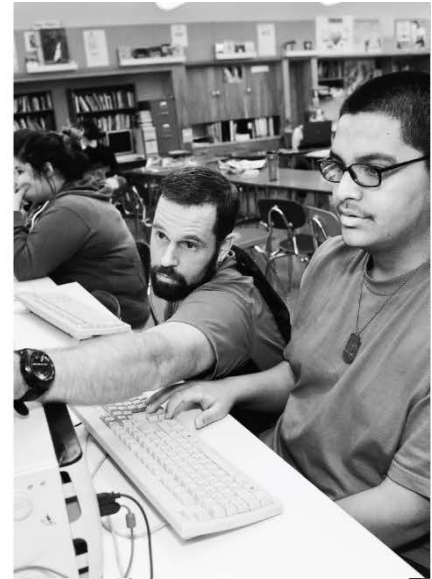




PORTLAND PUBLIC SCHOOLS



Educator Handbook for Professional Growth and Evaluation



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I. Introduction



A. Our Philosophy

The Portland Public Schools District and Portland Association of Teachers are committed to providing the best educational program for all Portland Public Schools' students. The new Professional Growth and Evaluation plan described in this handbook supports educators' professional growth based on standards of professional practice and meaningful measures of teacher effectiveness. The new framework clarifies standards that enhance the quality of instruction in the classroom, resulting in continuous learning and growth for every student.

We believe the purpose of evaluation is to strengthen educators' professional knowledge and practices to improve student learning and growth. Evaluation must be based on the consistent, fair application of common standards, a cooperative spirit, open communication, and joint responsibility. It must take multiple measures of teaching effectiveness into consideration and establish a growth process for each educator, supported by professional learning and collaboration with other educators. Effective professional development is an integral part of the process.

Starting with Charlotte Danielson's "Framework for Teaching", we have agreed upon a framework tailored to our district. Shared values and priorities, such as the focus on equity, have been incorporated into the standards described in the Portland Public Schools framework.

The approach of this plan is specifically to change our past culture, in which evaluation was viewed as a punitive exercise, to one that supports growth and teaching excellence. Under this plan, educators are responsible for their continued professional growth and evaluators are there to support and assist whenever needed, by providing timely, informative feedback. The evaluator and the educator have different roles but share responsibility for continued professional growth. The framework is the tool that guides this process. It is to be used to structure conversations among educators, and between educators and evaluators, about exemplary practice. During conversations about practice organized around a common framework, educators are able to learn from each other to enrich their own teaching.

B. The PPS Equity Initiative

The equity initiative adopted by Portland Public Schools states that PPS is "committed to academic excellence and personal success for all students. Central to this commitment is educational equity. We are committed to providing instruction with the rigor, cultural relevance, and relationships that ignite the potential of each and

every student. In order to do so, we must shift our practices to see students as individuals—including their race, their language, their gender, their sexual orientation, and their various abilities. This work is necessary to serve a diverse student body well and prepare every student to navigate and compete in a culturally rich society and global economy, now and into the future.”

C. Evaluation System and Handbook Overview

The Educator Handbook for Professional Growth and Evaluation (“Handbook”) outlines the evaluation process intended to promote professional growth as well as provide feedback and guidance for improving professional practice.

“Educator” in this Handbook refers to licensed professional staff who are bargaining unit members represented by the Portland Association of Teachers. An evaluator shall be a licensed administrator. No member of the bargaining unit shall be responsible for the evaluation of another unit member.

The procedural steps in this evaluation process are intended to describe the typical cycle for professional growth and evaluation of all contract, probationary, and temporary teachers/educators. In an effort to promote self-directed professional growth, this evaluation process provides two options:

PPS Evaluation System

- Ongoing training for both educators and evaluators.
- Clear standards of performance uniformly applied.
- Clear, timely and useful feedback.
- Self-directed professional growth.

Option I: All probationary TSPC-licensed educators and educators in their first three consecutive years of employment with the district in positions for which TSPC licensure is not required shall participate in the Direct Supervision Evaluation Plan (Option I).

Option II: Contract TSPC-licensed educators and educators in positions for which TSPC licensure is not required who have completed three consecutive years of employment may opt to participate in the Professional Growth Plan (Option II). Participation in Option II is voluntary and may be done only after completing the Option I process at least once and with the evaluator’s consent. The evaluator is responsible for communicating to Human Resources that an educator will be evaluated using Option II. **(The Evaluation Committee is reviewing the continued viability of Option II in light of recent changes to State requirements and changes. Therefore Option II is currently not available.)**

A “Program of Assistance for Performance Improvement” is a process of more intense supervision. It is designed to focus on needed improvements because of unsatisfactory performance, as measured by the evaluation rubric. This is not a part of the typical evaluation cycle. Procedures regarding the Program of Assistance for Performance Improvement are found in Section II .G.

II. Procedural Requirements for Educator Evaluations



A. The PPS Evaluation Framework

The District’s evaluation framework is based on Charlotte Danielson’s “Framework for Teaching”. Danielson’s framework acknowledges the complexity of high-quality teaching. It identifies aspects of an educator’s responsibilities that promote improved student learning, as documented through empirical studies and research. It also establishes a shared understanding of teaching and a common language for professional conversations about teaching.

The State of Oregon has adopted the Interstate Teacher Assessment and Support Consortium Standards (InTASC) as the core teaching standards required by Oregon law in Senate Bill 290 (ORS 342.856). Danielson’s Framework for Teaching correlates with the InTASC standards.

The core teaching standards outline the common principles and foundations of teaching practice necessary to improve student learning and growth applicable to all subject areas and grade levels. According to Oregon Department of Education guidance, core teaching standards will be used in the attempt to:

- Strengthen educator knowledge, skills and practices
- Refine the support, assistance and professional growth opportunities offered to an educator based on the individual needs of the educator and his/her students
- Allow each educator to establish a set of classroom practices and student learning objectives that are based on the individual circumstances of the educator, including his/her classroom or assignment
- Establish a formative growth process for each educator that supports professional learning and collaboration with other educators and administrators
- Use evaluation methods and professional development, support and other activities that are based on curricular standards and targeted to the needs of each educator.

The core teaching standards form the basis of the PPS Framework, customized to fit our district’s priorities. The PPS Framework for Teaching and this Handbook were developed through the collaborative efforts and mutual agreement of the District and the Portland Association of Teachers. The PPS Framework for Teaching is summarized in Table 1 (also Appendix A).

B. PPS Performance Ratings

The evaluation framework covers four domains of professional practice (Appendix A). Each domain consists of components comprised of elements and a rubric for determining performance. (Appendix B). Performance Ratings must be based on collected evidence. It is not expected that an educator be evaluated in every element. An evaluator shall not rate an educator in an element or component unless the evaluator has collected evidence to support the rating. The evidence must be noted in the written evaluation.

The PPS Framework for Teaching has four performance level ratings: “unsatisfactory”, “developing”, “proficient” and “distinguished”. It is expected that professional educators will have “developing” ratings at various times in their careers, especially when teaching in a new assignment or when new curriculum or instructional strategies are being introduced. The “distinguished” rating is an extremely high performance level that an educator may occasionally attain in one or more components or elements, but it is not expected that a professional educator will attain the “distinguished” rating frequently or consistently. Achieving this rating on a regular or consistent basis would be unusual. As Danielson notes, “Distinguished-level performance is a good place to visit, but don’t expect to live there.” (Danielson, 2007, p. 41).

An educator’s lack of participation in any activity beyond contractual obligations (*e.g.*, Outdoor School) shall not be considered in the process of evaluating the educator or noted in the evaluation.

Probationary educators will be rated on components as outlined in Table 1. It is anticipated that educators in probationary status may be rated “unsatisfactory” in some elements and may be rated “developing” in many elements. It is not impossible for a probationary teacher to achieve a “distinguished” rating.

Table 1: PPS Framework for Teaching

Components of Professional Practice	
<p>Domain 1: Planning, Preparation & Curriculum</p> <p>1a. Demonstrating Knowledge of Students</p> <ul style="list-style-type: none"> • Knowledge of child and adolescent development • Knowledge of the learning process • Knowledge of students’ skills, knowledge and language proficiency • Knowledge of students’ interests and cultural heritage • Knowledge of students’ special needs <p>1b. Designing coherent instruction</p> <ul style="list-style-type: none"> • Learning activities • Instructional materials and resources • Instructional groups • Lesson and unit structure <p>1c. Setting instructional outcomes</p> <ul style="list-style-type: none"> • Value, sequence and alignment • Clarity • Appropriate for diverse learners <p>1d. Demonstrating knowledge of standards, content & subject matter</p> <ul style="list-style-type: none"> • Knowledge of standards, content & subject matter • Knowledge of prerequisite relationships • Knowledge of content-related pedagogy <p>1e. Designing student assessments</p> <ul style="list-style-type: none"> • Align with instructional outcomes • Criteria and standards • Design of formative assessments • Uses Assessment results for planning 	<p>Domain 2: Classroom Environment & Student management</p> <p>2a. Establishing a Culture for Learning & an Environment of Respect and Rapport</p> <ul style="list-style-type: none"> • Teacher interaction with students • Importance of the content • Expectations for learning and achievement • Teacher creates environment that promotes pride in work <p>2b. Managing classroom procedures</p> <ul style="list-style-type: none"> • Management of instructional groups • Management of transitions • Management of materials and supplies • Performance of non-instructional duties <p>2c. Managing student behavior</p> <ul style="list-style-type: none"> • Expectations • Monitoring of student behavior • Responses to student misbehavior <p>2d. Organizing Physical Space</p> <ul style="list-style-type: none"> • Safety and accessibility • Arrangement of furniture and use of physical resources
<p>Domain 3: Instruction & Assessment</p> <p>3a. Communicating with Students</p> <ul style="list-style-type: none"> • Expectations for learning • Directions and procedures • Explanations of content • Use of oral and written language <p>3b. Engaging Students in Learning</p> <ul style="list-style-type: none"> • Activities and assignments • Grouping of students • Instructional materials and resources • Structure and pacing <p>3c. Using Assessment in Instruction</p> <ul style="list-style-type: none"> • Assessment criteria • Monitoring of student learning • Feedback to students • Student self-assessment and monitoring of progress <p>3d. Demonstrating Flexibility & Responsiveness</p> <ul style="list-style-type: none"> • Lesson adjustment • Response to students • Persistence <p>3e. Using Questioning and Discussion Techniques</p> <ul style="list-style-type: none"> • Quality of questions • Discussion techniques • Student engagement 	<p>Domain 4: Professional Responsibilities</p> <p>4a. Reflecting on Teaching</p> <ul style="list-style-type: none"> • Accuracy • Use in future teaching <p>4b. Maintaining Accurate Records</p> <ul style="list-style-type: none"> • Student completion of assignments • Student progress in learning • Non-instructional records <p>4c. Demonstrating Professionalism</p> <ul style="list-style-type: none"> • Integrity and ethical conduct • Service to students • Decision making • Compliance with school & district regulations <p>4d. Communicating with Families</p> <ul style="list-style-type: none"> • Information about the instructional program • Information about individual students • Engagement of families in the instructional program <p>4e. Participating in a Professional Community</p> <ul style="list-style-type: none"> • Relationships with colleagues • Involvement in a culture of professional inquiry • Participation in school and district activities <p>4f. Growing and Developing Professionally</p> <ul style="list-style-type: none"> • Enhancement of content knowledge and pedagogical skill • Receptivity to feedback

*The eleven components for 1st year probationary teachers are unshaded. The six additional components for 2nd year probationary educators are lightly shaded. The three additional components for 3rd year probationary teachers are darkly shaded.

C. Classroom and Non-Classroom Educator Evaluations

1. Classroom Educator Assignments

The majority of educators evaluated using this Handbook are classroom educators. Evaluators conducting formal observations for those educators shall use the Framework (Appendix A) and accompanying rubric (Appendix B).

2. Non-Classroom Educator Assignments

If the majority an educator's work assignment consists of activities other than direct classroom instruction, the observation forms and rubric for a classroom educator evaluation shall not apply. Direct Supervision Evaluation Plan (Option I) evaluation forms and rubrics for non-classroom assignments are in the process of development. Until they are finalized, the Non-Classroom Certificated Personnel Evaluation Form that has historically been used in the district shall be used. (Form 7). The Non-Classroom Counselor Evaluation Form (Form 8) and the Non-Classroom Library/Media Specialist Evaluation Form (Form 9) shall also be used until the forms for these employee classification have been updated.

As with classroom educators, non-classroom educators may elect the Professional Growth Plan (Option II) if the educator has completed the Option I evaluation cycle and with the approval of his/her evaluator. **(The Evaluation Committee is reviewing the continued viability of Option II in light of recent changes to State requirements and changes. Therefore Option II is currently not available.)**

D. The Evaluation Cycle

The evaluation process is continuous. It consists of three (3) annual cycles for probationary educators (Table 2) and a two-year cycle for contract educators (Table 3 and Table 4). An educator having more than one supervisor shall not have more than one evaluation cycle.

Table 2: Annual Probationary Educator Evaluation Cycle and Forms

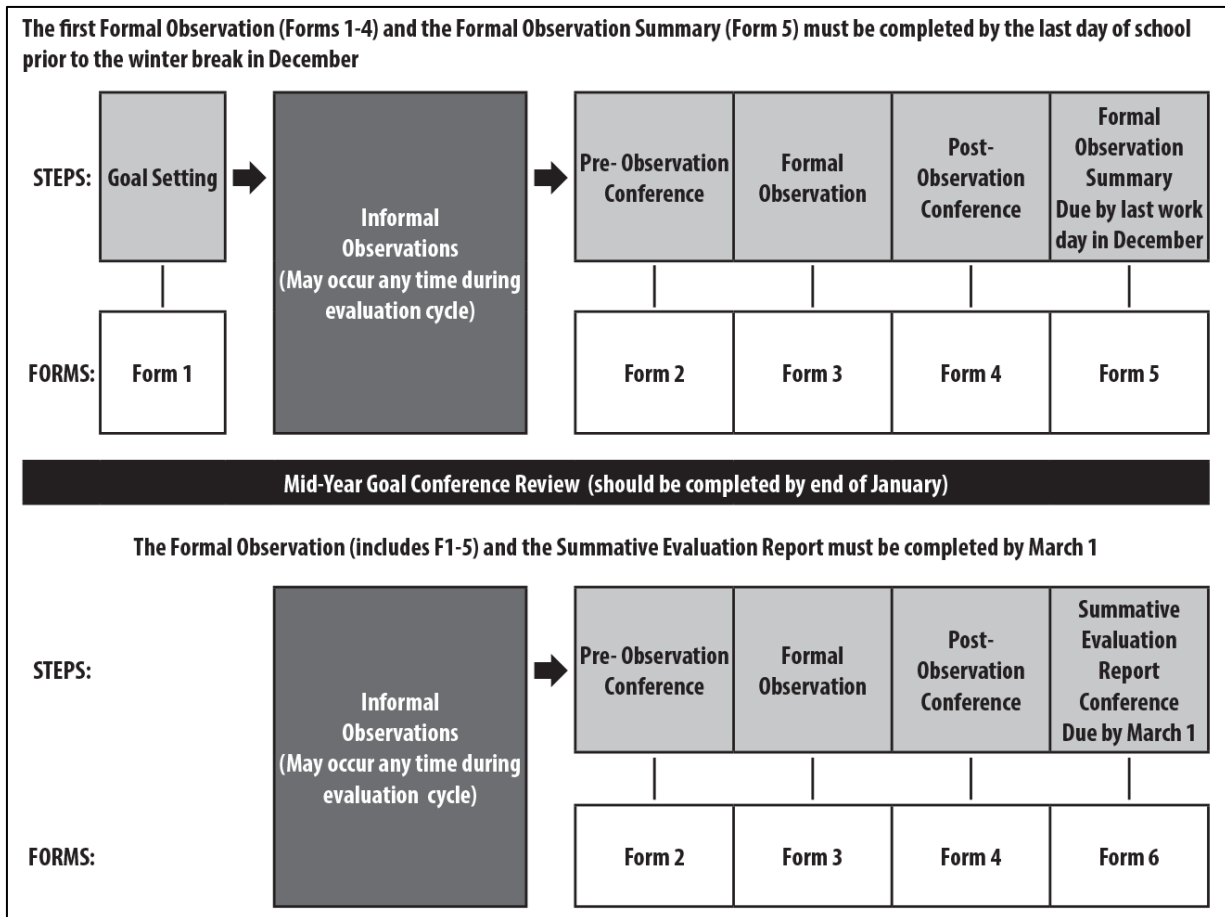
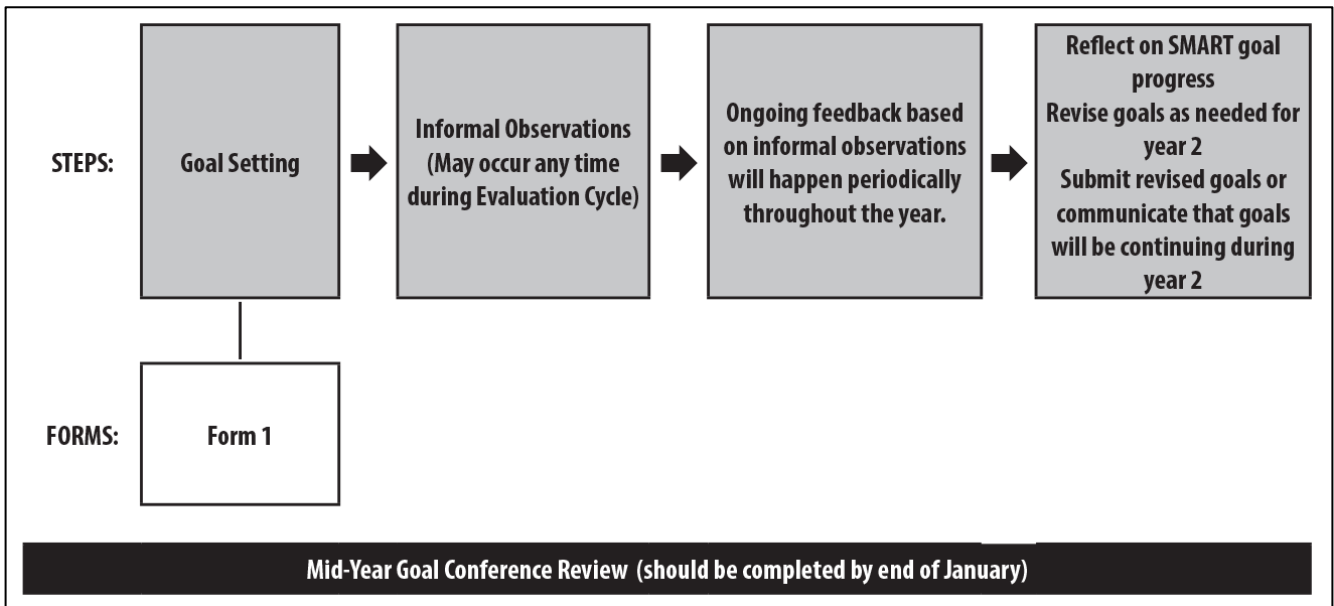
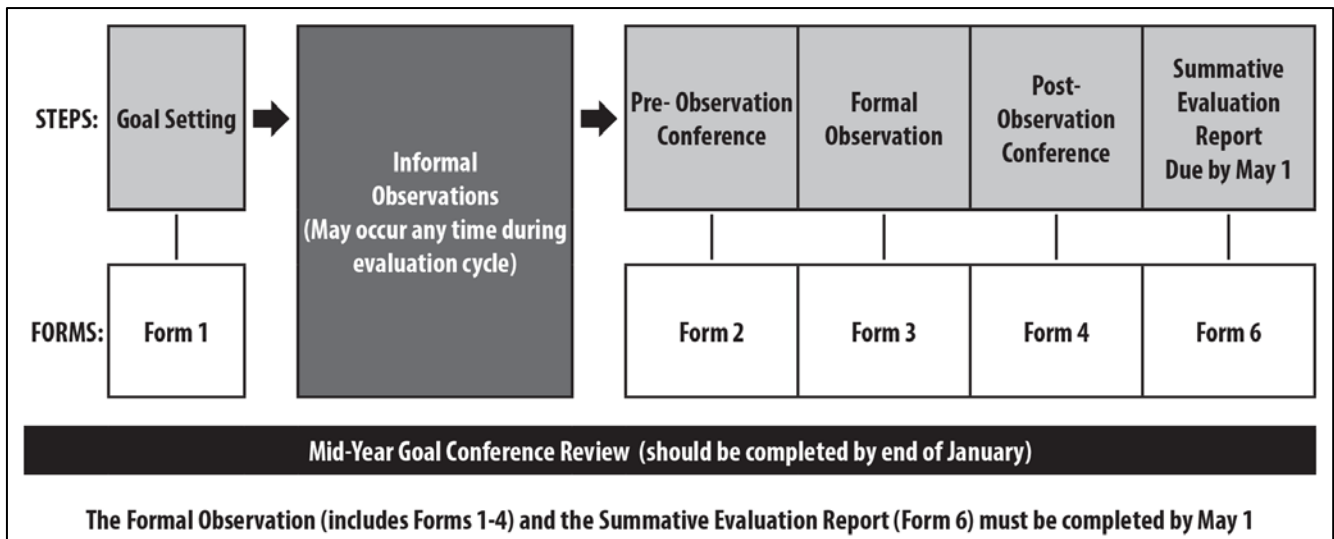


Table 3: Contract Educator Evaluation Cycle and Forms: Supported Year



Tab



le 4: Contract Educator Evaluation Cycle and Forms: Supervised Year

1. Distribution of the Handbook; Annual Staff Meeting

Prior to September 30 of each school year, the building or site administrator shall make a copy of the Handbook available to educators. This may be done electronically or by paper copy. As amendments to the Handbook are received by the administrator, or as newly hired educators arrive at the building or site, a similar distribution process shall be followed. A supply of the Handbook with amendments shall be maintained in the building or site administrator’s office for educators seeking paper copies. **The forms included in the Handbook**

in Appendix C are the official evaluation forms and evaluators or educators shall use no other form(s) during the evaluation process.

Prior to September 30 of each school year, the administrator shall hold a meeting with all PAT members at the building or site. During this meeting, the administrator will discuss the framework and review the evaluation process (timelines, expectations regarding goals, goal setting process, and required forms).

Incidental walk-through or drop-in observations may occur throughout the school year for probationary educators and throughout the two-year cycle for contract educators. An effective process provides ongoing opportunities for relevant feedback and meaningful professional conversations.

2. Educator Self-Reflection

Self-reflection by the educator will be integrated throughout the process. It may, for example, be part of goal setting, or part of the discussion during observation conferences or the summative evaluation meeting. Educators are not required to submit self-reflection forms.

3. Goal Setting

Each educator, in collaboration with the evaluator, shall develop two (2) student growth goals and one (1) professional growth goal using the Student & Professional Growth Goal Setting Form (**Form 1**). Non-classroom educators should use the same goal setting form and work in collaboration with their evaluator to develop three (3) growth goals that are appropriate for their assignment. Educators are required to submit goals annually to the evaluator for approval.

Goal setting conferences will occur for probationary educators annually. Contract educators shall have a goal setting conference in their Supervised Year only. A conference for contract educators in their Supported Year shall not be required unless the evaluator has questions, or unless the educator requests a goals conference. All educators shall review their goals annually, to be completed before January.

a) Professional Growth Goal

The professional growth goal reflects the educator's personal learning. It may align with one of the student growth goals or can stand-alone. A professional growth goal reflects changes to his or her practice the educator wants or needs to make to his or her practice that impact student learning. Educators shall describe the personal learning that will take place, measures of success, and list the evidence that will be collected to show his/her professional growth.

b) Student Growth Goals

The two (2) student learning and growth goals shall be written around a subject, grade level, and district/state standard.

Educators will use measures that are valid representations of student learning standards; one from Category 1* (Where Available) and one from Category 2, based on what is most appropriate for the curriculum and students they teach: (See Table 5) ***For 16-17 educators will use Category 2.**

Table 5: Categories of Measures

Category	Types of Measures	Examples include, but not limited to:
1	State or national standardized tests	Smarter Balanced (Where Available)
2	Common National, International, Regional, District-Developed Measures - or -	ACT, ELPA, DRA, DIBELS, easyCBM, MAP, AP, IB, other national measures; or common assessments approved by the district or state as valid, reliable and able to be scored comparably across schools or classrooms;
	School-wide Measures – Everyone in the same grade /content area must use the measure within the school, but not everyone must use the measure as a Student Growth Goal	Student performances, portfolios, projects, work samples, tests, curriculum-based assessments
For a more extensive list of possible measures see Appendix C .		

The goal should reflect students’ progress toward proficiency or mastery of academic standards, cognitive skills, academic behaviors, and transitional skills. All measures must be valid and developmentally appropriate for the curriculum and the students being taught. Educators may collaborate to establish student learning goals for their grade levels, departments, or curriculum teams. School wide measures used for student learning goals must include all students in the same grade or same content area in the school. However, not all educators in the grade level or content area in the school must use the measure.

Student learning and growth goals are required to be developed annually and recorded on the goal setting form (**Form 1**). Each year educators should reflect on their current group of students and baseline assessment results. An educator may have a goal that continues in the same subject/grade level standard. The educator will identify the strategies and measures to be used to determine progress toward each of the goals. The use of specific strategies to help students attain their growth goal could be similar from year to year (*e.g.*, use of flexible grouping).

Goals are to be developed using the SMART goal format. The acronym SMART identifies the areas of focus in goal setting. It stands for Specific, Measurable, Appropriate, Realistic and Time-bound. (Table 6).

The educator will specify the evidence that will document progress on each goal. Evidence may include state assessments as well as national and international, district-wide and other valid and reliable assessments and collections of student work. **All educators will collect evidence throughout the year to show progress toward reaching their professional and student growth goals. Evidence should be attached to the Student and Professional Growth Goal Setting Form (Form 1) and summarized.**

Table 6: Goal Chart

S	M	A	R	T
The goal addresses student needs with the content.	An appropriate instrument or measure is selected to assess the goal.	The goal is clearly related to the role and responsibilities of the educator.	The goal is attainable and within the evaluation cycle timeline.	The goal is bound by a timeline that is definitive and allows for assessing goal attainment.
The goal is focused on a specific area of need.	The goal is measurable and uses an appropriate instrument.	The goal is directly related to the subject and students that the educator teaches.	The goal is doable, but rigorous.	

Adopted for Kentucky from Stronge, J. H., & Grant, L. W. (2009). Student achievement goal setting: Using data to improve teaching and learning. Larchmont, NV: Eye on Education, Inc

4. Evaluation Cycle Timelines

The timelines of the evaluation cycle vary according to educator status (probationary, temporary or contract) and choice of Option I or Option II.

a) Educators in Probationary Status

All probationary educators will participate in Option I. Probationary educators shall be observed multiple times throughout the year and will have at least two formal observations each year. Probationary educators shall be evaluated in writing at least two (2) times during each year of their three-year probationary period. A Formal Observation Summary (**Form 5**) shall be completed by the last working day preceding the winter break and a Summative Evaluation Report (**Form 6**) shall be submitted by March 1. (See Table 7).

b) Educators in Temporary Status

Educators hired for more than sixty (60) days to fill vacancies occurring after the start of the school year, or vacancies due to a long-term absence of the incumbent unit member, are temporary employees. Educators in temporary status will be evaluated according to the Option I evaluation process for probationary educators.

c) Educators in Contract Status

Unless substantive reasons exist, contract educators in Option I shall be on a two-year evaluation cycle. During year one, the Supported Year of the cycle, contract educators will continue to work on their goals and reflect on their practice. During the Supported Year, the evaluator may conduct informal observations. (See Table 8).

During year two, the Supervised Year of the cycle, the process of observations and conferences described in these procedures will culminate in a summative evaluation. A written Summative Evaluation Report (**Form 6**) shall be submitted by May 1st. (See Table 9).

Table 7: Probationary Teacher Years 1-3: Supervised

	Timeline	Step in Evaluation Cycle	Documents Needed
Ongoing feedback based on informal observations will happen periodically throughout the year.	Prior to September 30th	Review Evaluation Process (Conducted in meeting with all PAT unit members) <ul style="list-style-type: none"> • Distribution of Handbook • Discussion of Framework • Review of Process Timeline Goals Setting Forms	Handbook Framework (Appendix A) Rubric (Appendix B) Forms (Appendix C)
	Prior to October 15th	Goal Setting Conferences <ul style="list-style-type: none"> • Teacher brings draft of Goal Setting Form • Discuss goals and finalize Goal Setting Form • Schedule Formal Observation, pre- and post-conferences 	Form 1
	Prior to December 1st	Formal Observation #1 Each formal observation must include the following conferences and forms: <ul style="list-style-type: none"> • Pre-Observation Conference • Formal Classroom Observation • Post-Observation Conference 	Form 2 Form 3 Form 4
	Prior to Winter Break	Formal Observation Summary Meeting (Administrator shares draft of Formal Observation Summary at least 48 hours in advance) <ul style="list-style-type: none"> • Discuss progress towards goals • Review of draft Formal Observation Summary • Discuss and share additional artifacts which may not have been observed (<i>i.e.</i>, Domain 4) • Finalize and sign Formal Observation Summary (Form 5) • Send into Human Resources for Personnel File 	Form 1 Form 5
	Before end of January	Goal Reflection and Revision <ul style="list-style-type: none"> • Reflect on goals progress • Revise goals, including content and baseline data, as needed for next year • Submit revised goals, if any 	Form 1
	Prior to March 1st	Formal Observation #2 Each formal observation must include the following conferences and forms: <ul style="list-style-type: none"> • Pre-Observation Conference • Formal Classroom Observation • Post Observation Conference (Note: two formal observations are the minimum number of observations required.)	Form 2 Form 3 Form 4
	(Administrator makes contract renewal recommendation prior to March 1)	Summative Evaluation Meeting (Administrator shares draft of Summative Evaluation Report at least 48 hours in advance) <ul style="list-style-type: none"> • Discuss progress towards goals • Review of Summative Evaluation Report • Discuss and share additional artifacts which may not have been observed (<i>i.e.</i>, Domain 4) • Finalize and sign Summative Evaluation Form (Form 6) • Send into Human Resources for Personnel File 	Form 1 Form 6
Repeat this cycle in each of Year 2 and Year 3			

Table 8: Contract Teacher Supported Year

	Timeline	Step in Evaluation Cycle	Documents Needed
Ongoing feedback based on informal observations will happen periodically throughout this year.	Prior to September 30th	Review Evaluation Process (Conducted in meeting with all PAT unit members) <ul style="list-style-type: none"> • Distribution of Handbook • Discussion of Framework • Review of Process Timeline Goals Setting Forms 	Handbook Framework (Appendix A) Rubric (Appendix B) Forms (Appendix C)
	Before end of January	Mid- Year Goal Reflection and Revision <ul style="list-style-type: none"> • Reflect on goal progress • Revise goals, including content, context and baseline data, as needed for year 2 • Submit revised goals, if any 	Form 1

Table 9: Contract Teacher Supervised Year

	Timeline	Step in Evaluation Cycle	Documents Needed
Ongoing feedback based on informal observations will happen periodically throughout the year.	Prior to September 30th	Review Evaluation Process (Conducted in meeting with all PAT unit members) <ul style="list-style-type: none"> • Distribution of Handbook • Discussion of Framework • Review of Process Timeline Goals setting Forms 	Handbook Framework (Appendix A) Rubric (Appendix B) Forms (Appendix C)
	Prior to October 15th	Goal Setting Conference <ul style="list-style-type: none"> • Teacher brings draft of Goal Setting Form • Discuss SMART Goals and finalize Goal Setting Form • Schedule Formal Observation, pre- and post-conferences 	Form 1
	Conducted Between Goal Conference – April 1st	Formal Observations Each formal observation must include the following conferences and forms: <ul style="list-style-type: none"> • Pre-Observation Conference • Formal Classroom Observation • Post-Observation Conference (Note: One formal observation is the minimum number required)	Form 2 Form 3 Form 4
	Before end of January	Mid-Year Goal Reflection and Revision <ul style="list-style-type: none"> • Reflect on goal progress • Revise goals, including content, context and baseline data, as needed for next year • Submit revised goals, if any 	Form 1
	Prior to May 1 st (Administrator makes contract non-extension recommendation prior to March 1)	Summative Evaluation Meeting (Administrator shares draft of Summative Evaluation Report at least 48 hours in advance) <ul style="list-style-type: none"> • Discuss progress towards Goals • Review draft Summative Evaluation Report • Discuss and share additional artifacts which may not have been observed (<i>i.e.</i>, Domain 4) • Finalize and sign Summative Evaluation Form (Form 6) • Send into Human Resources for Personnel File 	Form 1 Form 6

5. Variance from the Typical Cycle

The procedural requirements of the evaluation cycles outlined in these paragraphs are intended to describe the typical cycles for professional growth and evaluation of all contract, probationary and temporary educators. If a substantive reason concerning the performance of an educator arises during a cycle, the cycle may be modified to respond to the concern. Evaluators will be required to identify the substantive reason justifying a variance from the applicable cycle outlined in the Handbook. An educator's transfer to a new building or worksite is not a substantive reason.

6. Resignation and Retirement Exemption

Contract educators who complete and submit a retirement or resignation notification during their Supervised Year may opt-out of the evaluation process only if they do not plan to work as a substitute teacher for PPS in the future. An educator's intent not to do substitute teaching for PPS must be submitted in writing to their administrator. The administrator shall forward the notification to Human Resources.

Contract educators in their Supported Year who notify the District of their intent to retire or resign during or at the end of that year are not required to have an off-cycle evaluation in order to do substitute teaching with PPS. Their prior year evaluation, as well as past evaluations, will be considered during substitute hiring.

E. Direct Supervision Evaluation Plan (Option I)

1. Goal Setting Conference (Form 1)

Prior to the commencement of formal observations by the evaluator, the evaluator and educator will meet for a goal conference. The goal conference shall occur by October 15 and prior to the first pre-observation conference. The educator shall come to the conference with a draft of the goal setting form completed. During such conference, the evaluation process (forms and procedures pertaining to the evaluation process) may be reviewed again.

2. Observations

Observations are essential to the evaluation process. Observation data is used to determine and track professional development as well as to determine evaluation ratings. Evaluators will conduct formal and informal classroom observations to gather and document evidence of effective teaching. Educators shall be provided with a copy of all notes made by the evaluator during observations.

a) Informal Observations

The informal observation process complements the formal observation process by enabling administrators to conduct additional observations to gather more information about the educator's practice. An informal observation is designed to collect information about an educator's performance mainly within Domains 2 and 3 or on a particular component. Informal observations are typically unannounced, shorter in length, can be brief and may not reflect an entire lesson. Pre- and post-observation conferences are not required for informal observations. Educators shall be provided with a copy of notes made by the evaluator during the observation.

Informal observations may take place throughout the school year. Following are some suggestions for making the informal visits helpful and meaningful:

- Observations should occur at different times of the day.
- Observations may be by the evaluator dropping in as well as by educator invitation.
- Exchange of feedback (verbal and/or written) should occur as soon as practical after the observation.
- Observation notes shall be provided to the educator.
- Observations may occur during any phase of the educator's duties, *e.g.*, in the classroom, while supervising students in the hallway or playground, in meetings with parents or staff, etc.

The pre-observation conference gives educators an opportunity to demonstrate their planning, preparation and curriculum (Domain 1) skills and to ask the evaluator to observe any components on which the educator would like additional input.

b) The Formal Observation Process

The formal observation process requires a pre-conference, observation, and post-conference for each formal observation.

i. Pre-Observation Conference

The purpose of the Pre-Observation Conference is for the evaluator to become familiar with the lesson to be observed. This occurs by the evaluator and educator discussing the questions contained on the Pre-Observation Conference Form. **(Form 2).**

The evaluator will provide a copy of the Pre-Observation Conference Form and a minimum of five (5) school days' notice to the educator for a formal observation. The Pre-Observation Conference shall be a face-to-face meeting in which the Pre-Observation Conference Form is discussed. The form is to be used as a guideline for the discussion. Educators should complete the form and attend the conference prepared to discuss the questions on the form.

ii. Formal Classroom Observation

There shall be at least two (2) prescheduled formal observations each year for probationary educators and one (1) prescheduled formal observation for contract educators. Additional scheduled or non-scheduled observations may be conducted as determined by the evaluator; however, an unusually extensive number of observations should coincide with the use of a Program of Assistance. A contract educator may request a second prescheduled formal observation. Each formal observation shall be preceded by a Pre-Observation Conference and followed by a Post-Observation Conference. The actual classroom observation will take place over an entire lesson or class period and generally shall last 30 – 90 minutes. During the observation, the evaluator notes the educator's practices according to the framework rubric for the observed domain(s) and components **(Form 3).**

Recognizing that every lesson taught will not contain evidence of every component, the evaluator shall rate only the components that are observed during the lesson. If a component was not observed because it was not included within the flow of the lesson, it shall not be rated. However, if a component was not observed because it was not adequately demonstrated where it should have been, this will require a conversation with

the educator during the Post-Observation Conference. Similarly, every element will not be observed in every lesson and **the evaluator is not required to rate every element.**

Following the observation, the evaluator shall give a copy of the original notes made during the observation to the educator. The evaluator shall also evaluate the observed lesson by using the Framework Checklist and Evaluator Notes (**Form 3**). The notes and observation Form 3 should generally be given to the educator at least one (1) school day prior to the Post-Observation Conference.

c) Post-Observation Conference

The purpose of the Post-Observation Conference is for the educator and evaluator to discuss their reflections and data from the observed lesson. The Post-Observation Conference provides an opportunity for the educator to reflect on his/her lesson, and for the evaluator to share ideas, feedback, and suggestions. After the classroom observation takes place, the evaluator shall give a copy of original observation notes, the completed Evaluator Checklist and Evaluator Notes (**Form 3**) and a blank copy of the Post-Observation Conference Form (**Form 4**) to the educator. The evaluator shall then meet with the educator face-to-face to provide feedback. The educator and evaluator should discuss the notes and clarify any questions either may have about what occurred during the observation or what is written in the notes. This clarification is important to avoid erroneous assumptions by either person. A Post-Observation Conference shall generally be held within five (5) school days of the formal observation.

The Post-Observation Conference Form (Form 4) shall be used as a tool to guide the discussion. The educator should attend the conference prepared to discuss the questions on the Post-Observation Conference Form. This form does not need to be completed prior to the post-observation conference.

d) Mid-year Review

Probationary educators shall have a mid-year goal review conference before the end of January. This may occur as part of their first Summative Evaluation Meeting or as a separate meeting. The educator shall collect supporting data of work towards the goal and attach it to the goal setting form (**Form 1**). Progress toward student and professional growth goals shall be discussed and professional development needs will be reviewed.

Probationary educators and contract educators in their Supervised Year shall have a goal review conference in before the end of January. This may happen in conjunction with the summative evaluation meeting. The educator shall collect supporting data of work towards his/her goals and attach it to the goal setting form. The educator and evaluator shall discuss progress toward student and professional growth goals and how the year-end results might impact future goals.

e) Summative Evaluation

The purpose of the summative evaluation is to provide the educator with a formal performance review based on the evidence collected throughout the entire cycle. Examples of evidence include notes from informal and formal observations, and artifacts such as family contact logs, lesson plan books, grade books, assessment tools, processed complaints and commendations, etc.

The evaluator shall complete a Summative Evaluation Report **(Form 6)** and include suggestions, directions and commendations. The evaluator should evaluate the educator on each component applicable to the educator's status (as a probationary or contract educator). **Every element of the component does not have to be rated. However, any element that is rated must be evidenced-based and documented.**

3. Summative Evaluation Meeting

The summative evaluation meeting provides an opportunity for the educator and evaluator to discuss the comments and ratings on the Summative Evaluation Report before it is finalized. A draft of the Summative Evaluation Report shall be given to the educator at least 48 hours prior to the Summative Evaluation Meeting. At the meeting the contents of the report will be reviewed with the educator. The meeting also provides the educator the opportunity to share additional information and artifacts with the evaluator that may not have been discussed, observed or noted during the process.

The educator shall sign a copy of the final Summative Evaluation Report to signify receipt of, not agreement with, the report. A copy of the final Summative Evaluation Report signed by both educator and evaluator shall be given to the educator. An electronic copy shall be submitted to Human Resources Department and a copy will be placed in the educator's personnel file. If the educator feels that the report was incomplete or unjust, the educator may submit a written objection that will be attached to the Summative Evaluation Report in the personnel file. This shall normally be done within thirty (30) days of receipt of the finalized Summative Evaluation Report. Human Resources shall insure that an electronic copy of the objection shall also be attached to the electronic copy of the evaluation.

4. Summative Evaluation Report Deadlines

All final Summative Evaluation Reports will be submitted on the electronic form provided in this Handbook. **(Form 6)**. The written Summative Evaluation Report and any objections submitted by the educator shall be placed in the educator's personnel file.

- **PROBATIONARY:** Two written evaluation reports shall be completed for probationary educators. A Formal Observation Summary **(Form 5)** shall be signed and copy submitted to Human Resources by the last working day preceding winter break. A Summative Evaluation Report **(Form 6)** shall be signed and a copy submitted to Human Resources by March 1.
- **CONTRACT:** A Summative Evaluation Report **(Form 6)** shall be signed and a copy submitted to Human Resources for contract teachers at least every other year by May 1 of the Supervised Year.

F. Professional Growth Plan (Option II)

(The Evaluation Committee is reviewing the continued viability of Option II in light of recent changes in State requirements. Therefore, Option II is currently not available.)

G. Program of Assistance for Performance Improvement

A Program of Assistance for Performance Improvement (Plan of Assistance) is designed to remedy unsatisfactory performance as measured by the PPS Evaluation Rubric (Appendix B). An evaluator may place

the educator on a Program of Assistance at any time he or she feels that a performance area needs remediation. However, this is typically done following multiple observations with pre- and post-observation discussions and feedback.

A Program of Assistance shall not be used for matters that are not measured by the rubric. Misconduct (for example, “abuse of leave”) should be addressed using the appropriate discipline processes and procedures.

If the improvement sought by the program would occur when the educator would not be employed (*e.g.* temporary educators or educators who have submitted intent to retire or resign), the plan need not be initiated or continued. If an educator is or has been notified he/she will be on a Plan of Assistance, and the educator goes on a leave of absence, the program will be implemented or continued upon his/her return.

The plan should be designed to show improvement within a designated period. The length of the plan depends on the complexity and number of the deficiencies. The plan should include a realistic timeline to achieve the desired performance improvement.

Deficiencies should be identified at the component level. If there are multiple deficiencies the educator and evaluator should only focus only on two deficiencies at a time. Work to address the remaining deficiencies should be phased into the plan as appropriate. This usually happens after the educator has demonstrated progress and improvement on the initial deficiencies and is able to expand the focus of the plan.

The initial meeting to discuss the specific deficiencies and the process of the Program of Assistance shall normally be scheduled no later than 15 workdays after the completion of an evaluation leading to the Program of Assistance. The educator shall be encouraged to seek association representation from the Portland Association of Teachers and support in working through the plan. A second meeting will be scheduled to discuss the program for achieving the desired performance improvement. Prior to the second meeting, the evaluator will share a draft of the program with the educator. At the meeting, the educator will have opportunity for input regarding the development of the program, timeline and support.

1. Implementation of Program of Assistance for Performance Improvement

The Program of Assistance shall be in writing and include the following:

- a) A written description of the deficiency and documented evidence of the unsatisfactory performance in the component from the PPS Rubric to be addressed; and
- b) A program for achieving the desired performance improvement. The program shall contain:
 - i. The description of the improvement in performance that the educator is expected to achieve;
 - ii. A reasonable timeline for completion, including a schedule for assessing progress towards achieving improvement in performance;
 - iii. Identification of specific practices and strategies to achieve the expectations;
 - iv. A description of resources to be used and assistance to be provided by the district.

2. Suggested Strategies of Support

Examples of types of support follow. Other support may be provided at the educator's or evaluator's request.

- The educator may be observed by one or more specialists who can provide support.
- The educator and the evaluator may jointly observe another class and reflect upon successful strategies.
- The educator may enroll in courses, workshops, or seminars designed to provide the knowledge or skills she or he needs to improve to a satisfactory level.
- The educator may videotape his or her performance and reflect on the tapes.
- The educator may request peer or mentor support.
- The educator may request release time to meet requirements of the program.

3. Resolution of Program of Assistance

According to the timeline, and prior to the evaluator's final recommendation, the evaluator shall meet with the educator to review progress made on the Program of Assistance. The options for a final recommendation include:

- a) Problem/need resolved. The educator has accomplished the goals of the Program of Assistance and is returned to the regular evaluation cycle.
- b) Educator is making progress, but has not yet met the goal of the Program of Assistance. The timeline for the plan is extended; the educator remains on a Program of Assistance.
- c) Little or no improvement has been achieved; the educator is rated "Unsatisfactory." Educator may be recommended for non-renewal/non-extension.

When the Program of Assistance is successfully completed, the evaluator shall write a verification letter. A copy of the verification letter will be provided to the educator and placed in the educator's personnel file.

H. Notes

The PPS/PAT Evaluation Committee’s work to develop and fine-tune a new evaluation framework and rubric for professional educators continues. Changes to our prior evaluation practices were required due to new state law mandates and federal government requirements resulting from Oregon’s NCLB waiver. The legal requirements continue to change. The work is complex and ongoing. The Handbook will continue to be improved and revised. The following lists the tasks to be completed by the Evaluation Committee:

- Complete template on Plans of Assistance for Improvement
- Train evaluators/educators on Handbook and required timelines, forms
- Review and define use of “cultural competence/responsiveness” in rubric
- Clarify single elements so they do not assess more than one trait (e.g., “cultural competence/responsiveness” and other factors combined in one element)
- Revise and refine rubric (especially Domain 4 and “cultural competence/responsiveness) based on feedback from evaluators and educators
- Develop evaluation rubrics and forms for non-classroom educators
- Develop a post-observation form connected to the rubric
- Start work on calibration of rubric and evaluator inter-rater reliability
- Review “Summative Evaluation” vs. “Formal Observation” form
- Finish development of Professional Growth Plan (Option II)
- Survey educators and evaluators on use of new instrument
- Other issues as determined by the Evaluation Committee

As areas of this collaborative work are completed, the Handbook may be updated to reflect the work. The Evaluation Committee may also choose to delay implementation of revisions until the start of the next evaluation cycle in August.

III. Acknowledgements



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V. Appendixes



Appendix A: Portland Public Schools Framework for Teaching

Appendix B: Portland Public Schools Evaluation Rubric

Appendix C: Forms

Form 1 - Student Growth & Professional Goal Setting Form

Form 2 - Pre-Observation Conference Form

Form 3 - Framework Checklist and Evaluator Notes

Form 4 - Post-observation Conference Form

Form 5 - Formal Observation Summary

Form 6 - Summative Evaluation Report

Form 7 - Non-classroom Certificated Personnel Evaluation Form

Form 8 - Non-classroom Counselor Evaluation Form

Form 9 - Non-classroom Library/Media Specialist Evaluation Form

**Appendix D: Program of Assistance for Performance Improvement
Template**

Appendix E: Glossary

VI. Resources

