

# The School Board of Taylor County Performance Appraisal System Race to the Top

2011



## *Educational Management Consultant Services, Inc.*

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- c. Designs instruction for students to achieve mastery;*
  - d. Selects appropriate formative assessments to monitor learning;*
  - e. Uses a variety of data, independently, and in collaboration with colleagues , to evaluate learning outcomes, adjust planning and continuously improve the effectiveness of the lessons; and*
  - f. Develops learning experiences that require students to demonstrate a variety of applicable skills and competencies.*
2. The Learning Environment
- a. Organizes, allocates, and manages the resources of time, space, and attention;*
  - b. Manages individual and class behaviors through a well-planned management system;*
  - c. Conveys high expectations to all students;*
  - d. Respects students' cultural and family background;*
  - e. Models clear, acceptable oral and written communication skills;*
  - f. Maintains a climate of openness, inquiry, fairness and support*
  - g. Integrates current information and communication technologies*
  - h. Adapts the learning environment to accommodate the differing needs and diversity of students; and*
  - i. Utilizes current and emerging assistive technologies that enable students to participate in high-quality communication interactions and achieve their educational goals.*
3. Instructional Delivery and Facilitation
- a. Deliver engaging and challenging lessons;*
  - b. Deepen and enrich students' understanding through content area literacy strategies, verbalization of thought, and application of the subject matter;*
  - c. Identify gaps in students' subject matter knowledge*
  - d. Modify instruction to respond to preconceptions or misconceptions;*

- e. *Relate and integrate the subject matter with other disciplines and life experiences;*
  - f. *Employ higher-order questioning techniques;*
  - g. *Apply varied instructional strategies and resources, including appropriate technology, to teach for student understanding*
  - h. *Differentiate instruction based on an assessment of student learning needs and recognition of individual differences in students;*
  - i. *Support, encourage, and provide immediate and specific feedback to students to promote student achievement; and*
  - j. *Utilize student feedback to monitor instructional needs and to adjust instruction.*
- 4. Assessment**
- a. *Analyzes and applies data from multiple assessments and measures to diagnose students' learning needs, informs instruction based on those needs, and drives the learning process;*
  - b. *Designs and aligns formative and summative assessments that match learning objectives and lead to mastery;*
  - c. *Use a variety of assessment tools to monitor student progress, achievement and learning gains;*
  - d. *Modifies assessments and testing conditions to accommodate learning styles and varying levels of knowledge;*
  - e. *Shares the importance and outcomes of student assessment data with the student and the student's parent/caregiver(s); and*
  - f. *Applies technology to organize and integrate assessment information.*

**B. Continuous Improvement, Responsibility and Ethics**

- 1. Continuous Professional Improvement
  - a. *Designs purposeful professional goals to strengthen the effectiveness of instruction based on students' needs;*
  - b. *Examines and uses data-informed research to improve instruction and student achievement;*

- c. *Collaborates with the home, school and larger communities to foster communication and to support student learning and continuous improvement;*
- d. *Engages in targeted professional growth opportunities and reflective practices, both independently and in collaboration with colleagues; and*
- e. *Implements knowledge and skills learned in professional development in the teaching and learning process.*

2. Professional Responsibility and Ethical Conduct

- a. *Understanding that educators are held to a HIGH MORAL STANDARD in a community, the EFFECTIVE educator adheres to the Code of Ethics and the Principles of Professional Conduct of the Education Profession of Florida.*

Date\_\_\_\_\_ Signoff\_\_\_\_\_

Date\_\_\_\_\_ Signoff\_\_\_\_\_

Date\_\_\_\_\_ Signoff\_\_\_\_\_

Date\_\_\_\_\_ Signoff\_\_\_\_\_

**For all informal and formal observations used for teacher evaluation the teacher behaviors to be observed come from the Florida Educator Accomplished Practices and a combination of Marzano and Danielson’s work.**

STUDENT GROWTH AND PERFORMANCE: 50% of the Instructional Personnel Appraisal is based upon the student performance of the teacher’s assigned students. The following criteria to be used for STUDENT GROWTH AND PERFORMANCE may include but should not be limited to the following:

- The Florida Department of Education “Value-Added” formula will be used when applicable
- Learning gains over time (3 years of data) in reading, writing, math, and science tested by the FCAT
- End-of-Course and/or semester exams for subjects used in the calculation of the school grade
- District provided end-of-course exams on non-FCAT tested subjects
- District approved assessments used within the ESE program
- Pre-Test/Post-Test on District identified progress monitoring assessments

Date reviewed\_\_\_\_\_ Sign off\_\_\_\_\_

PARENT INPUT: A mechanism to give parents an opportunity to provide input into employee performance assessment. Any and all of the following maybe used in the evaluation process.

- Climate Survey
- Minutes signed by parents and instructional personnel at the end of parent/teacher conferences stating satisfaction or dissatisfaction at the end of the meeting.
- Copies of correspondence reflecting response of parent satisfaction or dissatisfaction of issue concerning their child.
- **ANY PARENTAL INPUT USED MUST BE PROVIDED TO THE TEACHER AND MUST INCLUDE AN OPPORTUNITY FOR THE TEACHER TO PROVIDE A RESPONSE.**

**FINAL APPRAISAL CONFERENCE**    Date\_\_\_\_\_ Sign off\_\_\_\_\_

**To be scheduled with the teacher and the administration as noted in the Taylor Education Association Contract.**

# Taylor County School District

## Instructional Personnel Appraisal System

### Teacher Self Assessment

After reviewing the District Improvement Plan, the School Improvement Plan and completing the professional development on the appraisal system, we would like for you to reflect on what you have learned and do a self evaluation of your strengths and areas you feel you will need further training in.

**It is our goal to use this information in matching teachers as mentor and mentees. The District's and Schools Professional Development Plan activities will come from the data of the teacher self assessment.**

*Please list one descriptor from each of the four areas of the Quality of Instruction domain of the Florida Educator Accomplished Practices that you see as a personal strength as a teacher.*

1. **Instructional Design and Lesson Planning**
2. **The Learning Environment**
3. **Instructional Delivery and Facilitation**
4. **Assessment**

*Please list one descriptor from each of the four areas of the Quality of Instruction domain of the Florida Educator Accomplished Practices that you see as an area that you would like to receive further training.*

1. **Instructional Design and Lesson Planning**
2. **The Learning Environment**
3. **Instructional Delivery and Facilitation**
4. **Assessment**

# Taylor County School District

## Instructional Personnel Appraisal System

### Individual Professional Development Plan

Each instructional personnel are required to complete the IPDE as found at Florida Learns on the PAEC website. This individual plan must contain three goals; a District Goal, a School Goal, and a Personal Goal based on the District and School Improvement Plans and the individual goal chosen by the employee from their self assessment or recommended by the school administrator.

***Directions to the Individual Professional Development Plan***

1. Go to <http://paec.org>
2. Click on Florida Learns (right middle of page)
3. Go to Member Login
4. Click on Individual Professional Development Plan
5. Fill out the plan and save.
6. Schedule meeting with your administrator to go over the IPDP and both sign off.
7. Print copy for Final Appraisal Conference

**Amended**  
**SECTION 6 - THE APPRAISAL SYSTEM**  
**The EMCS, Inc. - Jerry Copeland Model**

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**Philosophy**

Florida Statute 1012.34 and 1012.335, The Student Success Act, requires the Superintendent in each school district to establish procedures for assessing the performance of all instructional, administrative and supervisory personnel. The Superintendent is also required to develop a mechanism for evaluating the effective use of assessment criteria and evaluation procedures by administrators who are assigned responsibility for evaluating the performance of instructional personnel. The primary purpose of the redeveloped evaluation system is increasing student learning growth by improving the quality of instructional, administrative and supervisory service.

In addition to the requirement of the Statutes, the Department of Education has developed and disseminated guidelines for developing performance appraisal systems. These systems must support and promote school improvement, focus on student growth and achievement, provide for parent input, and establish criteria for continuous quality improvement of the professional skills of instructional personnel which will result in measurable student growth.

The Taylor County Instructional Employee Performance Appraisal System has been designed to enhance quality of the organization, ensure self-esteem, promote professional development and increase student achievement. It specifically focuses on the organizational purpose as well as the individual aspirations of instructional staff.

Generally, the guidelines can be summarized as follows:

- Fairness, equity and legal soundness.
- Allocation of time for supervisors to plan, coach and counsel individuals for higher levels of performance
- Established procedures for the collection, retrieval and use of data to provide feedback to an individual, a team, and the system.
- Data-based personnel decisions including rewarding and recognizing high performance through a variety of means.
- Focus on student achievement and the specific conditions of the site in establishing expectations.
- The negotiation of expectations, criteria, outcomes, and competencies based on the conditions of the work site.

- Growth of the individual and the continuous improvement of the organization.
- Annual assessment based on the experience and performance of the individual.
- Two levels of appraisal
  - a. Documentation of generic competencies in the early stages of a position.
  - b. Development in the later stages of the same position.
- Orientation on the system and skill development in observing, mentoring, coaching and counseling for those impacted by the appraisal system.

## **Purpose**

The purpose of the Performance Appraisal System is to promote continuous school improvement. The performance appraisal system has multiple dimensions. The first spans the length of a person's career and is designed to provide growth and development and support increased performance. The results/outcome side is a systems approach to provide organizational growth. These outcomes are influenced by the employee interacting with the special conditions within a job that exists at a specific work site, which may be impacted by the individual developmental continuum of the employee. This assessment system has been designed based on the following:

- School Improvement Plans
- Organization beliefs, mission and purpose;
- Practices that are reflective of school research;
- Local, specific job descriptions;
- Measurable criteria with specifically identifiable source codes;
- Practices and/or results that are compatible with human resources development models that focus both on the employee and the system purpose;
- The concept that performance appraisal for an individual is finalized only after thorough planning sessions that include extensive appraisee input;
- A design model that provides for quantity, quality, cost effectiveness and timelines and which may be performed within an appropriate span of control;
- The concept that data should be collected from a variety of sources which may be identified;

- Current research which provide best component practices for employee performance appraisal;
- The situational context of the employee service.

**Taylor County School District  
Strategic Plan  
2011-2016**

*Mission Statement:*

The Taylor County School District is committed to equipping students for life-long learning through lessons in academics, accountability, and attitude.

*Vision Statement:*

The Taylor County School District will provide a rigorous and relevant education for all our students, in an effort to prepare them to be successful citizens in the 21<sup>st</sup> Century.

*Core Beliefs*

The Taylor County School District has common core values which guide the behavior of every employee with the school system.

We:

- Genuinely love and care for our students.
- Believe that teaching and education of our youth is a noble and valuable profession.
- Believe each individual has dignity and worth, and all people should be treated with respect.
- Believe every child has a right to a quality education.
- Believe that all children can learn. Their ways, times, and rates of learning may vary, but all children can learn, and it is a moral obligation of the Taylor County School District to ensure that every child learns to his/her potential.
- Believe cultural heritage is important, and diversity enriches our lives and makes our county, state and nation stronger.
- Believe that involvement of families and homes are important to student and school success.
- Believe technology literacy is a 21<sup>st</sup> century civil right, and technology must be embraced and used to enhance education.
- Believe community involvement is essential for successful schools and students.

- Believe outstanding, highly trained, high effective, and dedicated personnel are essential to learning.
- Believe that students should be taught that everyone is responsible for his/her own actions.
- Believe every person has a right to be safe.
- Believe that service to others is a moral imperative.

2011-2016

### **STRATEGIC PARAMETERS**

The Taylor County School District has a strong set of boundaries it places on itself and which guides the day to day operation of the schools:

We will always

- Make decisions based on what is in the best interest of the students
- Operate on a strong ethical perspective
- Practice what we preach
- Be willing to look outside the box and try innovative programs
- Employ the best person available for any position
- Work towards continuous improvement

We will never:

- Say “we can’t”
- Compromise ethics or excellence
- Give up on a student
- Sit down until the job is done

#### Strategic Area of Focus #1 *Strengthen Foundational Skills*

Objective:

- To increase the rigor of standards to improve student achievement in PreK-12.
- Utilize assessment to direct instruction and effect student outcome
- Develop strategies to assist schools in becoming high performing

Strategies:

- The percentage of students scoring at or above grade level on FCAT Reading, Math, Science, and Writing by 3-5, 6-8, and 9-12 will increase
- Track cohorts of students who score “ready” on FLKRS and measure their performance on the 3<sup>rd</sup> grade FCAT
- Track cohorts of students who score “not ready” on FLKRS and measure their performance on the 3<sup>rd</sup> grade FCAT
- Use of the RtI Process
- Closely monitor student and teacher attendance
- Utilize data from the Positive Behavior Support program

Strategic Area of Focus #1:  
***Strengthen Foundational Skills***  
Performance Measures

Data Source	Baseline 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
FCAT-% of students 3 and above in reading, math, science, and writing	<p><b>Reading</b> Elementary - 69 Middle - 63 High - 52 Combo - 56</p> <p><b>Math</b> Elementary - 67 Middle - 64 High - 78 Combo - 49</p> <p><b>Science</b> Elementary - 47 Middle - 35 High - 35 Combo - 40</p> <p><b>Writing</b> Elementary - 66 Middle - 94 High - 73 Combo - 63</p>	<p><b>Reading</b> Elementary Middle High Combo</p> <p><b>Math</b> Elementary Middle High Combo</p> <p><b>Science</b> Elementary Middle High Combo</p> <p><b>Writing</b> Elementary Middle High Combo</p>	<p><b>Reading</b> Elementary Middle High Combo</p> <p><b>Math</b> Elementary Middle High Combo</p> <p><b>Science</b> Elementary Middle High Combo</p> <p><b>Writing</b> Elementary Middle High Combo</p>	<p><b>Reading</b> Elementary Middle High Combo</p> <p><b>Math</b> Elementary Middle High Combo</p> <p><b>Science</b> Elementary Middle High Combo</p> <p><b>Writing</b> Elementary Middle High Combo</p>	<p><b>Reading</b> Elementary Middle High Combo</p> <p><b>Math</b> Elementary Middle High Combo</p> <p><b>Science</b> Elementary Middle High Combo</p> <p><b>Writing</b> Elementary Middle High Combo</p>	<p><b>Reading</b> Elementary Middle High Combo</p> <p><b>Math</b> Elementary Middle High Combo</p> <p><b>Science</b> Elementary Middle High Combo</p> <p><b>Writing</b> Elementary Middle High Combo</p>
FLKRS-PreK students scoring ready who	# and % scoring ready 191 out of				# and % who scored ready and passed the	# and % who scored ready and passed the

pass 3 <sup>rd</sup> grade FCAT	212 90% Ready				3 <sup>rd</sup> grade FCAT	3 <sup>rd</sup> grade FCAT
Use of Rtl process	# of students in Rtl passing FCAT Rtl Total / R / M Primary 69 Elem 47 / 12 / 14 Middle 15 / 3 / 1 High 21 / 4 / 1 Combo 5 / 0 / 0	# of students in Rtl passing FCAT	# of students in Rtl passing FCAT	# of students in Rtl passing FCAT	# of students in Rtl passing FCAT	# of students in Rtl passing FCAT
School Grades	# of schools grade A or B - 1	# of schools grade A or B	# of schools grade A or B	# of schools grade A or B	# of schools grade A or B	# of schools grade A or B
Attendance (Student and Teacher)	% Student Attendance Elementary 91.1 Middle 90.63 High 91.77 Combo 91.66  % Teacher Attendance Elementary 93.97 Middle 94.00 High 93.84 Combo 92.06	% Student Attendance Elementary Middle High Combo  % Teacher Attendance Elementary Middle High Combo	% Student Attendance Elementary Middle High Combo  % Teacher Attendance Elementary Middle High Combo	% Student Attendance Elementary Middle High Combo  % Teacher Attendance Elementary Middle High Combo	% Student Attendance Elementary Middle High Combo  % Teacher Attendance Elementary Middle High Combo	% Student Attendance Elementary Middle High Combo  % Teacher Attendance Elementary Middle High Combo
Discipline	# of Referrals and % of Referral Free Students Primary 478 / 55% Elem 971 / 23% Middle 1165	# of Referrals and % of Referral Free Students Elementary Middle High	# of Referrals and % of Referral Free Students Elementary Middle High	# of Referrals and % of Referral Free Students Elementary Middle High	# of Referrals and % of Referral Free Students Elementary Middle High	# of Referrals and % of Referral Free Students Elementary Middle High

	/ 19% High 2086 / 25% Combo 105 / 55%					
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Strategic Area of Focus #2  
***Improve Quality of Teaching in the Education System***

Objective:

- Establish the state’s expectations for quality instructional practice
- Improve the quality of mentor/beginning teacher programs, professional development, and certifications
- Align requirements for district performance appraisal to the state’s expectation

Strategic Area of Focus #2: Improve Quality of Teaching in the Education System

Performance Measure

Data Source	Baseline 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Number and % of teachers receiving performance pay	0					

Strategic Area of Focus #3  
***Improve College and Career Readiness***

Objectives:

- Increase number and % of students scoring “college ready” in math and language arts on approved postsecondary readiness assessment
- Increase number and % of students graduating with industry certification or Ready to Work credential
- Increase student participation and performance in accelerated options of AP and Dual Enrollment

Strategies

- Increase % of students scoring level 4 and 5 on FCAT Reading and Math in elementary, middle and high school
- Increase the number and % of 9<sup>th</sup> grade students who completed Algebra I prior to 9<sup>th</sup> grade

- Increase the number and % of high school graduates who enrolled in at least one accelerated course during their high school career (AP or Dual Enrollment)
- Increase the number and % of students passing end-of-course exams
- Increase the numbers and % of vocational students completing high school completion, job placement, and percentage of program completers

Strategic Area of Focus #3:  
***Improve College and Career Readiness***  
 Performance Measure

Data Source	Baseline 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
AP and Dual Enrollment #	AP 216 Dual Enrollment 54	AP Dual Enrollment	AP Dual Enrollment	AP Dual Enrollment	AP Dual Enrollment	AP Dual Enrollment
# and % of passing EOC	# / % Middle 43 / 100 High 143 / 89	# / % Middle High	# / % Middle High	# / % Middle High	# / % Middle High	# / % Middle High
% of students scoring 4 or 5 on FCAT Reading and Math	R / M Elementary 29 / 27 Middle 26 / 19 High School	R / M Elementary Middle High School	R / M Elementary Middle High School	R / M Elementary Middle High School	R / M Elementary Middle High School	R / M Elementary Middle High School
# of students completing Alg I prior to 9 <sup>th</sup> grade	# of 8 <sup>th</sup> grade students 43 / 196 = 21.9%	# of 8 <sup>th</sup> grade students	# of 8 <sup>th</sup> grade students	# of 8 <sup>th</sup> grade students	# of 8 <sup>th</sup> grade students	# of 8 <sup>th</sup> grade students
Vocational Education	High School Completion 66.67% Job Placement 76.25% GED Earned 58.7% Occupational Completion Points 60.19% % of	High School Completion % Job Placement % GED Earned % Occupational Completion Points	High School Completion % Job Placement % GED Earned % Occupational Completion Points	High School Completion % Job Placement % GED Earned % Occupational Completion Points	High School Completion % Job Placement % GED Earned % Occupational Completion Points	High School Completion % Job Placement % GED Earned % Occupational Completion Points

	program completers 47.02%	% of program completers	% of program completers	% of program completers	% of program completers	% of program completers
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Strategic Area of Focus # 4  
*Align Resources to Strategic Goals*

Objective:

- Ensure funding and other resources are available to effectively and efficiently implement district priorities

Strategies:

- Use staffing plan to implement class size requirement
- Involve District and Site administrators in budget development
- Each cost center to be able to access its budget

Strategic Area of Focus #4: Align Resources to Strategic Goals

Performance Measures

Data Source	Baseline 2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Amount of District budget to instruction and % of the budget	\$24,220,869 out of \$38,286,113  63.26%					

## Student Growth and Achievement Measures

All teachers will be included in the teacher evaluation system using the student learning growth measure as 50% of their evaluation. The following chart identifies the local growth measures.

Grades K-2	Grades 3-5	Grades 6-8	Grades 9-12
SAT 10 K-2 (Full Battery for Reading and Math) AIMSWEB K-2 (Reading and Math) Writescore 1-2 (Writing) EnVision Math CBM Pre, Mid, & Post Assessments K-2 .Classroom Grades K-2 (Reading-Imagine It! And NGSSS CBM & Math-Envision).Discovery Education Assessment	FCAT Discovery Education Assessment (3 Benchmark Tests) FAIR for Reading STAR for Reading FOCUS Florida Achieves EnVision Pre and Post Assessments Write Score! (3 to 4 assessments) for Writing	Discovery Education Assessments FAIR for Reading FCAT Civics –EOC in two years FCAT Explorer	District made semester exams FAIR for Reading FCAT Explorer End-of-Course Exams Student Projects

1. For measuring student learning growth during the 2011-2012 school year, the FCAT and state EOC results for those grades and content areas currently tested will be included as 40% of the student learning growth portion of the evaluation using the results of his or her students for classroom teachers with less than 3 years of historical data or 50% for those classroom teachers with 3 years of historical data. For classroom teachers with less than 3 years of historical data, the remaining 10% will use results of his or her students using (the chart above) or FCAT Reading or Mathematics as the student learning growth measure using the highest percentage of student growth from these measures in the calculation.
2. For measuring student learning growth during the 2011-2012 school year, the student learning growth measure for classroom teachers that are not measured by a state assessment will use results of his or her students using FCAT Mathematics, FCAT Reading and state EOC results as 40% of the student learning growth portion of the evaluation for classroom teachers with less than 3 years of historical data or 50% for those classroom teachers with 3 years of historical data. For classroom teachers with less than 3 years of historical data, the remaining 10% will use results of his or her students using (the chart above) or FCAT Reading or Mathematics as the student growth measure using the highest percentage of student growth from these measures in the calculation.
3. For measuring student learning growth during the 2012-2013 school year, the FCAT and state EOC results for those grades and content areas currently tested will be

included as 40% of the student learning growth portion of the evaluation using the results of his or her students for classroom teachers with less than 3 years of historical data or 50% for those classroom teachers with 3 years of historical data. These measures will include the new assessments implemented in the state system. For classroom teachers with less than 3 years of historical data, the remaining 10% will use results of his or her students using (the chart on page 17) or FCAT Reading or Mathematics as the student learning growth measure using the highest percentage of student growth from these measures in the calculation.

4. For measuring student learning growth during the 2012-2013 school year, the student learning growth measure for classroom teachers that are not measured by a state assessment will use results of his or her students using FCAT Mathematics, FCAT Reading and state EOC results as 40% of the student learning growth portion of the evaluation for classroom teachers with less than 3 years of historical data or 50% for those classroom teachers with 3 years of historical data. For classroom teachers with less than 3 years of historical data, the remaining 10% will use results of his or her students using (the chart on page 17) or FCAT Reading or Mathematics as the student growth measure using the highest percentage of student growth from these measures in the calculation.
5. For measuring student learning growth during the 2013-2014 school year, the FCAT and state EOC results for those grades and content areas currently tested will be included as 50% of the student learning growth portion of the evaluation. These measures will include the new assessments implemented in the state system.
6. For measuring student learning growth during the 2013-2014 school year, the FCAT Mathematics and Reading and EOC school results will be included as 50% of the student learning growth portion using the results of his or her students for classroom teachers that are not measured by a state assessments.

School-wide service personnel such as staffing specialist, behavioral resource teachers and others will be evaluated on student learning gains pursuant to the following rubric.

- One-half of the Student Growth and Achievement score will be based on school-wide learning gains, the remainder of the calculation will be determined by observable contributory characteristics exhibited by the appropriate professional is supporting the teaching/learning process as well as individual program success.

## Multi Metric Characteristics and Milestone Events

Multi-metrics that can inform evaluations are included within the Multi-Metric Characteristics. At a minimum, multi-metric evaluations will be required for teachers who are in the year prior to a milestone career event; however, these multi-metric characteristics are permitted to be used for all teachers or other groups of teachers during the regular evaluation process. A milestone career event is to be defined as the year prior to the required teacher certification renewal and may trigger the use of the additional metrics.

## Performance Pay Structure

### Grandfathered Instructional Personnel

Performance Pay - A district school board must base a portion of each employee's compensation upon performance demonstrated under s. 1012.34, F.S.

Advanced Degrees - A district school board may not use advanced degrees in setting a salary schedule for instructional personnel hired on or after July 1, 2011, unless the advanced degree is held in the individual's area of certification and is only a salary supplement.

Differentiated Pay - Shall be provided to instructional personnel in the amount of \$x,xxx or x.x% of the applicable salary for the individual employee based upon district-determined factors, including, but not limited to, additional responsibilities, school demographics, critical shortage areas, and level of job performance difficulties. It may be possible for an employee to receive more than one type of differentiated pay.

### Performance Pay Instructional Personnel

The **base salary** for instructional personnel who opt into the performance salary schedule shall be the salary paid in the prior year, including adjustments only.

Beginning July 1, 2014, instructional personnel new to the district, returning to the district after a break in service without an authorized leave of absence, or appointed for the first time to a position in the district in the capacity of instructional personnel shall be placed on the performance salary schedule.

The annual salary adjustment under the performance salary schedule for an employee rated as **highly effective** must be greater than the highest annual salary adjustment available to an employee of the same classification through any other salary schedule adopted by the district.

The annual salary adjustment under the performance salary schedule for an employee rated as **effective** must be equal to at least 50 percent and no more than 75 percent of the annual adjustment provided for a highly effective employee of the same classification.

The performance salary schedule shall not provide an annual salary adjustment for an employee who receives a rating **other than highly effective or effective** for the year.

Advanced Degrees - A district school board may not use advanced degrees in setting a salary schedule for instructional personnel hired on or after July 1, 2011, unless the advanced degree is held in the individual's area of certification and is only a salary supplement.

Differentiated Pay - Shall be provided to instructional personnel in the amount of \$x,xxx or x.x% of the applicable salary for the individual employee based upon district-determined factors, including, but not limited to, additional responsibilities, school demographics, critical shortage areas, and level of job performance difficulties. It may be possible for an employee to receive more than one type of differentiated pay.

Salary Supplements - Each district school board shall provide for salary supplements for activities that must include, but are not limited to assignment to a Title I eligible school, assignment to a school in the bottom two categories of the school improvement system subject to s. 1008.33, F.S., certification and teaching in a critical shortage area, or based upon the assignment of additional academic responsibilities.

## **Performance Assessment Procedures**

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This section is intended to provide a brief description of the appraisal system and supporting procedures that involve a series of major steps.

### **1. Orientation/Training**

All appropriate personnel, including the School Board, shall be fully informed of the Performance Assessment System procedures. The orientation will be provided upon appointment of staff or whenever a change or modification is made to the system.

Inservice training will be provided in the following areas of personnel performance appraisal:

- Knowledge and understanding of the district evaluation system.
- The relationship between performance appraisal and the priorities of the school and district.
- Legal requirements such as due process rights, policies, rules, laws, negotiated agreements, and case law.
- Techniques to orient personnel about appraisal criteria and procedures, the district's educational plan, and related objectives.
- Observation skills necessary for identifying specific behaviors.
- Use appropriate data collection tools.
- Data analysis skills.
- Written documentation.
- Conferencing, coaching and feedback skills.
- Performance growth and development process, appraisal of progress, and follow-up.
- Adult and career stages of development.

### **2. Planning Session**

This system has been designed as a developmental and growth process. A critical ingredient is that the system remains nonthreatening and employee participatory. Each employee will participate with his/her supervisor in a performance assessment planning session to plan the annual sequence of activities for performance appraisal for that position. During the session, the objectives and essential functions focus for both personal

and organizational development will be established or reviewed. Documents that will influence the discussion may include

- The District mission
- The School Improvement Plan
- Quality Enhancement Services Plan
- Work site situational context
- School district and school site goals
- Employees' career goals and long term development plan
- Job descriptions which reflect the duties required of the position
- Competencies as appropriate
- Procedures for effective evaluation
- Assessment forms

Two evaluations are required each year for instructional personnel in years one, two and three.

The supervisor will schedule interim performance evaluation(s), two per year for the first three (3) years. The number of additional evaluation(s) may depend on several factors including

- The nature of job context focus areas;
- Previous performance experiences of the employees;
- The employee's need and desire for constructive feedback through the mentoring and coaching components.

### 3. Interim Reviews

The supervisor will conduct interim performance review(s). The schedule of progress in relation to performance expectations will be discussed. Positive achievements and goals accomplished will be recognized and documented. Specific deficiencies, if any, will be noted and a professional development assistance program established as necessary.

### 4. Rating Scale Definitions

The district expects its employees to provide competent and professional work that should improve over time. The employee and supervisor should discuss the level of performance that is expected for each dimension in the planning session. In determining the expected performance levels, the requirements of the position and the employee experience are to be considered.

#### **Highly Effective\***

Indicates performance that consistently meets an extremely high quality standard. This service exceeds the typical standard of normal level service and is held in high regard by supervision and colleagues. Specific comments and examples of high quality work must be included in the assessment

**Effective\***

Indicates performance that consistently meets a high quality standard. This is professional level service that meets the district expectations and is consistent with the experience level of the employee.

**Needs Improvement/Developing\***

Indicates performance that requires additional attention to ensure an acceptable level of proficiency. Further, this performance is not consistently characteristic of the requirements for the position and experience of the employee. If this category is used, there **must** be written support regarding how performance is to be improved.

**Unsatisfactory\***

Indicates performance that does not meet the **minimum requirements** of the position and the level of performance commensurate with the experience of the employee. If this category is used, there **must** be written support regarding how performance is to be improved. The rating of Unsatisfactory indicates performance that is not acceptable for continued employment provided that level of service continues. An employee receiving this rating should be notified that future performance assessments will be conducted according to the Department of Education Professional Practices Services Section NEAT procedures. Continued performance at this level should result in notice of termination when the rights of due process and just cause are evident. School districts should remain particularly sensitive to the appeal rights of employees identified in 1012.34, F.S.

**\*See additional rubrics by domain category indicators as follows:**

## PLANNING/PREPARATION

1. Create or select long-range plans based on a review of district and state content standards, student profiles, instructional priorities and appropriate questions.
2. Define learning goals with rubrics and objectives for unit and daily plans.
3. The teacher's lesson and unit plans demonstrate knowledge of the content, prerequisite relationships between important concepts, instructional strategies specific to the subject matter, and organizes strategies and activities in an appropriate sequence.
4. Identify specific intended learning outcomes that are aligned with the district and state content standards so that students are prepared for high stakes testing.
5. Revise plans based on student needs.
6. Plan and prepare a variety of learning activities considering the special needs of English language learners, students with disabilities and for students from home environments that offer little support for schooling.
7. Develop or select instructional activities which foster active involvement of students in the learning process.
8. Plan and prepare lessons and instructional strategies that require students to engage with rigorous and demanding content that aligns with district and state content standards.
9. Select, develop, modify and/or adapt materials and resources, especially technological resources, which support learning objectives and the varying needs of students.

Area of Performance	Highly Effective	Effective	Needs Improvement/ Developing	Unsatisfactory
<b>Pedagogy</b> <i>(Correlates with Domain Indicators 2, 3, 4)</i>	<ul style="list-style-type: none"> <li>-Confident and competent in assigned content area/s and continues to seek out ways to expand knowledge level.</li> <li>-Selects goals and objectives based on content standards and needs of students.</li> <li>-Sequences strategies and activities to create lessons that are rigorous and relevant.</li> <li>-Clearly articulates how learning outcomes are aligned with goals, objectives and content standards.</li> </ul>	<ul style="list-style-type: none"> <li>-Highly Qualified in assigned content area.</li> <li>-Goals and objectives are aligned with the district and state curriculum standards.</li> <li>-Seeks ways to utilize strategies and activities that will engage students with the content.</li> <li>-Learning outcomes are clearly and specifically articulated so students understand the plan and the reason for the activities.</li> </ul>	<ul style="list-style-type: none"> <li>-Is taking course work to become certified in content area.</li> <li>-Works with other members of the team to plan lessons that align with district and state content standards.</li> <li>-Learning outcomes are sometimes displayed so students can make the connection.</li> </ul>	<ul style="list-style-type: none"> <li>-Has little knowledge of subject area.</li> <li>-Relies on textbook organization to plan and prepare for the lesson.</li> </ul>
<b>Organization</b> <i>(Correlates with Domain Indicator 1)</i>	<ul style="list-style-type: none"> <li>-Utilizes district and state content standards to develop long range plans and continues to monitor and adjust throughout the semester/year.</li> <li>-Continually revisits long range plans, sharing findings and drawing conclusions with colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>-Utilizes district and state content standards to develop long range plans.</li> <li>-Revisits long range plans as the year progresses.</li> </ul>	<ul style="list-style-type: none"> <li>-Has some understanding of the district and state content standards and sometimes addresses them in lesson plans.</li> </ul>	<ul style="list-style-type: none"> <li>-Has looked at the district and state content standards but they are not a part of the long range or daily planning process.</li> </ul>

<p><b>Engagement</b> <i>(Correlates with Domain Indicators 6, 7, 9)</i></p>	<p>-Has a deep understanding of how students learn and plans instructional activities so all students are actively involved in the learning process. -Researches literature to stay abreast of the latest innovative strategies and materials and seeks ways to embed them when planning for student engagement.</p>	<p>-Understands how students learn and plans for the use of a variety of instructional strategies. -Does some research regarding increased student involvement and writes plans incorporating new ideas.</p>	<p>-Understands that all students should be involved in the learning process and is beginning to plan accordingly some of the time.</p>	<p>-Does not understand how students learn and pays little attention to active involvement by all students during the learning process.</p>
<p><b>Assessments</b> <i>(Correlates with Domain Indicator 5)</i></p>	<p>-Utilizes diagnostic and summative assessments and a variety of assessment strategies to gather data to assist with decision making during planning. -Utilizes data from on-going assessments to revisit and revise plans to better serve student needs. -Allows students to assess themselves and to provide input into the planning process.</p>	<p>-Diagnostic and summative assessments, and a variety of assessment strategies are used to gather data for consideration during planning. -A review of assessment data usually informs the planning process.</p>	<p>-Has some knowledge of ongoing assessments to inform teaching and learning, but relies on end of the unit or chapter tests most of the time.</p>	<p>-Learning outcomes are seldom assessed except for standardized tests. -Plans are written and followed with little attention to student needs or outcomes during the process of the teaching unit.</p>

<p><b>Quality</b> <i>(Correlates with Domain Indicator 8)</i></p>	<ul style="list-style-type: none"> <li>-Plans lessons that address all state and district curriculum standards and assists other colleagues with planning and design.</li> <li>-Develops plans that are rigorous and demanding in content and involvement.</li> <li>-Makes connections to prior lessons, student interests or real world situations so that students have a context for their learning.</li> </ul>	<ul style="list-style-type: none"> <li>-Plans lessons that address each state standard.</li> <li>-Finds ways for students to see coherence in what they are studying.</li> <li>-Plans lessons that require the use of higher level thinking skills.</li> <li>-Helps students make connections to prior learning.</li> </ul>	<ul style="list-style-type: none"> <li>-Has read the state standards but relies on other sources, like textbooks or previous plans for developing lesson plans.</li> <li>-Sometimes plans include the use of higher level thinking skills.</li> </ul>	<ul style="list-style-type: none"> <li>-Lesson plans are incongruent with the state standards.</li> <li>-Plans deal with interaction of Webb's lower levels of knowledge.</li> </ul>
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## CLASSROOM MANAGEMENT

10. Establish and maintain a positive, organized, and safe learning environment.
11. Provide a positive environment in which students are encouraged to be actively engaged in the learning process.
12. Maintain a clean attractive learning environment.
13. Maintain academic focus by using a variety of motivational techniques.
14. Establish and use behavior management techniques which are appropriate and effective.
15. Establish routines and procedures and work with students on consistently following them.
16. Create a learning climate that is challenging yet non-threatening.
17. Maintain instructional momentum with smooth and efficient transitions from one activity to another.
18. Establish and maintain effective and efficient record keeping procedures.
19. Manage time effectively.
20. Develop routines and efficient techniques for minimizing time required for administrative and organizational activities.
21. Manage materials and equipment effectively.
22. Organize materials for efficient distribution and collection.
23. Instruct and supervise the work of volunteers and aides when assigned.
24. Assist in enforcement of school rules, administrative regulations, and Board policy.

Area of Performance	Highly Effective	Effective	Needs Improvement/ Developing	Unsatisfactory
<b>Learning Environment</b> <i>(Correlates with Domain Indicators 10, 12, 16)</i>	– Establishes a climate that empowers students to collaborate and maintain a positive, respectful and non-threatening learning environment.	– Maintains a positive, respectful and non-threatening learning environment.	– Recognizes factors necessary for a positive learning environment but has not implemented them.	– Interactions are often disrespectful, uncaring and negative.
<b>Techniques</b> <i>(Correlates with Domain Indicators 11, 13,)</i>	– Maintains academic focus through a variety of motivational techniques. – Students are actively engaged in the learning process and take responsibility for their learning.	– Maintains academic focus through motivational techniques. – Students are actively engaged in the learning process.	– Does not consistently maintain academic focus. – Not all students are engaged in the learning process.	– Lacks academic focus. – Students are frequently off-task and not engaged in the learning process.

<p><b>Efficiency/Time Management</b> <i>(Correlates with Domain Indicators 15, 17, 18, 19, 20, 21, 22)</i></p>	<ul style="list-style-type: none"> <li>- Maximizes instructional time and minimizes interruptions by inculcating classroom routines that are followed effortlessly by all students.</li> <li>- Transitions are smooth with students assuming responsibility; no instructional time is lost.</li> </ul>	<ul style="list-style-type: none"> <li>- Establishes and posts routines but students require prompting to follow them.</li> <li>- Transitions are smooth; little instructional time is lost.</li> </ul>	<ul style="list-style-type: none"> <li>- Establishes routines but they are not followed by all students or maintained by the teacher, occasionally resulting in the loss of instructional time.</li> <li>- Smooth transitions do not always occur, resulting in a loss of instructional time.</li> </ul>	<ul style="list-style-type: none"> <li>- Has not established routines and instructional time is frequently lost for routine tasks and interruptions.</li> <li>- Transitions result in lost instructional time and behavior problems.</li> </ul>
<p><b>Behavior Management</b> <i>(Correlates with Domain Indicators 14,24)</i></p>	<ul style="list-style-type: none"> <li>- Anticipates student behavior and prevents problems.</li> <li>- A wide variety of appropriate and effective behavior management techniques have been established and utilized.</li> <li>- School rules, administrative regulations and Board policies are followed and enforced on a daily basis.</li> </ul>	<ul style="list-style-type: none"> <li>- Consistently monitors student behavior.</li> <li>- Appropriate and effective behavior management techniques have been established and utilized.</li> <li>- Administrative regulations and Board policies are followed and enforced.</li> </ul>	<ul style="list-style-type: none"> <li>- Sporadically monitors student behavior.</li> <li>- Behavior management techniques are not consistently applied, resulting in behavior problems.</li> <li>- Administrative regulations and Board policies are not consistently followed or enforced.</li> </ul>	<ul style="list-style-type: none"> <li>- Rarely monitors student behavior.</li> <li>- Very few effective behavior management techniques are utilized, resulting in frequent behavior problems or demeaning of students.</li> <li>- School and district rules and policies are not followed.</li> </ul>
<p><b>Expectations</b> <i>(Correlates with Domain Indicator 16)</i></p>	<ul style="list-style-type: none"> <li>- Clearly communicates and discusses high expectations for student behavior for all students. Students collaborate in the development of the standards and model expectations.</li> </ul>	<ul style="list-style-type: none"> <li>- Clearly communicates high expectations for student behavior to all students.</li> </ul>	<ul style="list-style-type: none"> <li>- Develops student standards of conduct and most students appear to understand them, although not all students adhere to them.</li> </ul>	<ul style="list-style-type: none"> <li>- Has not established or communicated standards of conduct for students.</li> </ul>
<p><b>Supervision</b> <i>(Correlates with Domain Indicator 23)</i></p>	<ul style="list-style-type: none"> <li>- Volunteers and/or assistants are productively and independently engaged throughout the entire class, making a significant contribution to the learning environment.</li> </ul>	<ul style="list-style-type: none"> <li>- Volunteers and/or assistants are productively engaged throughout the entire class, but require instructions and supervision from the teacher.</li> </ul>	<ul style="list-style-type: none"> <li>- Volunteers and/or assistants are engaged during portions of the class, but require frequent instructions and redirection from the teacher.</li> </ul>	<ul style="list-style-type: none"> <li>- Volunteers and/or assistants have no clearly defined duties or are not actively engaged in the learning process.</li> </ul>

## ASSESSMENT/EVALUATION

25. Establish appropriate testing environment and administer standardized tests in accordance with directions provided to ensure test security.
26. Develop and use diagnostic assessments prior to instruction.
27. Use on-going assessments to monitor learning and adjust instruction.
28. The teacher routinely tracks student progress on learning goals using a variety of formative approaches to assessment.
29. Feedback to students provides recognition of their current status and knowledge gain relative to learning goals with a focus on improving student performance.
30. Communicate, in understandable terms, individual student progress knowledgeably and responsibility to the student, parents, and professional colleagues who need access to the information.
31. Encourage goal setting by students and assist them in developing and then monitoring their plans for improving their academic performance.
32. Communicate, post, explain lesson expectations so students understand what is expected.
33. Evaluate the effectiveness of instructional units and teaching strategies.

Area of Performance	Highly Effective	Effective	Needs Improvement/ Developing	Unsatisfactory
<b>Protocol</b> <i>(Correlates with Domain Indicator 25)</i>	-Understands the value of standardized testing, strict directions and test security. -Students realize the importance of testing.	-Follows all directions for standardized testing and test security. -Talks with students about testing and the significance to the learning process.	-Requires close supervision and follow up to ensure that standardized testing is carried out accurately.	-Does not value standardized testing and is compliant at best.

<p><b>Diagnosis</b> (Correlates with Domain Indicator 26)</p>	<ul style="list-style-type: none"> <li>-Uses diagnostic measures prior to beginning instruction and adjusts lesson plans and strategies accordingly.</li> <li>-Uses data from diagnostic measures to plan for ways to meet individual needs.</li> <li>-Confers with colleagues to gather data relative to individual student needs and progress and then plans accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>-Uses diagnostic measures prior to instruction and adjusts lesson plans and instruction to meet student needs.</li> <li>-Uses data from ongoing diagnostic measures to more clearly align lesson design for the needs of groups of students.</li> </ul>	<ul style="list-style-type: none"> <li>-Is beginning to see the value in upfront diagnostic tools and occasionally will check with students prior to instruction.</li> <li>-Sometimes utilizes ongoing diagnostic strategies to inform lesson design during the course of a study.</li> </ul>	<ul style="list-style-type: none"> <li>-Begins instruction with the assumption that students should know the prior content.</li> <li>-Does not check for understanding or for diagnostic information during the course of a unit of study.</li> </ul>
<p><b>Analysis</b> (Correlates with Domain Indicators 27, 33)</p>	<ul style="list-style-type: none"> <li>-Analyzes, interprets and uses a variety of data, often seeking colleagues input regarding instructional planning, teaching strategies and program evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>-Reviews available data to evaluate instructional planning, teaching strategies and program evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>-Has collaborated with others regarding their instructional planning and teaching strategies, but has done little to initiate own instructional or program evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>-Does not analyze own instructional planning, teaching strategies or program evaluation.</li> </ul>
<p><b>Understanding</b> (Correlates with Domain Indicators 28, 29)</p>	<ul style="list-style-type: none"> <li>-Uses a variety of methods to check for understanding throughout the lesson, and corrects, provides praise or reteaches as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>-Frequently checks for understanding and reteaches as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>-Asks students if they understand during the lesson, but often does not follow up with individual feedback.</li> </ul>	<ul style="list-style-type: none"> <li>-Seldom checks for individual student understanding.</li> </ul>

<p><b>Communication</b> <i>(Correlates with Domain Indicator 30)</i></p>	<p>-Executes a plan to clearly articulate academic progress to individual students, their parents and appropriate colleagues. -Communicates with stakeholders on a regular and timely basis and in a variety of formats.</p>	<p>-Articulates academic progress to individual students, their parents, and appropriate colleagues.</p>	<p>-Provides academic data to students and asks them to take it home to their parents. -Meets with colleagues as required by administration.</p>	<p>-Grades and test scores are posted and it is the students' responsibility to review them and tell their parents about their academic progress.</p>
<p><b>Responsibility</b> <i>(Correlates with Domain Indicator 31)</i></p>	<p>-Sets high stakes goals for self and models appropriate goal setting and monitoring strategies for the students. -Students have bought into goal setting and have developed strategies and a monitoring system for holding themselves accountable for continuous improvement.</p>	<p>-Models the goal setting process by sharing professional goals, strategies and monitoring system with students. -Asks students to write individual goals and monitors their plans so they are knowledgeable about their progress.</p>	<p>-Encourages students to do their best and check their work prior to grading.</p>	<p>-Permits students to move along in the instructional process regardless.</p>
<p><b>Expectations</b> <i>(Correlates with Domain Indicator 32)</i></p>	<p>-Communicates, posts, explains lesson expectations clearly so students know what is expected. -Checks for understanding of expectations regularly.</p>	<p>-Posts lesson expectations so students will know what is expected.</p>	<p>-Tells students what is expected and occasionally posts an example from a previous class.</p>	<p>-Expects students to read the text and follow the directions without expectations clarified or posted.</p>

## STUDENT INSTRUCTIONAL ENGAGEMENT

34. Demonstrate knowledge and understanding of curriculum content.
35. Communicate high expectations for learning for all students.
36. The teacher provides clearly stated learning goals accompanied by scales or rubrics that describe levels of performance relative to the learning goal.
37. Monitor learning activities, providing feedback and reinforcement to students.
38. Use a variety of instructional strategies appropriate for teaching students from diverse backgrounds with different learning styles and special needs.
39. Use appropriate techniques and strategies to enhance the application of critical, creative, and evaluative thinking capabilities of students.
40. The teacher engages students in activities that help them link what they already know to new content about to be addressed and facilitates these linkages.
41. Assist students in accessing, interpreting, and evaluating information from multiple sources.
42. Provide appropriate instruction and modifications for students with special needs, including exceptional education students and students who have limited proficiency in English.
43. Provide quality work for students which is focused on meaningful, relevant, and engaging learning experiences.
44. The teacher organizes the class in such a way as to facilitate students working on complex tasks that require them to generate and test hypotheses.
45. Foster student responsibility, appropriate social behavior, integrity, valuing of cultural diversity, and respect for self and others, by role modeling and learning activities.
46. Recognize overt indicators of student distress or abuse and take appropriate intervention, referral, or reporting actions.

Area of Performance	Highly Effective	Effective	Needs Improvement/ Developing	Unsatisfactory
<b>Goal Focus</b>	– Clearly demonstrates to students what is expected by posting and discussing essential questions, goals, rubrics and exemplars. Outcomes are correlated with state and district standards and previous learning.	– Gives students a clear focus by posting the essential questions and outcomes. Outcomes are correlated with state and district standards.	– Relates the main learning objectives of each lesson to students. Outcomes are not always correlated with state and district standards.	– Begins lesson without sharing students goals, objectives or outcomes. Students are confused as to the purpose of the lesson.

<p><b>Knowledge of Content</b> (Correlates with Domain Indicators 34, 36, 38, 39, 41, 42, 43)</p>	<ul style="list-style-type: none"> <li>- Displays extensive content knowledge with evidence of the most current information in the content area.</li> <li>- Fully explains concepts and connects content to other areas, student experiences and interests or to current events.</li> <li>- Sparks student excitement and interest in the content.</li> </ul>	<ul style="list-style-type: none"> <li>- Demonstrates content knowledge and delivers content that is factually correct.</li> <li>- Content is clear and well-organized and key points or main ideas are emphasized.</li> <li>- Connects the content to other parts of the discipline or other disciplines.</li> </ul>	<ul style="list-style-type: none"> <li>- Has gaps in content knowledge.</li> <li>- Content is factually correct but explanations lack clarity and content is not well organized.</li> <li>- Does not emphasize key points or make connections to other parts of the discipline or with other disciplines.</li> </ul>	<ul style="list-style-type: none"> <li>- Makes content errors; explanations are unclear and fails to build student understanding of key concepts.</li> <li>- Does not make connections to other areas or disciplines.</li> <li>- Students are confused but instruction continues as planned.</li> </ul>
<p><b>Expectations</b> (Correlates with Domain Indicators 35, 37, 38, 42, 44, 45)</p>	<ul style="list-style-type: none"> <li>- Consistently demonstrates high expectations for learning and achievement for individual students by clear communications, monitoring student growth and adjusting and adapting instruction to meet individual needs.</li> <li>- Students participate in forming their own academic goals and analyzing their progress.</li> </ul>	<ul style="list-style-type: none"> <li>- Consistently demonstrates high expectations for learning and achievement for all students by clear communications, monitoring student growth and adjusting and adapting instruction to meet classroom needs.</li> <li>- Students value academic success as evidenced by the quality of their work.</li> </ul>	<ul style="list-style-type: none"> <li>- Inconsistently communicates and applies high expectations for learning and achievement. Inconsistently adjusts and adapts instruction to meet individual student needs.</li> <li>- Students may occasionally spend time off-task or give up when work is challenging.</li> </ul>	<ul style="list-style-type: none"> <li>- Does not establish or communicate high expectations for learning and achievement.</li> <li>- There is no evidence of adjusting and adapting instruction to meet individual needs.</li> <li>- Students may demonstrate a lack of interest in their work and be afraid to take on new challenges or risk failure.</li> </ul>

<p><b>Instructional Strategies</b> (Correlates with Domain Indicators 36, 38, 39, 40, 41, 42)</p>	<ul style="list-style-type: none"> <li>– Selects highly effective strategies, materials and groupings to involve and motivate all students.</li> <li>– Consistently utilizes current research and new and innovative instructional materials.</li> <li>– Seeks out and integrates technology to maximize student learning.</li> <li>– Incorporates a variety of activities designed to foster higher level thinking and problem solving.</li> <li>– All students are involved in relevant work in which they are active learners and problem solvers.</li> </ul>	<ul style="list-style-type: none"> <li>– Selects effective strategies, materials and classroom groupings to foster student learning.</li> <li>– Utilizes available technology and has students think about, discuss and use the ideas and skills being taught.</li> <li>– Incorporates activities designed to foster higher level thinking and problem solving.</li> <li>– Students are involved in relevant work in which they are active learners and problem solvers.</li> </ul>	<ul style="list-style-type: none"> <li>– Uses a limited inventory of classroom strategies, materials and groupings with mixed success.</li> <li>– Understands the importance of technology but does not incorporate it into lessons effectively.</li> <li>– Lessons do not actively involve all students in learning activities or incorporate higher level thinking.</li> </ul>	<ul style="list-style-type: none"> <li>– Uses only one or two teaching strategies or types of materials and fails to reach most students.</li> <li>– Rarely incorporates technology into lessons.</li> <li>– Most lessons consist of lectures to passive students, reading the textbook or completing worksheets.</li> </ul>
<p><b>Monitoring and Feedback</b> (Correlates with Domain Indicators 37, 42)</p>	<ul style="list-style-type: none"> <li>– Utilizes multiple formative and summative assessments to assess student understanding and mastery of content.</li> <li>– Feedback is consistently provided in a timely manner and is of high quality.</li> <li>– Creates opportunities for learners to monitor and analyze their own progress.</li> <li>– Makes ongoing adjustments in teaching strategies based upon individual student learning.</li> </ul>	<ul style="list-style-type: none"> <li>– Utilizes standardized formative and summative assessments to assess student understanding and mastery of content.</li> <li>– Provides learners timely and consistent feedback.</li> <li>– Monitors classroom performance and adjusts teaching strategies.</li> </ul>	<ul style="list-style-type: none"> <li>– Fails to consistently use formative and summative instruments to assess student understanding and mastery of content.</li> <li>– Understands the importance of feedback but fails to consistently provide high quality content in a timely manner.</li> <li>– Does not always adjust instruction based upon results.</li> </ul>	<ul style="list-style-type: none"> <li>– Sporadically monitors student learning. Provides poor quality or late feedback.</li> <li>– There is no evidence that instructional strategies are adjusted or modified based upon feedback.</li> </ul>

<p><b>Individual Student Needs</b> (Correlates with Domain Indicators 38, 40, 43)</p>	<ul style="list-style-type: none"> <li>- Skillfully meets the learning needs and accommodates the learning styles of individual students by differentiating and scaffolding.</li> <li>- Displays knowledge of the learning needs and accommodations for all students, including those with special needs.</li> </ul>	<ul style="list-style-type: none"> <li>- Differentiates and scaffolds instruction to accommodate most students' learning needs.</li> <li>- Makes appropriate accommodations for ELL and IEP students so that they can be engaged in the content.</li> </ul>	<ul style="list-style-type: none"> <li>- Attempts to accommodate students with special needs, but meets with mixed success.</li> <li>- May miss opportunities to differentiate instruction.</li> </ul>	<ul style="list-style-type: none"> <li>- Fails to provide differentiated instruction for students with special needs.</li> <li>- Displays little knowledge of student needs.</li> </ul>
<p><b>Intervention</b> (Correlates with Domain Indicators 46)</p>	<ul style="list-style-type: none"> <li>- Is well educated on the signs of student distress and abuse and district policies for referral and reporting.</li> <li>- Constantly monitors students' behavior and physical condition and acts promptly when signs are observed or conditions reported to the teacher.</li> </ul>	<ul style="list-style-type: none"> <li>- Is educated on the signs of student distress and abuse and district policies for referral and reporting.</li> <li>- Acts promptly when signs are observed or conditions reported to the teacher.</li> </ul>	<ul style="list-style-type: none"> <li>- Is aware of some of the signs of student distress and abuse and district policies for referral and reporting.</li> <li>- Fails to pick up on signs of distress or abuse or does not consistently report this in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>- Is unaware of the signs of student distress and abuse and district policies for referral and reporting.</li> <li>- Fails to pick up on signs of distress or abuse and does not report these as required.</li> </ul>

## TECHNOLOGY

- 47. Use appropriate technology in instructional delivery.
- 48. Use technology to establish an atmosphere of active learning.
- 49. Provide students with opportunities to use technology to gather and share information with others.
- 50. Facilitate student access to the use of electronic resources.
- 51. Explore and evaluate new technologies and their educational impact.
- 52. Use technology to review student assessment data.
- 53. Use technology for administrative tasks.

Performance Requirement	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
<b>Delivery</b> <i>(Correlates with Domain Indicators 47)</i>	<ul style="list-style-type: none"> <li>-Seeks out and envisions novel ways for using technology to deliver content.</li> <li>-Uses technology to earn students interest and desire to continue with the learning task.</li> <li>-Uses technology to design lessons that are rigorous and relevant.</li> <li>-Uses technology to maximize learning.</li> <li>-Technology use is seamless in lesson design, delivery and student use.</li> </ul>	<ul style="list-style-type: none"> <li>-Uses technology to deliver content in a variety of ways.</li> <li>- Realizes that technology use will increase student interest.</li> <li>-Uses technology to increase the use of higher level thinking skills.</li> </ul>	<ul style="list-style-type: none"> <li>-Is beginning to explore the occasional use of technology to engage students in the learning process.</li> </ul>	<ul style="list-style-type: none"> <li>-Uses technology for mundane tasks like copying sentences or filling in the blank type answers from an overhead projector or projection device.</li> </ul>

<p><b>Engagement</b> (<i>Correlates with Domain Indicators 48, 49, 50</i>)</p>	<p>-Seeks out ways for students to use their own technologies (smart phones, iPads/tablets and others) in the learning process. -Collaborates with others to create ways for students to become authentically engaged in the learning process through the use of technology.</p>	<p>-Collaborates with other teachers to plan lessons that are interesting and challenging by using technology to solve real world problems.</p>	<p>-Realizes that students like to use technology and is beginning to explore ways to integrate technology into the learning process.</p>	<p>-Is beginning to explore available technology. -Has not figured out how to use technology in the instructional process and continue to maintain discipline in the classroom.</p>
<p><b>Professional Growth</b> (<i>Correlates with Domain Indicator 51</i>)</p>	<p>-Is on the cutting edge of technology exploration and implementation. -Regularly seeks out new technologies and shares information with administrators and colleagues. -Searches for ways to collaborate with others (business, other educational institutions, schools) and shares information with colleagues.</p>	<p>-Reads articles and attends trainings where new technologies and new uses for technology are explored. -Often tries new ideas in the classroom.</p>	<p>-Understands the need to learn more about technology and its use in the school setting and will cooperate when asked.</p>	<p>-Is overwhelmed at the fast pace with which technology is changing. -Finds it difficult to relate to today's technology savvy students.</p>

<p><b>Data Analysis</b> <i>(Correlates with Domain Indicator 52)</i></p>	<ul style="list-style-type: none"> <li>-Uses technology to gather, analyze and make sense of data.</li> <li>-Meets with colleagues to address concerns, look for trends and to celebrate successes.</li> <li>- Utilizes data when making instructional decisions that address individual student needs.</li> <li>-Utilizes data to make instructional decisions and inform parents regarding student progress.</li> </ul>	<ul style="list-style-type: none"> <li>-Uses technology to record, analyze and review student assessment data.</li> <li>-Shares data analysis with students, their parents and colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>-Records and reviews data, and uses data for planning purposes.</li> <li>-Looks at whole class data and seldom applies data to the individual student.</li> </ul>	<ul style="list-style-type: none"> <li>-Records data as required.</li> </ul>
<p><b>Record Keeping and Communication</b> <i>(Correlates with Domain Indicator 53)</i></p>	<ul style="list-style-type: none"> <li>-Efficiently and effectively uses technology for communication within the school, between schools and beyond.</li> <li>-Uses technology to create avenues for parental involvement in the learning process.</li> <li>-Maintains accurate and timely records, assisting others with proven record keeping strategies.</li> </ul>	<ul style="list-style-type: none"> <li>-Communicates in a timely and effective manner with colleagues.</li> <li>-Collaborates with others to solve problems.</li> <li>-Fulfills all administrative record keeping requirements in a timely and accurate manner.</li> </ul>	<ul style="list-style-type: none"> <li>-Is beginning to use technology as a tool for some administrative tasks.</li> <li>-Sometimes uses the computer for communication.</li> <li>-Occasionally fails to complete reports on time or accurately.</li> </ul>	<ul style="list-style-type: none"> <li>-Finds the use of technology a burden.</li> <li>-Is troubled by the significant amount of time involved to learn a new computer program or system.</li> <li>-Frequently fails to complete reports on time or accurately.</li> </ul>

## COLLABORATION

- 54. Communicate effectively, orally and in writing, with other professionals, students, parents, and community.
- 55. Collaborate with students, parents, school staff, and other appropriate persons to assist in meeting student needs.
- 56. Provide accurate and timely information to parents and students about academic and behavioral performance of students.
- 57. Work with other teachers in curriculum development, special activities, and sharing ideas and resources.
- 58. Establish and maintain a positive collaborative relationship with the students' families to increase student achievement.

Area of Performance	Highly Effective	Effective	Needs Improvement/ Developing	Unsatisfactory
<b>Students and Families</b> <i>(Correlates with Domain Indicators 54, 55, 56, 58)</i>	<ul style="list-style-type: none"> <li>– Initiates and maintains a positive collaborative relationship with parents and families including difficult to reach parents.</li> <li>– Provides leadership in working collaboratively with parents to improve student performance and/or behavior.</li> <li>– Provides frequent information to parents about the instructional program and their student's progress. Students participate in preparing materials for their families.</li> <li>– Deals immediately and successfully with parent concerns and makes parents feel welcome.</li> <li>– Written and oral communications are exemplary.</li> </ul>	<ul style="list-style-type: none"> <li>– Communicates in a timely and consistent manner with parents for the benefit of students.</li> <li>– Works collaboratively with parents to improve student performance and/or behavior.</li> <li>– Provides frequent information to parents about the instructional program and their student's progress.</li> <li>– Returns parent phone calls and emails promptly and makes parents feel welcome in the school.</li> <li>– Written and oral communication is always informative and expressed in standard English.</li> </ul>	<ul style="list-style-type: none"> <li>– Communications to parents are sporadic and inconsistent.</li> <li>– Works collaboratively with parents only when directed to do so.</li> <li>– Provides parents the minimum information concerning the instructional program and their student's progress.</li> <li>– Is slow to respond to parent concerns and does not try to make them feel welcome at school.</li> <li>– Written and oral communications contain occasional errors.</li> </ul>	<ul style="list-style-type: none"> <li>– Frequently fails to communicate with parents concerning the instructional program or their students' progress.</li> <li>– Fails to return parent phone calls or work collaboratively with parents.</li> <li>– Makes parents feel unwelcome at school.</li> <li>– Written and oral communications frequently contain errors.</li> </ul>

<p><b>Other Professionals</b> (Correlates with Domain Indicators 54, 55)</p>	<ul style="list-style-type: none"> <li>- Provides leadership in working with school staff and other professionals to assist in meeting student needs and improving student performance.</li> </ul>	<ul style="list-style-type: none"> <li>- Works collaboratively with school staff and other professionals to assist in meeting student needs and improving student performance.</li> </ul>	<ul style="list-style-type: none"> <li>- Works with school staff and other professionals to assist in meeting student needs and improving student performance only when directed to do so.</li> </ul>	<ul style="list-style-type: none"> <li>- Frequently fails to work with school staff and other professionals to assist in meeting student needs and improving student performance.</li> </ul>
<p><b>Teamwork</b> (Correlates with Domain Indicator 57)</p>	<ul style="list-style-type: none"> <li>- Continually provides leadership in the development of and/or implementation of standards.</li> <li>- Initiates the sharing of ideas and resources with team members.</li> </ul>	<ul style="list-style-type: none"> <li>- Participates in team planning to implement state/district standards.</li> <li>- Participates in the sharing of ideas and resources with team members.</li> </ul>	<ul style="list-style-type: none"> <li>- Is occasionally absent from team meetings and planning sessions.</li> <li>- Rarely shares ideas or resources with team members.</li> </ul>	<ul style="list-style-type: none"> <li>- Rarely participates in team meetings or planning sessions.</li> <li>- Provides almost no ideas or resources for team members.</li> </ul>

**PROFESSIONAL LEARNING**

- 59. Engage in continuing improvement of professional knowledge and skills.
- 60. Assist others in acquiring new knowledge and understanding.
- 61. Keep abreast of developments in instructional methodology, learning theory, curriculum trends, and content.
- 62. Conduct a personal assessment periodically to determine professional development needs with reference to specific instructional assignment.
- 63. Participate in school data collection of teacher input on principal’s performance assessment program.

Performance Responsibilities	Highly Effective	Effective	Needs Improvement/Developing	Unsatisfactory
<b>Collaboration</b> <i>(Correlates to Domain Indicators 59 )</i>	<ul style="list-style-type: none"> <li>-Meets with colleagues at least weekly to review student work, design lessons or share curriculum information.</li> <li>- Regularly meets, and often leads colleagues in the review of data for planning purposes.</li> <li>-Often leads and shares pertinent information at Professional Learning Community meetings.</li> <li>-Opens classroom doors and models effective techniques and strategies for colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>-Meets with colleagues weekly to review data and plan.</li> <li>-Regularly meets with colleagues to discuss lesson design and student work.</li> <li>-Actively participates at Professional Learning Community meetings.</li> </ul>	<ul style="list-style-type: none"> <li>-Attends collaborative meetings as required.</li> <li>-Is beginning to see some value in spending time sharing personal reflections and student work with colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>-Attends collaborative meetings but rarely contributes.</li> <li>-Sees little value in collaboration.</li> </ul>

<p><b>Leadership Contributions</b> (Correlates to Domain Indicators 60, 61, 63)</p>	<ul style="list-style-type: none"> <li>-Continually seeks out ways to become a more effective teacher.</li> <li>-Creates opportunities to provide professional development for colleagues.</li> <li>-Represents the faculty at meetings and training sessions.</li> <li>-Assumes responsibility for disseminating information to the faculty.</li> </ul>	<ul style="list-style-type: none"> <li>-Works with colleagues to plan and present workshops.</li> <li>-Serves on committees and shares information with others.</li> </ul>	<ul style="list-style-type: none"> <li>-Attends professional development activities but does not serve in a leadership role.</li> </ul>	<ul style="list-style-type: none"> <li>-Attends meetings, professional development as required but seldom relates new information to professional growth.</li> </ul>
<p><b>Self Assessment</b> (Correlates to Domain Indicator 62)</p>	<ul style="list-style-type: none"> <li>-Conducts self assessment, seeks input from colleagues and writes a detailed improvement plan that focuses on improved student outcomes.</li> <li>-Routinely monitors strategies to assure that progress is being made toward goal attainment.</li> <li>-Gathers data and talks with colleagues about findings.</li> </ul>	<ul style="list-style-type: none"> <li>-Conducts a self assessment and meets with selected colleagues to get input, develop strategies and to write an improvement plan.</li> <li>-Aligns learning opportunities to focus on selected goals.</li> </ul>	<ul style="list-style-type: none"> <li>-Recognizes the need to continuously improve and conducts a self assessment.</li> <li>-Writes personal goals that focus on improving teaching.</li> <li>-Looks for evidence of goal attainment at the end of the semester/year.</li> </ul>	<ul style="list-style-type: none"> <li>-Fails to conduct a self assessment or to write goals as required.</li> </ul>

## PROFESSIONAL RESPONSIBILITIES

- 64. Act in a professional and ethical manner and adhere at all times to The Code of Ethics and the Principles of Professional Conduct of the Education Profession in Florida.
- 65. Perform assigned duties including the accurate and timely filing of all reports.
- 66. Demonstrate attention to punctuality, attendance, records, and reports.
- 67. Maintain confidentiality of student and other professional information.
- 68. Comply with policies, procedures, and programs.
- 69. Exercise appropriate professional judgment.
- 70. Support school improvement initiatives by active participation in school activities, services, and programs.
- 71. Perform other incidental tasks consistent with the goals and objectives of this position.

Area of Performance	Highly Effective	Effective	Needs Improvement/ Developing	Unsatisfactory
<b>Reliability</b> <i>(Correlates with Domain Indicators 65,66, 68)</i>	– Carries out assignments conscientiously and punctually, keeps meticulous records and is never late for duties or assignments.	– Is punctual and reliable with paperwork, duties and assignments. Keeps accurate records.	– Occasionally is late or fails to complete assigned tasks. Makes errors in records.	– Frequently fails to complete assignments, makes errors in records and misses deadlines or meetings.
<b>Judgment/ Professionalism</b> <i>(Correlates with Domain Indicators 64, 67, 69)</i>	– Is always ethical and honest and uses impeccable judgment. – Always observes appropriate boundaries and respects confidentially. – Takes a leadership role in team or departmental decision-making and helps ensure that these decisions are based on the highest professional standards.	– Is ethical and honest and uses good judgment. – Maintains appropriate boundaries and student confidentially. – Actively participates in team or departmental decision-making and observes professional standards.	– Sometimes uses questionable judgment and is less than completely honest and direct. – Sometimes violates boundaries and occasionally discloses student information. – Participates in team or departmental decision-making but decisions are not always based on professional standards.	– Acts in an unethical or ethically questionable manner. Uses poor judgment and cannot be counted upon to be honest. – Violates appropriate boundaries and discloses student information. – Makes decisions based solely on self interests.

<p><b>Contributions</b> (Correlates with Domain Indicator 70)</p>	<ul style="list-style-type: none"> <li>- Serves as a leader in at least one aspect of the school and is an important member of teacher teams and committees.</li> <li>- Is a leader for one or more school activities.</li> <li>- Regularly contributes valuable ideas and expertise to implement improvements or further the mission of the school.</li> </ul>	<ul style="list-style-type: none"> <li>- Is a positive team member and volunteers to serve on committees and attend school activities.</li> <li>- Contributes ideas and expertise to accomplish the overall mission of the school.</li> </ul>	<ul style="list-style-type: none"> <li>- Rarely serves on committees or attends school activities.</li> <li>- Rarely contributes ideas to improve the school or support its mission.</li> </ul>	<ul style="list-style-type: none"> <li>- Declines invitations to serve on committees or attend school activities.</li> <li>- Never contributes ideas to improve the school or support its mission.</li> <li>- Actions are inconsistent with the school's school improvement plan or the school's mission.</li> </ul>
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## 5. Other Documentation Sources

The supervisor and employee will collect data regarding each job service context category. This data collection will reflect current status and the progress made by the employee toward goal and/or context category accomplishment. The data will be collected by paying particular attention to the source codes identified on the assessment instrument.

- A. **Behavioral Event Interview** - A validated process of data collection using the Targeted Selection Interview Process.

B. **Direct Documentation** - Written material that follows a direct line of communication between the employee and the supervisor. This section also contains information which should flow from a comprehensive 360° feedback type system which may include

1. Self Evaluation
2. School Improvement Plan
3. Student Assessment Data
  - Classroom based assessment
  - Performance tests such as Florida Writes, Florida Comprehensive Assessment Test, standardized achievement tests
  - High School Competency Test
  - Formal and informal program reviews
4. Southern Association Accreditation Reports
5. School Climate Survey Instruments from **parents and students.**
6. Collect parent input by including the following statement on the Annual School Climate Survey: **“If an educator at this school has had a significant impact on your child’s education during this school year, please explain in the space provided or contact the appropriate school district administrator.”**
7. All duties required of the position (job descriptions)
8. School Performance Grade

These items are not all-inclusive, the emphasis is on multiple data sources.

C. **Indirect Documentation** - Other written materials to which the supervisor has access which typically follow a communication line between the employee and the school-district level function.

D. **Training Programs Competency Acquisition** - Verified acquisition of specific competencies obtained through designated training programs within \_\_\_\_\_ County through the master inservice plan.

E. **Evaluatee Provided** - Data provided by the employee receiving the appraisal that supports the concept that this appraisal procedure is participatory. Examples may include communications between the employee and supervisor that document parent interaction, evidence of student growth, and/or discussions of system-wide problems that inhibit school effectiveness.

- F. **Confirmed Observation** - Direct observation by the supervisor of an instructional employee-exhibiting behavior relating to a job context service category or performance expectations that may be confirmed.

Confidentiality of all data collected in the performance appraisal process will be maintained to the extent allowed under Florida law. All people responsible for data collection, storage and retrieval will be trained in the legal requirements of personnel record keeping.

## **6. Professional Development Assistance Plan**

At any time in the performance assessment cycle that performance is considered to need improvement, a professional development assistance plan, complete with assistance and time frame for correction, will be established. If at the time of the summative evaluation conference these deficiencies have not been corrected, a specific objective must be included in the next planning cycle to provide for this correction.

## **7. Beginning Teacher and Out-of Field Support**

Each beginning teacher will be assigned a mentor or peer assistant advocate. These assignments will meet the requirements of Florida Statutes and State Board of Education rules. Teachers that are assigned to teach out-of -field will likewise be assigned a subject area mentor and perhaps, as necessary, a performance coach. The likewise, as necessary, will be giving opportunities to confer and observe subject area specialist teaching in their assigned field. Particular emphasis for professional learning activities, during the school year, will be provided. These initiatives will continue until the professional is reassigned to their certified area or until they achieve appropriate certification status.

## **8. Career Development**

Career development is considered a critical component of this appraisal system. It is an on-going component that does not include any prescribed forms, but rather may be characterized as a continuing discussion between the supervisor and the instructional employee. This discussion is to consider the long-term goals and developmental needs. . For additional reference, see Item 11, Professional Learning.

## **9. Coaching and Assistance**

The supervisor is to provide the employee with coaching and assistance throughout each yearly cycle in meeting any performance expectations where difficulty is encountered. The

supervisor also may suggest other forms of assistance such as advice from a colleague, inservice training, observing a master teacher.

For employees whose performance is rated Highly Effective or Effective, the supervisor is encouraged to assist them in building on their strengths and further developing their skills. These effective employees should be encouraged to share their experiences or mentor beginners.

When performance is rated as Needs Improvement or Unsatisfactory during the interim performance review or the final annual review, the coaching and assistance plan is documented on the Professional Development Assistance Form.

## **10. Performance Assessment Tasks and Timelines**

(Please refer to pages 42 and 43)

The performance appraisal system is cyclical in nature, a process not an event. Based on a timeline that requires summative evaluation instruments to be submitted to the Human Resources Office on or about June 1st of each consecutive fiscal year, the following events should occur:

1. Each instructional employee will participate with his/her supervisor, in an initial performance assessment session to discuss and define performance expectations for the specific position. It is anticipated that this planning session will occur following the discussion of the previous year's evaluation cycle and prior to the forthcoming year.
2. The supervisor and employee will schedule interim performance evaluations(s). The specific number of reviews may depend on several factors including the nature of the performance objectives, the previous performance experiences of the employee and the individual needs. These interim reviews will be based on formal and informal observations. A minimum of two formal evaluations are required for employees in years 1-3. A minimum of one is required for veteran employees. It is also expected that numerous informal interactions and observations will occur throughout the school year. A formal observation is defined as observing a classroom teacher for one full period. Informal observations are defined as those interactions which occur during walkthroughs, committee meetings, staff meetings, three-way parent conferences and others.
3. During the formal and informal interim reviews, the supervisor will collect data regarding each performance area. A deliberate focal point of this discussion will include student growth and achievement. Data from a variety of sources, including parents, should be used.
4. The formal interim review should be conducted midpoint of the yearly cycle consistent with the employee work year.

5. At any time in the performance assessment cycle that performance is considered to need improvement, a professional development assistance plan, complete with assistance and time frame for correction will be established. If at the time of the summative evaluation conference these deficiencies have not been corrected, a specific objective must be included in the next planning to provide for this correction.
6. The supervisor will provide coaching and assistance, as needed, throughout the yearly cycle. The supervisor will demonstrate support for the appraisee in feedback conferences by asking for suggestions on how to improve his/her own performance; probing for alternative solutions and/or opportunities; demonstrating empathy for the appraisee's feelings; and maintaining the appraisee's self esteem.
7. The normal due date for summative evaluations is June 1st of each fiscal year. This date may be continued with approval of the Human Resources Department for individuals who started late in the school year or in situations where the completion of a professional development assistance plan would impact the ratings. Summative assessments may be amended based on data from state test scores.
8. The supervisor will conduct the summative performance review conference in which the employee receives the final ratings on each job context service category. The written summative performance appraisal report must be submitted to the superintendent or designee by the supervisor.
9. The initial planning meeting is scheduled to repeat the cycle.

## **11. Professional Learning**

**This component is to be used by school principals working with the appropriate staff members. This requirement passed by the 1999 Legislature requires school principals to establish and maintain an individual professional development plans for each instructional employee. The instructional professional development plans must be linked to student performance and have clearly defined training activities that result in better student performance. Please refer to the Professional Development Program form.**

- Each school district shall design a system, approved by the Department of Education, for the professional growth of instructional personnel that links and aligns inservice activities with needs of student and instructional personnel as determined by school improvement plans, annual school reports, student achievement data, and performance appraisal data of teachers and administrators.
- Inservice activities shall primarily focus on subject content and teaching methods, including technology, as related to the Sunshine State Standards; assessment and data analysis; classroom management; and school safety.

- The principal and the instructional employee being knowledgeable of district and school improvement plans and the students' performance data, should conduct a comprehensive inventory of personal skills, talents, strengths and interests with reference to the district/school's ever changing job responsibilities and organizational demands from the environment, technology, current research, sound educational principals and best practices.
- From this inventory, the principal and the instructional employee will develop an individual professional development plan that is linked to student performance and contains clearly defined training activities that result in better performance for the students assigned to the teacher.
- Plans must include clearly defined training objectives and specific and measurable improvement in student performance that is expected to result from the training activity.
- Principals must measure the extent to which each training activity did accomplish the student performance gains that were predicted to result from the training activity.
- Conversations between the supervisor and the employee regarding this plan should be continuous. Likewise, the plan should be flexible, fluid and adjustable based on the changing needs of the school and the employee.

## 12. Performance Appraisal Summary

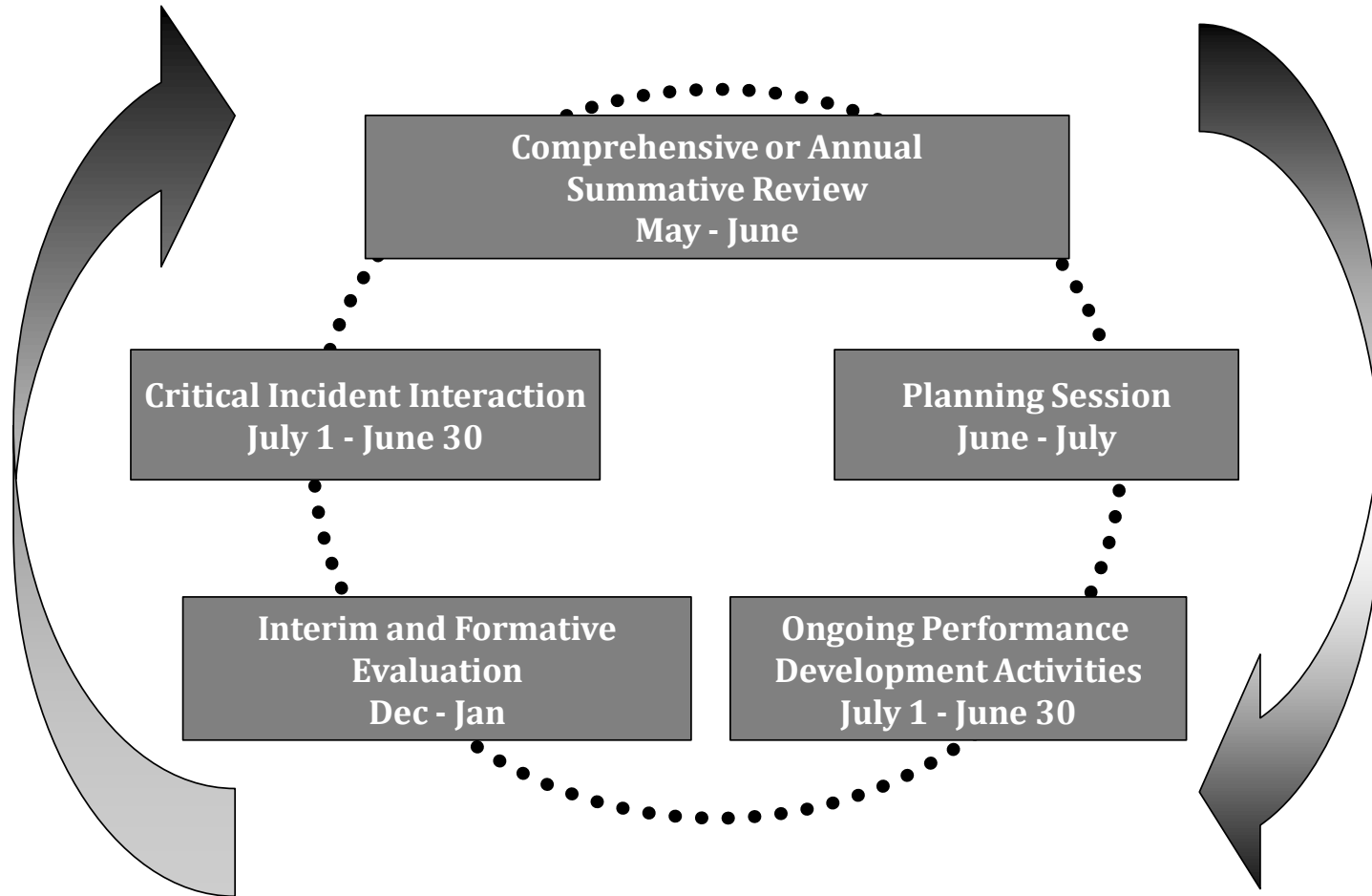
A one page summary form was designed to record the ratings included on the comprehensive assessment instrument. This allows the filing of one page with the Human Resources Office as opposed to filing multiple pages on each assessment.

## 13. Other Summary Considerations

This appraisal system has been developed giving consideration to the philosophical concept that the system is nonthreatening and developmental. This implies a continuing dialogue between the supervisor and the employee. Accordingly, it ensures a system of **no surprises**. The summative evaluation in this context, therefore, becomes a document that summarizes a yearlong sequence of planned activity. The focus of this planned activity is developing more effective instructional personnel and increasing student growth and achievement.

This assessment system, being data driven, is specifically designed to identify consistent high level performance. This quality performance will be continually rewarded and held in high esteem.

# Administrative Performance Appraisal Tasks and Timelines



## Performance Appraisal Tasks

### Comprehensive or Annual Summative Review

- Completing the assessment - a review of the data
- Performance Development - the year in review
- Notable strengths and significant contributions - celebrating success
- Leadership growth - direct organizational impact discussion
- Work site and job context focus areas - no surprises!

### Planning Session

- Planning growth opportunities
- Negotiation of goals
- Scheduling reviews
- Identifying focus areas
- Direct coaching
- Planning employee participation and contribution to appraisal system
- Identifying connectivity to School Improvement Plan
- Establishing comprehensive feedback circle
- Clarify standards of measurement

### On-going Performance Development Activities

- Collecting data
- Building capacity by participating in growth opportunities with a direct focus on work site and specific essential job functions
- Coaching and career development from planned interaction
- Learning from experience through reflection and planned interaction with leadership team
- Professional learning with correlation from “PD360” or other similar systems

### Interim - Formative Reviews

- Review progress on goals; renegotiate developmental strategies and outcomes as necessary
- Review data collection - informal portfolio, share and receive preliminary feedback
- Clarify standards of measurements
- Discuss noteworthy achievements
- Provide coaching and encouragement in focus areas

### Critical Incident Interactions

- Ongoing interactions to capture learning from experience.
- The discussions should be guided by an analysis of the event, identifying specifically what occurred as well as the anticipated outcomes. Review actions and reactions. Specifically focus on the new learnings through reflection.

# Taylor County Teacher Evaluation System

## STUDENT GROWTH AND ACHIEVEMENT MEASURES

All teachers will be included in the teacher evaluation system using the student learning growth measure as 50% of their evaluation.

1. For measuring student learning growth for the SY 2011-2012 school year, Grades 4-10, Math and Reading FCAT teachers will use the Value-added model, Option 2 as provided by the State. During the year, SY 2011-2012, the cut score will be the State Mean of "0." Prior to assigning a rating of Highly Effective or Unsatisfactory the standard error, confidence level of  $k=1$ , will be applied for an added layer of certainty one has in the score.
2. For measuring student learning growth during the 2011-2012 school year, the state EOC results for those grades and content areas currently tested will be included as 50% of the student learning growth portion of the evaluation using the results of his or her students for classroom teachers. Cut scores will be applied as indicated on the chart below.

## **Tools for Measuring Student Achievement for Teachers without a VAM**

A combination of the following tools will be used to measure student achievement for teachers without a VAM. The combination will be appropriate to teacher assignment and student contact.

- Percent of students "ready for school" who participated in the district Pre-K program.
- Percent of Pre-K students showing growth on the Kindergarten Readiness Screener used by the district
- Florida Assessment for Instruction in Reading
- % of students at or above the 50<sup>th</sup> percentile on SAT-10
- Proficiency on Third Grade FCAT – Reading and Math
- Proficiency on FCAT Writing
- Proficiency on FCAT Science
- Proficiency on Algebra I EOC
- Percent of students scoring at the HIGH level on Geometry EOC
- Percent of students scoring at the HIGH level on Biology EOC
- Growth in Level on STAR Reading
- School-wide Learning Gains for Reading
- School-wide Learning Gains for Math
- % of students achieving at Level 3 and above on Advanced Placement Tests
- % of students achieving Industry Certification

The district has created a chart, with input from appropriate stakeholders, by course and teacher to align the above tools to each teacher according to their assignment of courses and students. This chart is a "work in progress."

## **How Will We Assign Student Achievement Points to Teachers?**

### **Overall Evaluation Score Ranges:**

0-74 = Unsatisfactory

75-121 = Needs Improvement/Developing

122-281 = Effective

281-300 = Highly Effective

<b>Teacher</b>	<b>50%</b>
<b>Pre-K</b>	DIAL III Growth Comparison of Student Learning Gains (5 percentile increase required for Learning Gains)
<b>Kindergarten</b>	50% Discovery Education (DE) Assessment-Percentage of students with Learning Gains and 50% of students scoring at 45 <sup>th</sup> %tile on SAT 10
<b>First Grade</b>	50%-Discovery Education (DE) Assessment-Percentage of students with Learning Gains and 50%- % of students scoring at 45 <sup>th</sup> %tile on SAT 10
<b>Second Grade</b>	Discovery Education (DE) Assessment-Percentage of students with Learning Gains  % of students scoring at 45 <sup>th</sup> %tile on SAT 10
<b>Third Grade</b>	FCAT 50%-- Percent of students who score at or above Level 3 on FCAT Math + AND Percent of students who score at or above Level 3 on FCAT Reading +  50% -Discovery Education (DE) Percentage of students with Learning Gains
<b>Grades 4 – 10 Teaching FCAT Math and Reading</b>	Combined State VAM for FCAT classes the teacher is assigned. Non-VAM classes may be percentage calculations. All percentages must be multiplied by 1.5 to get VAM score on the 150 point scale.

<p><b>Grades 4 – 12 Teaching non-FCAT courses but serving students who do take FCAT</b></p>	<p>School grade-level average percentage of students scoring at Level 3 or above, in Reading and/or Math for assigned students.</p>
<p><b>Grade 11-12</b> Teachers who do not touch even one FCAT student</p>	<p>50% <i>Schoolwide average of Proficiency in Reading and Math</i></p> <p>and</p> <p>50% from one of the following as applicable.</p> <p><b>AP Courses</b></p> <ul style="list-style-type: none"> <li>• % of students scoring at Level 3 or above on AP Test for those teachers who teach AP courses.</li> </ul> <p><b>CTE Courses</b></p> <ul style="list-style-type: none"> <li>• % of students who earn Industry Certification for those teachers whose students pursue Industry Certification</li> </ul> <p><b>English/Math for College Readiness</b></p> <ul style="list-style-type: none"> <li>• Students 'passing' PERT for assigned students taking the PERT.</li> </ul> <p>Teachers who do not teach FCAT students or AP, CTE, or PERT will receive 100% of their VAM from the schoolwide average of proficiency in Reading and Math.</p>
<p><b>Alternate Assessment</b></p>	<p>Percent of students making growth – growth is defined as maintaining or moving up a level.</p>

**TAYLOR COUNTY SCHOOL DISTRICT**  
**INSTRUCTIONAL EMPLOYEE**  
**OBSERVATION AND DATA COLLECTION/ANALYSIS FORM**

Name \_\_\_\_\_ Position \_\_\_\_\_ Employee # \_\_\_\_\_  
Subject/Course \_\_\_\_\_ School/Dept. \_\_\_\_\_ School Year \_\_\_\_\_

Comments of the Evaluator \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Comments of the Evaluatee \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Information from parents was collected and analyzed in the preparation of this report.     Yes     No

This evaluation has been discussed with me.             Yes             No

\_\_\_\_\_  
Signature of Evaluator

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Evaluatee

\_\_\_\_\_  
Date

**Signature does not necessarily indicate agreement with this evaluation.**

**INSTRUCTIONAL EMPLOYEE (Continued)**

<b>PLANNING/PREPARATION</b>	<b>Performance Values (Check One)</b>				<b>Observation Code*</b>
	<b>U</b>	<b>NI/D</b>	<b>E</b>	<b>HE</b>	Indicate all that apply
<b>Performance Responsibilities</b>					
1. Create or select long-range plans based on a review of district and state content standards, student profiles, instructional priorities and appropriate lesson design questions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Define learning goals with rubrics and objectives for unit and daily plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. The teacher's lesson and unit plans demonstrate knowledge of the content, prerequisite relationships between important concepts, instructional strategies specific to the subject matter, and organizes strategies and activities in an appropriate sequence.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. Identify specific intended learning outcomes that are aligned with the district and state content standards so that students are prepared for high stakes testing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. Revise plans based on student needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. Plan and prepare a variety of learning activities considering individual student's culture, learning styles, special needs, and socio-economic background.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7. Develop or select instructional activities which foster active involvement of students in the learning process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8. Plan and prepare lessons and instructional strategies that require students to engage with rigorous and demanding content that aligns with district and state content standards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9. Select, develop, modify and/or adapt materials and resources, especially technological resources, which support learning objectives and the varying needs of students.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

O – Observed

I – Clearly Indicated

C – Collected Data

NE – Not Evident

INSTRUCTIONAL EMPLOYEE (Continued)

**PLANNING/PREPARATION** (Continued)

Unsatisfactory		X	0	=	
Needs Improvement/Developing		X	.89	=	
Effective		X	1.78	=	
Highly Effective		X	2.23	=	
Category Raw Score					

Category Raw Score	Unsatisfactory 0	Needs Improvement/Developing 8-11	Effective 12-16	Highly Effective 17-20
Summative Scale Value	0	8	16	20

O – Observed

I – Clearly Indicated

C – Collected Data

NE – Not Evident

**INSTRUCTIONAL EMPLOYEE (Continued)**

<b>CLASSROOM MANAGEMENT</b>	<b>Performance Values</b> (Check One)				<b>Observation Code*</b>
	<b>U</b>	<b>NI/D</b>	<b>E</b>	<b>HE</b>	Indicate all that apply
<b>Performance Responsibilities</b>					
10. Establish and maintain a positive, organized, and safe learning environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11. Provide a positive environment in which students are encouraged to be actively engaged in the learning process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
12. Maintain a clean attractive learning environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
13. Maintain academic focus by using a variety of motivational techniques.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
14. Establish and use behavior management techniques which are appropriate and effective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
15. Establish routines and procedures and work with students on consistently following them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
16. Create a learning climate that is challenging yet non-threatening.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
17. Maintain instructional momentum with smooth and efficient transitions from one activity to another.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
18. Establish and maintain effective and efficient record keeping procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
19. Manage time effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
20. Develop routines and efficient techniques for minimizing time required for administrative and organizational activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
21. Manage materials and equipment effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
22. Organize materials for efficient distribution and collection.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
23. Instruct and supervise the work of volunteers and aides when assigned. <i>NOTE: Assign full performance value if no volunteers or aides are supervised.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
24. Assist in enforcement of school rules, administrative regulations, and Board policy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**O – Observed**

**I – Clearly Indicated**

**C – Collected Data**

**NE – Not Evident**

INSTRUCTIONAL EMPLOYEE (Continued)

**CLASSROOM MANAGEMENT** (Continued)

Unsatisfactory		X	0	=	
Needs Improvement/Developing		X	.54	=	
Effective		X	1.07	=	
Highly Effective		X	1.34	=	
Category Raw Score					

Category Raw Score	Unsatisfactory 0	Needs Improvement/Developing 8-11	Effective 12-16	Highly Effective 17-20
Summative Scale Value	0	8	16	20

O – Observed

I – Clearly Indicated

C – Collected Data

NE – Not Evident

**INSTRUCTIONAL EMPLOYEE (Continued)**

ASSESSMENT/EVALUATION	Performance Values (Check)				Observation Code*
	U	NI/D	E	HE	Indicate all that apply
<b>Performance Responsibilities</b>					
25. Establish appropriate testing environment and administer <del>standardized</del> tests in accordance with directions provided to ensure test security.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
26. Develop and use diagnostic assessments prior to instruction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
27. Use on-going assessments to monitor learning and adjust instruction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
28. The teacher routinely tracks student progress on learning goals using a variety of formative approaches to assessment,	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
29. Feedback to students provides recognition of their current status and knowledge gain relative to learning goals with a focus on improving student performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
30. Communicate, in understandable terms, individual student progress knowledgeably and responsibility to the student, parents, and professional colleagues who need access to the information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
31. Encourage goal setting by students and assists them in developing and then monitoring their plans for improving their academic performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
32. Communicate, post, explain lesson expectations so students understand what is expected.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
33. Evaluate the effectiveness of instructional units and teaching strategies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

O – Observed

I – Clearly Indicated

C – Collected Data

NE – Not Evident

INSTRUCTIONAL EMPLOYEE (Continued)

**ASSESSMENT/EVLAUATION** (Continued)

Unsatisfactory		X	0	=	
Needs Improvement/Developing		X	.78	=	
Effective		X	1.56	=	
Highly Effective		X	2.00	=	
Category Raw Score					

Category Raw Score	Unsatisfactory 0	Needs Improvement/Developing 7-10	Effective 11-14	Highly Effective 15-18
Summative Scale Value	0	7	14	18

O – Observed

I – Clearly Indicated

C – Collected Data

NE – Not Evident

**INSTRUCTIONAL EMPLOYEE (Continued)**

<b>STUDENT INSTRUCTIONAL ENGAGEMENT</b>	<b>Performance Values (Check)</b>				<b>Observation Code*</b>
	<b>U</b>	<b>NI/D</b>	<b>E</b>	<b>HE</b>	Indicate all that apply
<b>Performance Responsibilities</b>					
34. Demonstrate knowledge and understanding of curriculum content.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
35. Communicate high expectations for learning for all students.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
36. The teacher provides clearly stated learning goals accompanied by scales or rubrics that describe levels of performance relative to the learning goal.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
37. Monitor learning activities, providing feedback and reinforcement to students.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
38. Use a variety of instructional strategies appropriate for teaching students from diverse backgrounds with different learning styles and special needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
39. Use appropriate techniques and strategies to enhance the application of critical, creative, and evaluative thinking capabilities of students.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
40. The teacher engages students in activities that help them link what they already know to new content about to be addressed and facilitates these linkages.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
41. Assist students in accessing, interpreting, and evaluating information from multiple sources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
42. Provide <del>appropriate</del> <b>differentiated</b> instruction and modifications for students with special needs, including exceptional education students and students who have limited proficiency in English.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
43. Provide quality work for students which is focused on meaningful, relevant, and engaging learning experiences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
44. The teacher organizes the class in such a way as to facilitate students working on complex tasks that require them to generate and test hypotheses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
45. Foster student responsibility, appropriate social behavior, integrity, valuing of cultural diversity, and respect for self and others, by role modeling and learning activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
46. Recognize overt indicators of student distress or abuse and take appropriate intervention, referral, or reporting actions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**O – Observed**

**I – Clearly Indicated**

**C – Collected Data**

**NE – Not Evident**

INSTRUCTIONAL EMPLOYEE (Continued)

**STUDENT INSTRUCTIONAL ENGAGEMENT** (Continued)

Unsatisfactory		X	0	=	
Needs Improvement/Developing		X	.93	=	
Effective		X	1.85	=	
Highly Effective		X	2.31	=	
Category Raw Score					

Category Raw Score	Unsatisfactory 0	Needs Improvement/Developing 12-18	Effective 19-24	Highly Effective 25-30
Summative Scale Value	0	12	24	30

O – Observed

I – Clearly Indicated

C – Collected Data

NE – Not Evident

**INSTRUCTIONAL EMPLOYEE (Continued)**

<b>TECHNOLOGY</b>	<b>Performance Values (Check)</b>				<b>Observation Code*</b>
	<b>U</b>	<b>NI/D</b>	<b>E</b>	<b>HE</b>	Indicate all that apply
<b>Performance Responsibilities</b>					
47. Use appropriate technology in instructional delivery.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
48. Use technology to establish an atmosphere of active learning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
49. Provide students with opportunities to use technology to gather and share information with others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
50. Facilitate student access to the use of electronic resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
51. Explore and evaluate new technologies and their educational impact.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
52. Use technology to review student assessment data.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
53. Use technology for administrative tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Unsatisfactory</b>		<b>X</b>	<b>0</b>	<b>=</b>	
<b>Needs Improvement/Developing</b>		<b>X</b>	<b>1.15</b>	<b>=</b>	
<b>Effective</b>		<b>X</b>	<b>2.29</b>	<b>=</b>	
<b>Highly Effective</b>		<b>X</b>	<b>2.86</b>	<b>=</b>	
<b>Category Raw Score</b>					

<b>Category Raw Score</b>	<b>Unsatisfactory 0</b>	<b>Needs Improvement/Developing 8-11</b>	<b>Effective 12-16</b>	<b>Highly Effective 17-20</b>
<b>Summative Scale Value</b>	<b>0</b>	<b>8</b>	<b>16</b>	<b>20</b>

O – Observed

I – Clearly Indicated

C – Collected Data

NE – Not Evident

**INSTRUCTIONAL EMPLOYEE (Continued)**

<b>COLLABORATION</b>	<b>Performance Values (Check)</b>				<b>Observation Code*</b>
	<b>U</b>	<b>NI/D</b>	<b>E</b>	<b>HE</b>	Indicate all that apply
<b>Performance Responsibilities</b>					
54. Communicate effectively, orally and in writing, with other professionals, students, parents, and community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
55. Collaborate with students, parents, school staff, and other appropriate persons to assist in meeting student needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
56. Provide accurate and timely information to parents and students about academic and behavioral performance of students.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
57. Work with other teachers in curriculum development, special activities, and sharing ideas and resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
58. Establish and maintain a positive collaborative relationship with the students' families to increase student achievement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Unsatisfactory</b>		<b>X</b>	<b>0</b>	<b>=</b>	
<b>Needs Improvement/Developing</b>		<b>X</b>	<b>1.20</b>	<b>=</b>	
<b>Effective</b>		<b>X</b>	<b>2.40</b>	<b>=</b>	
<b>Highly Effective</b>		<b>X</b>	<b>2.80</b>	<b>=</b>	
<b>Category Raw Score</b>					

<b>Category Raw Score</b>	<b>Unsatisfactory 0</b>	<b>Needs Improvement/Developing 6-9</b>	<b>Effective 10-12</b>	<b>Highly Effective 13-14</b>
<b>Summative Scale Value</b>	<b>0</b>	<b>6</b>	<b>12</b>	<b>14</b>

O – Observed

I – Clearly Indicated

C – Collected Data

NE – Not Evident

**INSTRUCTIONAL EMPLOYEE (Continued)**

<b>PROFESSIONAL LEARNING</b>	<b>Performance Values (Check)</b>				<b>Observation Code*</b>
	<b>U</b>	<b>NI/D</b>	<b>E</b>	<b>HE</b>	Indicate all that apply
<b>Performance Responsibilities</b>					
59. Engage in continuing improvement of professional knowledge and skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
60. Assist others in acquiring new knowledge and understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
61. Keep abreast of developments in instructional methodology, learning theory, curriculum trends, and content.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
62. Conduct a personal assessment periodically to determine professional development needs with reference to specific instructional assignment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
63. Participate in school data collection of teacher input on principal's performance assessment program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Unsatisfactory</b>		<b>X</b>	<b>0</b>	<b>=</b>	
<b>Needs Improvement/Developing</b>		<b>X</b>	<b>1.20</b>	<b>=</b>	
<b>Effective</b>		<b>X</b>	<b>2.40</b>	<b>=</b>	
<b>Highly Effective</b>		<b>X</b>	<b>2.80</b>	<b>=</b>	
<b>Category Raw Score</b>					

<b>Category Raw Score</b>	<b>Unsatisfactory 0</b>	<b>Needs Improvement/Developing 6-9</b>	<b>Effective 10-12</b>	<b>Highly Effective 13-14</b>
<b>Summative Scale Value</b>	<b>0</b>	<b>6</b>	<b>12</b>	<b>14</b>

O – Observed

I – Clearly Indicated

C – Collected Data

NE – Not Evident

**INSTRUCTIONAL EMPLOYEE (Continued)**

<b>PROFESSIONAL RESPONSIBILITIES</b>	<b>Performance Values (Check)</b>				<b>Observation Code*</b>
	<b>U</b>	<b>NI/D</b>	<b>E</b>	<b>HE</b>	Indicate all that apply
<b>Performance Responsibilities</b>					
64. Act in a professional and ethical manner and adhere at all times to The Code of Ethics and the Principles of Professional Conduct of the Education Profession in Florida.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
65. Perform assigned duties including the accurate and timely filing of all reports.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
66. Demonstrate attention to punctuality, attendance, records, and reports.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
67. Maintain confidentiality of student and other professional information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
68. Comply with policies, procedures, and programs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
69. Exercise appropriate professional judgment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
70. Support school improvement initiatives by active participation in school activities, services, and programs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
71. Perform other incidental tasks consistent with the goals and objectives of this position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Unsatisfactory</b>		<b>X</b>	<b>0</b>	<b>=</b>	
<b>Needs Improvement/Developing</b>		<b>X</b>	<b>.75</b>	<b>=</b>	
<b>Effective</b>		<b>X</b>	<b>1.50</b>	<b>=</b>	
<b>Highly Effective</b>		<b>X</b>	<b>1.75</b>	<b>=</b>	
<b>Category Raw Score</b>					

<b>Category Raw Score</b>	<b>Unsatisfactory 0</b>	<b>Needs Improvement/Developing 6-9</b>	<b>Effective 10-12</b>	<b>Highly Effective 13-14</b>
<b>Summative Scale Value</b>	<b>0</b>	<b>6</b>	<b>12</b>	<b>14</b>

O – Observed

I – Clearly Indicated

C – Collected Data

NE – Not Evident

INSTRUCTIONAL EMPLOYEE (Continued)

STUDENT GROWTH AND ACHIEVEMENT	Performance Values (Check)				Observation Code*
	U	NI/D	E	HE	Indicate all that apply
Performance Responsibilities					
72. Ensure that student growth and achievement are continuous and appropriate for age group, subject area, and/or student program classification.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Category 9 VAM Score	
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Category Raw Score	Unsatisfactory	Needs Improvement/Developing	Effective	Highly Effective
Summative Scale Value	0 - 29	30-62	63-140	141-150

O – Observed

I – Clearly Indicated

C – Collected Data

NE – Not Evident

INSTRUCTIONAL EMPLOYEE (Continued)

OVERALL RATING

	Summative Scale Value			
	Unsatisfactory	Needs Improvement/Developing	Effective	Highly Effective
Planning/Preparation	0	8	16	20
Classroom Management	0	8	16	20
Assessment Evaluation	0	7	14	18
Student Instructional Engagement	0	12	24	30
Technology	0	8	16	20
Collaboration	0	6	12	14
Professional Learning	0	6	12	14
Professional Responsibilities	0	6	12	14
Student Growth And Achievement	0 - 29	30-62	63-140	141-150
<b>TOTAL</b>				

Overall Score \_\_\_\_\_

Unsatisfactory	Needs Improvement/Developing	Effective	Highly Effective
0-74	75-121	122-281	282-300

O – Observed

I – Clearly Indicated

C – Collected Data

NE – Not Evident


**MEMORANDUM OF UNDERSTANDING**

**(TEACHER EVALUATION)**

Comes now the School Board of Taylor County and the Taylor Education Association and agree to the following:

- The parties have mutually developed the Race to the Top Teacher Appraisal System.
- The appraisal system has been submitted to the State of Florida Department of Education for approval.
- The parties understand that the 2011-2012 school year will be the initial year for implementation and may require further negotiations and adjustments in the plan.
- At the close of the 2011-2012 school year, the school district will examine each evaluation by domain, by indicator and overall rating. Such report will be submitted to the Union and the district assessment committee for review for consideration. The methodology, training, and procedures may be adjusted through this process.
- The parties therefore agree, as these issues arise, to return to the table to mutually determine the methodology and procedures which best address developing issues.

For the Taylor Education  
Association

  
\_\_\_\_\_  
Sonya Sadler, President

For the District School Board  
of Taylor County

  
\_\_\_\_\_  
Chief Negotiator  
Angela M. Ball