



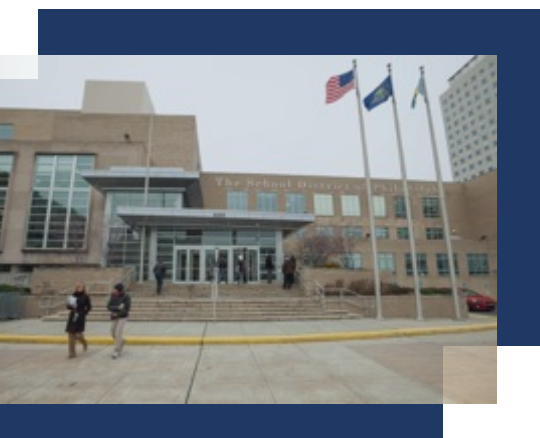
THE SCHOOL DISTRICT OF
PHILADELPHIA



Employee Evaluation Handbook 2024 - 2025

First Edition

Teacher Evaluation



EMPLOYEE EVALUATION

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Teacher Evaluation

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Our Mission

The School District of Philadelphia strives for children across the city to have welcoming and supportive schools with enriching and well-rounded experiences. You, our School Leaders, Teachers, and Non-Teaching Professional Employees, possess the potential to make this a reality. Foundational to achieving these guardrails is the ability to capture the quality of practice occurring throughout the District, to celebrate accomplishments and to identify areas and opportunities for growth. Educator Effectiveness and Evaluation serves this purpose.

Educator Effectiveness and Evaluation captures the great work educators are doing on a daily basis. Across the District, educators work tirelessly to ensure students not only grow intellectually but also build strong character to meet both current and future challenges.

Educator Effectiveness and Evaluation also identifies opportunities for growth. As professionals, educators are expected to constantly refine their craft. Evaluation helps build a roadmap for professional growth; providing insight into the paths that should be taken to ensure that we, as a District, are able to meet the diverse needs of our students.

If implemented with this in mind, celebrating our accomplishments and acknowledging our areas for improvement, evaluation can serve as a powerful tool to help us fulfill our potential as a District. In line with this, the Evaluation Team asks that all educators apply the following practices to each evaluation system:

- ⇒ Understand the policies and processes
- ⇒ Prepare for and fully participate in each measure
- ⇒ Gather data, artifacts, and evidence to support performance

In return, the Education Effectiveness and Evaluation Team strives to live up to these guiding principles and help actualize this potential by committing to:

- ⇒ Provide timely support to aid the implementation of the evaluation system
- ⇒ Create evaluation policies that align with state mandates, union contracts, and existing District processes and practices that educators are being asked and supported to engage in
- ⇒ Strive for constant improvement to better serve educators through professional and personal growth

The Evaluation Team looks forward to working with you throughout this and every school year as we strive towards providing a great school, close to every child in Philadelphia.

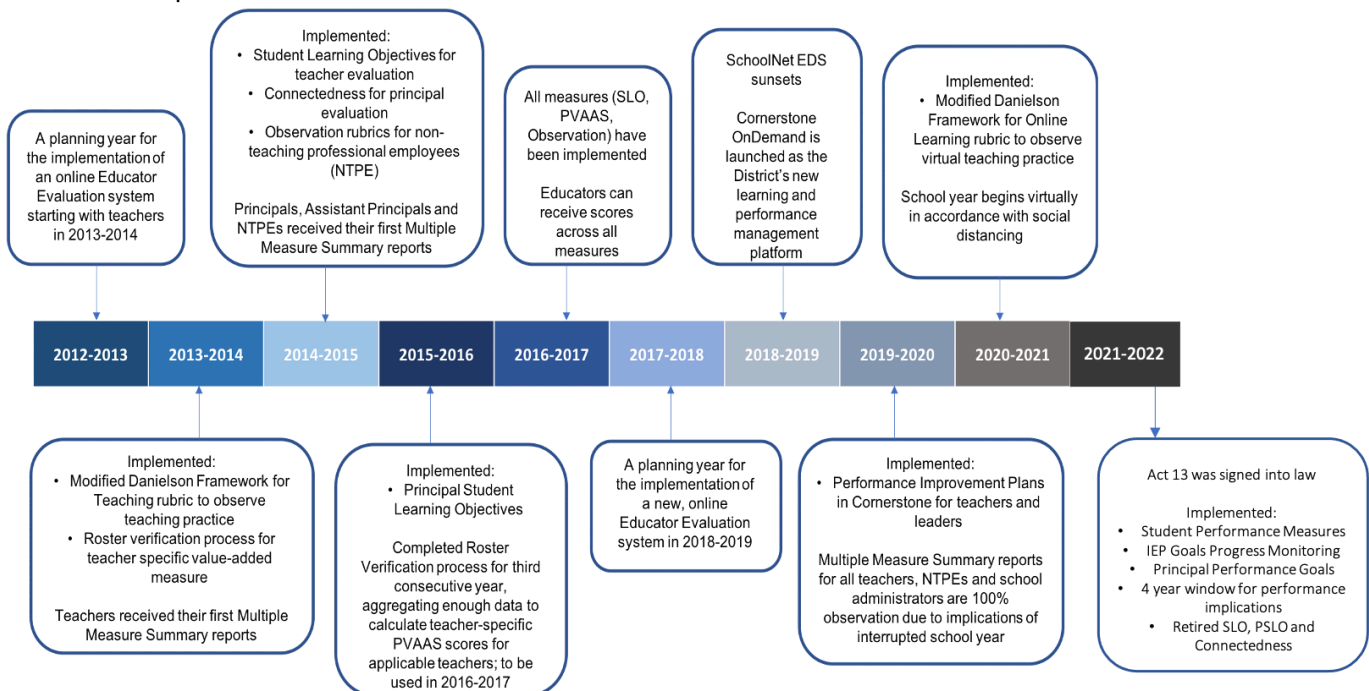
Background Statement

While evaluation is not new to Philadelphia or education in general, the means by which educators are evaluated has changed in recent years. In 2012, the Pennsylvania legislature passed Act 82, which enacted into law new evaluation systems for Principals, Assistant Principals, Teachers, and Non-Teaching Professional Employees (NTPEs). These systems are collectively referred to as the Educator Effectiveness System. The new evaluation systems moved beyond solely relying on classroom observations to gauge an educator’s effectiveness by introducing measures of student achievement. In 2020, these systems were reimaged through Act 13 and implemented in the 2021-2022 school year.

For Principals, Assistant Principals and Teachers, their evaluation systems will be comprised of 70-100% formal observation and 30-10% student achievement, respectively. While NTPe evaluation systems will be comprised of 90-100% observation measures and with the remaining percentage attributed to student achievement, if applicable. As required by the Pennsylvania Department of Education, the School District compiles and publishes yearly aggregate data relating to overall evaluation rating for school leaders, teachers, and non-teaching professional employees. ESSA data is also published yearly. To access this data, please use the following link: futurereadydypa.org.

An in-depth look at each educator’s evaluation system can be found in the following chapters of this handbook.

2016-2017 was the first school year in which all measures of each evaluation system were implemented. The Pennsylvania Department of Education staggered the rollout of these measures to afford districts throughout the Commonwealth time to plan and implement each measure with fidelity. So, before we look ahead, it is important that we look back at where we have been, then where we are at.



With all the measures implemented, it is our goal to begin improving the policies and processes that undergird the measures and build capacity so the evaluation system better meets the needs of the District. The intended purpose of this handbook is to guide both Observers and Observees in understanding the policies, practices and purpose behind the implementation of each measure as it pertains to Principal, Assistant Principal, Teacher, and Non-Teaching Professional Employee evaluation systems.

View the link below access the 2023-2024 Employee Effectiveness Resources

https://drive.google.com/file/d/1D_xeTbKTuhasxHYPbCUrItOAtc7h0o8h/view

New Weights (%s) for Measures on MMS reports

Observation weight is increased to range from 70-90% (depending of applicable measures).

Building Level Data (formerly SPP) weight is reduced from 15-20% to 10%; Building Level Data will never exceed 10%.

TPE, or non-tenured, teachers are 100% observation during their first three (3) years of employment.

Temporary professional employees (TPE) will *not* have any student performance measures included in their Multiple Measure Summary (MMS) report. Their ratings will be 100% observation.

The window of time for implications of receiving 2nd NI has been revised from 10 years to 4 years.

Originally, an employee received a 2nd Needs Improvement MMS rating within 10 years of their 1st NI, the employee would be placed in Peer Assistance Review (PAR) or on grounds for dismissal (TPE teachers).

The window of time is now **4 years**.

Click [HERE](#) to review Act 13 in its entirety.

What is Act 13?

Introduction Act 13 of 2020 (Act 13) was signed into law by Governor Tom Wolf on March 27, 2020 and revises the Act 82 Educator Effectiveness process used to evaluate professional employees in PreK-12 education across Pennsylvania beginning in the 2021-2022 school year. The revised rating system affects classroom teachers, non-teaching professional employees, and principals, as defined in Act 13:

- Classroom teachers are defined as professional employees or temporary professional employees who provide direct instruction to students related to a specific subject or grade level.
- Non-teaching professional employees are defined as professional employees or temporary professional employees who are education specialists or provide services and are not classroom teachers.
- Principals are defined as principals, assistant or vice principals, and directors of career and technical education and special education.

In accordance with the legislation, the Pennsylvania Department of Education (PDE) conducted research and collaboration to update the rubrics in consultation with a stakeholder group comprised of education experts, parents of school-age children enrolled in a public school, teachers, and administrators. On March 27, 2021, the following Educator Effectiveness revisions were published in the PA Bulletin:

- Domains for the evaluation of observation and practice measures
- Regulations addressing teacher-specific and LEA selected measures
- Regulations addressing principal performance goals
- Building level data calculations
- Rating forms for impacted professional employees, including an interim rating option for a professional employee who received an unsatisfactory rating on the annual evaluation

A few of the most significant changes coming are the following:

New Percentages for Multiple Measure Summary (MMS) reports.

TPE, or non-tenured, teachers are 100% observation during their first three (3) years of employment.

The window of time for implications of 2nd Needs Improvement (NI) has been revised from 10 years to 4 years.

Principals, NTPE leaders, TPEs and NTPEs are required to complete Act 13 professional development.

Please consult the [PGS Manual](#) for additional information regarding:

- Peer Assistance and Review (PAR)
- Professional Development Plan (PDP)

Note: All Informal Observations and Walkthroughs completed for teachers will be purged (deleted) before the start of the following school year.

Pre K Teachers: Pre K teachers do not participate in the PAR program regardless of their effectiveness rating.

What is Teacher Observation?

Teacher observations provide effective and constructive feedback in regards to an educator's strengths and weaknesses, and help to identify opportunities for improvement for classroom environment, student engagement, and instructional techniques. Teacher observation and practice is conducted using the School District of Philadelphia's Modified Danielson Framework for Teaching (see Appendix A for full rubric). Teaching skills and competencies are divided into four Domains of the framework: Planning & Preparation, The Classroom Environment, Instruction, and Professional Responsibilities.

These four Domains contain components of clearly defined teaching skills, critical attributes of teaching, and examples of how these skills are effectively executed. Evaluators use this rubric to observe teacher practice, assign numerical scores of performance, and provide relevant written feedback.

Who is Formally Observed?

The School District implements a differentiated supervision model. This means that the number of formal observations a teacher receives is predicated on their years of service (Professional Growth System Status or PGS Status).

The following table shows how many formal observations are required for each teacher type, and during which observation window.

Pre K Teachers: Pre K teachers will receive one observation in the Spring, regardless of their PGS status, once tenured. Pre K teachers are observed in the Fall and Spring during their non-tenured (or TPE) years.

Temporary Professional Employee (TPE): Non-tenured, or TPE, teachers receive two observations: one in the Fall, one in the Spring. TPE Teachers are 100% observation.

Tenured Teachers: Tenured teachers, with 4 or more years of service with the School District, are formally observed twice a year for the years that are a multiple of 3 (i.e., observed in year 6, 9, 12, etc.). The years in between for a tenured teacher are Professional Development Plan (PDP) years, unless there are other applicable circumstances.

***NEW THIS YEAR* Year 1 PAR Teachers:** Year 1 teachers in PAR will be observed twice, once in the Fall and once in the Spring, during the year-long PAR process. Year 1 PAR teachers will receive a modified Mid-Year (Fall) Multiple Measure Summary (MMS) report based on their Fall observation and End-of-Year (Spring) MMS report based on their Spring observation. There are specific periods in which a teacher can enter PAR:

- **Hired by November 15:** Year 1 PAR; teacher will enter PAR in Fall 2023 and receive a Fall and Spring observation this year

Teacher Observation

Domain I: Planning & Preparation

- 1c. Setting Instructional Outcomes
- 1e. Designing Coherent Instruction

Domain II: The Classroom Environment

- 2b. Establishing a Culture for Learning
- 2c. Managing Classroom Procedures
- 2d. Managing Student Behavior

Domain III: Instruction

- 3a. Communicating with Students
- 3b. Using Questioning & Discussion Techniques
- 3c. Engaging Students in Learning

Domain IV: Professional Responsibilities

- 4a. Reflecting on Teaching
- 4c. Communicating with Families

Adding Artifacts: All educators can add artifacts to an observation in Cornerstone similar to how they would upload attachments to an email. When you access your observations in your *Action Items*, you will click the drop-down menu from *Options* and will choose "Attachments".

The Danielson Framework for the School District of Philadelphia: The Danielson Framework actually has 22 components, but not all 22 components are utilized for each type of observation.

For **Formal Observations**, an abridged version of the Danielson Framework is employed, only listing 10 of the 22 components. Feedback on these 10 components is **required** of Observers for teachers.

Similarly, **Informal Observations** provide feedback and numerical scores (0 – 3) on only 6 components, from Domain II: The Classroom and Domain III: Instruction.

For the **Danielson Walkthrough**, all 22 components of the Danielson Framework are listed and eligible for feedback. However, all components do not have to be commented on (i.e. an Observer can provide feedback on just 1 component of the Danielson Framework using the Walkthrough).

| Teacher Groups | | Fall | Spring |
|---|---|------|--------|
| Temporary Professional Employee (TPE), or Non-Tenured | 1 st Year | 1 | 1 |
| | 2 nd and 3 rd Year | 1 | 1 |
| Tenured, Professional Employee | Formal Observation | 1 | 1 |
| | Peer Assistance Review (PAR) for Unsatisfactory Teachers | -- | 1 |
| | Professional Development Plan (PDP) | 0 | |
| | Interim Observation <ul style="list-style-type: none"> Two observations will occur in the Fall or Spring, not both rating periods | 2 | 2 |

- Hired between November 16 – February 23:** Year 1 PAR with continued support; teacher enter PAR in Spring 2024; received a Spring observation this year and a Fall observation next year (Fall 2024)

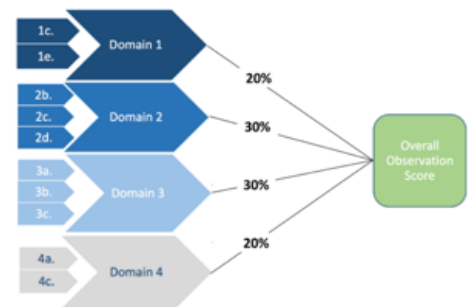
Tenured PAR Teachers: Teacher teachers that receive Unsatisfactory effectiveness ratings on their end-of-year (Spring) report are placed in PAR for the following school year. They will be observed once, in the Spring, during the year-long PAR process.

Year 0 Teachers: In the event that a teacher is hired after February 23, they will be considered a Year 0 teacher and will not enter PAR until the following school year. Year 0 teachers are invited to participate in the Teacher Mentor Program.

How do formal observations capture teaching practice?

When teachers are formally observed, they will receive a numerical score of 0, 1, 2, or 3 on each of the 10 Danielson components. Component scores correspond with performance levels ranging from Distinguished to Failing.

Component scores within the same Domain are then averaged together to create a Domain score. An overall observation score is calculated from a weighted average of the Domain scores, with Domains I and IV accounting for 20% each, and Domains II and III accounting for 30% each. All observation scores are averaged across the rating period to produce one observation score to be factored into the teacher's Effectiveness Rating.



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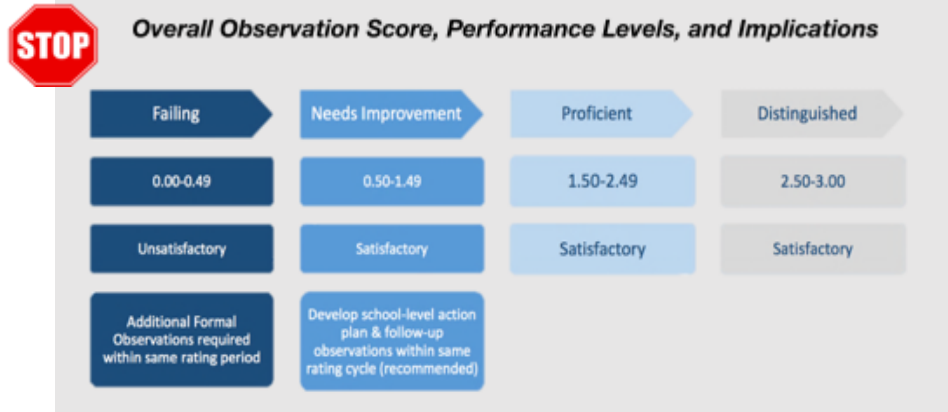
Teacher Observation

Exceptions: There are some extenuating circumstances in which a teacher is unable to be observed (i.e. sabbatical, maternity leave), but that teacher remains on the Principal's observation caseload.

Principals can identify these teachers as ineligible for observations in Cornerstone, to indicate whether any remaining educators cannot be observed, and for what reason.

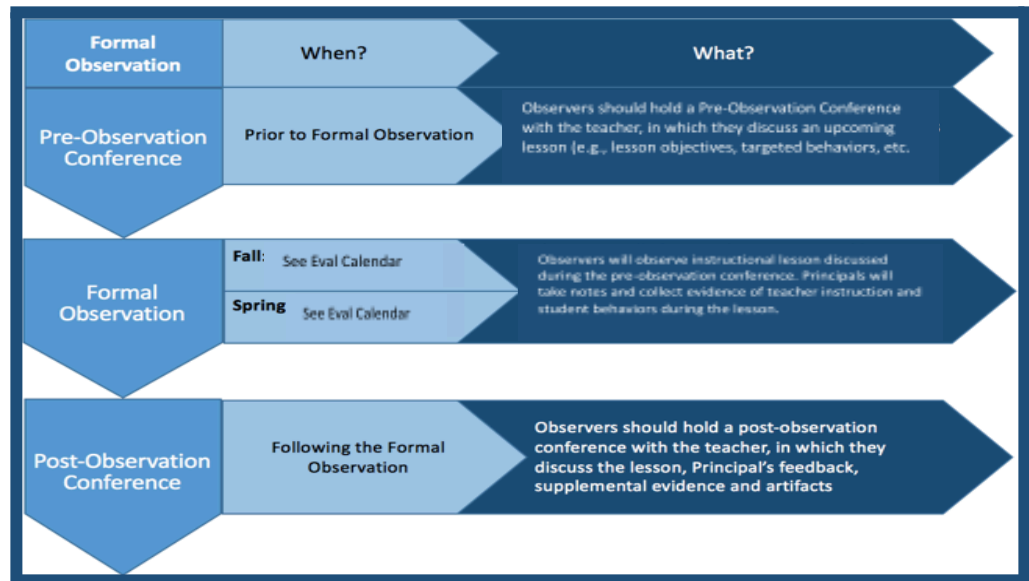
There are NO Default Scores: If a formal observation is not completed, the teacher will receive a **Not Rated score** for their Formal Observation and overall Effectiveness rating (on their MMS report). Observation data must be available for teachers to receive an Effectiveness rating.

Observation scores and ratings are outlined below. Please note the next steps for teachers receiving Needs Improvement or Failing observation scores, as additional actions may need to be taken. For an in-depth look at these policies, consult page 12.



In-Depth Look: Teacher Observations

The School District of Philadelphia utilizes three types of observations to capture teaching practice: Formal Observations, Informal Observations, and the Danielson Walkthrough. Of the three observation types, only Formal observation scores count towards a teacher's Effectiveness rating. Teachers can be formally observed by their Principal, Assistant Principal, or Assistant Superintendent. Formal observations include both numerical scores (0-3) and qualitative, written feedback on each of the 10 components pulled from the Danielson Framework. The Formal observation process includes three steps: pre-observation conference, formal observation, and post-observation conference.



The Danielson Framework for the School District of Philadelphia: The Danielson Framework actually has 22 components, but not all 22 components are utilized for each type of observation.

For **Formal Observations**, an abridged version of the Danielson Framework is employed, only listing 10 of the 22 components. Feedback on these 10 components is **required** of Observers for teachers.

Post-observation conferences cannot be waived for or by TPEs.

Satisfactory Ratings: All performance levels above Unsatisfactory – Failing are satisfactory ratings. Therefore, a Needs Improvement rating will be identified as *Satisfactory – Needs Improvement*. Likewise, a Proficient rating would be identified as *Satisfactory – Proficient*.

An Unsatisfactory – Failing observation rating is a 0.49 or below.

Pre-Observation Conference **How?**

The Pre-Observation conference should be scheduled a minimum of 48 hours in advance of the lesson.

Teachers will complete the Pre-Observation Conference form in Cornerstone. The Observer launches the pre-observation form for the teacher, and the form will appear as a task in the teacher's *Assigned Reviews*.

During the Pre-Observation Conference, the Observer should refer to the 10 components of the Danielson Framework used for formal observation.

Formal Observation **How?**

During the observation, Observers are taking notes and collecting evidence of instruction and student behavior, particularly as it relates to Domain II: The Classroom Environment and Domain III: Instruction. Evidence of performance in Domain I: Planning and Preparation and Domain IV: Professional Responsibilities can be added by the teacher as artifacts/attachments in Cornerstone, during the pre- and post-observation conference and during discussion.

The Observer will enter scores and feedback for all 10 observation components in Cornerstone. Once you receive your completed formal observation, you will be prompted in your Performance Tasks to review and sign (or decline to sign) off on it.

Post-Observation Conference **How?**

Post-Observation Conference - Requirements:

- ▶ A draft of the teacher's Formal Observation should be shared *prior* to the Post-Observation Conference being held.
- ▶ The Post-Observation Conference should be held within five (5) working days of the observation being conducted.
 - If a draft of the Formal Observation is not shared *prior* to the Post-Observation Conference **AND** the Post-Observation Conference is not held within five (5) working days of the observation being conducted, a teacher's Formal Observation **cannot** be rated Needs Improvement or Failing.
- ▶ The requirement for a Post-Observation Conference **cannot** be waived for or by a temporary professional employee (TPE).
- ▶ If the Observer waives the Post-Observation Conference for extenuating reasons, a teacher (TPE or tenured) **cannot** be rated Needs Improvement or Failing on the respective observation.

After two (2) reasonable attempts are made to conduct the Post-Observation Conference, the Formal Observation will be finalized in Cornerstone.

Before a teacher's Formal Observation is submitted as complete, a Post-Observation Conference should be held, and a draft of the teacher's Formal Observation should be shared *prior* to the Post-Observation Conference being held. The Post-Observation

NOTE: All required additional observations must be completed within the same rating period. Since the rating period for 2nd and 3rd year non-tenured (TPE) teachers is 5 months, all formal observations must be completed within the Fall window or the Spring window, based on when the Failing observation occurred.

Observation windows, or **rating periods**, differ based on a teacher's PGS status:

- TPE = semester-long
- Tenured = year-long

Informal Observations provide feedback and numerical scores (0 – 3) on only 6 components, from Domain II: The Classroom and Domain III: Instruction.

For the **Danielson Walkthrough**, all 22 components of the Danielson Framework are listed and eligible for feedback. However, all components do not have to be commented on (i.e. an Observer can provide feedback on just 1 component of the Danielson Framework using the Walkthrough if the Observer wishes).

Conference should be held within five (5) working days of the Formal Observation being conducted.

Teachers will complete their Post-Observation form in Cornerstone after the Formal Observation is conducted and refer to it during the Post-Observation Conference. Teachers can submit additional artifacts at this time to inform their potential rating.

During the Post-Observation Conference, if the Observer and Observee (teacher) agree that the overall observation rating should be revised, the Observer has one opportunity to make corrections. Once the Formal Observation is re-submitted to the teacher, it is final.

Needs Improvement and Failing Formal Observations

Needs Improvement Formal Observations

For a teacher to receive a Needs Improvement Formal Observation rating, the following criteria must be met:

- The teacher's Post-Observation Conference is held within five (5) working days of the Formal Observation being conducted
- A draft of the Formal Observation is shared with the teacher *prior* to the Post-Observation conference being held

The Observer will draft and document an action plan to support the teacher's improvement, to be monitored at the school level. The plan should contain the following:

- One, high-leverage area of focus that will have the biggest impact on student outcomes
- Specific strategies/tools to support improvement
- Clear criteria for what success will look like
- Times for follow up

Failing Observations

For a teacher to receive a Failing Formal Observation rating, the following criteria must be met:

- The teacher's Post-Observation Conference is held within five (5) working days of the Formal Observation being conducted
- A draft of the Formal Observation is shared with the teacher *prior* to the Post-Observation conference being held

In addition to an action plan, if the outcome of a Post-Observation Conference is a Failing Observation rating, the following will occur:

- A Due Process meeting must be held; the teacher is entitled to bring Union representation
- Per the 2 + 1 Policy, a second Formal Observation must be conducted within the same rating period

Failing Observations: 2 + 1 Policy

Teachers who receive a Failing (Unsatisfactory) Formal Observation rating are required to be formally observed again within the same rating period. When the first Formal Observation is Failing, the required, second Formal Observation must be completed by the Principal. If the second Formal Observation is also Failing, a third Formal Observation is required and must be completed by the Assistant Superintendent.

NOTE: All required additional observations must be completed within the same rating period. Since the rating period for 2nd and 3rd year non-tenured (TPE) teachers is 5 months, all formal observations must be completed within the Fall window or the Spring window, based on when the Failing observation occurred.

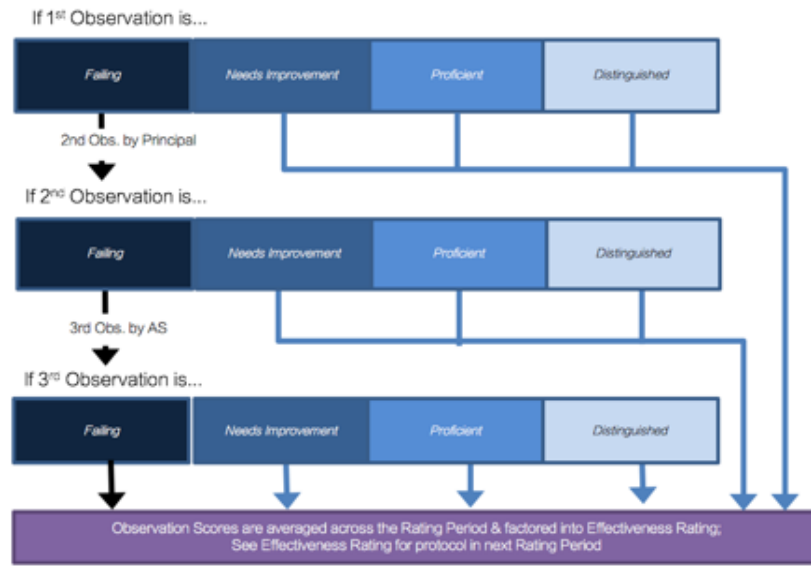
Observation windows, or **rating periods**, differ based on a teacher's PGS status:

- TPE = semester-long
- Tenured = year-long

Informal Observations provide feedback and numerical scores (0 – 3) on only 6 components, from Domain II: The Classroom and Domain III: Instruction.

For the **Danielson Walkthrough**, all 22 components of the Danielson Framework are listed and eligible for feedback. However, all components do not have to be commented on (i.e. an Observer can provide feedback on just 1 component of the Danielson Framework using the Walkthrough if the Observer wishes).

Follow-up observations are not required for teachers in PAR or Interim Observation.



Informal Observations and Walkthroughs

Informal Observation

Principals conduct Informal Observations to identify areas of focus in preparation for formal observations or to identify instructional practices in areas of strength or improvement. Feedback and numerical scores (0 – 3) are given on 6 components from Domain II: The Classroom and Domain III: Instruction. The observations should occur with enough time allotted between for teachers to incorporate feedback into practice.

Danielson Walkthrough

A brief, targeted, non-scored practice used to gain insight into a teaching practice and student performance. Principals, Assistant Principals and SBTLs (at the Principal's discretion) can enter feedback into Cornerstone based on any of the 22 components of Danielson. Again, this observation is completely unscored.

IO = Interim Observation

EEE = Office of Education Effectiveness and Evaluation

DEADLINES:

The deadline to request 2023-2024 Spring Interim Observation is **January 9, 2024**.

The deadline to request 2024-2025 Fall Interim Observation is **May 21, 2024**.

What is Interim Observation?

In alignment with Act 13, the Office of Educator Effectiveness and Evaluation has redesigned the Special Observation Status (SOS) process. Now, requests can be submitted to move a tenured teacher from a Professional Development Plan (PDP) year into a formal observation year, referred to as Interim Observation.

School leaders can request Interim Observation for a teacher or a teacher can request Interim Observation for themselves. At the end of each rating period (Fall and Spring), these requests are reviewed by a committee comprised of leadership from the Office of Educator Effectiveness and Evaluation and PFT. These requests (or applications) are no longer submitted to the PAR panel.

If a request for Interim Observation is approved, the teacher will receive two (2) formal observations in the following rating period, which will be averaged together to give the teacher one (1) overall observation score for that rating period.

The teacher's interim observation score will be reflected on their End-of-Year MMS report, along with other applicable data (i.e., Student Performance Measures, Teacher-Specific Data).

The process and timeline for Interim Observation (IO) is illustrated below:

BEFORE INTERIM OBSERVATION

- The educator receives school-based support *prior* (and after) a request for IO is submitted
- The educator receives a minimum of two (2) informal observations *prior* to a request for IO is submitted
- A meeting is scheduled with the educator to discuss the IO process and support *prior* to the request for IO being submitted
 - Administrator must provide the educator with a conference notice
 - The educator is entitled to union representation at this meeting

DURING INTERIM OBSERVATION

- The IO request form is submitted to the Office of Educator Effectiveness and Evaluation (EEE)
- IO requests are reviewed by the IO review committee (EEE and PFT leadership)
- Confirmation letter is sent to the educator and administrator, informing both parties of the IO process being implemented
- EEE will assign two (2) formal observations to the educator in the appropriate rating period (Fall or Spring observation window)

AFTER INTERIM OBSERVATION

- A Multiple Measures Summary (MMS) report will be generated at the end of the year to iterate the educator's effectiveness rating based on their formal observation scores (and additional measures, if applicable)

NOTE: If an employee is going to be in a Formal Observation year during the rating period that the IO request is submitted for, that educator will automatically be declined Interim Observation.

In 2021-2022, **Student Performance Measures (SPM)** replaced Student Learning Objectives (SLO).

ALL teachers are eligible for the SPM. There is not an n-count (or number of) students as an eligibility requirement for SPM.

Teachers who are at multiple schools should complete their SPM at their payroll school.

Click below to access the [SPM Guiding Document](#).

What is Student Performance Measure?

The Student Performance Measure (SPM) is designed to facilitate active participation in the evaluation process while aligning an identified student challenge or need to related school-level objectives and/or SDP-level priorities, encouraging instructional innovation based on latest research and trends, and improving educator practice.

SPM replaces the former mechanisms for evaluating student growth on a school level: Student Learning Objectives (SLO). The SLO process had a required a complex template with a rigid structure focused solely on assessment data. The SPM is a more flexible and collaborative process, using a streamlined template provided by PDE. With SPM, there is a more qualitative focus that emphasizes the development of the teacher, as well as the student, through connecting the Danielson Framework for Teaching to the teacher's SPM goal.

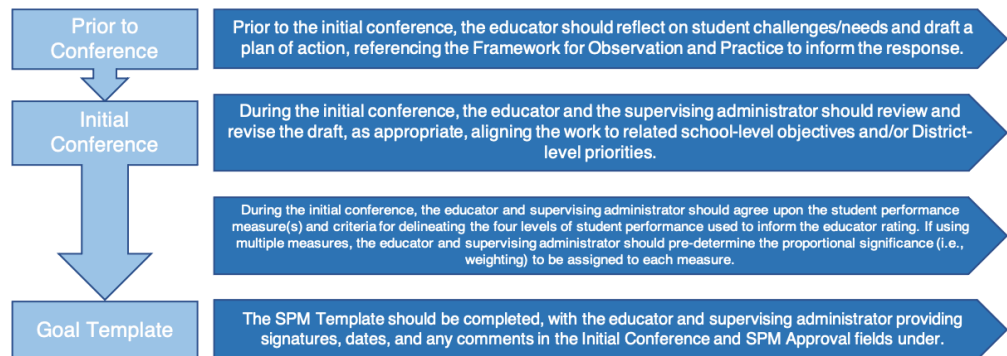
Who completes Student Performance Measure?

SPM is required as part of the evaluation of educator effectiveness for the following professional employees (with the exception of TPEs):

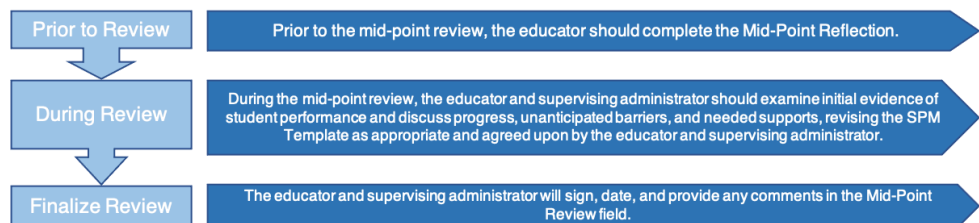
- Professional employees serving as classroom teachers
- Provides direct instruction at least once a week

This includes Pre K, Special Education, Arts and English as Second Language (ESOL). As the first step of the SPM process, teachers will determine an SPM goal for one (1) class or caseload by completing the following:

Part I: Goal Selection



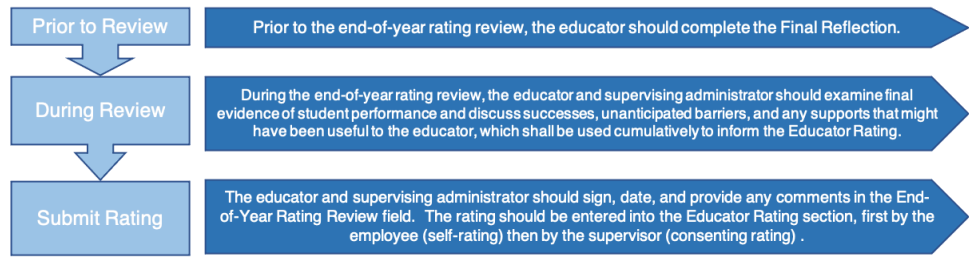
Part II: Mid-Point Review



Part III: End-of-Year Rating Review

There are 3 parts to the SPM process that will be 3 separate tasks in Cornerstone:

Goal Selection
Mid-Point Review
End-of-Year Rating Review



In-Depth Look: Student Performance Measure Goal Selection

Step 1: Identify a Collective Need

The Student Performance Measure aligns with the work teachers already do throughout the school year and asks teachers to consider ways they can make a difference in the classroom. The teacher begins by selecting a collective need among their current students and may use the following prompts as guidance:

- *One major way I would like to move my students forward this year is...*
- *Some ongoing student initiatives at my school I could tap into are...*
- *I think I could improve the performance of my students in the area of...*

Step 2: Provide Background and/or Evidence

After identifying a student need, the teacher provides some background or evidence to explain why they need exists and its' significant to student performance. Teachers will detail what their response will be to help meet the student need, using context and baseline data to provide background information about their students. The following prompts can be used as guidance:

- *Some really good reasons for choosing this student performance topic include...*
- *Based upon the data of my students this year, it's apparent that...*
- *As I look at the evidence, it's becoming clear that...*

Step 3: Create Plan of Action

Once teachers have identified a student need/challenge and provided some context for why it needs to be addressed, steps should be created to help students improve in that area. Using the following prompts as guidance can assist teachers in brainstorming the next steps they can make:

- *The steps I can take to help improve student performance in the area I'm considering include...*
- *A few of the things I believe I can do to make a positive change in the output of my students are...*

Step 4: Define Levels of Performance

Part of the process of measuring success is setting the bar for yourself. In this step, the teacher defines what it means to attain the student goal in terms of four levels of performance: Failing, Needs Improvement, Proficient, and Distinguished. These ratings provide context for how much students improve.

NOTE: There is no n-count (or minimum number of students) required for SPM. A student becoming ineligible for an SPM due to attendance would **not** invalidate the SPM. On the contrary, the n-count for IEP Goals Progress is 8 students.

If a teacher falls below 8 students included in their IEP Goals Progress goal, the teacher would no longer be eligible to complete the IEP Goals Progress.

A good first step is to define what it means for the teacher to be proficient in this goal because any more (Distinguished) is over and above what you need, and anything less (Failing or Needs Improvement) is not enough. Think about what the performance of students and what has to happen for the teacher to be proficient. One of the two prompts can help guide the teacher:

- *I would consider myself proficient on this goal if my students' performance...*
- *I think I would be a success if my students showed...*

Step 5: State Evidence and/or Artifacts

The last step in the process is to state the student performance evidence or artifacts that will be used to measure the progress and effectiveness of a teacher's response. Prompts to help guide a teacher on completing this step include:

- *Sources of evidence and/or artifacts that can corroborate the effectiveness of my efforts to improve student performance this year include...*
- *The things that would serve as proof that I raised student performance are...*

What is the Interval for Instruction?

Educator Effectiveness and Evaluation surveyed teachers at the close of the 2021-2022 school year and a majority expressed a need for additional guidance around the SPM regarding student eligibility. In response, it was decided to implement an interval of instruction with attendance requirements for the SPM (and IEP goals progress).

The SPM (and IEP Goals Progress) interval for instruction is October 27, 2023 to April 15, 2024; these dates reflect the close of the SPM goal selection window and the opening of the SPM final reflection and self-rating window.

The attendance requirement for students and teachers is 80%. With the interval of instruction being 104 days, a student or teacher can have no more than 21 absences during the interval. If a student has 21 or more absences between October 27 and April 15, the student will no longer be eligible to be counted towards the SPM (or IEP Goals Progress) goal. If a teacher has 21 or more absences between October 26 and April 17, the teacher will no longer be eligible to receive an SPM (or IEP Goals Progress) final score.

What is a semester-long Student Performance Measure?

If a teacher provides direct instruction to different classes/caseloads of students per semester, the teacher should complete their SPM based on a semester-long rating period.

- A semester-long teacher should develop their SPM goal now during the SPM Goal selection window **September 5 - October 26, 2023** (Quarter 1), based on their class/roster for Quarter 2 or Quarter 3.
- **The SPM should be implemented in either Quarter 2 or Quarter 3.**
 - o **Quarter 2 Interval of Instruction:** November 16, 2023 - January 25, 2024
 - o **Quarter 3 Interval of Instruction:** January 26, 2024 - March 24, 2024
 - Students can have no more than 8 absences to meet the Interval of Instruction 80% attendance threshold for both quarters.
 - Semester-long teachers will still submit their SPM Final Reflection at the end of the school year **April 16 - May 14, 2024** (in Quarter 4) during the SPM Final Reflection and Self-Rating window.

Teacher Specific Data can be comprised of 1-3 measures:

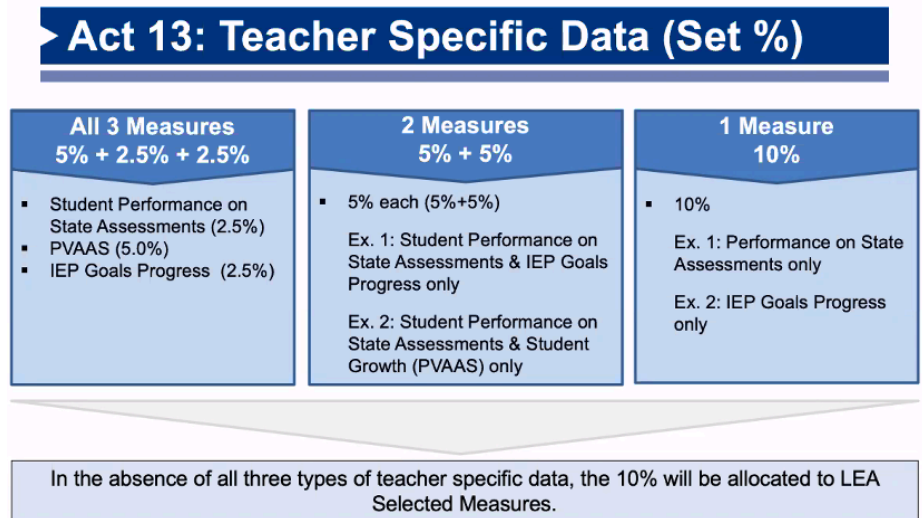
- Student Performance on State Assessments
- PVAAS (Growth)
- IEP Goals Progress

Note: For PVAAS growth, a teacher is required to have 3 years of composite PVAAS data in order to get an evaluation score in this area. Due to the District not conducting Roster Verification or state testing since 2018-2019, PVAAS data will not be available for any professional employee this school year.

It is also important to note that growth and assessment data is provided to the District by PDE the School District does not generate this data locally for evaluation purposes.

What is Teacher Specific Data?

Teacher-specific data is comprised of three separate measures: Student Performance on State Assessments, IEP Goals Progress and PVAAS. One, two or three of these measures can be attributed towards your Educator Effectiveness rating based on the data that is available for a teacher. Illustrated below are the different ways Teacher Specific Data can be broken down:



Student Performance on Assessment is for any classroom teacher who has student data that is applicable and attributable to them from a statewide assessment. For educators who are considered *Data Available Teachers*, the *Assessment Data Conversion Scale* will be used to indicate which 0-3 scale score a teacher will receive depending on the percentage of proficient/advanced students they have. This remains the same as it was in Act 82.

PVAAS (Growth): Any classroom teacher who has student data from statewide assessments that are applicable and attributable to her will receive a PVAAS growth score. The *PVAAS (Growth) Data Conversion Scale*, below, indicates 0-3 scale score a teacher will receive based on the PVAAS Score for her applicable and attributable students. This also remains unchanged from Act 82.

IEP Goals Progress: IEP Goals Progress is a measure of growth and student performance for special education students as established in their Individualized Education Program (IEP) plans by the IEP team. Regardless of certification area, all classroom teachers will be accountable for student progress toward IEP Goals Progress if their students have identified IEP Goals to which that teacher contributes data used by the IEP team to monitor progress. If that data is used for monitoring the progress of a group of students with similar academic or non-academic IEP goal skill areas, then they can utilize the IEP Goals Progress measure.

Teacher-Specific Data: IEP Goals Progress

Teachers that are eligible to complete IEP Goals Progress will **also** complete an SPM.

A teacher should **not** use the same goal from their SPM for their IEP Goal.

For IEP Goals Progress, **n** (minimum # of students required for eligibility) = **8**

Examples and exemplars are in the Employee Evaluation Resources: https://drive.google.com/file/d/1D_xeTbKTuhasxHYPbCUrtOAtc7h0o8h/view

The IEP Goals Progress interval for instruction is October 27, 2023 to April 15, 2024; these dates reflect the close of the IEP Goals Progress goal selection window and the opening of the IEP Goals Progress final reflection and self-rating window.

The attendance requirement for students and teachers is 80%. With the interval of instruction being 104 days, a student or teacher can have no more than 21 absences during the interval. If a student or teacher has 21 or more absences between October 26 and April 17, they will no longer be eligible to be counted towards the IEP Goals Progress goal OR to receive an IEP Goals Progress final score, respectively.

What is IEP Goals Progress?

The performance measure of IEP Goals Progress is required as part of the evaluation of Educator Effectiveness for professional employees serving as classroom teachers (including regular education as well as special education) when they contribute to data for monitoring the progress of **8 or more students** with similar academic or non-academic IEP goal skill areas.

Teachers will implement the IEP Goals progress for 1 class or caseload of 8 or more students (n=8). The supervising administrator and the teacher will work cooperatively to identify IEP Goals to which the educator contributes data for monitoring the progress of the students with similar IEP goals.

Steps to IEP Goals Progress Completion

- Identify a collective need among your IEP students and what your response will be to help meet that need
- Describe the context and baseline to provide background information about your students
- Create a plan of action around your identified need
- Define what your levels of performance towards meeting success with these students' needs are: Failing, Needs Improvement, Proficient, Distinguished
- Conference with your supervisor before, during, and after the IEP Goals Progress process to set expectations, monitor progress, and determine a final classroom teacher rating

Examples of Academic IEP Goals *might* be:

- Reading Comprehension: When presented with a grade-level text, either fiction or nonfiction (e.g., novels, short stories, news articles, plays, poems, etc.), and the opportunity to hear the material read aloud, Paul will independently demonstrate understanding by earning at least 75% on comprehension questions as measured by scores on five consecutive reading assignments/assessments. Standard - CC.1.2.11-12.L: read and comprehend literary fiction and non-fiction and informational text on grade level, reading independently and proficiently.
- Written Expression: When presented with a writing task (constructed response, paragraph, essay, process-writing piece, etc.), and the opportunity to discuss the writing task with his teacher, Brian will be able to construct a written response which provides a clear assertion, cites at least one piece of textual evidence, and explains the connection between the assertion and evidence, as measured by earning scores of at least 75% on five consecutive writing tasks. Standard - CC.1.2.11-12.C Analyze the interaction and development of a complex set of ideas, sequence of events, or specific individuals over the course of the text.

Examples of Non-Academic IEP Goals *might* be:

- When provided with a daily checklist, Jean will come prepared to core academic classes with identified materials 90% of the time for 20 consecutive days. Baseline: currently averages 55% of time brings necessary materials to core classes over 14-day period
- With movement breaks and access to identified calming items/strategies, Amy will stay in her assigned area while requiring no more than 2 staff prompts 70% of the time as measured by staff collected data for 5 consecutive weeks.

Teacher-Specific Data: PVAAS (Growth)

For Teacher-Specific Reporting reflection tools, please refer to the following links:

[Teacher-Specific Reporting Reflection Tool](#)

https://drive.google.com/file/d/0B9Ec_ZzAlpkzSm1QRXFGam9aeHM/view?usp=sharing

[Math Digging Deeper](#)

<https://drive.google.com/file/d/0B24hSIBWYXrVM1NLNVR4V1NtZTA/view?usp=sharing>

[ELA Digging Deeper](#)

<https://drive.google.com/file/d/0B24hSIBWYXrVcWRVU01uNDdmRHM/view?usp=sharing>

[Science Digging Deeper](#)

<https://drive.google.com/file/d/0B24hSIBWYXrVV3ZQVFU3ZGRLMWM/view?usp=sharing>

Teacher-specific strategies to improve student outcomes include areas such as...

- high expectations
- relevant, meaningful, and engaging instruction
- relationship building with students
- mentoring
- parent communication
- group and individual incentive programs
- and continuity of

What is PVAAS Teacher-Specific Reporting?

The Pennsylvania Value-Added Assessment System (PVAAS) teacher-specific reports provide an estimate of the academic growth of a teacher's group of students in a state assessed content area for a specific school year. Each year, teachers of those state assessed content areas will receive a PVAAS composite score, which is a combined measure of all the tested subjects, grades, and Keystone courses taught. Additionally, diagnostic reports are provided for teachers to use in order to improve instructional practices and to assess the academic growth of students at varying achievement levels and demographic subgroups.

Who receives a PVAAS Teacher-Specific Report?

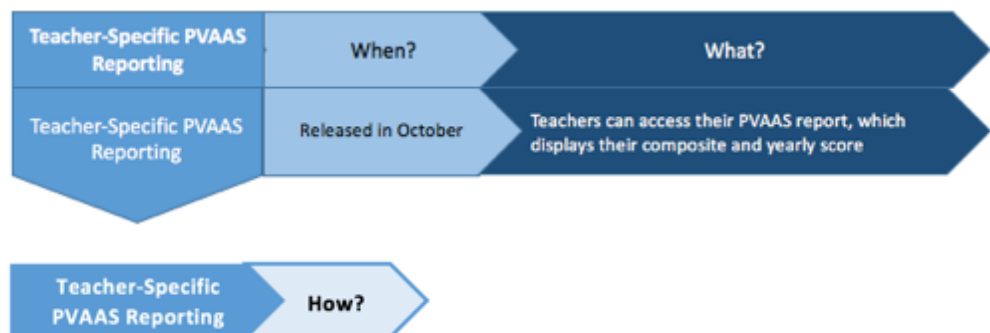
Teachers who are permanent or temporary professional employees, who hold a valid PA teaching certificate, and who have full or partial responsibility for content-specific instruction of assessed eligible content on Pennsylvania's state assessments (PSSA and/or Keystone exams) receive a Teacher-Specific Report. This includes:

- ▶ Teachers of grades 4-8 PSSA ELA and Math, grades 4 and 8 PSSA Science, and Keystone content areas (Algebra I, Biology, Literature)
- ▶ All other teachers responsible for content-specific instruction of assessed eligible content, including ESOL, special education, intervention, and enrichment teachers, etc. (regardless of the teacher's certification).

In-Depth look: Teacher-Specific PVAAS Reporting

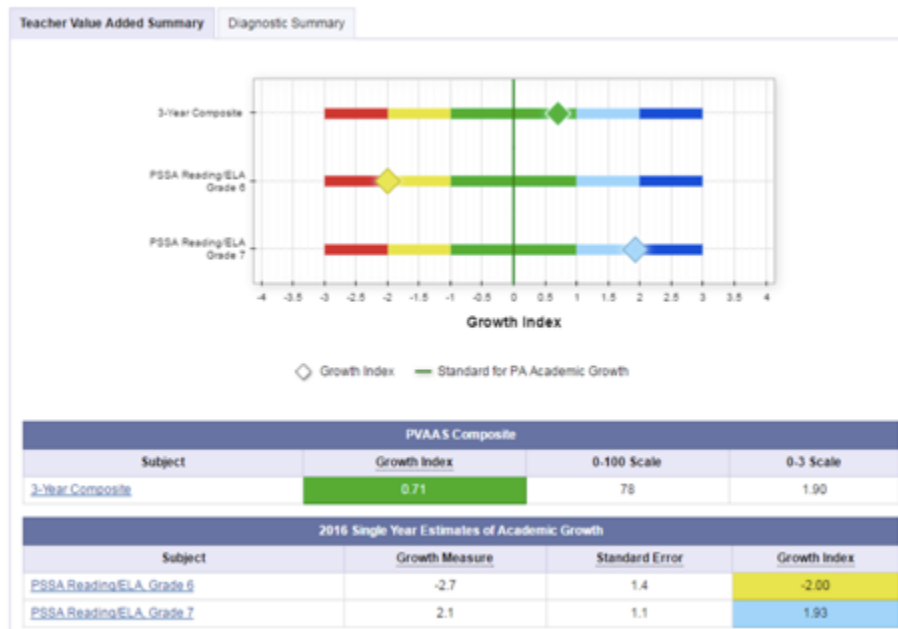
What is the PVAAS Teacher Specific Reporting Process?

Teacher-specific PVAAS depends on student performance on state-standardized assessments. Beyond administering state assessments, PVAAS involves 1) PVAAS Reporting and 2) Roster Verification.



In the sample data below, this Teacher Value Added Summary indicates a Growth Index of 0.71 as a 3-year Composite score, resulting in a 3-year Composite Score of 1.90 for the teacher's Effectiveness rating. The following chart explains how the components of the 3-year Composite Score are determined.

Sample Teacher Value-Added Summary



| Components of Teacher Value Added Report | |
|--|--|
| Growth Measure | The Growth Measure is a conservative estimate of the academic growth of a teacher's group of students who were concurrently enrolled with the teacher and for which the teacher had full (100%) or partial (<100%) instructional responsibility for the students in the state assessed grade/subject/content area. |
| Standard Error | Growth is reported as an estimate and its interpretation is dependent upon the amount of error or variation in the estimate. This error or variation is expressed in terms of the Standard Error. |
| Growth Index | The Growth Index is the growth measure divided by the Standard Error. The use of the Growth Index allows comparison across subjects, grades and content areas. |

PVAAS provides a measure of academic growth for a group of students by considering both their endpoint and their entering achievement level. To be included in the overall Effectiveness rating, a teacher must have three years of consecutive PVAAS scores, which make up the 3-year Composite. In mid-October, teachers will have access to review their PVAAS scores. Refer to the table below for a crosswalk from 3-year Composite Scores to PVAAS Teacher Specific Ratings. The 3-year Composite from the previous school year will be used in the current school year's Effectiveness ratings due to the lagged timing of the data release.

More information on how to interpret the Teacher Specific Report can be found by viewing the e-Learning modules available on the PVAAS site.

The Evaluation team hosts PVAAS drop-in sessions in the Fall and Spring, to support school teams with Roster Verification and more.

| PVAAS Color | PVAAS 3-year Composite Growth Index | PVAAS 100 Point Scale | PVAAS Teacher Rating 0-3 Scale |
|-------------|-------------------------------------|-----------------------|--------------------------------|
| Dark Blue | +3.00 or Greater | 100 | 3.00 |
| Dark Blue | +2.00 to +2.99 | 90.00-99.99 | 2.50 to 2.99 |
| Light Blue | +1.00 to +1.99 | 90.00 to 89.99 | 2.00 to 2.49 |
| Green | -1.00 to +0.99 | 70.00 to 79.99 | 1.50 to 1.99 |
| Yellow | -2.00 to -1.01 | 60.00 to 69.99 | 0.50 to 1.49 |
| Red | -3.00 to -2.01 | 50.00 to 59.99 | 0.41 to 0.49 |
| Red | -3.01 or Less | 49.00 | 0.40 |

In-Depth look: Teacher-Specific PVAAS Reporting

What is PVAAS Roster Verification?

Roster verification is a process in May and June that allows teachers and principals to adjust and verify the percentages of instructional responsibility for every student, for each state assessment. Adjusting the percentages of instructional responsibility results in the students being weighted appropriately in the value-added analyses for PVAAS teacher-specific reporting. Students with less than 100% instructional responsibility will be weighted less in a teacher’s PVAAS reporting than those students who have been claimed at 100%. There are two aspects of instructional responsibility:

- ▶ Percentage of Student + Teacher Enrollment
- ▶ Full or Partial Percentage of Instruction

Understanding the *Percentage of Student + Teacher Enrollment* Calculation

The *Percentage of Student + Teacher Enrollment* calculation is based on the number of days a student and a teacher are enrolled together (concurrently enrolled) over the course of the instructional window. Starting with **day one** of the instruction (subject/grade/course) for the state assessment, up to and including the last school day before the District’s testing window opens for that state assessment, teachers will use the formula below to calculate the overall percentage for Student + Teacher Enrollment.

A teacher must participate in PVAAS Roster Verification in order to get a Teacher Specific Report. However, not all teachers who participate in Roster Verification will receive a Teacher-Specific Report.

Minimum Requirements for teachers to receive a report:

- **Overall N Count:** A teacher must have a minimum of 11 students who took the PSSA on his/her roster
- A student must be claimed for a minimum threshold of 10% total Instructional Responsibility to be included in the value-added reporting.
- **Active N Count:** The active N count must be

$$\frac{\text{Total \# of Days Student + Teacher Concurrently Enrolled}}{\text{Total \# of Days for the Course/Subject/Grade}}$$

The percentage is based upon enrollment, not attendance. This percentage can only be adjusted for long-term, approved absences, such as medical leaves, student hospitalization, resignations, etc. The percentage of Student + Teacher Enrollment will be entered by teachers during the Teacher Verification Phase of Roster Verification. Once calculated, teachers will verify or edit the percentage in the Student + Enrollment column of the verification table.

Report: **Roster Verification** Teacher Name: **DOLINGER, EMBASSY (569)** Test: **PSSA**
 Year: **2014** Submission Deadline: **Mar 4, 2014** Subject: **Math**
 Grade: **4th**

Verify that each student you taught is properly accounted for. Click Help if you have questions. When you are finished with this roster, click the Rosters menu to access any additional rosters. After you verify all your rosters, return to the Roster Verification Summary to submit all your rosters.

Cancel Changes Save Changes

| | | Add Student | Remove Student | | | |
|------------------------------|-----------------------------------|------------------------------|----------------------------------|--------|-------|------|
| Status: Teacher is Verifying | | | | | | |
| | Student | Instructional Responsibility | | | Total | Edit |
| | | Student + Teacher Enrollment | Full or Partial % of Instruction | | | |
| 1 | DEBUSK, TADEO | 100 % | 100 % | 100.0% | | |
| 2 | GALLEGHAN, MACADE | 100 % | 100 % | 100.0% | | |
| 3 | GOLLA, POSEY | 100 % | 100 % | 100.0% | | |
| 4 | HALAJESHA | 100 % | 100 % | 100.0% | | |

Understanding Full or Partial of Instruction and how to calculate

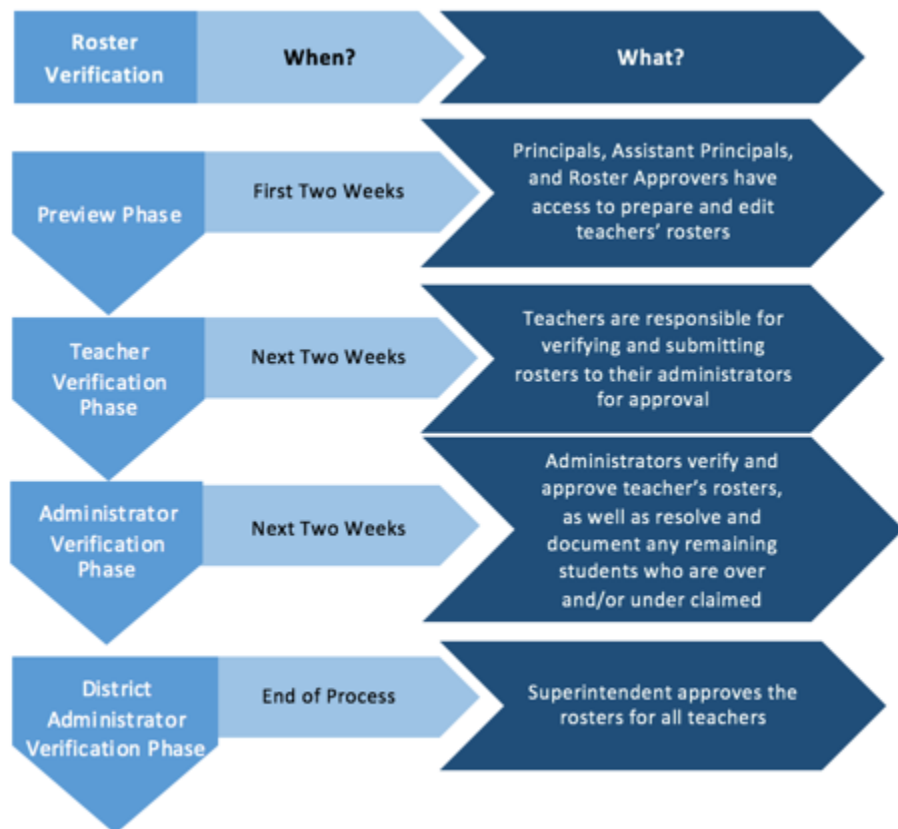
Full or Partial Percentage of Instruction is the percentage of content-specific instruction for a state assessment for which a teacher is responsible for providing to a specific student. The percentage is 100% for a student if only one teacher is responsible for providing instruction to that student in that subject area. If more than one teacher is responsible for content-specific instruction, then the percentage is shared between those teachers (i.e., if a student receives one period of math instruction from a classroom teacher per day and one period of math per day with a special education teacher, then each teacher claims 50% for instructional responsibility). This may occur when there is co-teaching, pull-out or push-in support, content preps, or pull-out interventions.

The percentage for Full or Partial Instruction will be verified or edited by teachers during the Teacher Verification Phase of Roster Verification. Once calculated, teachers will verify or edit the Full or Partial Percentage of Instruction in the appropriate column of the verification table. Teachers who have rosters to verify will receive email notifications from EVAAS Support with information about deadlines and login information. Teachers who do not receive these emails should consult their school's principal to determine eligibility.

Principals have the ability to create and modify PVAAS School User Accounts for their schools. Follow this [PVAAS Account Stepper](#) to set up the permissions for additional support with Roster Verification (Assistant Principals, Roster Chairs or School Based Teacher Leaders). Please note that Principals must remove school account access to teachers after the Preview Phase.

PVAAS Account Stepper:
<https://drive.google.com/file/d/0B24hSIBWYXrVYnJNc2xwYW1LbEU/view?usp=sharing>

$$\frac{\text{Total \# of Minutes Teacher is Responsible for Instruction}}{\text{Total \# of Minutes for the Course/Subject/Grade}}$$



Use the checklist below to ensure all the steps to the Teacher Verification process have been completed.

- o Teachers should have a roster for EACH state assessed grade, subject, and source for which they have full or partial responsibility towards the assessed eligible content as assessed by the PSSA or Keystone exams
 - Add and remove rosters as needed
 - If teachers have 1st semester Keystone course(s) and/or 2nd semester Keystone course(s)/full-year course(s), teachers should have a roster for each (Winter tested and Spring tested)
- o Teachers should ensure that all students for which they have provided either full or partial instruction through the year are included on the roster for each tested subject and grade, or course
 - Add and remove students from each roster(s) as needed
- o Verify and/or edit the % Student + Teacher Enrollment for EACH student on EACH roster
- o Verify and/or edit the Full/Partial Percent of Instruction for EACH student on EACH roster
- o Resolve all issues of over-claimed students within your school with the assistance of your principal/assistant principal, if needed
- o Complete the verification of all data for all rosters
- o Submit all rosters to the Principal/Assistant Principal by the end of the Teacher Verification Phase (rosters can be submitted prior to the end of the teacher phase)
 - Include a note/comment to the principal/assistant principal about any issues unable to be resolved or needing assistance

In order to access Roster Verification:

- ▶ Go to <https://pvaas.sas.com>
- ▶ Enter your username and password
- ▶ Roll your mouse over the "Reports" tab in the upper left corner of the screen
- ▶ Enter your PPID (Personal Professional Identification Number) which can be found on the Pennsylvania Department of Education website

Principals must also submit the following documentation when submitting teacher rosters to their Assistant Superintendents:

- ▶ 2018-19 Over and Under Claimed Documentation Spreadsheet

This document will be provided by the Evaluation team.

Use the checklist below to ensure all the steps to the Administration Verification process have been completed.

- o Verify that ALL teachers have a roster for EACH grade, subject, and course for which they have full or partial responsibility for the assessed eligible content as assessed by a PSSA or Keystone exam
 - Add, copy, and remove rosters as needed
 - Each teacher who teaches a 1st semester Keystone course(s) and/or 2nd semester Keystone course(s)/full-year course(s) has a roster for each (Winter tested and Spring tested)
- o Verify that ALL students for which teachers have provided either full or partial instruction are included on rosters for each respected tested subject and grade, or course
 - Add, copy and remove students as needed
- o Verify the Percentage of Total Instructional Responsibility (Percentage of Student + Teacher Enrollment and Full/Partial Percentage of Instruction) for each student on each roster is accurate
- o Verify that all issues of under-claimed students are correct and legitimate
 - This includes reviewing students who have been removed from rosters to ensure accuracy of this information, as well as contacting other District schools to determine the reason why a shared student may be under claimed
 - Refer to the guidance sheet for specific examples
 - You must document all instances of under claiming using the spreadsheet available in your Employee Evaluation resources
- o Resolve all issues of over-claimed students with the teachers involved within your school and across schools
 - This includes all over-claimed students within the District AND any students shared simultaneously with another LEA
 - You must contact other District schools and document all instances of over-claiming
- o Return to teachers any rosters that require changes. Then, re-approve those rosters
- o Complete all rosters for teachers unable/unavailable to verify during the Teacher Verification window
 - Approve and submit all rosters to the District (via your Assistant Superintendent) by the end of the School Administrator Verification Phase (school administrators do not have to wait until the end of the school verifier window to submit rosters to the District)

Use the checklist below to ensure all the steps to the Administration Verification process have been completed.

- o Verify that ALL issues of under-claimed students are correct and legitimate
 - Review numbers of over and under claiming at each school in consultation with the Evaluation team
 - Each school in the network provided documentation for underclaimed students
- o All principals/assistant principals have resolved all issues of over-claimed students with the school administrators and teachers involved
 - This includes all over-claimed students only within the District
 - Any students over claimed with another LEA will be resolved proportionally by PDE
- o Return to principals/assistant principals any schools' rosters that require changes. Then, re-approve those rosters
- o Verify that all issues of under-claimed students are correct and legitimate
 - All principals/assistant principals communicated to teachers (suggest via email for a history of this communication) any changes to a teacher's roster during the District Administrator Verification window as rosters cannot be returned to the teacher during the District Administrator phase
- o Approve all of your school's rosters in order to be submitted to SAS EVAAS by District Administration at the end of the LEA Administration Verification window

In order to access Roster Verification:

- ▶ Go to <https://pvaas.sas.com>
- ▶ Enter your username and password
- ▶ Roll your mouse over the "Reports" tab in the upper left corner of the screen
- ▶ Enter your PPID (Personal Professional Identification Number) which can be found on

Building Level Data replaces the former measure, SPP.

Teachers may access their Building Level Data scores via the School District's School Performance Profile app by logging into the District's Master login page. The School Performance Profile App allows teachers to see the Building Level Data scores used in calculating their overall Effectiveness rating.

Note: The School District does not utilize Building Level Data from charter schools.

Similar to PVAAS scores, a teacher's Building Level Data score from the previous year is attributed to a teacher's effectiveness rating for the current year.

Manually calculated values should be truncated to 2 decimal places.

What is the Building Level Data?

Building Level Data, formerly known as School Performance Profile (SPP), is Pennsylvania's school accountability model used to capture a school's overall performance. Building Level Data incorporates a variety of weighted indicators – both academic and nonacademic – to capture a school's overall performance. Building Level Data scores range from 0 to 100. Schools can earn up to 100 points based on a school's performance across four categories: Academic Achievement, Academic Growth, Attendance Rate and Graduation Rate.

Who receives a Building Level Data score?

Building Level Data scores will be given to **all** teachers except:

- Temporary Teachers in the District
- Title I Teacher in Non-Public Programs
- Centrally located and NOT assigned to provide direct services to any school
- Teachers assigned to a school that does not receive a Building Level Data score

What is the Building Level Data score process?

Building Level Data scores are calculated by the Pennsylvania Department of Education; teachers do not need to submit anything to receive a Building Level Data score. Schools receive one Building Level Data score that applies to all teachers in that building (i.e., a building level score).

How does Building Level Data Capture Teacher Performance?

A school's Building Level Data score for the current academic year is not released until the Fall of the following school year. The Building Level Data score used to calculate a teacher's overall rating relates to the school(s) at which a teacher taught during the PREVIOUS school year.

New to Building Level Data (formerly SPP): Challenge Multiplier

The *Challenge* multiplier is an adjustment of the building level score by adding points based on the percentage of economically disadvantaged students enrolled at a school.

- I. Calculate the regression coefficient of determination, known as r^2 , that estimates the proportion of the variance in school-level data that is predictable by the percentage of students that are economically disadvantaged in a school.
- II. Multiply the regression coefficient of determination under subparagraph (I) by .1.
- III. Multiply the product produced in subparagraph (II) by the most currently available percentage of economically disadvantaged students in the school.
- IV. Multiply the product produced in subparagraph (III) by 100.
- V. Add the product produced in subparagraph (IV) to the building level score.

| | Unadjusted Building Score | Adjusted Building Score |
|---|---------------------------|-------------------------|
| School A: 92% Economically Disadvantaged | 61.0 | 65.1 |
| School B: 38.5% Economically Disadvantaged | 85.2 | 86.9 |

Teacher Multiple Measure Summary

Multiple Measure Summary (MMS) reports are released by the Principal/AP to teachers.

There are Mid-Year and End-of-Year MMS reports:

- Mid-Year MMS reports are for TPE (not tenured) teachers and teachers on a Performance Improvement Plan.
- End-of-Year MMS reports are for all teachers.

MMS reports for TPE teachers will be 100% observation.

What is the Multiple Measure Summary?

Teachers are evaluated on four measures of Educator Effectiveness, which determine the overall Effectiveness Rating: Formal Observation, Student Performance Measures, Teacher-Specific Data, and Building Level Data. The Multiple Measure Summary (MMS) shows a teacher's score for each measure, when available, and the teacher's overall Effectiveness Score and Rating.

Who receives a Multiple Measure Summary?

All teachers receive an MMS every year based on currently available data for each of the four measures of Effectiveness.

How does the Multiple Measure Summary capture Teaching Practice?

Each measure of the Teacher Evaluation System assesses different aspects of teacher practice. Collectively, the measures provide a holistic view of a teacher's effectiveness as it captures both teacher practice and student outcomes.

To calculate a teacher's overall Effectiveness Rating, the score from each Effectiveness measure is converted to a 0-3 scale. These converted scores are multiplied by their respective weights described on the next page, and then added together to create a final Teacher Effectiveness Score. Scores for each measure and the overall Effectiveness Rating correspond with four performance levels, shown below.

| | | | |
|------------------------|----------------------------------|---------------------------|------------------------------|
| 0.00 – 0.49 Failing | 0.50 – 1.49 Needs Improvement | 1.50 – 2.49 Proficient | 2.50 – 3.00 Distinguished |
|------------------------|----------------------------------|---------------------------|------------------------------|

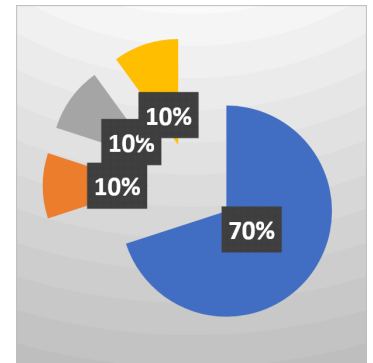
What is the Multiple Measure Summary Process?

At the conclusion of the rating period, the Evaluation team works with the District's Office of Information Systems to calculate every teacher's MMS. For most teachers, this occurs at the end of their 10-month rating period in the spring.

2nd and 3rd year teachers, who have a 5-month rating period, receive an MMS report following the fall rating period (mid-year MMS report).

Once the score has been calculated, a Multiple Measure Summary Report is uploaded to Cornerstone, which is then reviewed by the principal and released to teachers.

Teacher Effectiveness Score
with all data available



MMS Breakdown Based on Available Data

All Data Available

Score: 0-3 score teacher received for that measure

Factor: Weight for that score (e.g., a factor of 10% for Building Level Data means that score counts towards 10% of the teacher's overall Effectiveness Score)

Earned Points: Total amount of points for that measure that will contribute to the teacher's Effectiveness Score and Rating; found by multiplying the score by the factor

Teacher Effectiveness Rating Earned Points:
Overall Teacher Effectiveness Score

Teacher Effectiveness Rating: Overall rating from Failing to Distinguished that corresponds with the teacher's Overall Effectiveness Score

Overall Rating:
Designation of Satisfactory or Unsatisfactory

Note: If a teacher is in a Professional Development Plan (PDP) year, his/her/their most recent observation score is used in their MMS calculation.

| Teacher Observation | Student Performance Measures | Teacher-Specific Data | Building Level Data |
|---------------------|------------------------------|-----------------------|---------------------|
| 70% | 10% | 10% | 10% |

One Missing Component

| Observation | SPM | Teacher-Specific Data | Building Level Data |
|-------------|-----|-----------------------|---------------------|
| 70% | 20% | - | 10% |
| 80% | 10% | 10% | - |

Two Missing Components

| Observation | SPM | Teacher-Specific Data | Building Level Data |
|-------------|-----|-----------------------|---------------------|
| 80% | 20% | - | - |
| 90% | - | - | 10% |

Three Missing Components (i.e., TPE Teachers)

| Observation | SPM | Teacher-Specific | Building Level Data |
|-------------|-----|------------------|---------------------|
| 100% | - | - | - |

In-Depth Look: Teacher-Specific Data

The 10% attributed towards Teacher Specific Data on the MMS report is broken down in based on how many measures are available to inform Teacher Specific Data:

| TEACHER-SPECIFIC DATA | | |
|--|--|---|
| All 3 Measures 5% + 2.5% + 2.5% | 2 Measures 5% + 5% | 1 Measure 10% |
| Teacher-Specific: Assessment (2.5%) | 5% each (5% + 5%) | 10% |
| Teacher-Specific Growth (5.0%) | Ex. 1: Teacher-Specific: Assessment & Teacher-Specific IEP Goals Progress Only | Ex. 1: Teacher-Specific: Assessment |
| Teacher-Specific IEP Goals Progress (2.5%) | Ex. 2: Teacher-Specific: Assessment & Teacher-Specific Growth only | Ex. 2: Teacher-Specific IEP Goals Progress only |

SAMPLE MULTIPLE MEASURE SUMMARY REPORT

Note: The measurements on this sample are dated

1st Year Teachers and Tenured Teachers in PAR

1st Year teachers and Tenured teachers in PAR do not receive an effectiveness score, but they will receive an effectiveness rating of Distinguished, Proficient, Needs Improvement and Failing as well as the an overall performance rating of Satisfactory or Unsatisfactory, as decided by the PAR Panel.

Implications for Needs Improvement Ratings

Teachers who receive a Needs Improvement Effectiveness Rating must complete a PIP, which can be coach driven or self-directed. Furthermore, any teacher who receives a Needs Improvement rating will be formally observed the following school year. The length of the PIP and frequency of formal observations will be based on their tenured status.

Peer Assistance Review (PAR): A year-long program for all first-year temporary professional teaching employees (TPE) and for tenured employees who receive an Unsatisfactory Effectiveness rating the previous rating period. Teachers in PAR receive one Formal Observation towards the end of the Spring observation window.



Performance Improvement Plan (PIP): An individualized support plan that is developed in collaboration with the principal and teacher to address areas of concern related to the contributing factors of a teacher's MMS. The PIP will last the duration of the next rating period.

Pre K Teachers: Pre K teachers do not participate in the PAR program regardless of their effectiveness rating.

See the [PGS Manual](#) for more information on PIP requirements and policies:

| | PIP Length | Number of Formal Observations |
|-----------------------------|------------------|-------------------------------|
| Non-Tenured Teachers | 5-months | 1 |
| Tenured Teachers | 10-months | 2 |

The second Effectiveness Rating of Needs Improvement in the same certification within a span of 4 years of the first Needs Improvement rating will be converted into a Failing - Unsatisfactory rating.

Implications for Failing Ratings

Tenured teachers who receive a Failing End-of-Year rating will be enrolled in the PAR program for the following school year. Non-tenured (2nd and 3rd year) teachers who receive a Failing rating are on grounds for dismissal. A recommendation for dismissal can be made by the principal. Those who are retained will complete a coach-driven PIP.

| Teacher Type | Implications & PIP Length |
|--|---|
| | Grounds for Dismissal |
| Non-Tenured Teachers: Mid-year MMS | If retained: <ul style="list-style-type: none"> - Complete PIP - Receive 1 FO |
| Non-Tenured Teachers: End-of-Year MMS | Grounds for Dismissal |
| Tenured Teacher | Enter PAR |

Due Process Procedures

Most score change-requests require written approval from the Assistant Superintendent of the observer and observee.

Observers receive their final observation score before they receive their overall Effectiveness rating on their MMS report. Therefore, Observees can contest a score 10 days within receiving them individually, instead of waiting until they see the score(s) again, altogether, on their MMS report.

Article XIV
<https://drive.google.com/file/d/1ToR3VqGk24lYs7cJy18znTSalYX5g5Gu/view?usp=sharing>

Protocol for Contesting Evaluative Scores

In the event that a teacher (Observee) does not agree with an evaluative score that they received from their Observer during an appropriate window of evaluation, the following actions should take place:

Within **ten (10) school days** of the Observee receiving a copy of that rating (i.e., Formal Observation, MMS report), Observees can contest their evaluations with their rating officer (i.e., principal).

Supporting detail can be found in the Collective Bargaining Agreement between the Philadelphia Federation of Teachers and the School District of Philadelphia [Article XIV](#): Due Process Procedures.

The Observee should furnish evidence, such as their written self-evaluation with supporting facts, concerning their rating. Upon sharing this information with their principal, if the principal determines there is just cause for the revision of a score, the principal will then reach out to the Office of Evaluation via email at effectiveness@philasd.org.

Initial contact with the Evaluation team will begin a preliminary investigation. The communication needs to include the Observee's information, the principal's rationale for the score change request, and any supporting data/documents.

When the details of the score change request are corroborated and the score change is found necessary, the final step will be securing the written consent of the score change from the Assistant Superintendent.

Point of Clarification: If an Observee's End-of-Year MMS report is released on the last day of school, ten (10) school days from that date would begin with the first day of school in the following school year.

Score Change Due to User Error

If a score change is required due to an observer's error (i.e., Principal accidentally inputs a 1 instead of a 2), the observer can email effectiveness@philasd.org. A rationale should still be provided.

Scores that inform an Effectiveness Rating (populated by the observer):

› Formal Observation score – *Teacher Observation and Practice* score on the MMS report

In the event that a teacher feels an error was made of his/her evaluation, and resolution cannot be reached between their observer and the Office of Evaluation, the Observee may invoke the grievance procedure.

More information can be found in [Article XV](#): Dispute Resolution of the Collective Bargaining Agreement between Philadelphia Federation of Teachers and the School District of Philadelphia.

Employee Evaluation Handbook

APPENDIX

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Appendix A

SDP Modified Danielson Framework for Teaching

Domain 1 - Planning and Preparation

1c: SETTING INSTRUCTIONAL OUTCOMES

The teacher sets instructional outcomes that are rigorous and appropriately sequenced, addressing differentiation in learning and viable methods of assessment for all students.

| 0 - Failing | 1 - Needs Improvement | 2 - Proficient | 3 - Distinguished |
|---|--|---|---|
| <ul style="list-style-type: none"> Outcomes lack rigor. Outcomes do not represent important learning in the discipline. Outcomes are not clear or are stated as activities. Outcomes are not suitable for many students in class. | <ul style="list-style-type: none"> Outcomes represent a mixture of low expectations and rigor. Some outcomes reflect important learning in the discipline. Outcomes are suitable for most of the class. | <ul style="list-style-type: none"> Outcomes represent high expectations and rigor. Outcomes are related to the “big ideas” of the discipline. Outcomes are clear and written in terms of what students will learn rather than do. Outcomes represent a range of types; factual knowledge, conceptual understanding, reasoning, social interaction, management and communication. Outcomes are differentiated where necessary, and are suitable to groups of students in the class. | <ul style="list-style-type: none"> The teacher’s plans reference curricular frameworks or blueprints to ensure accurate sequencing. The teacher connects outcomes to previous and future learning. Outcomes are differentiated to encourage individual students to take educational risks. |

Domain 1 - Planning and Preparation

1e: DESIGNING COHERENT INSTRUCTION

The teacher designs instruction to include multiple deliveries, transitioning easily from one to another, as well as thoughtful planning to instructional groups and engaging activities for all learners.

| 0 - Failing | 1 - Needs Improvement | 2 - Proficient | 3 - Distinguished |
|--|--|--|---|
| <ul style="list-style-type: none"> Learning activities are boring and/or not well aligned to the instructional goals. Materials are not engaging or do not meet instructional outcomes. Instructional groups do not support learning. | <ul style="list-style-type: none"> Learning activities are moderately challenging. Learning resources are suitable, but there is limited variety. Instructional groups are random, or they only partially support objectives. | <ul style="list-style-type: none"> Learning activities are matched to instructional outcomes. Activities provide opportunities for higher-level thinking. The teacher provides a variety of appropriately challenging material and resources. | <ul style="list-style-type: none"> Activities permit student choice. Learning experiences connect to other disciplines. The teacher provides a variety of appropriately challenging resources that are differentiated for students in the class. |

| | | | |
|---|---|--|---|
| <ul style="list-style-type: none"> Lesson plans are not structured or sequenced and are unrealistic in their expectations. | <ul style="list-style-type: none"> Lesson structure is uneven or may be unrealistic about time expectations. | <ul style="list-style-type: none"> Instructional student groups are organized thoughtfully to maximize learning and build on students' strengths. The plan for the lesson or unit is well structured with reasonable time allocations. | <ul style="list-style-type: none"> Lesson plans are differentiated for individual student needs. |
|---|---|--|---|

Domain 2 - Classroom Environment

2b: ESTABLISHING A CULTURE FOR LEARNING

The teacher conveys a passion for learning and its educational value so all students are challenged and encouraged to achieve expectations.

| 0 - Failing | 1 - Needs Improvement | 2 - Proficient | 3 - Distinguished |
|--|---|--|---|
| <ul style="list-style-type: none"> The teacher conveys there is little or no purpose for the work, or that the reasons for doing it are due to external factors. The teacher conveys to at least some students that the work is too challenging for them. Students exhibit little or no pride in their work. Students use language incorrectly; the teacher does not correct them. | <ul style="list-style-type: none"> The teacher's energy for the work is neutral, neither indicating a high level of commitment nor ascribing the need to do the work to external forces. The teacher conveys high expectations for only some students. Students exhibit a limited commitment to complete the work on their own; many students indicate that they are looking for an "easy path." The teacher's primary concern appears to be to complete the task at hand. The teacher urges but does not insist that students use precise language. | <ul style="list-style-type: none"> The teacher communicates the importance of the content and the conviction that with hard work all students can master the material. The teacher demonstrates a high regard for students' abilities. The teacher conveys an expectation of high levels of student effort. Students expend good effort to complete work of high quality. The teacher insists on precise use of language by students. | <ul style="list-style-type: none"> The teacher communicates a passion for the subject. The teacher conveys the satisfaction that accompanies a deep understanding of complex content. Students indicate through their questions and comments a desire to understand content. Students assist their classmates in understanding the content. Students take initiative in improving the quality of their work. Students correct one another in their use of language. |

Domain 2 - Classroom Environment

2c: MANAGING CLASSROOM PROCEDURES

The teacher transitions between instructional modalities seamlessly and effectively, and all students are empowered to manage learning routines and procedures with agency.

| 0 - Failing | 1 - Needs Improvement | 2 - Proficient | 3 - Distinguished |
|---|--|---|---|
| <ul style="list-style-type: none"> Students not working with the teacher are not productively engaged. Transitions are disorganized, with much loss of instructional time. There do not appear to be any established procedures for distributing and collecting materials. A considerable amount of time is spent off task because of unclear procedures. | <ul style="list-style-type: none"> Students not working directly with the teacher are only partially engaged. Procedures for transitions seem to have been established, but their operation is not smooth. There appears to be established routines for distribution and collection of materials, but students are confused about how to carry them out. Classroom routines function unevenly. | <ul style="list-style-type: none"> Students are productively engaged during small-group or independent work. Transitions between large- and small- group activities are smooth. Routines for distributions and collection of materials and supplies work efficiently. Classroom routines function smoothly. | <ul style="list-style-type: none"> With minimal prompting by the teacher, students ensure that their time is used productively. Students take initiative in distributing and collecting materials efficiently. Students themselves ensure that transitions and other routines are accomplished smoothly. |

Domain 2 - Classroom Environment

2d: MANAGING STUDENT BEHAVIOR EXPECTATIONS

The teacher establishes equitable standards of conduct and uses preventative measures to reinforce positive behavior and student interactions.

| 0 - Failing | 1 - Needs Improvement | 2 - Proficient | 3 - Distinguished |
|--|---|--|--|
| <ul style="list-style-type: none"> The classroom environment is chaotic, with no standards of conduct evident. The teacher does not monitor student behavior. Some students disrupt the classroom, with apparent teacher awareness or with an ineffective response. | <ul style="list-style-type: none"> The teacher attempts to maintain order in the classroom, referring to classroom rules, but with uneven success. The teacher attempts to keep track of student behavior, but with no apparent system. The teacher's response to student misbehaving is inconsistent. | <ul style="list-style-type: none"> Standards of conduct appear to have been established and implemented successfully. Overall, student behavior is generally appropriate. The teacher frequently monitors student behavior. | <ul style="list-style-type: none"> Student behavior is entirely appropriate; and student misbehavior is very minor and swiftly handled. The teacher silently and subtly monitors student behavior. Students respectfully intervene with classmates at appropriate moments to ensure compliance with standards of conduct. |

| | | | |
|--|--|---|--|
| | sometimes harsh, other times lenient. | <ul style="list-style-type: none"> The teacher's response to student misbehavior is effective. | |
|--|--|---|--|

Domain 3 - Instruction

3a: COMMUNICATING WITH STUDENTS

The teacher sets clear expectations and utilizes a variety of instructional techniques and ongoing assessment to adapt to all students' knowledge and needs.

| 0 - Failing | 1 - Needs Improvement | 2 - Proficient | 3 - Distinguished |
|---|--|--|--|
| <ul style="list-style-type: none"> At no time during the lesson does the teacher convey to students what they will be learning. Students indicate through body language or questions that they don't understand the content being presented. The teacher makes a serious content error that will affect students' understanding of the lesson. Students indicate through their questions that they are confused about the learning task. The teacher's communications include errors of vocabulary or usage or imprecise use of academic language. The teacher's vocabulary is inappropriate to the age or culture of the students. | <ul style="list-style-type: none"> The teacher provides little elaboration or explanation about what the students will be learning. The teacher's explanation of content consists of a monologue, with minimal participation or intellectual engagement by students. The teacher makes no serious content errors but may make minor ones. The teacher's explanations of content are purely procedural, with no indication of how students can think strategically. The teacher must clarify the learning task so students can complete it. The teacher's vocabulary and usage are correct but unimaginative. When the teacher attempts to explain academic vocabulary, it is only partially successful. | <ul style="list-style-type: none"> The teacher states clearly, at some point during the lesson, what the students will be learning. The teacher's explanation of content is clear and invites student participation and thinking. The teacher makes no content errors. The teacher describes specific strategies students might use, inviting students to interpret them in the context of what they're learning. Students engage with the learning task, indicating that they understand what they are to do. If appropriate, the teacher models the process to be followed in the task. The teacher's vocabulary and usage are correct and entirely suited to the lesson, including, where appropriate, explanations of | <ul style="list-style-type: none"> If asked, students are able to explain what they are learning and where it fits into the larger curriculum context. The teacher explains content clearly and imaginatively, using metaphors and analogies to bring content to life. The teacher points out possible areas for misunderstanding. The teacher invites students to explain the content to their classmates. Students suggest other strategies they might use in approaching a challenge or analysis. The teacher uses rich language, offering brief vocabulary lessons where appropriate, both for general vocabulary and for the discipline. Students use academic language correctly. |

| | | | |
|--|--|--|--|
| | <ul style="list-style-type: none"> The teacher's vocabulary is too advanced, or too juvenile, for students. | <p>academic vocabulary.</p> <ul style="list-style-type: none"> The teacher's vocabulary is appropriate to students' ages and levels of development. | |
|--|--|--|--|

Domain 3 - Instruction

3b: QUESTIONING AND DISCUSSION TECHNIQUES

The teacher uses a variety of questioning techniques to ensure students are actively engaged in learning with opportunities for all students to share content through varied discussion formats.

| 0 - Failing | 1 - Needs Improvement | 2 - Proficient | 3 - Distinguished |
|---|---|---|--|
| <ul style="list-style-type: none"> Questions are rapid-fire and convergent, with a single correct answer. Questions do not invite student thinking. All discussion is between the teacher and students; students are not invited to speak directly to one another. The teacher does not ask students to explain their thinking. Only a few students dominate the discussion. | <ul style="list-style-type: none"> The teacher frames some questions designed to promote student thinking, but many have a single correct answer, and the teacher calls on students quickly. The teacher invites students to respond directly to one another's class ideas, but few students respond. The teacher calls on many students, but only a small number actually participate in the discussion. The teacher asks students to explain their reasoning, but only students attempt to do so. | <ul style="list-style-type: none"> The teacher uses open-ended questions, inviting students to think and/or offer multiple possible answers. The teacher makes effective use of wait time. Discussions enable students to talk to one another without ongoing mediation by the teacher. The teacher calls on most students, even those who don't initially volunteer. Many students actively engage in the discussion. The teacher asks students to justify their reasoning, and most attempt to do so. | <ul style="list-style-type: none"> Students initiate higher-order questions. The teacher builds on and uses student responses understanding. Students extend the discussion, enriching it. Students invite comments from their classmates during a discussion and challenge one another's thinking. Virtually all students are engaged in the discussion. |

Domain 3 - Instruction

3c: ENGAGING STUDENTS IN LEARNING ACTIVITIES AND ASSIGNMENTS

The teacher engages all students in varied instructional modalities, as well as encouraging independent and social-emotional learning using meaningful grouping methodologies.

| 0 - Failing | 1 - Needs Improvement | 2 - Proficient | 3 - Distinguished |
|--|--|--|---|
| <ul style="list-style-type: none"> ● Few students are intellectually engaged in the lesson. ● Learning tasks/activities and materials require only recall or have a single correct response or method. ● Instructional materials used are unsuitable to the lesson and/or the students. ● The lesson drags or is rushed. ● Only one type of instructional group is used (whole group, small groups) when variety would promote more student engagement. | <ul style="list-style-type: none"> ● Some students are intellectually engaged in the lesson. ● Learning tasks are a mix of those requiring thinking and those requiring recalls. ● Student engagement with the content is largely passive; the learning consists primarily of facts or procedures. ● The materials and resources are partially aligned to the lesson objectives. ● Few of the material and resources require student thinking or ask students to explain their thinking. ● The pacing of the lesson is uneven-suitable in parts but rushed or dragging in others. ● The instructional groupings used are partially appropriate to the activities. | <ul style="list-style-type: none"> ● Most students are intellectually engaged in the lesson. ● Most learning tasks have multiple correct responses or approaches and/or encourage higher-order thinking. ● Students are invited to explain their thinking as part of completing tasks. ● Materials and resources support the learning goals and require intellectual engagement, as appropriate. ● The pacing of the lesson provides students the time needed to be intellectually engaged. ● The teacher uses groupings that are suitable to the lesson activities. | <ul style="list-style-type: none"> ● Virtually all students are engaged in the lesson. ● Lesson activities require higher-level student thinking and explanations of their thinking. ● Student take initiative to improve the lesson by: <ul style="list-style-type: none"> ○ (1) modifying a learning task to make it more meaningful or relevant to their needs; ○ (2) suggestion modifications to the grouping patterns uses, and/or; ○ (3) suggestions modifications or additions to the materials being used ● Students have an opportunity for reflection and closure on the lesson to consolidate their understanding. |

Domain 4 - Professional Responsibilities

4a: REFLECTING ON TEACHING

The teacher utilizes self-reflection and input from the educational community to assess teaching effectiveness in order to inform future practice.

| 0 - Failing | 1 - Needs Improvement | 2 - Proficient | 3 - Distinguished |
|--|---|--|---|
| <ul style="list-style-type: none"> The teacher considers the lesson but draws incorrect conclusions about its effectiveness. The teacher makes no suggestions for improvement. | <ul style="list-style-type: none"> The teacher has a general sense of whether or not instructional practices were effective. The teacher offers general modifications for future instruction. | <ul style="list-style-type: none"> The teacher accurately assesses the effectiveness of instructional activities used. The teacher identifies specific ways in which a lesson might be improved. | <ul style="list-style-type: none"> The teacher's assessment of the lesson is thoughtful and includes specific indicators of effectiveness. The teacher's suggestions for improvement draw on an extensive repertoire. |

Domain 4 - Professional Responsibilities

4c: COMMUNICATING WITH FAMILIES

The teacher communicates with families and caregivers frequently and with sensitivity to culture and equity, utilizing various modalities to provide information on student progress and school activities.

| 0 - Failing | 1 - Needs Improvement | 2 - Proficient | 3 - Distinguished |
|---|--|---|--|
| <ul style="list-style-type: none"> Little or no information regarding the instructional program is available to parents. Families are unaware of their children's progress. Family engagement activities are lacking. There is some culturally inappropriate communication. | <ul style="list-style-type: none"> School- or district-created materials about the instructional program are sent home. The teacher sends home infrequent or incomplete information about the instructional program. The teacher maintains a school required gradebook but does little else to inform families about student progress. Some of the teacher's communications are inappropriate to families' cultural norms. | <ul style="list-style-type: none"> The teacher regularly makes information about the instructional program available. The teacher regularly sends home information about student progress. The teacher develops activities designed to engage families successfully and appropriately in their children's learning. Most of the teacher's communications are appropriate to families' cultural norms. | <ul style="list-style-type: none"> Students regularly develop material to inform their families about the instructional program. Students maintain accurate records about their individual learning progress and frequently share this information with families. Students contribute to regular and ongoing projects designed to engage families in the learning process. All of the teacher's communications are highly sensitive to families' cultural norms. |

Appendix B

Evaluation Report Tracker

EVALUATION / MMS TRACKER

Role:

- Teacher
- Non-teaching Professional Employee (NTPE)

School Year _____ Grade or Role _____

PGS Status

- TPE - PAR (Year 1)
- TPE - Formal Observation (Year 2 or 3)
- Tenured - Formal Observation (Year 6, 9, 12, 15...)
- Tenured - PDP (Year 4, 5, 7, 8...)

Observation (70-100%)

If in a PDP year, **Professional Development Plan (PDP) submission date:** _____

If in a Formal Observation year, enter dates for the following:

FALL: Pre-observation _____ Formal Observation _____ Post-observation _____

SPRING: Pre-observation _____ Formal Observation _____ Post-observation _____

Fall Score: ____ **Spring Score:** ____ **Overall Observation Score (average):** ____

*only applies to tenured teachers/NTPEs

Student Performance Measure - SPM (10-20%)

Eligible: **YES** or **NO** **SPM Score:** _____

Teacher-Specific Data (10%)

Have you taught the same PSSA or Keystone tested grade level for 4+ years?

- Yes**
- No**

(PVAAS) Achievement Score: ____

Did you teach a PSSA or Keystone tested grade level last year?

- Yes**
- No**

Assessment Score: ____

Were you eligible for an IEP Goals Progress?

- Yes**
- No**

IEP Goals Progress Score: ____

Building Level Data (10%)

Building Level Data Score: _____

Building Level Data Score: _____ All of the scores applicable to a teacher or NTPE in a school year are used to calculate your effectiveness rating, reflected on your Multiple Measure Summary (MMS) report, as follows:

All Data Available

| Teacher Observation | Student Performance Measures | Teacher-Specific Data | Building Level Data |
|---------------------|------------------------------|-----------------------|---------------------|
| 70% | 10% | 10% | 10% |

One Missing Component

| Observation | SPM | Teacher-Specific Data | Building Level Data |
|-------------|------------|-----------------------|---------------------|
| 70% | 20% | - | 10% |
| 80% | 10% | 10% | - |

Two Missing Components

| Observation | SPM | Teacher-Specific Data | Building Level Data |
|-------------|------------|-----------------------|---------------------|
| 80% | 20% | - | - |
| 90% | - | - | 10% |

Three Missing Components (i.e. TPE Teachers)

| Observation | SPM | Teacher-Specific | Building Level Data |
|-------------|-----|------------------|---------------------|
| 100% | - | - | - |

The MMS, or effectiveness, score you calculate corresponds with the following effectiveness rating scale:

- 0.00 - 0.49 Unsatisfactory - Failing
- 0.50 - 1.49 Satisfactory - Needs Improvement
- 1.50 - 2.49 Satisfactory - Proficient
- 2.50 - 3.00 Satisfactory Distinguished

Overall Effectiveness Score: _____

Overall Effectiveness Rating: _____

Appendix C

In-Depth Look: PGS Status and Implications

Peer Assistance Review (PAR)
Formal Observation (FO)
Professional Development Plan (PDP)
Performance Improvement Plan (PIP)

Overview of Professional Growth System

The Professional Growth System (PGS) is a collaborative effort between the School District of Philadelphia and the Philadelphia Federation of Teachers designed to improve instruction at all schools. PGS is an aligned system that sets clear expectations for teachers and administrators, defines standards of practice, creates transparency, provides data on teacher performance and focuses on teacher support and improvement. PGS aligns teaching standards, professional development, observation tools and evaluation tools.

PGS is made up of two components: The Peer Assistance and Review (PAR) Program and the Formal Observation Cycle (FO Cycle).

Key

FO = Formal Observation Year

PDP = Professional Development Plan (PDP) Year

| | | | | | | | | | | | |
|--------------|-----|-----|----|-----|-----|----|-----|-----|----|-----|-----|
| Years | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 |
| Type | PDP | PDP | FO | PDP | PDP | FO | PDP | PDP | FO | PDP | PDP |

| | | | | | | | | | | | |
|--------------|----|-----|-----|----|-----|-----|----|-----|-----|----|-----|
| Years | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| Type | FO | PDP | PDP | FO | PDP | PDP | FO | PDP | PDP | FO | PDP |

| | | | | | | | | | | | |
|--------------|-----|----|-----|-----|----|-----|-----|----|-----|-----|----|
| Years | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 |
| Type | PDP | FO | PDP | PDP | FO | PDP | PDP | FO | PDP | PDP | FO |

| | | | | |
|--------------|-----|-----|----|-----|
| Years | 37 | 38 | 39 | 40 |
| Type | PDP | PDP | FO | PDP |

The following timeframe may be used for the development and monitoring of the PDP:

- June-October: PDP collaborative meeting *no later than October 20th*
- Mid-year review meeting *no later than January 15th*
- End of the year review meeting *no later than May 15th*

To summarize, it is imperative that developed goals on the PDP are:

- **Specific**, with outcome that show progress over time
- **Measurable**
- **Attainable** within the PDP cycle
- **Relevant** to the school data and approved Action Plan
- **Timely**, so that progress can be assessed during the appropriate review dates

Peer Assistance and Review (PAR)

PAR is mandatory for all new teachers. New teachers are teachers in their first year of employment with the School District who are not tenured in Pennsylvania. PAR is also mandatory for tenured teachers who have been rated unsatisfactory in the previous school year.

A tenured teacher who believes that his/her teaching competence will benefit from PAR can request participation. Principals may also request that tenured teachers who are in their PDP years be placed in Formal Observation status for a rating period via Interim Observation.

Formal Observation Cycle (FO Cycle)

During years 2 and 3, non-tenured teachers are classified by the PA Department of Education as Temporary Professional Employees (TPE) and are rated on a biannual basis (Sept-Jan and Feb-June). TPEs are formally observed at least once during each rating period.

Tenured teachers enter into the formal observation cycle. Tenured teachers rated satisfactory will be formally observed every third year instead of yearly as determined by system seniority (Formal observations in years 6, 9, 12, 15, 18, 21...). In years when the teacher is not formally observed, they will create a Professional Development Plan (PDP in years 4, 5, 7, 8, 10, 11, 13, 14, 16, 17, 19, 20...).

PAR Panel

The PAR Program is led by a Panel comprised of eight (8) members, four (4) of whom are selected by the Federation and four (4) of whom are selected by the School District. The Chair of the Panel alternates annually between the Superintendent and/or CEO and the President of the Federation, or their designees.

The Panel is divided into PAR Pairs consisting of one (1) Federation appointed member and one (1) District appointed member. Consulting Teachers (CTs) provide job-embedded support for teachers in PAR. PAR Pairs meet regularly with Consulting Teachers to review their work and the progress of teachers assigned to them. The Panel makes all discretionary decisions regarding the PGS, including:

- determining eligibility for the PAR Program;
- monitoring the overall progress of teachers participating in PAR;
- making Performance Improvement Plans (PIP).

Performance Improvement Plan (PIP)

A PIP is an individualized support plan that is developed in collaboration with a principal and a teacher to address areas of concern related to the contributing factors of a teacher's Multiple Measures Summary (MMS). The MMS includes all of the factors used to calculate an educator's rating.

For whom is a PIP designed?

Act 82 states that teachers rated as Needs Improvement or Failing are required to participate in a PIP. Decisions about PIP status are based on a teacher's Effectiveness Rating.

What are the requirements of a PIP?

- Designed with the teacher's input
- Addresses the areas of concern
- Makes recommendations for specific professional development identifies the types of data (evidence) that will be collected to determine improvement
- Provides an observation and support schedule
- Explains how intensive supervision will be provided

Can a person refuse the support of a PIP?

If a teacher meets the requirements (Failing or Needs Improvement Effectiveness Rating) they cannot refuse.

Who manages the design and implementation of the PIP?

Teachers who receive a PIP may be assigned a Teacher Coach. The coach (if applicable), principal and teacher will write the plan in collaboration. The coach and/or principal will also provide individualized support, create action steps, set measurable goals and work with the teacher to build and enhance skills. The principal will continue to monitor progress through regular informal observations.

For how long is the PIP implemented?

A PIP is implemented for one rating period. For TPEs this is equivalent to 5 months. For Professional Employees, this is equivalent to 10 months.

What are the observation requirements for a teacher on a PIP?

The teacher's rating officer completes the number of formal observations necessitated by that teacher's PGS status.

What if a teacher is in their PDP year and they meet the requirements for a PIP?

The PIP replaces the Professional Development Plan. The teacher is treated as a satisfactory teacher in his/her formal observation year. The teacher will receive two formal observations within the 10-month rating period (one formal observation in the fall and one in the spring at the conclusion of the PIP.)

What if someone is rated Unsatisfactory?

Teachers who are rated unsatisfactory will still remain in the PAR program. Their Consulting Teacher will work with them on a Performance Improvement Plan.

If you have any questions, please contact professionaldevelopment@philasd.org.

Appendix D

*MMS Rating Letter:
Next Steps for Needs Improvement Teachers*

MMS Rating Letter

Next Steps for Managing Needs Improvement Teachers

At the beginning or end of each semester, rating officers (Principals/APs/ECFCs) may be required to have MMS Rating Letter conferences with teachers that received an overall Needs Improvement (NI) Effectiveness rating on their Multiple Measure Summary (MMS) Report.

During this conference, the rating officer will meet with the Observee to discuss the Observee's MMS report and the relevant scores/feedback. This conference is the opportunity for Observees to submit additional evidence regarding their evaluations and possibly dispute their scores. **Observees have the right to bring PFT representation to this conference.** The MMS Rating Letter conference should occur within the first ten (10) school days of the subsequent rating period.

Ex. If a teacher received their MMS Rating Letter on the last day of the school year (Spring), the Principal should hold the MMS Rating Letter conference within the first 10 days from the start of the next school year (Fall).

First Notice to NI Teachers

When a teacher is rated an overall Needs Improvement or Failing rating on their MMS report, they will promptly receive an MMS Rating Letter (via email) from the Office of Evaluation (in collaboration with the Offices of Teaching & Learning and Information Systems). This letter notifies the teacher of their status and what next steps they can anticipate, from the implementation of a PIP to being on grounds for dismissal. **Every letter informs the teacher that they are entitled to having an MMS Rating Letter conference to further discuss their results and review the implications.**

Second Notice to NI Teachers: Scheduling Conference

As advised by Labor Relations, we recommend rating officers send their NI teachers a memo notifying them of the intent to schedule the MMS Rating Letter conference. Rating officers should copy their Labor Relations representative on all communication related to the MMS Rating Letter conference to ensure Labor Relations can impactfully support. This is especially important if a teacher is on grounds for dismissal.

Teachers on Grounds for Dismissal

If a non-tenured teacher receives an overall Failing Effectiveness rating, they become on grounds for dismissal. The Principal must petition for the teacher's dismissal (recommend the teacher for termination) in order for the teacher to be terminated based on performance. If a Principal intends to petition for dismissal, the MMS Rating Letter conference is the time to formally let the teacher know.

MMS Rating Letter Conference

To ensure the MMS Rating Letter conference is properly conducted, the rating officer should confirm the following:

- Labor Relations representative has been notified of the conference and is present (if applicable)
- PFT representation for the teacher is present (if so wished by the teacher)
- Rating officer (Observer) and Observee discuss the evaluations referenced in the MMS Rating Letter
- Rating officer issues a summary of the conference to the Observee via email
- Labor Relations was copied on all communication, including the summary of the conference

This MMS Rating Letter conference should occur between the Needs Improvement teacher and the rating officer that gave the teacher that rating.

Ex. Teacher A was in School One for the 2021-22 school year. They were rated Needs Improvement on their End-of-Year (Spring) MMS report. Teacher A was transferred to School Two for the 2022-23 school year. Despite

Teacher A's new location, the Principal from School One is responsible for holding Teacher A's MMS Rating Letter conference.

For additional questions, please contact Labor Relations or the Office of Evaluation.

Template of 2021-2022 MMS Rating Letter sent to teachers/NTPE who received their 1st NI rating:

Greetings <Name>,

Based on your Multiple Measure Summary (MMS) rating in June 2022, your most recent Effectiveness score and rating was <SCORE> Satisfactory - Needs Improvement. Your End-of-Year (or Spring) MMS report was comprised of the following measure(s):

- 2021-2022 Fall Formal Observation Score
- 2021-2022 Spring Formal Observation Score
- Student Performance Measures (SPM) Score, *if applicable*
- IEP Goals Progress Score, *if applicable*

Note: If you are a non-tenured (year 1, 2 or 3) teacher, your rating is 100% based on your Spring Formal Observation score.

Please follow the steps below to access your Multiple Measure Summary (MMS):

- Log into Cornerstone through the <https://www.philasd.org/login/>
- Hover over *Performance* > click *Performance Tasks* > click *My Personal Reviews*
- Your most recent MMS will be listed with the title "2021-2022 Spring Teacher Multiple Measure Summary"
- Click on the **title** of the review to download your MMS report (if the review does not automatically appear, check the Downloads folder on your desktop).

This is your first Needs Improvement rating. For the duration of the subsequent rating period, your development will be guided by a Performance Improvement Plan (PIP).

Please be advised that, under Act 13, a second Needs Improvement rating that meets the following criteria will **automatically** be converted to a Failing rating:

1. The second Needs Improvement is in the same certification area as the first Needs Improvement.
2. The second Needs Improvement rating is within 4 years of the first Needs Improvement rating.

A Failing rating for a non-tenured teacher is grounds for dismissal. A Failing rating for a tenured teacher results in that teacher being placed in the Peer Assistance and Review (PAR) program.

Again, in order to support your development, a Performance Improvement Plan will be put in place. Your PIP will be administered by an Academic Coach, who will be assigned to you in the first two weeks of the subsequent rating period.

Your principal will schedule a conference with you to discuss your rating, its implications. You have the right to bring union representation to this conference. At this conference, your rating officer will discuss your scores and you will have the opportunity to ask questions and discuss evidence regarding your rating. This conference should occur within 10 **work days** from the start of the school year. If you have not met with your rating officer before this by September 1, 2022, you are encouraged to request a meeting.

To address some of the questions you may have after receiving this letter, please consult the [Employee Evaluation Handbook](#). Pages 27-30 specifically explain the MMS and performance plans.

Thank you for your attention,
Office of Educator Effectiveness and Evaluation

Appendix E

Glossary

The School District of Philadelphia employs many abbreviations to narrate the evaluation process and systems. Find commonly used abbreviations decrypted below:

AP - Assistant Principal
CONN - Connectedness
CSOD - Cornerstone OnDemand
ECFC - Early Childhood Field Coordinator
ELA - English Language Arts
ESOL - English to Speakers of Other Languages
EVAAS - Education Value-Added Assessment System
FfL or FFL - Framework for Leadership
IO - Interim Observation
MMS - Multiple Measure Summary
MTSS - Multi-tiered System of Support
NI - Needs Improvement
NTPE - Non-Teaching Professional Employees*
OBS - Observation
PBIS - Positive Behavioral Interventions and Supports
PDE - Pennsylvania Department of Education
PIP - Performance Improvement Plan
PSSA - Pennsylvania System of School Assessment
PVAAS - Pennsylvania Value-Added Assessment System
RV - Roster Verification
SAS - Standards Aligned System
SPM - Student Performance Measures
TPE - Temporary Professional Employees
UNSAT - Unsatisfactory

As defined by Act 13:

Professional Employee - A professional employee is 1) a classroom teacher who provides direct instruction to students related to a specific subject or grade level, 2) a non-teaching professional who provides services other than classroom instruction or is an educational specialist, and 3) a principal which includes principals, assistant principals, vice principals, directors of career and technical education and supervisors of special education

Temporary Professional Employee - Non-tenured classroom teachers or non-tenured non-teaching professional

Non-teaching Professional Employees: Non-teaching professional employee, or NTPE, is “a person who is an education specialist or a professional employee or temporary professional employee who provides services other than classroom instruction.”

Other NTPEs provide support to school teams (teachers and leaders) as well. See below for a full-list of non-teaching professional employees:

- Coach – Academic Coach/Consulting Teacher
- Coach – PreK Instructional Specialist
- Counselors
- Ed-Tech Coaches
- Instructional Specialists
- Nurses
- Occupational/Physical Therapist (OT/PT)

- Psychologists
- Social Workers
- Special Needs Coordinators
- Speech Language Pathologists (or Speech Therapists)



If you have any outstanding evaluation questions,
contact the Office of Employee Effectiveness and Evaluation at
effectiveness@philasd.org.

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