



WINDHAM SCHOOL
DISTRICT

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August 21, 2009

SUPERINTENDENT DIRECTIVE

SUBJECT: PERFORMANCE EVALUATIONS AND PROFESSIONAL DEVELOPMENT APPRAISAL SYSTEM (PDAS)

AUTHORITY: Chapter 19 Texas Education Code, Title 2. Public Education; Windham Board Policy (WBP) - 02.00, “Windham School District Board of Trustees Responsibilities”; and WBP-07.18, “Performance Evaluations and Professional Development Appraisal System”

Reference: Texas Administrative Code (TAC), Title 19, Chapter 150

APPLICABILITY: Windham School District (WSD) Employees

EMPLOYMENT AT WILL CLAUSE:

These guidelines **do not** constitute an employment contract or a guarantee of continued employment. The WSD reserves the right to change the provisions of these guidelines at any time.

Nothing in these guidelines and procedures limits the superintendent’s authority to establish or revise human resources policy. These guidelines and procedures are adopted to guide the internal operations of the WSD and **do not** create any legally enforceable interest or limit the superintendent’s authority to terminate an employee at will.

POLICY:

The WSD Board of Trustees (board) has authorized the superintendent to develop evaluation measures for WSD staff and has approved the use of the PDAS as a tool to periodically provide WSD teachers with an evaluation of their performance. Staff performance shall be evaluated without regard to race, color, religion, gender, national origin, age, disability, genetic information, or uniformed services status. Evaluations shall be used to improve classroom instruction, to provide a fair and practical process, to acknowledge and encourage good teaching practices, and to promote quality professional development.

DEFINITIONS:

“Appraiser” is a principal, regional administrator, or other administrator who holds a superintendent, mid-management (principal), or supervisor certification, or holds comparable certificates established by the State Board for Educator Certification. An appraiser must be certified by having satisfactorily completed uniform appraiser training, including required Instructional Leadership Training or Instructional Leadership Development training, with a trainer and curriculum approved by the commissioner of education. All appraisers, including a second appraiser, shall meet appraisal qualifications as specified in TAC Chapter 150, Commissioner's Rules Concerning Educator Appraisal, Subchapter AA, Teacher Appraisal, and shall be approved by the WSD board.

“Evaluation” is any written record that documents the performance of an employee.

“Growth Plan” (also known as an intervention plan) is a formal written plan that identifies areas of weakness, specific activities to improve deficiencies, and performance expectations. Growth plans are applicable to teaching staff only.

“Professional Development and Appraisal System” (PDAS) is an appraisal system with 51 evaluation criteria organized in eight domains used to evaluate teacher performance.

“Teacher In Need of Assistance” (TINA) is a teacher who is evaluated as unsatisfactory in one or more PDAS domain(s) or a teacher who is evaluated as below expectations in two or more PDAS domains.

“Third Party Source” is an employee of the WSD or Texas Department of Criminal Justice (TDCJ), other than the teacher or the appraiser, who has first hand knowledge of the teacher’s performance.

PROCEDURES:

Performance Evaluations

I. Ongoing Communication/Counseling

In addition to the communication that occurs during any formal evaluation process, supervisors are expected to adopt a proactive approach to employee development and engage in regular, candid and responsive communication with employees. Such communication may include informal discussions in which supervisors periodically appraise and inform employees of their overall performance; provide immediate feedback to employees on specific job performance or conduct; reinforce effective behavior or identify where opportunities for improvement exist.

If at any time an employee's job performance does not meet standards, the supervisor shall immediately counsel the employee regarding specific steps that the employee should take to improve the employee's job performance. Training, closer supervision and a growth plan (teachers only) are some of the tools that should be considered in addition to ongoing supervisory counseling.

- A. Counseling logs, informal observation forms, (available in the WSD HR Share Drive) or other records may be used to document employee performance. Such records shall document, as necessary, observation dates and notes regarding discussions, expectations, action plans, time lines, and measures to assist the employee in meeting established performance goals.
- B. The supervisor shall have evidence that the employee has been made aware of the record if the record reflects substandard performance.
- C. Supervisors are encouraged to maintain written records of significant events concerning the job performance of an employee who meets or exceeds performance standards.

II. Non-Teaching Staff

All non-teaching staff shall be formally evaluated using a WSD-approved instrument each school year. Supervisors shall conduct confidential, formal evaluations of assigned staff.

Non-teaching staff, who had more than one supervisor during a school year due to transfers or other moves, may be evaluated jointly or by one supervisor, as deemed appropriate by the regional administrator or division director.

Employees shall be given an opportunity to discuss the evaluation with their supervisor. In addition, employees may include a written response to the evaluation or utilize the grievance process as specified in WBP-07.26, "Employee Grievance Procedures," to appeal the evaluation.

III. PDAS for Teachers

A. Assessment of Teacher Performance

Each teacher shall be appraised on the following domains using the official document provided by the Texas Education Agency:

1. Domain I: Active, successful student participation in the learning process;
2. Domain II: Learner-centered instruction;
3. Domain III: Evaluation and feedback on student progress;

4. Domain IV: Management of student discipline, instructional strategies, time, and materials;
5. Domain V: Professional communication;
6. Domain VI: Professional development;
7. Domain VII: Compliance with policies, operating procedures and requirements; and
8. Domain VIII: Improvement of academic performance of all students on the campus.

Each domain shall be scored independently. The evaluation of each domain shall consider all data generated in the appraisal process. The data for the appraisal of each domain shall be gathered from observations, the Teacher Self-Report Form, and other written documented sources.

Any criterion rated as “exceeds expectation,” “below expectations,” or “unsatisfactory” shall have supporting documentation. An explanation of the rating can be placed in the comment sections of the PDAS scoring form.

Campus performance rating data for Domain VIII shall not be scored during the first year for teachers new to the campus.

B. Orientation

All teachers shall be provided with an orientation of the PDAS no later than the final day of the first three weeks of school and at least three weeks before the first observation. Additional orientations shall be provided any time substantial changes occur in the PDAS. A teacher new to the WSD shall be provided with an orientation of the PDAS at least three weeks before the teacher's first observation.

C. Formal PDAS Observation

The appraisal process shall consist of at least one formal classroom observation of a minimum of 45 minutes, with additional walk-throughs and observations conducted at the discretion of the appraiser. By mutual consent of the teacher and the appraiser, the required minimum of 45 minutes of observation may be conducted in shorter time segments but must aggregate to at least 45 minutes. The mutual consent must be in writing and must be agreed upon prior to the beginning of the first observation.

All observations, including second appraisals, shall be scheduled by identifying a one week (five working days) window at least one week in advance of the observation. Each teacher shall have a minimum of one observation each school year by the teacher's supervisor or designated appraiser. Additional walk-throughs and observations may be conducted at the discretion of the appraiser.

Appraisers or supervisors shall not dictate what a teacher presents during an appraisal observation or how the presentation is to be conducted. The teacher shall be afforded the opportunity of adequate awareness of the state appraisal system and shall determine how and what to present in order to meet the criteria. The presentation shall be within the appropriate curriculum and in proper sequence.

Career and Technical Education teachers may elect to present a 45 minute lesson in the classroom, in the shop, or in a combination of the two settings.

It is the responsibility of the teacher to provide an appropriate and adequate exhibition of their own skills in relation to the PDAS instrument.

A pre- and post-observation conference may be conducted at the request of the teacher or appraiser.

A written summary of each formal observation shall be given to the teacher within 10 working days after the completion of an observation.

D. Other Data Sources

Completion of Section I of the Teacher Self-Report Form shall be presented to the principal within the first three weeks after the PDAS orientation.

Revision of Section I (if necessary) and completion of Sections II and III of the Teacher Self-Report shall be presented to the principal a minimum of two weeks prior to the summative conference.

The appraiser is responsible for the documentation of cumulative data regarding job-related teacher performance. Any information from a third party source other than the teacher's supervisor that the appraiser wishes to include as cumulative data shall be verified and documented by the appraiser. Any documentation that will influence the teacher's summative annual appraisal report must be shared in writing with the teacher within 10 working days of the appraiser's knowledge of the occurrence. If the principal is not the appraiser, the appraiser shall be responsible for notifying the principal of all information obtained from a third party source.

E. Summative Conference and Annual Appraisal Report

Unless waived in writing by the teacher, a summative conference shall be held no later than 15 working days before the last day of instruction for students. The summative conference must be diagnostic and prescriptive with regard to remediation needed in overall performance and by category. The summative conference shall focus on the written summative annual appraisal report and related data sources. The written summative annual appraisal report shall be shared with the teacher no later than five working days prior to the scheduled summative conference.

In cases where the appraiser is not an administrator on the teacher's campus, either the principal or assistant principal shall participate in the summative conference.

Any documentation collected after the summative conference but before the end of the contract term, during one school year, may be considered as part of the appraisal of the teacher. If the documentation affects the teacher's evaluation in any domain, another summative annual appraisal report shall be developed and another summative conference shall be held to inform the teacher of the change(s).

F. Teacher Response

A teacher may submit a written response or rebuttal after receiving a written observation summary, a written summative annual appraisal report, or any other documentation associated with the teacher's appraisal; and/or after receiving a written annual summative report.

Any written response or rebuttal must be submitted within 10 working days of receiving a written observation summary, a written summative annual appraisal report, or any other written documentation associated with the teacher's appraisal. At the discretion of the appraiser, the time period may be extended to 15 working days. The request and the granting of the extension shall be in writing.

G. Request for a Second Appraisal

A teacher may request a second appraisal (formal observation) by another appraiser if they disagree with a received written observation or summative annual appraisal report.

The second appraisal must be requested within 10 working days of receiving the a written observation or written summative annual appraisal report. Upon receipt of the teacher's written request for a second appraisal, the teacher's supervisor shall notify the regional administrator, who shall assign a second appraiser. The second appraiser shall contact the teacher within 10 working days of the request in order

to schedule a one week (five working days) window for the formal observation in accordance with section III.C. of this policy.

If a second appraisal is requested, the first appraisal and second appraisal scores shall be averaged.

The second appraiser shall appraise the teacher in all domains. The appraiser may make walk-throughs and observations as necessary to evaluate Domains I through V. The appraiser shall use the Teacher Self-Report Form and cumulative data from the first appraisal to evaluate Domains VI through VIII. Cumulative data may also be used by the second appraiser to evaluate other domains.

H. Teacher In Need of Assistance

A teacher whose performance is evaluated as unsatisfactory in one or more domains or a teacher who is evaluated as below expectations in two or more domains shall be designated as a TINA and be placed on a growth plan.

A growth plan may be developed at any time, at the discretion of the appraiser, when documentation potentially places an evaluation rating of "below expectations" or "unsatisfactory."

When a teacher is designated as a TINA, the appraiser or the teacher's supervisor shall, in consultation with the teacher, develop a growth plan. In cases where the teacher's appraiser is not the teacher's principal, the principal shall be involved in the development and evaluation of that growth plan. The growth plan shall be developed using the WSD-approved PDAS Intervention Plan for Teacher In Need of Assistance Form.

The growth plan shall include options for professional development activities designed to enhance teacher proficiency. At least one listed option shall not place significant financial burden on either the teacher or the WSD.

A teacher who has not met the requirements of an established growth plan by the time specified in the plan may be considered for separation from their assignment, campus, and/or WSD.

I. Teacher Appeals

A teacher who is not satisfied after receiving their written summative annual appraisal report may include a written response to the appraisal report or may follow the procedures in WBP-07.26 to appeal the appraisal.

IV. Maintenance and Distribution of Evaluation Records

The employee's supervisor shall maintain evaluations and related documentation. Evaluation information, including comments and drafts of such documents, shall be kept secure and confidential to prevent access by unauthorized staff. Other WSD administrators or paraprofessional staff may access this information to the extent necessary to perform their duties. As evaluations and related documentation are completed, a copy shall be provided to the affected employee.

For teachers, evaluation records shall contain the written summative annual appraisal report, growth plan (if appropriate), Teacher Self Report Form, written observation reports, and other supporting documentation. Supporting documentation may include counseling logs and—documentation developed through WBP-07.44, “Professional Standards of Conduct and Disciplinary Guidelines.” If a second appraisal is conducted, the original observation reports from that appraisal shall be placed in the teacher's unit evaluation file.

For all other employees, evaluation records shall contain the annual evaluation, counseling logs, documentation developed through WBP-07.44, and records that illustrate performance.

At the end of the evaluation period, the original formal evaluation documents shall be sent to the WSD Division of Human Resources. The principal may keep courtesy copies for campus files.

If an employee transfers from one campus to another, all evaluation records shall be sent to the unit of assignment. If an employee resigns, is dismissed, or is promoted, the campus evaluation records shall be sent to the WSD Division of Human Resources.

V. Formal Timelines

- A. The WSD Division of Human Resources shall be responsible for developing and posting the PDAS calendar. Principals shall distribute the PDAS calendar to each teacher annually during PDAS orientation.
- B. PDAS orientations shall be provided to all teachers no later than the final day of the first three weeks and at least three weeks before the first formal observation.
- C. Any documentation that will influence the teacher's summative annual appraisal report must be shared in writing with the teacher within 10 working days of the appraiser's knowledge of the occurrence.
- D. Formal PDAS observations shall be completed by June 30 of each school year for all teachers, except those being considered for non-renewal. Teachers employed in

April or thereafter within the current school year, may or may not be formally evaluated as determined by the campus administrator.

- E. A written summary of each formal observation shall be given to the teacher within 10 working days after the completion of an observation.
- F. A written summative annual appraisal report shall be shared with the teacher no later than five working days before the summative conference.
- G. Unless waived in writing by the teacher, a summative conference shall be held no later than 15 working days before the last day of instruction for students.
- H. A second appraisal must be requested within 10 working days of receiving a written observation summary or a written summative annual appraisal report.
- I. The entire PDAS process must be completed by May 1 of the current school year if a non-probationary teacher is to be considered for contract non-renewal.
- J. Formal evaluations for staff, other than teachers, shall be completed by August 1 of each school year if employed by June 1.
- K. Evaluation documents are due in the WSD Division of Human Resources by August 15 of each school year.

* Signature on file
Debbie Roberts, Superintendent
Windham School District