learn as much as they can about the students they service, be able to document baseline data that they have used to determine their focus and be able to write a SMART goal on which they will, in part, be evaluated.

Analysis of these initial pieces of data on incoming students for the year should be completed by mid-September of the academic year.

Phase 2:
Set SMART goals
for
student
growth

The SMART goal should make clear (1) what evidence was or will be examined, (2) what level of performance is targeted, and (3) what proportion of students is projected to achieve the targeted performance level. It is through the Phase I examination of student data that specialists will determine what level of performance to target for which students.

Pupil Personnel and Related Service Specialists will submit their SMART goal to their evaluator for review and approval. The review and approval process of the SMART goal will take place during the Goal-Setting conference, on or before October 15. Evaluators will review and approve the SMART goal based on the following criteria, to ensure they are as fair, reliable, valid, and useful to the greatest possible extent:

- ***Priority of Content-***: SMART goal is deeply relevant to the specialist's assignment and address a large proportion of his/her students.
- ***Rigor of SMART goal:*** SMART goal is obtainable, but ambitious, and represents appropriate student growth (or appropriate growth for a shorter interval of instruction).
- ***Analysis of Student Outcome Data:*** SMART goal provides specific, measurable evidence of student outcome data analysis and demonstrates knowledge about students' growth and development.

Phase 3:
Monitor and
document
student
progress

Once the SMART goal is approved, specialists must monitor students' progress. Specialists may monitor and document student progress through:

- Examination of student work
- Administration of various assessments
- Tracking of students' accomplishments and struggles

Specialists may choose to share their interim findings with colleagues during collaborative time. They may also wish to keep their evaluator apprised of progress. Artifacts related to the specialist's monitoring practices can be reviewed and discussed during the Mid-Year Conference.

Interim Conferences - Mid-year check-ins:

Pupil Personnel and Related Service Specialists will review progress toward the goals/objectives at least once during the school year, using available information and data collected on student progress. This review may result in revisions to the strategies or approaches specialists use. Specialists and evaluators may mutually agree to mid-year adjustments to the SMART goal to accommodate changes (e.g., student populations, assignment). The Mid-Year Conference will take place by February 15 of the academic year (or April 30 for second semester courses in high school).

Phase 4:
Assess students to
determine progress
towards or
achievement of
SMART goals

End-of-year review of SMART goals/ Student Outcomes and Achievement:

Pupil Personnel and Related Service Specialist Self-Assessment – The specialist reviews all information and data collected during the year and completes a self-assessment for review by the evaluator. Specialists will reflect on the SMART goal by responding to the following four statements:

- Describe the results and provide evidence for each indicator.
- Describe what you did that produced these results.
- Provide your overall assessment of whether the goal was met.
- Describe what you learned and how you will use that information going forward.

End of Year Conference – The specialist will collect evidence of student progress toward meeting the student learning goals/objectives. This evidence will reflect student progress toward meeting the SMART goal for student/learner growth. The evidence will be submitted to the evaluator, and the specialist and evaluator will discuss the extent to which the students met the goals/objectives. Following the conference, the evaluator will rate the extent of student progress toward meeting the student goals/objectives, based on criteria for the 4 performance level designations shown in the table below.

Evaluators will review the evidence and the specialist’s self-assessment and assign one of four ratings to each SMART goal: Exceeded (4 points), Met (3 points), Partially Met (2 points), or Did Not Meet (1 point). These ratings are defined as follows:

Exceeded (4)	Exceeded SMART goal
Met (3)	Met the SMART goal
Partially Met (2)	Partially met the SMART goal.
Did Not Meet (1)	Did not meet the SMART goal.

To arrive at a rating for each SMART goal, the evaluator will review the results from data collected as a body of evidence regarding the accomplishment of the goal and score the achievement of the SMART goal holistically.

The individual SMART goal ratings and final Student Outcomes and Achievement rating will be shared and discussed with specialists during the End-of-Year Conference.

Training for Pupil Personnel and Related Service Specialists and Evaluators

Specific training will be provided to develop evaluators' and specialists' data literacy and creation of their SMART goal by which specialists will be evaluated. A full-day training session will support and/or enhance the abilities and skills of each specialist to communicate their goals for student learning outcomes and achievement. The content of the training will include, but not be limited to:

SMART Goal Criteria: Specific, Measurable, Attainable, Relevant, Time-Bound

- Data Literacy as it relates to: Analyzing and Interpreting Assessment Data, Understanding Root Cause, and Decision-Making based on Inferences
- Quality of measures and indicators used to determine student growth
- Alignment of SMART goals to school and/or district goals
- Writing plans that articulate the strategies and progress monitoring tools specialists will implement to achieve their SMART goals

All specialists and evaluators will be required to attend this training to ensure a standardized approach to the documentation of student learning outcomes and growth. Additional training will be provided throughout the school year on school Professional Development release days. The content and topics of the training will be determined by the Pupil Personnel and Related Service Specialists.

CATEGORY 2: PROFESSIONAL PRACTICE (40%)

Data from Pupil Personnel and Related Service Specialists reflection and evaluator observations will comprise 40% of their evaluation.

The CCT Rubric for Effective Service Delivery 2015

The *CCT Rubric for Effective Service Delivery 2015*, the observation instrument for the Professional Learning and Evaluation Program, has been developed to align with Connecticut's Common Core of Teaching (CCT) and to reflect the content of its domains and

indicators. The CCT has defined for Connecticut’s educators key aspects of effective teaching, correlated with student learning and achievement, that have been evidenced in professional literature.

The *CCT Rubric for Effective Service Delivery 2015*, which observers will use in conducting Pupil Personnel and Related Service Specialist observations and reviews of practice, was developed by teams of educators (including teachers, building-level administrators, central office administrators, and professional developers), who reviewed the six domains and 46 indicators that comprise the CCT, relevant research on effective practices that improve student/learner outcomes, and other models for observation of professional teaching practice (Danielson, 2011; Marshall, 2011; Marzano, et al., 2011). The *CCT Rubric for Effective Service Delivery 2015* represents a distillation of each of these resources to essential elements, crucial to effective practice that can be observed and applied in appraisals of Pupil Personnel and Related Service Specialists.

The *CCT Rubric for Effective Service Delivery 2015* has also been adapted for use in observation of the professional practice of Pupil Personnel and Related Service Specialists. This adapted version addresses several principles that are essential components of effective specialist performance and practice. These principles are explicitly embedded in the adapted *CCT Rubric for Effective Service Delivery 2015* as observable practices, and specialists and evaluators are required to reflect on these practices during pre- and post-observation conferences and self-evaluations. The overarching principles of the *CCT Rubric for Effective Service Delivery 2015* are:

- *Diversity* as enrichment of educational opportunities for all students;
- *Differentiation* as a necessity for success and equal opportunities for all students;
- *Purposeful use of technology* as a means of access to learning for all students;
- *Collaboration* as essential to producing high levels of learning for all students;
- *Data collection and analysis* as essential to informing effective planning, instruction, and assessment practices that enhance student learning;
- *Professional learning* as integral to improved student outcomes.

Key attributes of Pupil Personnel and Related Service Specialists performance and practice outlined in the CCT are reflected in the descriptors of the Indicators within the *CCT Rubric for Effective Service Delivery 2015*, so that evaluators and specialists may understand how these attributes apply in practice, observations, and evaluation. Pupil Personnel and Related Service Specialist plans, interventions, action plans, and associated documentation, pre-observation, post-observation, and specialist self-reflection forms and related conversations, as well as reviews of practice, such as

communication with families, collaboration with colleagues, participation in data teams, professional learning presentations by faculty members, participation in mentoring, instructional rounds, PPTs and action research, all provide rich data related to the CCT standards and the effectiveness of Pupil Personnel and Related Service Specialists' performance and practice.

In employing the CCT as its foundation, the *CCT Rubric for Effective Service Delivery 2015* maintains consistency with the *CCT Rubric for Effective Teaching 2014* that is employed in teacher evaluation. Both versions of the *CCT Rubric* rely on rich professional discussion about and reflection on professional practice to advance specialist effectiveness and student learning. Therefore, consistency among professional language and concepts regarding instructional practices makes it possible for all specialists to acquire common understandings and language about teaching and learning, with the intent of enriching collaboration, communication, and community to pave the way for school improvement and success for all students.

Pupil Personnel and Related Service Specialist Goal Setting for Performance and Practice

In preparation for instructional planning and Goal-Setting Conferences with evaluators, specialists will analyze their student data and use the *CCT Rubric for Effective Service Delivery 2015* to reflect on their own practices and their impact on student performance. Based on that reflection, specialists will develop a performance and practice focus area to guide their own professional learning and improvements in practice that will ultimately promote student growth and achievement of student outcome goals. Pupil Personnel and Related Service Specialist practice focus areas will not be evaluated, but should result in improvements in specialist knowledge and skills which will be evidenced in observations of performance and practice.

Data Gathering Process

Plainfield Public Schools evaluators will use the *CCT Rubric for Effective Service Delivery 2015* to guide data collection from three sources: conferences with specialists, observations and reviews of practice.

Over the course of the school year, evaluators will gather evidence for all Domains of the *CCT Rubric for Effective Service Delivery 2015* which will allow specialists to demonstrate: the context for their work; their ability to improve student learning

and/or performance and outcomes; their ability to engage in reflective practice to improve their own knowledge and skills; how they exercise leadership skills within their schools and district.

Observation of Pupil Personnel and Related Service Specialist Practice

Observations, both formal and informal, provide valuable information to all professional staff about professional practice. Data collected through observations allow school leaders to understand more about the nature of learning and instruction in our schools, and feedback from observation provides individual specialists with insights regarding the impact of their management, planning, instruction, and assessment practices on student growth. Annually, evaluators will engage in professional learning opportunities, including online options and collaborative sessions that will develop their skills in effective observation, providing meaningful, useful feedback, and engaging in productive professional conversations with specialists.

Data-Informed Observation of Pupil Personnel and Related Service Specialists Performance and Practice (40%)		
SOURCES OF DATA	EXAMPLES OF DATA	IMPORTANCE OF DATA
Conferences	Data related to all 4 domains <ul style="list-style-type: none"> • Conversation and artifacts that reveal the specialist has an understanding of, content, students, strategies, and use of data • Specialist use of data to inform instruction, analyze student performance and set appropriate goals 	<ul style="list-style-type: none"> • Provides opportunities for specialists to demonstrate cause and effect thinking. • Provides opportunities for evaluator learning in content; systems effectiveness; priorities for professional learning. • Provides context for observations and evaluation.
Observations	Data related to Domains 2 & 3 <ul style="list-style-type: none"> • Specialist-student, student-student conversations, interactions, activities related to learning goals 	<ul style="list-style-type: none"> • Provides evidence of specialist’s ability to improve student learning and promote growth.
Reviews of practice	Data related to Domain 1 & 4 <ul style="list-style-type: none"> • Specialist reflection, as evidenced in pre- and post-conference data. • Engagement in professional development opportunities, involvement in action research. • Collaboration with colleagues • Specialist-family interactions • Ethical decisions 	<ul style="list-style-type: none"> • Provides evidence of specialist as learner, as reflective practitioner and teacher as leader.

Evaluators and instructional leaders use a combination of formal and informal, announced and unannounced observations to:

- Gather evidence of and facilitate professional conversation regarding the quality of specialist practice;
- Provide constructive oral and written feedback of observations that is timely and useful for specialists;
- Provide information for the on-going calibration of evaluators and evaluation practices in the district.

Administrators may differentiate the number of observations based on experience, prior ratings, needs and goals of individual Pupil Personnel and Related Service Specialists.

In addition to formal conferences for goal-setting and performance review and formal observations, informal observations of Pupil Personnel and Related Service Specialists by evaluators will occur periodically. Observations are for the purpose of helping specialists to gain insights about their professional practice and its impact on student learning. Formal and informal observation of specialists is considered a normal part of the evaluator's job responsibilities. More importantly, observation is essential for establishing a culture of continuous learning for specialists and for understanding the nature, scope and quality of student learning in a school as a whole. Examples of observations or reviews of practice include but are not limited to: observations of data team meetings, observations of coaching/mentoring other teachers, review of plans or other artifacts.

- Pupil Personnel and Related Service Specialists who receive a performance evaluation designation of below standard or developing for the previous year will receive a number of observations appropriate to their individual development plan, to include up to three formal observations. Each of the observations will include a pre-conference and a post-conference with timely written and verbal feedback.
- Pupil Personnel and Related Service Specialists who receive a performance evaluation designation of effective or exemplary for the previous year will receive a combination of up to three observations/reviews of practice, one of which must be a formal observation. The exact combination shall be mutually agreed upon by the specialist and evaluator at the beginning of the evaluation process.

OBSERVATION SCHEDULE
Compare with Teacher Plan

PERFORMANCE DESIGNATION	NUMBER OF OBSERVATIONS	CONFERENCING AND FEEDBACK
1st and 2nd Year Specialists Specialists Designated Below Standard or Developing New PLAINFIELD PUBLIC SCHOOLS Employees	Up to 3 formal observations Specialists meeting proficiency in two formal observation may not be required to have a third observation.	All must have pre-conferences, all must have post-conferences.
	One informal unannounced observation	Feedback will be verbal and/or written.
	At least one review of practice, on a mutually agreed upon area of practice	
Specialists with Three or More years and designated as Effective or Exemplary	One formal observation	Observation must have pre and post- conferences.
	Two reviews of practice, with a mutually agreed upon area of practice	Feedback for review of practice will be verbal and/or written.

Evaluation Ratings for Performance and Practice

Evaluation ratings will be assigned at the end of each school year. After gathering and analyzing evidence for all Indicators within each of the Domains, evaluators will use the *CCT Rubric for Effective Service Delivery 2015* to initially assign ratings of Below Standard, Developing, Effective or Exemplary. Ratings will be made at the Domain level only.

Once Domain ratings have been assigned, evaluators will use the *Rating Guidelines for Observation of Pupil Personnel and Related Service Specialists Performance and Practice* to assign a rating.

Will update after Rubric Conversation

Ratings Guidelines for Observation of Pupil Personnel and Related Service Specialist Performance and Practice	
Rating	Criteria
Exemplary	Minimum of three exemplary ratings and no ratings below effective
Effective	Minimum of three effective ratings and no rating below standard
Developing	Minimum of 2 effective ratings and not more than one rating below standard
Below Standard	Two or more ratings below standard

EVALUATOR TRAINING AND PROFICIENCY

Formal observations of classroom practice are guided by the Domains and indicators of the *CCT Rubric for Effective Service Delivery 2015*. Evaluators participate in extensive training and are required to be proficient in the use of the *CCT Rubric* for specialist evaluation. Training is conducted annually (at a minimum) to ensure consistency, compliance, and high-quality application of the *CCT Rubric for Effective Service Delivery 2015* in observations and evaluation. Formal observations include pre- and post-conferences that provide opportunities for deep professional conversations that allow evaluators and specialists to set goals, allow administrators to gain insight into the specialist's progress in addressing issues and working toward their goals, and share evidence each has gathered during the year.

All evaluators will be required to participate in initial training and successfully complete proficiency activities. Evaluators will also attend two additional support sessions during the school year. To ensure consistency and fairness in the evaluation process, all evaluators must meet the proficiency standard prior to conducting specialist observations.

Components will include the following:

1. Face-to-face training that will focus on:
 - using the *CCT Rubric for Effective Service Delivery 2015* for data collection, analysis and evaluation
3. two proficiency activities requiring evaluators to demonstrate their ability to:
 - recognize bias; identify evidence from observations, conferences and reviews of practice that is appropriate to specific *CCT Rubric for Effective Service Delivery 2015* Indicators and Domains; gather and analyze a comprehensive set of data to assign appropriate ratings at the Domain level.
4. follow-up face-to-face training to:
 - enhance evaluator conferencing and feedback skills

Evaluators may also participate in two support sessions during the school year as needed:

- Two-hour facilitated conversation in preparation for Mid-Year Conferences
- Two-hour facilitated conversation in preparation for End of Year Conferences

All evaluators new to Plainfield Public Schools will be required to participate in the training, proficiency and supports sessions described above.

All Plainfield Public Schools evaluators of Pupil Personnel and Related Service Specialists will be required to demonstrate proficiency in the use of the *CCT Rubric for Effective Service Delivery 2015* for specialist evaluation bi-annually. Any evaluator who does not initially demonstrate proficiency will be provided with additional practice and coaching opportunities as needed and will be required to successfully complete online proficiency activities. In the second year of proficiency, evaluators will be required to calibrate their ability to appropriately apply the *CCT Rubric for Effective Service Delivery 2015* by participating in district update/calibration sessions.

CATEGORY 3. STAKEHOLDER FEEDBACK (10%)

Ten percent (10%) of a Pupil Personnel and Related Service Specialists evaluation shall be based on stakeholder feedback, which may include data from surveys and/or focus groups.

Once the stakeholder feedback goal has been determined by the specialist in collaboration with the evaluator, specialists will identify the strategies they will implement to achieve the stakeholder goal.

CATEGORY 4. STUDENT FEEDBACK (5%)

Five percent (5%) of a Pupil Personnel and Related Service Specialist's evaluation shall be based on student feedback. Once the student feedback goal has been determined by the specialist in collaboration with the evaluator, specialists will identify the strategies they will implement to achieve the student feedback goal.

SUMMATIVE PUPIL PERSONNEL AND RELATED SERVICE SPECIALISTS EVALUATION RATING:

Each Pupil Personnel and Related Service Specialists will receive an annual summative rating in one of four levels:

- ***Exemplary*** – Substantially exceeding indicators of performance
- ***Effective*** – Meeting indicators of performance
- ***Developing*** – Meeting some indicators of performance but not others
- ***Below standard*** – Not meeting indicators of performance

Exemplary ratings are reserved for performance that significantly exceeds effectiveness and could serve as a model for Pupil Personnel and Related Service Specialists district-wide or even statewide.

Effective ratings represent fully satisfactory performance. It is the rigorous standard expected for experienced Pupil Personnel and Related Service Specialists.

Developing ratings indicate that performance has met proficiency in some indicators but not others. Improvement is necessary and expected.

Below standard ratings indicate that performance that has been designated as below effective on all components or unacceptably low on one or more indicators.

Determining Summative Ratings

The process for determining summative evaluation ratings has three steps: (a) determining a practice rating, (b) determining an outcomes rating and (c) combining the two into an overall rating.

A. PRACTICE RATING: Pupil Personnel and Related Service Specialists Performance & Practice (40%) + Stakeholder Feedback (10%) = 50%

The practice rating derives from a specialist's performance on the four domains of the *CCT Rubric for Effective Service Delivery 2015* and the stakeholder feedback target. Evaluators record a rating for the domains that generates an overall rating for specialist practice. The Stakeholder Feedback rating is combined with the Pupil Personnel and Related Service Specialists Practice rating and the evaluator uses the matrix to determine an overall Pupil Personnel and Related Service Specialists Performance & Practice Rating.

B. OUTCOMES RATING: Student Outcome & Achievement (45%) + Student Feedback (5%) = 50%

The outcomes rating derives from the two student outcome & achievement measures – 1 SMART goal – and the student feedback goal. As shown in the Summative Rating Form, evaluators record a rating for the SMART goal agreed to in the beginning of the year. The

Student Feedback result is combined with the SMART goal rating and the evaluator uses the matrix to determine an overall Outcomes Rating

C. FINAL SUMMATIVE: Practice (50%) + Outcomes (50%) = 100%

The Summative rating combines the practice and outcomes ratings using the matrix below. If the two areas in any Matrix are highly discrepant (e.g., a rating of exemplary for Pupil Personnel and Related Service Specialists Practice and a rating of below standard for Student Outcomes), then the evaluator and the specialist will re-examine the data and/or gather additional information in order to determine the rating for the Matrix.

If upon re-examination of the data, the ratings do not change, the evaluator will use the Matrix to determine the rating.

<i>Pupil Personnel and Related Service Specialist Practice Rating</i>					
<i>Pupil Personnel and Related Service Specialists Outcomes Rating</i>		<i>Exemplary</i>	<i>Effective</i>	<i>Developing</i>	<i>Below Standard</i>
	<i>Exemplary</i>	<i>Exemplary</i>	<i>Exemplary</i>	<i>Effective</i>	<i>Gather further information</i>
	<i>Effective</i>	<i>Exemplary</i>	<i>Effective</i>	<i>Effective</i>	<i>Developing</i>
	<i>Developing</i>	<i>Effective</i>	<i>Effective</i>	<i>Developing</i>	<i>Developing</i>
	<i>Below Standard</i>	<i>Gather further information</i>	<i>Developing</i>	<i>Developing</i>	<i>Below Standard</i>

In accordance with The CT Guidelines for Educator Evaluation, Plainfield Public Schools Professional Learning and Evaluation Plan employs a 4-level matrix rating system, as follows:

1. Annual summative evaluations must provide each Pupil Personnel and Related Service Specialists with a summative rating aligned to one of four performance evaluation designations: Exemplary, Effective, Developing and Below Standard.
2. In order to determine summative rating designations for each Pupil Personnel and Related Service Specialists, Plainfield Public Schools evaluators will:
 1. Rate specialist’s performance in each of the four Categories:
 - Student Outcomes and Achievement;
 - Observations of Performance and Practice;
 - Stakeholder Feedback, and
 - Student Feedback.

- Combine the Student Outcomes and Achievement (Category 1, above) and Student Feedback rating (Category 4, above) into a single rating, taking into account their relative weights. This will represent an overall “**Outcomes Rating**” of Exemplary, Effective, Developing, or Below Standard.
- Combine the Observations of Performance and Practice rating (Category 2, above) and the Stakeholder Feedback rating (Category 3, above) into a single rating, taking into account their relative weights; this will represent an overall “**Practice Rating**” of Exemplary, Effective, Developing, or Below Standard.
- Combine the **Outcomes Rating** and **Practice Rating** into a **final rating**. In undertaking this step, Pupil Personnel and Related Service Specialists will be assigned a summative rating category of **Exemplary, Effective, Developing, or Below Standard**. See Appendix C of this document for example.

DEFINITION OF PUPIL PERSONNEL AND RELATED SERVICE SPECIALISTS EFFECTIVENESS AND INEFFECTIVENESS

Pupil Personnel and Related Service Specialists effectiveness will be based upon a pattern of summative ratings collected over time. In order to be deemed effective, specialists will need to have a summative rating of Effective or Exemplary. Specialists are required to be effective within two years of being evaluated using this plan.

Any specialist having a summative rating of Developing or Below Standard after one year of being evaluated with this plan may be placed on an individual improvement plan. (**See Professional Assistance and Support System, or PASS, below**)

After one year of participating in PASS, a specialist receiving such support will be expected to have a summative rating of Effective or Exemplary. Specialists who do not receive a summative rating of Effective or Exemplary after one year of participation in PASS may be placed on an additional year of PASS. No specialist will be placed on PASS for more than two consecutive years.

PUPIL PERSONNEL AND RELATED SERVICE SPECIALISTS PROFESSIONAL ASSISTANCE & SUPPORT PLAN (PASS)

Pupil Personnel and Related Service Specialists who receive a summative evaluation rating of “Developing” or “Below Standard” may to work with their local association president (or designee) in the development of a PASS plan, in collaboration with the evaluator (or

designees). The plan will be created within 30 days after the completion of the summative evaluation rating conference. The plan will be created prior to the beginning of the next school year. The PASS process will identify areas of improvement needed and will include supports that Plainfield Public Schools will provide to address the performance areas identified as in need of improvement. A specialist's successful completion of participation in PASS is determined by a summative final rating of Effective or Exemplary at the conclusion of the school year.

The plan must include the following components:

1. *Areas of Improvement*: Identify area of needed improvement
2. *Rationale for Areas of Improvement*: Evidence from observations that show an area needing improvement.
3. *Performance Expectation*: List performance expectation rated "developing" or "below standard."
4. *Indicators for Effective Leading*: Identify exemplar practices in the area identified as needing improvement.
5. *Improvement Strategies to Implement*: Provide strategies the specialist can implement to show improvement in performance expectations rated "developing" or "below standard."
6. *Tasks to Complete*: Specific tasks the specialist will complete that will improve the performance expectation.
7. *Support and Resources*: List of supports and resources the specialist can use to improve, e.g. professional learning opportunities, peer observation, colleague mentor, books, etc..
8. *Indicators of Progress*: How the specialist will show progress towards effective/exemplar in domain through observations, data, evidence, etc..

The plan will be designed and written in a collaborative manner, which focused on the development of a professional learning community supporting colleagues within this level. The Pupil Personnel and Related Service Specialist, local association president or designees, and evaluator or designee will sign the plan. Copies will be distributed to all those who will be involved in the implementation of the plan as well as the division director and Superintendent. The contents of the plan will be confidential.

Timeframe for Improvement in PASS

Rating	Timeframe for Improvement
Below Standard	180 days (one year) to achieve a developing rating and one year to achieve an effective rating
Developing	360 days (two years) to achieve an effective rating
Effective	N/A
Exemplary	N/A

PASS Improvement and Remediation Plan (30 Days)

The PASS Remediation Plan is a further step in the attempt to provide an Pupil Personnel and Related Service Specialists with the support, supervision, and resources needed to foster positive growth in situations when an individual is having considerable difficulty implementing his/her professional responsibilities. The evaluator will help the specialist outline specific goals and objectives with timelines, resources, and evaluative criteria. The evaluator and/or specialist may draw upon whatever personnel and resources are needed to implement the plan and are deemed reasonable by the evaluator. Consistent supervision and, at minimum, a weekly observation followed by timely feedback, will be provided by the evaluator. This intervention will operate for a period of time that the evaluator determines to be appropriate, but will normally conclude within 30 school days. At the end of the intervention period, the evaluator will issue a recommendation. If the specialist demonstrates that he/she is *Effective* or better, the evaluator will designate placement of that specialist to a normal plan phase. In situations when progress is unacceptable, the specialist will move into Intensive Remediation Plan. Specific written reports of the intervention plan with reports of observations and a final determination on progress will become part of the specialist's personnel file.

PASS Intensive Remediation Plan (60 Days)

The PASS Intensive Remediation Plan is the final attempt and is implemented after the Improvement and Remediation Plan if necessary, to provide the help necessary to meet the requirements of the position. The specialist, evaluator, and another appropriate administrator will develop a plan that includes specific goals, timelines, resources, and evaluative criteria. The specialist may choose to include their bargaining representative.

The evaluator and/or the specialist may draw upon whatever personnel and resources are needed to implement the plan and are deemed reasonable by the evaluator. The plan will be in operation for a period of time that the evaluator determines to be appropriate, but will normally conclude after 60 school days. Weekly observations followed by feedback will be provided during this phase. At the conclusion of this phase, the evaluator will make a recommendation as to whether the intensive supervision will be terminated or extended. If the specialist demonstrates that he/she is *Effective* or better, the evaluator will designate placement of that specialist to the normal plan phase. If the specialist's performance is below *Effective*, the evaluator will recommend termination of that specialist's employment to the superintendent.

Resolution of Differences

Should a specialist disagree with the evaluator's assessment and feedback, the parties are encouraged to discuss these differences and seek common understanding of the issues. The evaluator may choose to adjust the report, but is not obligated to do so. The specialist has the right to attach a statement to the observation report, progress report, or summative evaluation identifying the areas of concern and presenting his/her perspective. However, observation and evaluation reports are not subject to the grievance procedure. In the event that the specialist and evaluator are unable to resolve their differences, they may submit the matter to the superintendent for review and decision. Any such matters will be handled as expeditiously as possible, and in no instance will a decision exceed thirty (30) school days.

EVALUATION-BASED PROFESSIONAL LEARNING

As our core values indicate, Plainfield Public Schools believes that the primary purpose for professional learning is school improvement as measured by the success of every student. We also believe that professional learning must focus on creating meaningful experiences for all staff members. Designing evaluation-based professional learning is a dynamic process. Working with program goals and data from the specialist evaluation process, professional learning is planned to strengthen instruction around identified student growth needs or other areas of identified specialist needs.

We recognize that specialists as well as students learn in different ways and have different learning needs at different points in their career. Effective professional learning, therefore, must be highly personalized and provide for a variety of experiences, including learning teams, study groups, individual study, etc. as well as opportunities for conducting research and collaborating with colleagues on content-based pedagogical activities.

Plainfield Public Schools' evaluation-based professional learning design has as its foundation the Standards for Professional Learning (Learning Forward, 2011). Each of the tenets of Plainfield Public Schools' Professional Learning and Evaluation Program is aligned with at least one, and often several, of the seven Standards for Professional Learning, as follows.

TENETS OF THE PLAINFIELD PUBLIC SCHOOLS PLAN: ALIGNING STANDARDS AND PROCESSES:

- ***Evaluation is an educator-centered process:*** We believe that, for evaluation to improve professional practice, it is essential to “make evaluation a task managed by an educator, and not a thing done to a worker” (Peterson, 2000, p. 5).
 - Educator reflection on aspects of their instructional practice and its effect on student achievement, on other facets of responsibility to the school community, and on their professional contributions to their field is critical to improved practice for both veteran and novice educators. [*Standards: Learning Communities; Data; Outcomes*]
 - Educator self-reflection represents the initiation and culmination of the cycle of professional praxis and procedures for evaluation.
 - Educators collect and assemble relevant data related to student outcomes and their professional contributions, and determine how their data can be used in evaluation.

- **Organizational culture matters:** The framework and outcomes of systems for the evaluation of educators must reflect an understanding of the culture of schools as learning organizations (see Schein, 2010; Senge, 2012).
 - It is vitally important to examine the core beliefs that underpin organizational processes such as professional learning and evaluation, as well as teachers' and administrators' perception of their roles and effectiveness, to effect positive changes in student learning, growth, and achievement. Further, it is important to evolve the role of principals and administrators from the sole judges and evaluators of educators and teaching to emphasize their role as instructional leaders who collaborate with all educators.
 - Educators support each other in the pursuit of individual and collective professional growth and student success through rich professional conferences and conversations. [*Standards: Leadership; Resources*]
 - Each school's core beliefs about student learning are the foundation for evaluation and support systems, and provide a focus for individual and collaborative reflections on personal practice and organizational functioning. [*Standards: Learning Communities; Implementation*]
 - Educators collaborate to observe instructional practices in their school and to analyze data on instruction and student performance. [*Standards: Data; Outcomes*]
 - Educators collaborate to plan, assess, and evaluate professional learning. [*Standards: Leadership; Learning Communities; Implementation; Learning Designs*]

- **Evaluation and professional learning must be differentiated to increase organizational effectiveness:** There is a growing research base that demonstrates that individual and collective educator efficacy (defined by Bandura, 1997, as "the group's shared belief in its conjoint capabilities to organize and execute courses of action required to produce given levels of attainments"), is positively associated with and predictive of student achievement (Allinder, 1995; Goddard, et al., 2000; Moolenaar, et al., 2012; Tschannen-Moran and Barr, 2004)
 - The needs of veteran and novice educators are different, and evaluation-based professional learning is be designed to meet those needs, inspire and motivate individual and collective efficacy, and build leadership capacity in schools and districts (see Peterson, 2000). [*Standards: Learning Design; Leadership; Resources*]

- The development of such structures as career ladders, personal professional portfolios, and opportunities are provided for educators to share their learning from professional activities, findings from their own research or from research-based practices they have applied, classroom-level and professional accomplishments and/or challenges. [*Standards: Data; Outcomes: Learning Communities; Leadership*]

CAREER DEVELOPMENT AND PROFESSIONAL GROWTH

Plainfield Public Schools will provide opportunities for specialists' career development and professional growth based on the results of the evaluation. Specialists with an evaluation of Effective or Exemplary will be able to participate in opportunities to further professional growth, including attending conferences and other professional learning opportunities.

For specialists rated Exemplary, the following career development and professional growth opportunities would be available: observation of peers; mentoring/coaching early-career specialists or specialists new to Plainfield Public Schools; participating in development of specialist Professional Assistance and Support System plans for peers whose performance is developing or below standard; leading Professional Learning Communities for their peers; and, targeted professional development based on areas of need.

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ADMINISTRATOR EVALUATION PLAN

PLAINFIELD ADMINISTRATOR EVALUATION PLAN

OVERVIEW

Plainfield Public Schools Administrator Evaluation Plan means to develop a shared understanding of leader effectiveness. Plainfield Public Schools administrator evaluation and support plan defines administrator effectiveness in terms of

- (1) Administrator practice (actions taken by administrators that have been shown to impact key aspects of school life);
- (2) Results that come from leadership (teacher effectiveness and student achievement);
- (3) Perceptions of the administrator's leadership among key stakeholders in the community.

The plan describes **four** levels of performance for administrators and focuses on the practices and outcomes of **Effective** administrators. These administrators can be characterized as:

- Meeting expectations as an instructional leader
- Meeting expectations in at least 2 other areas of practice (focus areas)
- Meeting 1 target related to stakeholder feedback
- Meeting state accountability targets (**NOTE: Not used in 2016-2017**)
- Meeting and making progress on 2 SMART goals aligned to school and district priorities
- Having more than 60% of teachers effective on the student growth portion of their evaluation

This document describes the administrator evaluation plan, beginning with a set of underlying core design principles. We then describe the four components on which administrators are evaluated – leadership practice, stakeholder feedback, student learning and teacher effectiveness – before describing the process of evaluation and, finally, the steps evaluators take to reach a summative rating for an administrator.

Data Management

Plainfield Administrators will have the option to use the District's data management system for the collection and organization of forms and other artifacts that are part of the evaluation process. Alternatively, Administrators may use other strategies and tools for the organization of forms and artifacts.

Evaluation Responsibilities

All School Principals and Central Office Administrators will be evaluated by the Superintendent.

All School Assistant Principals may be evaluated by either the Superintendent, the School Principal, or some agreed upon combination of the two.

The Superintendent or the Assistant Superintendent will be responsible for evaluating the Director of Special Education.

COMPONENTS OF THE ADMINISTRATOR EVALUATION PLAN

The evaluation of administrators, as well as supports for their ongoing growth and development, are based on four categories:

CATEGORY #1: LEADERSHIP PRACTICE (40%)

An assessment of an administrator's leadership practice – by direct observation of practice and the collection and review of other evidence – is 40% of an administrator's summative rating.

Leadership practice is described in the Common Core of Leading: Connecticut School Leadership Standards, adopted by the Connecticut State Board of Education in June of 2012, which use the national Interstate School Leaders Licensure Consortium (ISLLC) standards as their foundation and define effective administrative practice through the **CT Leader Evaluation and Support Rubric 2015** which contains four domains and eleven indicators. (see Appendix)

All four of the Domains contribute to successful schools. As such, all of the Domains will be weighted equally. These weightings will be consistent for all Plainfield Administrators.

In order to arrive at these ratings, administrators are measured against the **CT Leader Evaluation and Support Rubric 2015** (see Appendix) which describes leadership actions across four performance levels for each of the four Domains and associated indicators. The four performance levels are:

- **Exemplary:** The Exemplary Level focuses on the concepts of developing capacity for action and leadership beyond the individual leader. Collaboration and involvement from a wide range of staff, students and stakeholders is prioritized as appropriate in distinguishing Exemplary performance from Effective performance.
- **Effective:** The rubric is anchored at the Effective Level using the indicator language from the Connecticut School Leadership Standards.
- **Developing:** The Developing Level focuses on leaders with a general knowledge of leadership practices but most of those practices do not necessarily lead to positive results.
- **Below Standard:** The Below Standard Level focuses on a limited understanding of leadership practices and general inaction on the part of the leader.

Assigning ratings for each Domain: Domain indicators provide examples of observable, tangible behavior that indicate the degree to which administrators are meeting each Domain. Evaluators and administrators will review performance and complete evaluation at the Domain level, **NOT** at the indicator level. Additionally, it is important to document an administrator's performance on each Domain with evidence generated from multiple indicators, but not necessarily all indicators. As part of the evaluation process, evaluators and school leaders should identify a few specific areas for ongoing support and growth.

Assessing the practice (50%) of administrators other than principals/assistant principals:

For Plainfield Public Schools administrators in non-school roles, administrator practice will be assessed based upon ratings from evidence collected directly from the applicable Connecticut School Leadership Standards by the administrator and evaluator. The evaluator and administrator will discuss at the Goal Setting Conference which Leadership Standards are applicable for the administrator.

The evidence collected will inform the Summative Conference when the evaluator will holistically determine an overall rating for Administrator Practice (40%) based upon a review of the evidence.

For the Stakeholder Feedback portion of Administrator Practice (10%) the results shall be based on feedback from the stakeholders whom the administrator directly serves.

Leadership Practice Summative Rating

Summative ratings are based on the preponderance of evidence for each Domain in the **CT Leader Evaluation and Support Rubric 2015**. Evaluators collect written evidence about and observe the administrator's leadership practice across the four Domains described in the rubric. Specific attention is paid to leadership performance areas identified as needing development.

This is accomplished through the following steps, undertaken by the administrator being evaluated and by the evaluator completing the evaluation:

The administrator and evaluator meet for a Preliminary Goal Discussion in August to begin to identify collaboratively at least two focus areas for development of the administrator's leadership practice and to identify areas for potential Smart Goals.

1. The administrator being evaluated collects evidence about his/her practice and the evaluator collects evidence about administrator practice with particular focus on the

identified focus areas for development. **Evaluators of principals, assistant principals and central office administrators must conduct at least two school site observations for any principal and will conduct at least four school site observations for principals who are new to their district, school, the profession, or who have received ratings of *developing* or *below standard*.**

2. The administrator being evaluated and the evaluator hold a Mid-Year Formative Conference by the end of February with a focused discussion of progress toward leader effectiveness in the focus areas identified at the Goal-Setting Conference as well as progress on the administrator’s two Smart Goals.
3. By May 30, the administrator being evaluated reviews all information and data collected during the year and completes a summative self-assessment reflecting on evidence for each indicator that supports effective or exemplary practice for review by the evaluator. The administrator identifies areas of strength and continued growth as well as progress on their focus areas and progress on Smart Goals.
4. By June 30, the evaluator and the administrator being evaluated meet to discuss all evidence collected. Following the conference, the evaluator uses the preponderance of evidence to assign a summative rating of exemplary, effective, developing, or below standard for each Domain. Then the evaluator assigns a total practice rating based on the criteria in the Leadership Practice Matrix and generates a summary report of the evaluation by June 30. (Supported by the “Summative Rating Form,” see Appendix.)

All Administrators:

Leadership Practice Matrix (40%)

Exemplary (4)	Effective (3)	Developing (2)	Below Standard (1)
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<i>Exemplary</i> on Instructional Leadership	At least <i>Effective</i> on Instructional Leadership	At least <i>Developing</i> on Instructional Leadership	<i>Below Standard</i> on Instructional Leadership
<i>Exemplary</i> on at least 2 other Domains	At least <i>Effective</i> on at least 2 other Domains	At least <i>Developing</i> on at least 2 other Domains	or
No rating below <i>Effective</i> on any Domain	No rating below <i>Developing</i> on any Domain		<i>Below Standard</i> on at least 2 other Domains

Orientation and Training Programs

For any new Administrators to Plainfield Public Schools the district will provide orientation and training on the Administrator Evaluation Plan.

CATEGORY #2: STAKEHOLDER FEEDBACK (10%)

Feedback from stakeholders will be assessed through the collection of data with measures that align to the Connecticut Leadership Standards is 10% of an administrator's summative rating.

To gain insight into what stakeholders perceive about administrators' effectiveness, for each administrative role, data will be collected from the stakeholders in the best position to provide meaningful feedback. For school-based administrators, stakeholders solicited for feedback will include teachers and parents, but may include other stakeholders (e.g., other staff, community members, students, etc.).

All Plainfield Public Schools administrators will collect and analyze stakeholder feedback data that will be used for continuous improvement. Surveys will be administered one time per year. The data will be used by administrators as baseline data for the following academic year. The timing of the data collection will be determined to engage more stakeholders.

Once the stakeholder feedback goal has been determined by the administrator, the administrator will identify the strategies he/she will implement to meet the target.

ARRIVING AT A STAKEHOLDER FEEDBACK SUMMATIVE RATING

Ratings will reflect the degree to which an administrator makes growth on feedback measures, using data from the prior year as a baseline for setting a growth target. Exceptions to this include:

- Administrators with high ratings already, in which case, the rating should reflect the degree to which measures remain high
- Administrators new to the role, in which case, the rating should be based on a reasonable target, using district averages or averages of schools in similar situations

This is accomplished in the following steps, undertaken by the administrator being evaluated and reviewed by the evaluator:

1. Review baseline data on selected measures,

2. Set 1 target for growth on a selected measure (or performance on a selected measure when growth is not feasible to assess or performance is already high)
3. By May, collect data from relevant stakeholders
4. Aggregate data and determine whether the administrator achieved the established target
5. Assign a rating, using this scale:

Exemplary (4)	Effective (3)	Developing (2)	Below Standard (1)
Exceeded target	Met target	Made progress but did not meet target	Made little or no progress against target

CATEGORY #3: SMART GOALS (45%)

Student learning is assessed in equal weight by: (a) performance and progress on the academic learning measures in the state’s accountability system for schools using the SPI and (b) performance and growth on two locally-determined measures, (SMART goals). Each of these measures will have a weight of 22.5% and together they will account for 45% of the administrator’s evaluation.

(NOTE: For the 2016-2017, the Summative Rating for the 45% will be based solely on the two administrator Smart Goals.)

State Assessments (SPI)

(NOTE: This section may be revised pending PEAC’s release of updated Guidelines for Administrator Evaluation based on the updated State Accountability System)

1. School Performance Index (SPI) progress – changes from year to year in student achievement on Connecticut’s standardized assessments [Connecticut Mastery Test (CMT) and the Connecticut Academic Performance Test (CAPT)].
2. SPI progress for student subgroups – changes from year to year in student achievement for subgroups on Connecticut’s standardized assessments.

NOTE: If there are no student subgroups of adequate size for reporting, the entire rating will be based on the SPI Progress rating.

Evaluation ratings for principals on these state test measures are generated as follows:

Step 1: SPI Progress and SPI Subgroup Progress ratings are applied to give the administrator a score between 1 and 4 for each category, using the table below:

	Exemplary (4)	Effective (3)	Developing (2)	Below Standard (1)
SPI Progress	>125% of target progress	100-125% of target progress	50-99% of target progress	<50% of target progress
Subgroup SPI Progress	Meets performance targets for all subgroups that have SPI <88 OR all subgroups have SPI > 88	Meets performance targets for 50% or more of subgroups that have SPI <88	Meets performance targets for at least one sub-group that has SPI <88	Does not meet performance target for any subgroup that has SPI <88

Step 2: The scores in each category are combined, resulting in an overall state test rating that is scored on the following scale:

Exemplary	Effective	Developing	Below Standard
>3.5	Between 2.5 and 3.5	Between 1.5 and 2.4	Less than 1.5

All protections related to the assignment of school accountability ratings (e.g., the minimum number of days a student must be enrolled in order for that student's scores to be included in an accountability measure) shall apply to the use of state test data for administrator evaluation.

LOCALLY-DETERMINED MEASURES – SMART GOALS

Administrators establish **two** SMART goals on measures they select. In selecting measures, certain parameters apply:

- All measures must align to Connecticut learning standards. In instances where there are no such standards that apply to a subject/grade level or an administrators' assignment, Plainfield Public Schools will use research-based

learning standards appropriate for that administrators' assignment (i.e., Standards for Professional Learning, American School Counselors Association, etc.).

- At least one of the measures will focus on student outcomes from subjects and/or grades not assessed on state-administered assessment.
- For administrators in high school, one measure will include the cohort graduation rate and the extended graduation rate, as defined in the State's approved application for flexibility under the Elementary and Secondary Education Act. All protections related to the assignment of school accountability ratings for cohort graduation rate and extended graduation rate shall apply to the use of graduation data for principal evaluation.
- For administrators assigned to a school in "review" or "turnaround" status, indicators will align with the performance targets set out in the school's mandated Improvement Plan.

Administrators have broad discretion in selecting indicators, including, but not limited to:

- Student performance or growth on state-administered assessments and/or district-adopted assessments not included in the state accountability measures (e.g., commercial content area assessments, Advanced Placement examinations, International Baccalaureate examinations).
- Students' progress toward graduation in the school using strong predictive indicators, including but not limited to 9th and/or 10th grade credit accumulation and/or the percentage of students that pass 9th and/or 10th grade subjects most commonly associated with graduation.
- Students' performance or growth on school-or classroom-developed assessments in subjects and grade levels for which there are not available state assessments.

The process for selecting measures and creating SMART goals will strike a balance between alignment to student learning priorities and a focus on the most significant school-level student learning needs. To do so, it is critical that the process unfold in this way (described for principals):

- First, establish student learning priorities for a given school year based on available data.
- The principal uses available data to craft an improvement plan for the school. This is done in collaboration with other stakeholders and includes a manageable set of clear student learning targets.

- The principal chooses student learning priorities for her/his own evaluation that are (a) aligned to Plainfield Public Schools priorities (unless the school is already doing well against those priorities) and (b) aligned with the school improvement plan.
- The principal chooses measures that best assess the priorities and develops clear and measurable goals for the chosen assessments/indicators.
- The principal shares the SMART goals with her/his evaluator, informing a conversation designed to ensure that:
 - The SMART goals are attainable.
 - There is adequate data that can be collected to make a fair judgment about whether the administrator met the established SMART goals.
 - The SMART goals are based on a review of student characteristics (e.g., mobility, attendance, demographic and learning characteristics) relevant to the assessment of the administrator against the objective.
 - The professional resources are appropriate to supporting the administrator in meeting the performance targets.
- The administrator being evaluated and the evaluator collect interim data on the SMART goals to inform a mid-year conversation (which is an opportunity to assess progress and, as needed, adjust targets) and summative data to inform summative ratings.

Based on this process, administrators receive a rating for this portion using the Plainfield Public Schools Administrator Evaluation Summative Rating Form (see Appendix):

To arrive at an overall student learning rating, the ratings for the state assessment and the locally-determined ratings are plotted on the following matrix:

(NOTE: For the 2016-2017 school year, the overall student learning rating will be based solely on the results for the two locally-determined Smart Goals.)

		State Assessment - SPI (22.5%)			
		Exemplary	Effective	Developing	Below Standard
Locally-determined Portion SMART goals (22.5%)	Exemplary	Exemplary	Exemplary	Effective	Gather further information
	Effective	Exemplary	Effective	Effective	Developing
	Developing	Effective	Effective	Developing	Developing
	Below Standard	Gather further information	Developing	Developing	Below Standard

CATEGORY #4: TEACHER EFFECTIVENESS (5%)

Teacher effectiveness – as measured by an aggregation of teachers’ SMART goals – is 5% of an administrator’s evaluation.

Improving teacher effectiveness is central to an administrator’s role in driving improved student learning outcomes. That is why, in addition to measuring the actions that administrators take to increase teacher effectiveness – from hiring and placement to ongoing professional development to feedback on performance – the administrator evaluation model also assesses the outcomes of all of that work.

As part of the Plainfield Public Schools teacher evaluation plan, teachers are assessed in part on their accomplishment of their SMART goals. This is the basis for assessing administrator’s contribution to teacher effectiveness outcomes.

Exemplary	Effective	Developing	Below Standard
>80% of teachers are rated <i>effective</i> or <i>exemplary</i> on the student growth portion of their evaluation	>60% of teachers are rated <i>effective</i> or <i>exemplary</i> on the student growth portion of their evaluation	>40% of teachers are rated <i>effective</i> or <i>exemplary</i> on the student growth portion of their evaluation	<40% of teachers are rated <i>effective</i> or <i>exemplary</i> on the student growth portion of their evaluation

ADMINISTRATOR EVALUATION PROCESS

This section describes the process by which administrators and their evaluators collect evidence about practice and results over the course of a year, culminating with a final rating and recommendations for continued improvement. The following pages explain the annual cycle that administrators and evaluators will follow.

OVERVIEW

Each administrator participates in the evaluation process as a cycle of continuous improvement. The cycle is the centerpiece of state guidelines designed to have all educators play a more active, engaged role in their professional growth and development. For every administrator, evaluation begins with goal-setting for the school year, setting the stage for implementation of a goal-driven plan. The cycle continues with a Mid-Year Formative Review, followed by continued implementation. The latter part of the process offers administrators a chance to self-assess and reflect on progress to date, a step that informs the summative evaluation. Evidence from the summative evaluation and self-assessment become important sources of information for the administrator's subsequent goal setting, as the cycle continues into the subsequent year.

SCHOOL YEAR: PLAN IMPLEMENTATION AND EVIDENCE COLLECTION

JULY	AUGUST	SEPTEMBER	FEBRUARY	MAY	JUNE
Orientation and context setting	Preliminary Goal discussion and focus area	Finalize Smart Goals and Focus Areas	Mid-year formative review	Self-assessment	Summative rating finalized

Step 1: Orientation and Context-Setting by July 30

To begin the process, the administrator needs five things to be in place:

1. Student learning data are available for review by the administrator and the state has assigned the school a School Performance Index (SPI) rating. **(NOTE: Not used in 2016-2017)**
2. Stakeholder survey data are available for review by the administrator.
3. The superintendent communicated his/her student learning priorities for the year.
4. The evaluator has provided the administrator a copy of the most recent Administrator Evaluation Plan in order to orient her/him to the evaluation process.

Step 2: Goal-Setting and Plan Development by September 30

Before a school year starts, administrators will:

3. identify a target for growth on the SPI, **(NOTE: Not used in 2016-2017)**
4. identify two SMART goals and
5. identify one stakeholder feedback target

Administrators will then identify the two specific areas of focus for their practice ***that will help them accomplish*** their SPI targets, their SMART goals, and their stakeholder feedback target, choosing from among the indicators of the **CT Leader Evaluation and Support Rubric 2015**. Administrators will identify these two specific focus areas of growth in order to facilitate a professional conversation about their leadership practice with their evaluator. What is critical is that the administrator can connect improvement in the practice focus areas to the growth in SPI, the SMART goals and the stakeholder feedback target, creating a logical through-line from practice to outcomes.

(NOTE: For 2016-2017, the SPI targets will not be included in the administrator's evaluation.)

Prior to September 15, the administrator and the evaluator meet to discuss the two specific areas of focus for their practice and review the 2 DRAFT Smart Goals. The evaluator and administrator also discuss the appropriate resources and professional development needs to support the administrator in accomplishing these goals. Together, these components – the goals, the practice areas and resources and supports – comprise an individual's evaluation plan. In the event of disagreement, the evaluator has the authority and responsibility to finalize the goals, supports and sources of evidence to be used.

The goal-setting form (see Appendix) is to be completed by the administrator being evaluated. The focus areas, goals, activities, outcomes, and time line will be reviewed by

the administrator's evaluator prior to the beginning work on the goals. The evaluator may suggest additional goals as appropriate.

School Visits and Administrator Observations/Reviews of Practice:

The evaluator and administrator will establish a mutually agreed upon schedule of school visits to collect evidence and observe the administrator's work. During one visit in the fall (after the Goal-Setting Conference and before the Mid-Year Conference) the administrator will schedule a specific time with the evaluator for a focused conversation on the administrator's progress in each of the two focus areas identified. The administrator will share appropriate evidence to support progress and contribute to the dialogue. During one visit in the spring (after the Mid-Year Conference and before the Summative Conference) the administrator will schedule a specific time with the evaluator for a focused conversation on the administrator's progress in each of the two focus areas identified. The administrator will share appropriate evidence to support progress and contribute to the dialogue. Additionally, the administrator will share evidence of progress towards Smart Goals.

Step 3: Mid-Year Formative Conference:

By the end of February, there will be a formative conference to review progress. In preparation for the conference:

- The administrator analyzes available student achievement data and considers progress toward outcome goals.
- The administrator identifies appropriate evidence to document progress on focus areas
- The evaluator reviews evidence to identify key themes for discussion.

The administrator being evaluated and the evaluator hold a Mid-Year Formative Conference, with explicit discussion of progress toward student learning targets, as well as any areas of performance related to standards of performance and practice. The meeting is also an opportunity to surface any changes in the context (e.g., a large influx of new students) that could impact accomplishment of outcome goals; goals may be changed at this point.

Step 4: Self-Assessment:

Prior to May 30, the administrator being evaluated completes a self-assessment on his/her practice on all 4 Domains of the Connecticut Leader Evaluation and Support Rubric for 2015. For each Domain, the administrator being evaluated identifies evidence to support the evaluation and determines whether he/she:

- Needs to grow and improve practice on this indicator;
- Has some strengths on this indicator but needs to continue to grow and improve;
- Is consistently effective on this indicator; or
- Can empower others to be effective on this indicator.

The administrator being evaluated will also review evidence on his/her focus areas and determine if he/she considers themselves on track or not.

The administrator being evaluated submits his/her self-assessment with appropriate evidence to his/her evaluator.

Step 5: Summative Review and Rating:

The administrator being evaluated and the evaluator meet by May 30 to discuss the administrator's self-assessment and all evidence collected over the course of the year. This meeting serves as an opportunity to convey strengths, growth areas, and their probable rating. After the meeting, the evaluator assigns a rating, based on all available evidence (see next section for rating methodology).

The evaluator completes the summative evaluation report, shares it with the administrator, and adds it to the principal's personnel file with any written comments attached that the principal requests to be added within two weeks of receipt of the report.

Summative ratings must be completed for all administrators by June 30 of a given school year. Should state standardized test data not be available at the time of a final rating, a rating must be completed based on evidence that is available. When the summative rating for an administrator may be significantly impacted by state standardized test data or

teacher effectiveness ratings, the evaluator may recalculate the administrator's summative rating when the data is available and submit the adjusted rating no later than August 15. This adjustment should take place before the start of the new school year so that prior year results can inform goal setting in the new school year.

SUMMATIVE ADMINISTRATOR EVALUATION RATING

Each administrator will annually receive a summative rating in one of four levels:

1. **Exemplary:** Exceeding indicators of performance
2. **Effective:** Meeting indicators of performance
3. **Developing:** Meeting some indicators of performance but not others
4. **Below standard:** Not meeting indicators of performance

Effective represents fully satisfactory performance. It is the rigorous standard expected for most experienced administrators. Specifically, effective administrators can be characterized as:

- Meeting expectations as an instructional leader
- Meeting expectations in at least 2 other areas of practice
- Meeting and making progress on 1 target related to stakeholder feedback
- Meeting state accountability growth targets on tests of core academic subjects
(NOTE: Not used in 2016-2017)
- Meeting and making progress on 2 SMART goals aligned to school and district priorities
- Having more than 60% of teachers effective on the student growth portion of their evaluation

Supporting administrators to reach effectiveness is at the very heart of this evaluation model.

Exemplary ratings are reserved for performance that significantly exceeds effective and could serve as a model for leaders district-wide or even statewide.

A rating of *developing* means that performance is meeting effective in some components but not others. Improvement is necessary and expected and two consecutive years at the *developing* level is, for an experienced administrator, a cause for concern.

A rating of *below standard* indicates performance that is below effective on all components or unacceptably low on one or more components.

Determining Summative Ratings

The process for determining summative evaluation ratings has three steps: (a) determining an administrator practice rating, (b) determining an administrator outcomes rating and (c) combining the two into an overall rating.

A. ADMINISTRATOR PRACTICE RATING: Leadership Practice (40%) + Stakeholder Feedback (10%) = 50%

The practice rating derives from an administrator's performance on the four Domains of the leader evaluation rubric and the stakeholder feedback target. As shown in the Summative Rating Form in the Appendix evaluators record a rating for the Domains that generates an overall rating for leadership practice. The Stakeholder Feedback rating is combined with the Leadership Practice rating and the evaluator uses the matrix (see Appendix) to determine an overall Practice Rating.

B. ADMINISTRATOR OUTCOMES RATING: SMART goals (45%) + Teacher Effectiveness (5%) = 50%

The outcomes rating derives from the two student learning measures – state test results (SPI) and SMART goals – and teacher effectiveness outcomes. As shown in the Summative Rating Form in the Appendix, state reports provide an assessment rating and evaluators record a rating for the SMART goals agreed to in the beginning of the year. These two combine to form the basis of the overall SMART goals rating. The Teacher Effectiveness rating is combined with the SMART goals rating and the evaluator uses the matrix (see Appendix) to determine an overall Outcomes Rating.

C. FINAL SUMMATIVE: Practice (50%) + Outcomes (50%) = 100%

The Summative rating combines the practice and outcomes ratings using the matrix below.

If the two areas in any Matrix are highly discrepant (e.g., a rating of exemplary for Administrator Practice and a rating of below standard for Administrator Outcomes), then the evaluator and the evaluatee will re-examine the data and/or gather additional information in order to determine the rating for the Matrix.

If upon re-examination of the data, the ratings do not change, the evaluator will use the Matrix to determine the rating

Administrator Practice Rating					
		Exemplary	Effective	Developing	Below Standard
Administrator Outcomes Rating	Exemplary	Exemplary	Exemplary	Effective	Gather further information
	Effective	Exemplary	Effective	Effective	Developing
	Developing	Effective	Effective	Developing	Developing
	Below Standard	Gather further information	Developing	Developing	Below Standard

DEFINITION OF ADMINISTRATOR EFFECTIVENESS AND INEFFECTIVENESS

Administrator effectiveness will be based upon a pattern of summative administrator ratings collected over time. In order to be deemed effective, administrators will need to have a summative rating of Effective or Exemplary. Administrators are required to be effective within two years of being evaluated using this plan.

Any administrator having a summative rating of Developing or Below Standard after one year of being evaluated with this plan may be placed on an individual improvement plan. PASS is a 3 tiered approach to teacher support. **(See description of PASS, PASS Improvement and Remediation Plan, and PASS Intensive Remediation Plan that follows.)**

After one year of participating in PASS, an administrator receiving such support will be expected to have a summative rating of Effective or Exemplary. Administrators who do not receive a summative rating of Effective or Exemplary after one year of participation in PASS may be placed on the **PASS Improvement and Remediation Plan** for 30 days. After 30 days, the administrator may be placed on the **PASS Intensive Remediation Plan** for 60 days. **No administrator will participate in PASS for more than two consecutive school years.**

ADMINISTRATOR PROFESSIONAL ASSISTANCE & SUPPORT SYSTEM (PASS)

Administrators who receive a summative evaluation rating of Developing or Below Standard may work with his/her evaluator (or designated PASS Administrator Performance Remediation Plan Developer) to design a PASS plan. The plan will be created within 30 days following completion of the summative evaluation rating conference. The PASS process will identify areas of improvement needed and will include supports that Plainfield Public Schools will provide to address the performance areas identified as in need of improvement. An administrator's successful completion of participation in PASS is determined by a summative final rating of Effective or Exemplary at the conclusion of the school year.

The plan must include the following components:

1. *Areas of Improvement*: Identify area of needed improvement
2. *Rationale for Areas of Improvement*: Evidence from observations that show an area needing improvement.
3. *Domain*: List domain rated "developing" or "below standard."

4. *Indicators for Effective Leadership*: Identify exemplary practices in the area identified as needing improvement.
5. *Improvement Strategies for Implementation*: Provide strategies that the administrator can implement to show improvement in any domain rated “developing” or “below standard.”
6. *Tasks to Complete*: Specific tasks the administrator will complete that will improve the domain.
7. *Support and Resources*: List of supports and resources the administrator can use to improve, e.g. professional learning opportunities, peer observation, colleague mentor, books, etc. .
8. *Indicators of Progress*: How the administrator will show progress towards effective or exemplary in identified domain(s) through observations, data, evidence, etc.

The plan will be designed and written in a collaborative manner, which focuses on the development of a professional learning community supporting colleagues within this level. The administrator and evaluator or designee will sign the plan. Copies will be distributed to all those who will be involved in the implementation of the plan as well as the division director and Superintendent. The contents of the plan will be confidential.

PASS Improvement and Remediation Plan (30 Days)

The PASS Remediation Plan is a further step in the attempt to provide an administrator with the support, supervision, and resources needed to foster positive growth in situations when an individual is having considerable difficulty implementing the professional responsibilities of leadership. Based on a determination by the appropriate evaluator, the evaluator will help the administrator outline specific goals and objectives with timelines, resources, and evaluative criteria. The evaluator and/or administrator may draw upon whatever personnel and resources are needed to implement the plan and are deemed reasonable by the evaluator. Consistent supervision and, at minimum, a weekly observation followed by timely feedback, will be provided by the evaluator. This intervention will operate for a period of time that the evaluator determines to be appropriate, but will normally conclude within 30 school days. At the end of the intervention period, the evaluator will issue a recommendation. If the administrator demonstrates that he/she is *Effective* or better, the evaluator will designate placement of that administrator to a normal plan. In situations when progress is unacceptable, the administrator will move into the Intensive Remediation Plan. Specific written reports of the intervention plan with reports of observations and a final determination on progress will become part of the administrator’s personnel file.

PASS Intensive Remediation Plan (60 Days)

The PASS Intensive Remediation Plan is the final attempt and is implemented after the Improvement and Remediation Plan if necessary, and based on the judgment of the evaluator, to provide the help necessary to meet the requirements of the position. The administrator, evaluator, and/or another appropriate administrator will develop a plan that includes specific goals, timelines, resources, and evaluative criteria. The evaluator and/or the administrator may draw upon whatever personnel and resources are needed to implement the plan and are deemed reasonable by the evaluator. The plan will be in operation for a period of time that the evaluator determines to be appropriate, but will normally conclude after 60 school days. Weekly observations followed by feedback will be provided during this phase. At the conclusion of this phase, the evaluator will make a recommendation as to whether the intensive supervision will be terminated or extended. If the administrator demonstrates that s/he is *Effective* or better, the evaluator will place that administrator on the normal plan. If the administrator's performance is below *Effective*, the evaluator will recommend termination of that administrator's employment to the superintendent.

Resolution of Differences

Should an administrator disagree with the evaluator's assessment and feedback, the parties are encouraged to discuss these differences and seek common understanding of the issues. The evaluator may choose to adjust the report, but is not obligated to do so. The administrator has the right to attach a statement to the observation report, progress report, or summative evaluation identifying the areas of concern and presenting his/her perspective.. In the event that the administrator and evaluator are unable to resolve their differences, they can submit the matter to the appropriate division director or Superintendent for review and decision. Any such matters will be handled as expeditiously as possible, and in no instance will a decision exceed thirty (30) school days.

EVALUATION-BASED PROFESSIONAL LEARNING

As our core values indicate, Plainfield Public Schools believes that the primary purpose for professional learning is school improvement as measured by the success of every student. We believe that professional learning must focus on creating meaningful experiences for all staff members. Designing evaluation-based professional learning is a dynamic process.

Working with program goals and data from the educator evaluation process, professional learning is planned to strengthen instruction around identified student growth needs or other areas of identified educator needs.

We recognize that educators as well as students learn in different ways and have different learning needs at different points in their career. Effective professional learning, therefore, must be highly personalized and provide for a variety of experiences, including learning teams, study groups, individual study, etc. as well as opportunities for conducting research and collaborating with colleagues on content-based pedagogical activities.

Plainfield Public Schools evaluation-based professional learning design has as its foundation the Standards for Professional Learning (Learning Forward, 2011). Each of the tenets of Plainfield Public Schools Professional Learning and Evaluation Program is aligned with at least one, and often several, of the seven Standards for Professional Learning, as follows.

TENETS OF THE PLAINFIELD PUBLIC SCHOOLS PLAN: ALIGNING STANDARDS AND PROCESSES:

- ***Evaluation is an educator-centered process:*** We believe that, for evaluation to improve professional practice, it is essential to “make evaluation a task managed by an educator, and not a thing done to a worker” (Peterson, 2000, p. 5).
 - Educator reflection on aspects of their leadership practice and its effect on student achievement and teacher effectiveness, on other facets of responsibility to the school community, and on their professional contributions to their field is critical to improved practice for both veteran and novice teachers. [*Standards: Learning Communities; Data; Outcomes*]
 - Educator self-reflection represents the initiation and culmination of the cycle of professional praxis and procedures for evaluation.
 - Educators collect and assemble relevant data related to student outcomes and their professional contributions, and determine how their data can be used in evaluation.

- ***Organizational culture matters:*** The framework and outcomes of systems for the evaluation of administrators must reflect an understanding of the culture of schools as learning organizations (see Schein, 2010; Senge, 2012).
 - It is vitally important to examine the core beliefs that underpin organizational processes such as professional learning and evaluation, as well as teachers’ and administrators’ perception of their roles and effectiveness, to effect positive changes in student learning, growth, and achievement. Further, it is important to evolve the role of principals and administrators from the sole judges and evaluators of teachers and teaching to emphasize their role as instructional leaders who collaborate with teachers.
 - Evaluators and administrators support each other in the pursuit of individual and collective professional growth and student success through rich professional conferences and conversations. [*Standards: Leadership; Resources*]
 - Each school’s core beliefs about student learning are the foundation for evaluation and support systems, and provide a focus for individual and collaborative reflections on personal practice and organizational functioning. [*Standards: Learning Communities; Implementation*]

- Teachers and administrators collaborate to observe instructional practices in their school and to analyze data on instruction and student performance. [*Standards: Data; Outcomes*]
 - Teachers and administrators collaborate to plan, assess, and evaluate professional learning. [*Standards: Leadership; Learning Communities; Implementation; Learning Designs*]
- ***Evaluation and professional learning must be differentiated to increase organizational effectiveness:*** There is a growing research base that demonstrates that individual and collective educator efficacy (defined by Bandura, 1997, as “the group’s shared belief in its conjoint capabilities to organize and execute courses of action required to produce given levels of attainments”), is positively associated with and predictive of student achievement (Allinder, 1995; Goddard, et al., 2000; Moolenaar, et al., 2012; Tschannen-Moran and Barr, 2004) .
 - The needs of veteran and novice administrators are different, and evaluation-based professional learning is designed to meet those needs, inspire and motivate individual and collective efficacy, and build leadership capacity in schools and districts (see Peterson, 2000). [*Standards: Learning Design; Leadership; Resources*]
 - The development of such structures as career ladders, personal professional portfolios, and opportunities are provided for administrators to share their learning from professional activities, findings from their own research or from research-based practices they have applied, classroom-level and professional accomplishments and/or challenges. [*Standards: Data; Outcomes: Learning Communities; Leadership*]

CAREER DEVELOPMENT AND PROFESSIONAL GROWTH

Plainfield Public Schools will provide opportunities for administrator career development and professional growth based on the results of the evaluation. Administrators with an evaluation of Effective or Exemplary will be able to participate in opportunities to further their professional growth, including attending state and national conferences and other professional learning opportunities.

For administrators rated Exemplary, the following career development and professional growth opportunities would be available: observation of peers; mentoring/coaching early-

career administrators or administrators new to Plainfield Public Schools; participating in development of administrator improvement and remediation plans for peers whose performance is developing or below standard; leading Professional Learning Communities for their peers; and, targeted professional development based on areas of need.