



2022-2023

## Instructional Evaluation System



Rule 6A-5.030  
Form IEST-2015  
Effective Date: 08/2015  
Revised 3/1/16

**Volusia County Schools**

Dr. Carmen Balgobin,  
Superintendent

Mr. Mark West,  
Chief HR Officer

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**Directions:**

This document has been provided in Microsoft Word format for the convenience of the district. The order of the template shall not be rearranged. Each section offers specific directions, but does not limit the amount of space or information that can be added to fit the needs of the district. All submitted documents shall be titled and paginated. Where documentation or evidence is required, copies of the source document(s) (for example, rubrics, policies and procedures, observation instruments) shall be provided. Upon completion, the district shall email the template and required supporting documentation for submission to the address [DistrictEvalSysEQ@fldoe.org](mailto:DistrictEvalSysEQ@fldoe.org).

**\*\*Modifications to an approved evaluation system may be made by the district at any time. A revised evaluation system shall be submitted for approval, in accordance with Rule 6A-5.030(3), F.A.C. The entire template shall be sent for the approval process.**

# INTRODUCTION

This handbook is a reference guide for assessment of employees represented by the Volusia Teachers Organization (VTO) bargaining unit serving the School District of Volusia County. The Volusia System for Empowering Teachers (VSET) Steering Committee may consider changes to these procedures. Such changes will be recommended to the Superintendent and submitted to the School Board for approval. Neither the handbook, nor its content, in any way creates an expressed or implied contract of employment.

## Statement of Philosophy

Evaluation is a continuous, collaborative process designed to improve instruction and the performance of students. It is intended to be positive and growth-oriented. It is based on fundamental principles of effective evaluation and contemporary research in assessment practices. The assessment system shall be applied equitably and shall conform to legally sound evaluation procedures.

## General Guidelines

- 1. Administrators and VSET teams are responsible for training teachers at their schools/sites/departments as it relates to their evaluations.**
2. Evaluations shall identify strengths as well as establish a plan for continued professional growth and development.
3. Components of the Volusia System for Empowering Teachers (VSET) are designed to reflect the performance of teachers and increased student achievement.
4. Evaluations shall be based on observable evidence or records pertaining to job performance.
5. The principal or administrative designee shall evaluate teachers.
6. Judgment of the evaluator may not be grieved. Procedures may be grieved in accordance with Article 23 of the VTO Contract within 10 days of the event.
7. Contacts:
  - VSET Questions – Alisa Fedigan, Ext. 50762
  - Professional Development – Wafa Picciolo, Ext. 20504
  - Technology – Help Desk, Ext. 25000 and Ext. 20000
  - Value Added Questions – Christine Ellis Ext. 20582

## VSET STEERING COMMITTEE

Alisa Fedigan, Coordinator, Human Resources\*  
Elizabeth Albert, VUE President\*  
Lekita Howard, VUE Representative  
Shelia Butchart, Teacher, Deland High  
Danielle Leffler, Volusia Online Learning  
Leslie Sparks, Port Orange Elementary  
Patty Corr, Assistant Superintendent  
Andrea Hall, Spruce Creek Elementary  
Dr. Kati Dyer, Principal, Port Orange Elementary  
Dr. Rick Inge, Principal, Champion Elementary  
Stacy Gotlib, Principal, River Springs Middle

Rachel Hazel, Deputy Superintendent  
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Jennifer Williams, Citrus Grove Elementary  
Paulette McKibbins-Shed, Teacher, Univ. High  
Patricia Randall, Teacher, Osteen Elementary  
Graham Taylor, Spruce Creek High School  
Mary Di Padova, Teacher, Blue Lake Elementary  
Marlo Spallone, Teacher, Pine Ridge High  
Dr. Todd Sparger, Principal, Spruce Creek High  
Aria Haire- Assistant Director of ESE Services  
\*Facilitators

## Definitions/Common Language

<b>24 hours</b>	24 hours = 1 work day
<b>Administrative Educator Evaluation</b>	Tab in My PGS that contains the administrator evaluator portion of the evaluation including Walk-Through, announced observation and unannounced observation data.
<b>Announced</b>	Scheduled
<b>Artifacts</b>	Examples selected to provide evidence of aspects of a teacher's practice (i.e. lesson plans, teacher assignments, scoring rubrics, data, student work, communication to parents, etc.). Artifacts require clarifying information (what the document is, how it was used, etc.) on them. PowerPoints submitted as evidence should be in handout form (six slides per page).
<b>Category 1</b>	True first year teachers (novice teachers) who may receive services of a PAR Teacher. Teachers in Year 1 with Volusia County Schools regardless of years of experience elsewhere, no PAR provided. Temporary hires – Teaching contract does not extend beyond this school calendar year; no PAR provided.
<b>Category 1A</b>	All teachers (no matter how many years experience elsewhere) in Year 2 with Volusia County Schools. Category 1A teachers will not require mid-year evaluations.
<b>Category 2</b>	All teachers in Year 3 or more of experience with an Instructional Practice Score of Highly Effective or Effective from the previous year.
<b>Category 3</b>	Veteran/Tenured Teachers requiring assistance; overall Needs Improvement or Unsatisfactory Instructional Practice Score ratings from the previous year.
<b>Collaboration</b>	Collaboration as it relates to VSET and/or the Deliberate Practice Plan refers to a coordinated, structured, interactive process that facilitates the accomplishment of an end product or goal. Collaborators employ comprehensive planning to construct and develop new knowledge, projects and plans, together achieving better results than they are likely to achieve alone.
<b>Component</b>	An identified aspect of teaching within one of the four domains.
<b>Core Teachers</b>	Teachers of language arts, mathematics, science, or social studies.

<p><b>Deliberate Practice Plan</b></p> <p><i>Note: Deliberate Practice Plans align with state language.</i></p> <p><b>Deliberate Practice: Individual</b></p> <p><b>Monitored</b></p> <p><b>Directed</b></p>	<p>Florida Statute requires all instructional personnel to annually create an individual Deliberate Practice Plan. Instructional personnel use student achievement data to determine learning goals for student growth, measurable objectives to meet the goals that clearly identify the expected change(s) in professional practice, and an evaluation plan to determine the effectiveness of the professional development.</p> <p>Teachers who are rated Highly Effective or Effective based on the Instructional Practice Score shall develop an <b>Individual Deliberate Practice Plan (IDPP)</b> designed to improve performance on domains and/or components identified by the teacher. Teachers on IDPP's may, but are not required to, meet with evaluators at the start of the school year.</p> <p>A teacher shall be placed on a <b>Monitored Deliberate Practice Plan</b> when he/she is new to teaching or is a veteran teacher in need of improvement based on the Instructional Practice Score. The evaluator and teacher will identify the domains and/or components to be addressed, as well as the goals to be accomplished, and the activities the teacher will undertake to achieve proficiency in these areas.</p> <p>Teachers in the E3 program will use that program as the basis of their goals and activities for their Deliberate Practice Plan.</p> <p>A teacher shall be placed on a <b>Directed Deliberate Practice Plan</b> when he/she is rated Unsatisfactory in the overall rating based on the Instructional Practice Score. The evaluator of the teacher shall identify the domains and/or components to be improved, the goals to be accomplished, and the activities the teacher is to complete to achieve proficiency.</p> <p>While the <b>Directed Deliberate Practice Plan</b> serves as the 18-weeks of support, it will be necessary to provide specific assistance to the teacher as it relates to the area(s) of need.</p>
<b>Domain</b>	One of four areas in which teachers execute professional roles
<b>Domain 1</b>	Danielson Framework - Planning and Preparation
<b>Domain 2</b>	Danielson Framework - Classroom Environment
<b>Domain 3</b>	Danielson Framework – Instruction
<b>Domain 4</b>	Danielson Framework - Professional Responsibilities
<b>E3 (Empowering Teachers for Excellence)</b>	Teacher Induction Program/Volusia Beginning Teacher Program
<b>Evidence</b>	Evidence may include factual reporting of teacher and student actions and behaviors. It may also include artifacts prepared by the teacher, students, or others. It does not include personal opinions or biases.
<b>FEAPs</b>	Florida Educator Accomplished Practices
<b>Feedback</b>	Information shared relevant to evidence in the context of learning or other educational setting
<b>Final Summative</b>	Report which includes the combination of all metrics: final evaluation ratings, the Deliberate Practice, and value added measures
<b>Formative Assessment</b>	Formal and informal assessment procedures intended to modify teaching and learning activities to improve student achievement
<b>Formative Observation</b>	Observation conducted for gathering evidence. Formative observations shall be ongoing throughout the school year.

<b>Framework for Teaching</b>	Teacher observation and evaluation rubric based on Charlotte Danielson's research
<b>Input Form</b>	Form used by parents, teachers, or other interested parties to provide input regarding the assessment of teachers.
<b>Leader</b>	Volusia school and district-level administrators.
<b>Multi-metric</b>	Using more than one measure to evaluate performance.
<b>MyPGS</b>	My Professional Growth System: an online, web-based system that supports evaluation, professional development, mentoring logs and HR support data.
<b>New to assignment</b>	Teacher for whom more than 50% of the assignment has changed.
<b>New to teaching</b>	First-year teacher
<b>Newly hired</b>	Personnel "newly hired" for their first year of employment in our district regardless of their prior work experience elsewhere
<b>Non-Classroom</b>	Teachers who do not have a roster of students assigned directly to them
<b>Non-Core Teachers</b>	Teachers of subjects other than language arts, mathematics, science, or social studies
<b>Non-FSA Teachers</b>	Teachers of non-FSA tested courses
<b>Novice Teacher</b>	Teachers in their first year of teaching
<b>Observation</b>	The monitoring actions in evaluation systems that contribute evidence to performance, or the impact of performance on others. Evidence collected through observation is used for formative feedback and contributes to the final evaluation rating. Observations may be formal or informal, and announced or unannounced.
<b>Observation Cycle</b>	Pre-observation conference, observation, post-observation conference.
<b>Observation Length</b>	Best practice for secondary is one class period. Best practice for elementary is a minimum of 30 minutes.
<b>Observer</b>	Individual qualified to conduct observations for the evaluation process.
<b>Post Conference</b>	Teacher may submit responses and artifacts as evidence for Domains 2-4. The reflection or post-conference provides an opportunity for the teacher and the evaluator to reflect about the lesson/event, to clarify expectations, and to plan using the post-conference as a guide for reflection and feedback.
<b>Preponderance of Evidence</b>	The influence of the evidence The prevalence of the evidence Where most of the evidence falls The greater weight of the evidence  Note: Ratings are determined based on the preponderance of the evidence.
<b>PLC</b>	Professional Learning Community.
<b>Power Components</b>	Power Components are the nine components of the 2007 Danielson Framework for Teaching that have the greatest correlation to increased student achievement. They are also the components that are highly interrelated with other components.

<b>Ratings</b>	
<b>Distinguished/ Highly Effective</b> 4	Description of professional teaching that innovatively involves students in the learning process and creates a true community of learners. Teachers performing at this level are master teachers and leaders in the field, both inside and outside of their schools.
<b>Proficient/ Effective</b> 3	Description of successful, professional teaching that is consistently at a high level. Most experienced teachers should consistently perform at this level.
<b>Basic/Developing/ Needs Improvement</b> 2	Description of teaching that includes the necessary knowledge and skills to be effective, but its application is inconsistent (perhaps due to recently entering the profession or recently transitioning to a new curriculum, grade level, or subject). (Developing – Teachers in Year 1, 2, or 3 only)
<b>Unsatisfactory</b> 1	Description of teaching that does not demonstrate understanding of the concepts underlying the component. This level of performance is doing harm in the classroom.
<b>Reflection</b>	Thoughtful analysis and processing of a teaching event or data
<b>Responsiveness</b>	Reacting to situations within and beyond the classroom that further learning opportunities.
<b>Rubric</b>	A set of criteria used to distinguish between performance or proficiency levels. The rubric is used to assess evidence; the rubric is not evidence.
<b>Scheduled Observation</b>	Teacher is notified by the evaluator in advance of observation cycle, which includes the pre-conference, observation, and post-conference.
<b>Self-Assessment</b>	Personal assessment
<b>Self-Inventory</b>	A self-assessment based on teacher evaluation rubric
<b>Student Evidence</b>	Specific observable student behaviors in response to the teacher's use of particular instructional strategies, student work samples, assessment data.
<b>Summative Rating</b>	Rating which summarizes the combination of all metrics – final evaluation(s), the Deliberate Practice, and student achievement, as determined by the state, to determine the rating of Highly Effective, Effective, Needs Improvement/Developing, or Unsatisfactory.
<b>Support Form (may or may not lead to a VSET Improvement Plan)</b>	Support should be provided individually or in a small group and targeted to the specific concern. The Support Form may be signed at any time. However, a total of 18 weeks or more must be provided to the teacher and at least 9 weeks beyond the date of signature must be provided.  This form is not required for Category 3 Teachers on a Directed Deliberate Practice Plan.
<b>Teacher Evidence</b>	Specific, observable behaviors demonstrated by teachers when using a particular instructional strategy. Evidence could also be documents or data relevant to a domain/component.
<b>TOA</b>	Teacher-on-Assignment
<b>Unannounced</b>	Not scheduled, unscheduled
<b>Unscheduled Observation</b>	Observation which occurs without prior notice. This observation cycle does not include a pre-observation conference.

<b>Value Added Measure (VAM)</b>	Value-added models measure the influence of schools or teachers on the academic growth rates of students. Value-added compares the change in achievement of a group of students from one year to the next to an expected amount of change based on their prior achievement history and other potential influences.
<b>VSET</b>	Volusia System for Empowering Teachers – the evaluation system approved by the FL DOE.
<b>Walk-Throughs</b>	As in the formal observation, Walk-Throughs can be scheduled or unscheduled. Walk-Throughs generally consist of very brief classroom observations during which the observer gathers evidence regarding classroom instructional practices and behaviors on a regular basis with timely and actionable feedback to teachers. Walk-Throughs provide opportunities for individual feedback as well as trend and pattern data over time. Walk-Throughs also inform professional development needs for individual and groups of teachers and provide a means to gauge the implementation of professional development against individual professional development plans and school improvement plans. Walk-Through evidence may also be collected during instructional activities when students are not present, such as PLC meetings or planning time. Note: Walk-Throughs are marked “observed” or “unobserved,” not rated.

## **STATUTORY REQUIREMENTS**

Florida Statute 1012.34 requires that evaluations:

- be conducted at least once a year for classroom teachers, EXCEPT teachers newly hired by the district who must be evaluated at least twice in their first year;
- are based on at least 1/3 student learning growth data;
- are based on four levels of performance: “Highly Effective,” “Effective,” “Needs Improvement” (“Developing” for teachers in their first three years) and “Unsatisfactory,” and;
- include criteria based on the Florida Educator Accomplished Practices.

In addition, Florida statute requires that:

- districts report performance evaluation results from the previous school year to the State by December 1 (1012.34(1)(c), F.S.); and,
- any reductions in workforce be based primarily on performance evaluations (1012.33(5), F.S.).

Volusia County Schools has adopted a new multi-metric instructional evaluation system: The Volusia System for Empowering Teachers (VSET). VSET is an instructional improvement system that:

- is based on current research;
- supports teacher professional growth;
- is aligned with the Florida Educator Accomplished Practices, Race to the Top requirements, and Florida Statute;
- is divided into 22 components clustered into four domains of teaching responsibility: planning and preparation (Domain 1), classroom environment (Domain 2), instruction (Domain 3), and professional responsibilities (Domain 4).
- includes a Deliberate Practice;
  - The Deliberate Practice Plan (DPP) is completed online collaboratively with the principal or supervisor.
  - Deliberate Practice Planning is a self-directed process focused on what teachers



need to learn and to do to improve their teaching skills, resulting in improved student learning.

- is based on four levels of performance: “Distinguished,” “Proficient,” “Basic,” and “Unsatisfactory.”

### Implementation of the 2007 Danielson Framework for Teaching

Charlotte Danielson’s 2007 Framework for Teaching establishes a common language for teaching practice. The four Domains of Danielson’s 2007 Framework for Teaching are included in the evaluation system. The teacher and observer gather evidence for Domains 1 and 4 outside of the classroom observation and discuss the evidence for these domains at the planning conference. The observer collects evidence for Domains 2 and 3 during a classroom observation or Walk-Through. The tables on the following pages display a breakdown of the weights assigned to each domain and component for the classroom teacher rubric. Other instructional specialist job roles have similar weights under each domain and component, even though the wording of the domain or component may have been adapted to suit the role and responsibilities of each specialized position. The rubric score is calculated using the component weights. The nine components with the greatest weighting are called Power Components.

The nine Power Components represent the areas of effective teaching practice that have the greatest correlation to increased student achievement. These components are also highly interrelated with other components. Since research indicates the centrality to good teaching of these practices, the new teacher induction program focuses on the nine Power Components to ensure that beginning teachers concentrate on the practices that directly relate to student achievement.

## **1. Performance of Students**

### **Directions:**

The district shall provide:

- For all instructional personnel, the percentage of the evaluation that is based on the performance of students criterion as outlined in s. 1012.34(3)(a)1., F.S., along with an explanation of the scoring method, including how it is calculated and combined [Rule 6A-5.030(2)(a)1., F.A.C.].
- For classroom teachers newly hired by the district, the student performance measure and scoring method for each evaluation, including how it is calculated and combined [Rule 6A-5.030(2)(a)2., F.A.C.].
- For all instructional personnel, confirmation of including student performance data for at least three years, including the current year and the two years immediately preceding the current year, when available. If less than the three most recent years of data are available, those years for which data are available must be used. If more than three years of student performance data are used, specify the years that will be used [Rule 6A-5.030(2)(a)3., F.A.C.].
- For classroom teachers of students for courses assessed by statewide, standardized assessments under s. 1008.22, F.S., documentation that VAM results comprise at least one-third of the evaluation [Rule 6A-5.030(2)(a)4., F.A.C.].
- For classroom teachers of students for courses not assessed by statewide, standardized assessments, the district-determined student performance measure(s) [Rule 6A- 5.030(2)(a)5., F.A.C.].
- For instructional personnel who are not classroom teachers, the district-determined student performance measure(s) [Rule 6A-5.030(2)(a)6., F.A.C.].

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The Volusia County Schools performance of students component for the teacher evaluation system has been developed with the input of district staff, teachers, the Volusia Teachers Organization, and school administrators. Over the last four years it has been modified to meet the needs and values of Volusia County and to comply with state law.

For the 2015-2016 school year the Value-Added Measure will comprise 35% of the total evaluation for all instructional personnel. For personnel that will be assessed on Florida Standards Assessment (FSA) scores, a growth model will be used. The standard error will be applied to each teacher's VAM score according to Rule 6A-5.030 (F.A.C). The teachers falling into the "Highly Effective" category will receive 4 points for VAM. The teachers in the "Effective" category will receive 3 points for VAM. The teachers falling into the "Needs Improvement/Developing" category will receive 2 points for VAM. The teachers falling into the "Unsatisfactory" category will receive 1 point for VAM. Teachers who span more than two categories will default to the score directly correlated with their IPS rating.

All teachers will be able to review and correct rosters using the Florida Department of Education's Roster Verification Tool. School administrators and district staff will review teacher input on the RVT to ensure the teacher input is accurate and in compliance with roster

verification rules. Students must be in the same school for both survey 2 and survey 3 and only one survey to count in the teacher's VAM if the teacher teaches block courses. For teachers not teaching block courses they can use the RVT to remove students who were not enrolled with them for both survey periods.

For all instructional personnel the student performance component will include student performance data for at least three years, including the current year and the two years immediately preceding the current year, when available. If less than the three most recent years of data are available and appropriate, those years for which data are available must be used. For teachers who only have 1 year of VAM data at least 10 students must be verified on the roster for the teacher's VAM to be calculated into the final evaluations. For teachers with 2 years of VAM data at least 20 students must be verified on the roster for the teacher's VAM to be calculated into the final evaluations. For teachers with 3 years of VAM data at least 20 students must be verified on the roster for the teacher's VAM to be calculated into the final evaluation.

Teachers newly hired to the district and veteran teachers will have the same calculations applied to their final evaluations. Teachers hired after survey 3 will receive the school's VAM score in their evaluation.

For instructional personal who teach one or more courses that are assessed by statewide, standardized assessments under s. 1008.33, F.S. the VAM score provided by the state will be used for their evaluation in accordance with the application rules outlined above. For schools that default using the school aggregated calculations, all teachers will default to the correlations of the IPS rating. For instructional personnel who do not teach any courses that are assessed by statewide, standardized assessments under s. 1008.33, F.S., the district-determined student performance measures, a growth model for grades K-3 and a proficiency model for FSA alternate assessment will be used and are detailed below in the "Student Performance Measures" table.

The site-based principal will determine the assessments used for student performance measure (at least 33%) for the first evaluation of the newly hired and use non-VAM calculations for scoring.

Student Performance Measures

Student Performance Measure:				
All instructional personnel will include student performance data for at least three years, including the current year and the two years immediately preceding the current year, when available. If less than the three most recent years of data are available, those years for which data are available must be used.				
Teaching Assignment	Performance Measure(s) for Evaluation Purposes		Percentage Associated with Final Summative Evaluation	
Pre-Kindergarten (PK)	Teachers will use the Battelle Developmental Inventory. A growth measure obtained from the pre-test and post-test will be used. Criteria: at least 50% of students that are given the assessment must pass the 3 domains on the screener (adaptive, personal-social, communication) signifying skills matching those of their typical peers <i>OR</i> increase their standard score on 2 of 3 domains by at least 1 point (criteria established by DOE to demonstrate “significant growth.” For Pre-K Multi VE teachers/students (service delivery F), use raw score instead of SS – at least 15 points would be considered growth		35%	
Kindergarten (K)	The measure that will be used for teacher evaluation purposes is promotion to first grade. Cut points of 79% and 60% will be used.		35%	
	IPS	Percent promoted to 1 <sup>st</sup> grade		
		<60 %	60%-79%	>79%
	Highly Effective (HE)	E	E	HE
	Effective (E)	NI/B	E	HE
	Needs Improvement/Basic (NI/B)	NI/B	NI/B	E
	Unsatisfactory (U)	U	NI/B	E

First Grade (1)	<p>A growth model using the district’s progress monitoring tool in reading as defined in the district’s K-12 reading plan has been proposed. This model compares the first assessment and the final assessment. The target is to move students two passage levels. There are two cut points: 50% and 70%. If less than 50% of the students in the teacher’s classroom move up two passage levels the teacher would fall into the first category. If between 50% and 70% of the teacher’s class moves up two passage levels the teacher would fall into the 2<sup>nd</sup> category. If more than 70% of the teacher’s class moves up two passage level the teacher would fall into the 3<sup>rd</sup> category. These ratings will be combined with the ratings from the other 50% of the evaluation. A matrix with the results of the possible combinations is below.</p> <table border="1" data-bbox="623 684 1183 1056"> <thead> <tr> <th rowspan="2">IPS</th> <th colspan="3">Percentage of Class moving up 2 passage levels</th> </tr> <tr> <th>&lt;50%</th> <th>50%-70%</th> <th>&gt;70%</th> </tr> </thead> <tbody> <tr> <td>Highly Effective (HE)</td> <td>E</td> <td>E</td> <td>HE</td> </tr> <tr> <td>Effective (E)</td> <td>NI/B</td> <td>E</td> <td>HE</td> </tr> <tr> <td>Needs Improvement/ Basic (NI/B)</td> <td>NI/B</td> <td>NI/B</td> <td>E</td> </tr> <tr> <td>Unsatisfactory (U)</td> <td>U</td> <td>NI/B</td> <td>E</td> </tr> </tbody> </table>	IPS	Percentage of Class moving up 2 passage levels			<50%	50%-70%	>70%	Highly Effective (HE)	E	E	HE	Effective (E)	NI/B	E	HE	Needs Improvement/ Basic (NI/B)	NI/B	NI/B	E	Unsatisfactory (U)	U	NI/B	E	35%
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Effective (E)	NI/B	E	HE																						
Needs Improvement/ Basic (NI/B)	NI/B	NI/B	E																						
Unsatisfactory (U)	U	NI/B	E																						

Second Grade (2)	<p>A growth model using the district’s progress monitoring tool in reading as defined in the district’s K-12 reading plan has been proposed. This model compares the first assessment and the final assessment. The target is to move students two passage levels. There are two cut points: 50% and 70%. If less than 50% of the students in the teacher’s classroom move up two passage levels the teacher would fall into the first category. If between 50% and 70% of the teacher’s class moves up two passage levels the teacher would fall into the 2<sup>nd</sup> category. If more than 70% of the teacher’s class moves up two passage level the teacher would fall into the 3<sup>rd</sup> category. These ratings will be combined with the ratings from the other 50% of the evaluation. A matrix with the results of the possible combinations is below.</p> <table border="1" data-bbox="623 684 1183 1052"> <thead> <tr> <th rowspan="2">IPS</th> <th colspan="3">Percentage of Class moving up 2 passage levels</th> </tr> <tr> <th>&lt;50%</th> <th>50%-70%</th> <th>&gt;70%</th> </tr> </thead> <tbody> <tr> <td>Highly Effective (HE)</td> <td>E</td> <td>E</td> <td>HE</td> </tr> <tr> <td>Effective (E)</td> <td>NI/B</td> <td>E</td> <td>HE</td> </tr> <tr> <td>Needs Improvement/ Basic (NI/B)</td> <td>NI/B</td> <td>NI/B</td> <td>E</td> </tr> <tr> <td>Unsatisfactory (U)</td> <td>U</td> <td>NI/B</td> <td>E</td> </tr> </tbody> </table>	IPS	Percentage of Class moving up 2 passage levels			<50%	50%-70%	>70%	Highly Effective (HE)	E	E	HE	Effective (E)	NI/B	E	HE	Needs Improvement/ Basic (NI/B)	NI/B	NI/B	E	Unsatisfactory (U)	U	NI/B	E	35%															
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Third Grade (3)	<p>A model will be used for 3<sup>rd</sup> grade built on the 3<sup>rd</sup> Grade Florida Standards Assessment results. Two cut scores will be applied for percent of students scoring level 1. The first cut score is 40%, the second cut score is 60%. The matrix for the 3<sup>rd</sup> grade value added model is below.</p> <table border="1" data-bbox="540 1241 1265 1614"> <thead> <tr> <th rowspan="2">IPS</th> <th colspan="3">Percentage of students scoring level 1</th> </tr> <tr> <th>&gt;60%</th> <th>60%-40%</th> <th>&lt;40%</th> </tr> </thead> <tbody> <tr> <td>Highly Effective (HE)</td> <td>E</td> <td>E</td> <td>HE</td> </tr> <tr> <td>Effective (E)</td> <td>NI/B</td> <td>E</td> <td>HE</td> </tr> <tr> <td>Needs Improvement/ Basic (NI/B)</td> <td>NI/B</td> <td>NI/B</td> <td>E</td> </tr> <tr> <td>Unsatisfactory (U)</td> <td>U</td> <td>NI/B</td> <td>E</td> </tr> </tbody> </table> <table border="1" data-bbox="553 1650 1252 1797"> <thead> <tr> <th rowspan="2">IPS</th> <th colspan="3">Percentage of students increasing</th> </tr> <tr> <th>&lt;50%</th> <th>50%-70%</th> <th>&gt;70%</th> </tr> </thead> <tbody> <tr> <td>Highly Effective (HE)</td> <td>E</td> <td>E</td> <td>HE</td> </tr> <tr> <td>Effective (E)</td> <td>NI/B</td> <td>E</td> <td>HE</td> </tr> </tbody> </table>	IPS	Percentage of students scoring level 1			>60%	60%-40%	<40%	Highly Effective (HE)	E	E	HE	Effective (E)	NI/B	E	HE	Needs Improvement/ Basic (NI/B)	NI/B	NI/B	E	Unsatisfactory (U)	U	NI/B	E	IPS	Percentage of students increasing			<50%	50%-70%	>70%	Highly Effective (HE)	E	E	HE	Effective (E)	NI/B	E	HE	35%
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Effective (E)	NI/B	E	HE																																					
Fourth Grade (4)	VAM Scores from ELA and Math	35%																																						
Fifth Grade (5)	VAM Scores from ELA and Math	35%																																						

Other (K-5), includes non-classroom instructional personnel	VAM Scores from ELA	35%
Math Courses (6-8)	VAM Scores from Math	35%
Science Courses (8)	FCAT Science performance*	35%
English/Language Arts/Reading Courses (6-8)	VAM Scores from ELA	35%
Other (6-8), includes non-classroom instructional personnel	VAM Scores from ELA	35%
Civics	Civics EOC performance*	35%
English 1	VAM Scores from ELA	35%
English 2	VAM Scores from ELA	35%
English 3	School wide FSA scores	35%
English 4	School wide FSA scores	35%
Advanced Placement & IB Courses	AP / IB Assessment Performance*	35%
Algebra 1; Algebra 1 Honors; Algebra 1B	VAM Scores from Algebra (High School only) Middle School will use performance table below*	35%
Algebra 2; Algebra 2 Honors	Algebra 2 EOC Performance*	35%
Geometry; Geometry Honors	Geometry EOC Performance	35%
Biology 1; Biology 1 Honors; Biology 1 Pre-IB;	Biology EOC Performance*	35%
United States History	US History EOC Performance*	35%
Multi-VE Teachers	FSA Performance*	35%
Other (9-12), includes non-classroom instructional personnel	PERT Reading and Math	35%
District Non-Classroom Instructional Personnel	District wide FSA scores	35%

\* The following performance tables will be used for courses that do not have a state approved growth measure.

Algebra 2, Geometry, Civics, Biology and US History  
Percentage of students scoring level 2 or higher

IPS Rating	Student Growth Rating		
	<20%	20%-50%	>50%
Highly Effective (HE)	3	3	4
Effective (E)	2	3	4
Needs Improvement/Basic (NI/B)	2	2	3
Unsatisfactory (U)	1	2	3

Algebra 1 Middle School  
Percentage of students scoring level 3 or higher

IPS Rating	Student Growth Rating		
	<20%	20%-50%	>50%
Highly Effective (HE)	3	3	4
Effective (E)	2	3	4
Needs Improvement/Basic (NI/B)	2	2	3
Unsatisfactory (U)	1	2	3

Advanced Placement Courses  
Percentage of students scoring level 2 or higher

IPS Rating	Student Growth Rating		
	<20%	20%-50%	>50%
Highly Effective (HE)	3	3	4
Effective (E)	2	3	4
Needs Improvement/Basic (NI/B)	2	2	3
Unsatisfactory (U)	1	2	3

International Baccalaureate Courses  
Percentage of students scoring level 3 or higher

IPS Rating	Student Growth Rating		
	<20%	20%-50%	>50%
Highly Effective (HE)	3	3	4
Effective (E)	2	3	4
Needs Improvement/Basic (NI/B)	2	2	3
Unsatisfactory (U)	1	2	3

Teachers who do not teach State Assessed students, AP students, or IB students will use PERT for their 50% student achievement. Teachers will use a combination of PERT Reading and PERT Math as shown below in the matrices.

IPS	Average Reading PERT Score		
	<70	70-100	>100
Highly Effective (HE)	E	E	HE
Effective (E)	NI/B	E	HE
Needs Improvement/Basic (NI/B)	NI/B	NI/B	E
Unsatisfactory (U)	U	NI/B	E

IPS	Average Math PERT Score		
	<70	70-100	>100
Highly Effective (HE)	E	E	HE
Effective (E)	NI/B	E	HE
Needs Improvement/Basic (NI/B)	NI/B	NI/B	E
Unsatisfactory (U)	U	NI/B	E



**PERT Aggregated Score**

		Reading PERT			
Math PERT	Rating	U	NI/B	E	HE
	HE	E	E	HE	HE
	E	NI/B	E	E	HE
	NI/B	NI/B	NI/B	E	E
	U	U	NI/B	NI/B	E

Multi-VE teachers will use the scores from the Florida Alternate Assessment.

	Percentage of students maintaining or improving		
	<20%	20%-50%	>50%
Highly Effective (HE)	E	E	HE
Effective (E)	NI/B	E	HE
Needs Improvement/Basic (NI/B)	NI/B	NI/B	E
Unsatisfactory (U)	U	NI/B	E

**Florida Standards Alternate Assessment  
Percentage of students scoring level 2 or higher**

IPS Rating	Student Growth Rating		
	<20%	20%-50%	>50%
Highly Effective (HE)	3	3	4
Effective (E)	2	3	4
Needs Improvement/Basic (NI/B)	2	2	3
Unsatisfactory (U)	1	2	3

## 2. Instructional Practice

### Directions:

The district shall provide:

- **For all instructional personnel, the percentage of the evaluation that is based on the instructional practice criterion as outlined in s. 1012.34(3)(a)2., F.S., along with an explanation of the scoring method, including how it is calculated and combined [Rule 6A-5.030(2)(b)1., F.A.C.].**

The summative rating of each teacher is based on the following components:

- Administrative Evaluation: 40%
- Deliberate Practice Plan: 25%
- Value Added/Student Growth Measure: 35%

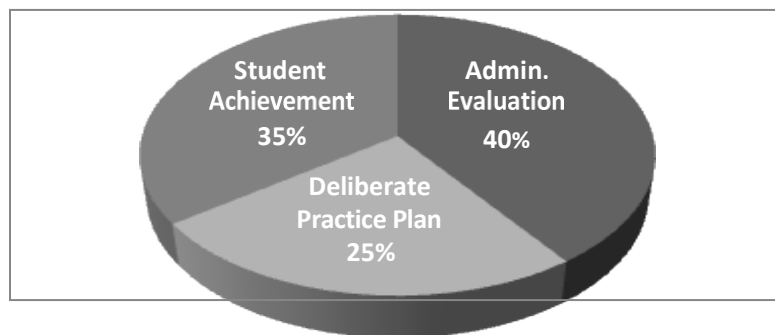
Additional information, from the VSET Handbook (pages 11-14), follows.

### **VOLUSIA SYSTEM FOR EMPOWERING TEACHERS**

- The VSET system is designed to support effective instruction and student learning growth.
- Results will be used when developing district and school improvement plans.
- Results will be used to identify professional development for instructional personnel and school administrators.
- The system will provide online access to examine performance data from multiple sources, including opportunities for parents to provide input into employee evaluations, when appropriate.
- The system will provide identification of teaching fields for which special evaluation procedures/criteria are necessary.
- The evaluation process will be managed for each teacher and instructional leader, following state statute.

The chart below represents the multi-metric evaluation system:

VSET's Multi-Metric Evaluation System



**Administrative Evaluation (40%) + Deliberate Practice (25%) + Student Achievement (35%)  
= Final Summative Rating (100%)**

- **Description of the district evaluation framework for instructional personnel and the contemporary research basis in effective educational practices [Rule 6A-5.030(2)(b)2., F.A.C.].**

The Volusia System for Empowering Teachers is based on the 2007 edition of The Framework, by Charlotte Danielson, and was published by ASCD as *Enhancing Professional Practice: A Framework for Teaching*. The Framework was enhanced in 2011 to add “Critical Attributes” for each level of performance for each component and examples for each level of performance for each component. The architecture of *The Framework for Teaching 2011* did not change the 4 domains, the 22 components, nor the elements.

*The Framework for Teaching Evaluation Instrument* (2013) is available in a PDF and iPad format <http://www.danielsongroup.org/article.aspx?page=FfTEvaluationInstrument> from the Danielson Group website. Any educator may download this file and use the print version in his/her own setting. (Statement from website – <http://www.danielsongroup.org>).

**BREAKDOWN OF THE WEIGHTS ASSIGNED TO EACH DOMAIN AND COMPONENT**

Evidence and Artifacts are collected “Off Stage” for Domains 1 and 4.

- **Teacher prepares lesson plan for observation and collects data prior to conference.**
- **Lesson plan and data are discussed during pre-observation conference.**
- **Evidence could be artifacts (e.g., data reports, lesson plans, communications).**
- **Evidence could be collected in other contexts (e.g., PLC meeting, professional**

**Domain 1 – Planning and Preparation – 20%**  
 2.5% Demonstrating knowledge of content and pedagogy  
 2.5% Demonstrating knowledge of students  
**5.0% Setting instructional outcomes**  
 2.5% Demonstrating knowledge of resources  
 2.5% Designing coherent instruction  
**5.0% Assessing Student Learning**

**Domain 4 – Professional Responsibilities - 20%**  
**5.0% Reflecting on teaching**  
**5.0% Maintaining accurate records**  
 2.5% Communicating with families  
 2.5% Participating in a professional community  
 2.5% Growing and developing professionally  
 2.5% Showing professionalism

Observable Behaviors are documented through “On Stage” Domains 2 and 3.

- **Evidence is observed during observation or Walk-Through.**

**Domain 2- The Classroom Environment - 20 %**  
**5.0% Creating an environment of respect and rapport**  
**5.0% Establishing a culture for learning**  
 3.0% Managing classroom procedures  
 4.0% Managing student behavior  
 3.0% Organizing physical space

**Domain 3 – Instruction - 40%**  
 5.0% Communicating with students  
**10.0% Using questioning and discussion techniques**  
**10.0% Engaging students in learning**  
**10.0% Using assessment in instruction**  
 5.0% Demonstrating flexibility and responsiveness

**Note: Power components are in bold.**

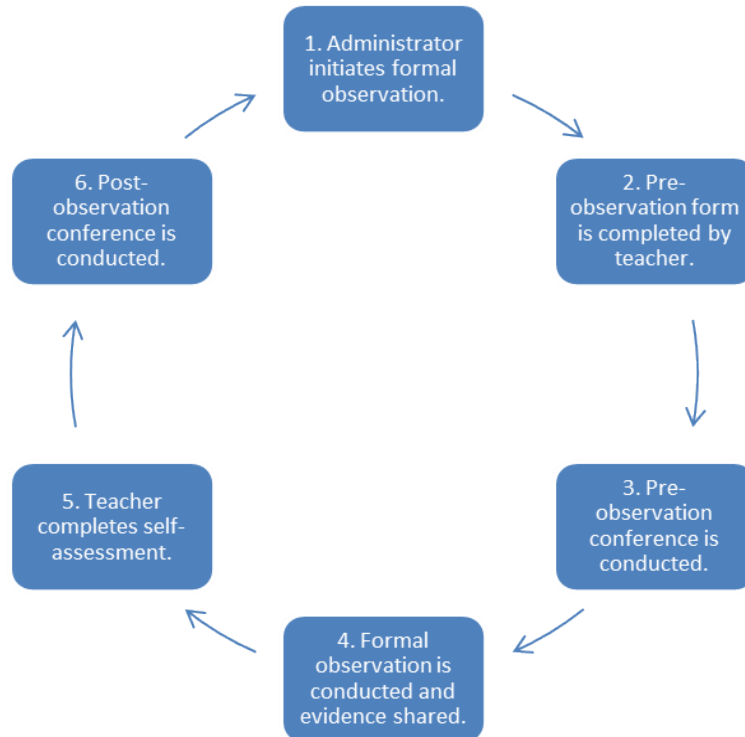
From VSET Handbook: A list of VSET components by Domain.

<b>Domain 1: Planning and Preparation</b>	<ul style="list-style-type: none"> <li>• <i>Component 1a:</i> Demonstrating Knowledge of Content and Pedagogy (3 Elements)</li> <li>• <i>Component 1b:</i> Demonstrating Knowledge of Students (5 Elements)</li> <li>• <i>Component 1c:</i> Setting Instructional Outcomes (4 Elements)</li> <li>• <i>Component 1d:</i> Demonstrating Knowledge of Resources (3 Elements)</li> <li>• <i>Component 1e:</i> Designing Coherent Instruction (4 Elements)</li> <li>• <i>Component 1f:</i> Assessing Student Learning (4 Elements)</li> </ul>	<b>Domain 2: Classroom Environment</b>	<ul style="list-style-type: none"> <li>• <i>Component 2a:</i> Creating an Environment of Respect and Rapport (2 Elements)</li> <li>• <i>Component 2b:</i> Establishing a Culture for Learning (3 Elements)</li> <li>• <i>Component 2c:</i> Managing Classroom Procedures (5 Elements)</li> <li>• <i>Component 2d:</i> Managing Student Behavior (3 Elements)</li> <li>• <i>Component 2e:</i> Organizing Physical Space (2 Elements)</li> </ul>	<b>Domain 3: Instruction</b>	<ul style="list-style-type: none"> <li>• <i>Component 3a:</i> Communicating with Students (4 Elements)</li> <li>• <i>Component 3b:</i> Using Questioning and Discussion Techniques (3 Elements)</li> <li>• <i>Component 3c:</i> Engaging Students in Learning (4 Elements)</li> <li>• <i>Component 3d:</i> Using Assessment in Instruction (4 Elements)</li> <li>• <i>Component 3e:</i> Demonstrating Flexibility and Responsiveness (3 Elements)</li> </ul>	<b>Domain 4: Professional Responsibilities</b>	<ul style="list-style-type: none"> <li>• <i>Component 4a:</i> Reflecting on Teaching (2 Elements)</li> <li>• <i>Component 4b:</i> Maintaining Accurate Records (3 Elements)</li> <li>• <i>Component 4c:</i> Communicating with Families (3 Elements)</li> <li>• <i>Component 4d:</i> Participating in a Professional Community (4 Elements)</li> <li>• <i>Component 4e:</i> Growing and Developing Professionally (3 Elements)</li> <li>• <i>Component 4f:</i> Showing Professionalism (5 Elements)</li> </ul>
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Professional Development for new teachers concentrates on the *Nine Power Components*, which are:

- 1c**
  - Setting Instructional Outcomes**  
Instructional outcomes are stated as goals that can be assessed, reflecting rigorous learning and curriculum standards. They represent different types of content, offer opportunities for both coordination and integration, and take account of the needs of individual students.
- 1f**
  - Assessing Student Learning**  
The teacher's plan for student assessment is fully aligned with the instructional outcomes, with clear criteria and standards that show evidence of student contribution to their development. Assessment methodologies may have been adapted for individuals, and the teacher intends to use assessment results to plan future instruction for individual students.
- 2a**
  - Creating an Environment of Respect and Rapport**  
Classroom interactions between the teacher and individual students are highly respectful, reflecting genuine warmth and caring and sensitivity to students' culture and levels of development. Students themselves ensure high levels of civility among members of the class.
- 2b**
  - Establishing a Culture for Learning**  
High levels of student energy and teacher passion for the subject create a culture for learning in which everyone shares a belief in the importance of the subject, and all students hold themselves to high standards for performance; for example, by initiating improvements to their work.
- 3b**
  - Using Questioning and Discussion Techniques**  
Questions reflect high expectations and are culturally and developmentally appropriate. Students formulate many of the high-level questions and ensure that all voices are heard.
- 3c**
  - Engaging Students in Learning**  
Students, throughout the lesson, are highly intellectually engaged in significant learning, and make material contributions to the activities, student groupings, and materials. The lesson is adapted as necessary to the needs of individuals, and the structure and pacing allow for student reflection and closure.
- 3d**
  - Using Assessment in Instruction (Formatively)**  
Assessment is used in a sophisticated manner in instruction, through student involvement in establishing the assessment criteria, self-assessment by students, monitoring of progress by both students and teacher, and high-quality feedback to students from a variety of sources.
- 4a**
  - Reflecting on Teaching**  
The teacher's reflection on the lesson is thoughtful and accurate, citing specific evidence. The teacher draws on an extensive repertoire to suggest alternative strategies and predicts the likely success of each.
- 4b**
  - Maintaining Accurate Records**  
The teacher's systems for maintaining both instructional and non-instructional records are accurate, efficient, effective, and students contribute to its maintenance.

## STEPS IN THE OBSERVATION CYCLE



Evaluators are encouraged to schedule the dates and times of observations and conferences on the calendar well in advance to assure compliance with deadlines.

### **Observations**

Under routine circumstances, the length of a scheduled or unscheduled VSET observation should be a minimum of **30 minutes in elementary schools and a full class period in secondary schools.**

**Scheduled and unscheduled VSET observations and Walk-Throughs shall not occur:**

- During the first two weeks or last five days of the school year
- On the first two days or last two days of a course
- On the **two days** before or after Thanksgiving, Winter Break and Spring Break.
- Conferences and meetings may be conducted at any time with the required 24 hours' notice, as per the VTO contract.
- On standardized testing dates (this does not refer to the test window.) **Teachers who are not responsible for administering/proctoring standardized testing may be observed if there has been NO change of classrooms, bell schedule or normal routines.** A formal VSET observation may occur during a test make-up day, if circumstances are conducive to a formal observation. However, it is recommended that these days be avoided, if possible.

Note:

- Conferences may occur during the state-wide assessment window.
- A qualified observer, upon written request of the teacher, may perform a second scheduled observation or additional Walk-Throughs.
- The teacher may not waive the above.

## THE SCHEDULED OBSERVATION CYCLE

### Step 1: Schedule the pre-observation conference and the observation.

Note: While it will be necessary to schedule the pre-observation conference, the meeting to discuss the pre-observation is optional for Category 2 teachers if the evaluator or teacher has no questions/concerns about the pre-conference information and/or if no additional information is required/needed. The pre-conference meeting must be scheduled in the case that it is needed.

Note: When the pre-conference meeting is waived by the evaluator, the ratings of Domain 1 will be considered at least Proficient.

- The evaluator informs the teacher of the pre-conference date at least 5 work days prior to the meeting so the teacher has time to enter the pre-conference information into MyPGS.
- The evaluator schedules the pre-observation conference to occur within three school days before the observation. At the same time, the evaluator schedules the post-observation conference to occur no later than seven (7\*) school days after the observation.

**Post-observation conferences are to be conducted within 7 school days of the observation. It will not be considered a violation if the post-conference is conducted within 10 days of the observation. Day 1 is the day after the observation.**

- The evaluator schedules an observation date and time of observation with the teacher.
- At least one day prior to the pre-observation conference, the teacher enters information about the lesson to be observed into Domain 1 in MyPGS referring to the Framework for Teaching Evaluation Rubric. The teacher then shares the information with the evaluator by clicking the “Share” button. This step must occur regardless of whether or not the pre-observation conference is actually held. The teacher may also add evidence for 4(b)-4(f) to the pre-conference form, although doing so is optional. Evidence for 4(a) is added AFTER the lesson is taught and may be added to the teacher’s self-assessment.
- An observation consists of one complete learning experience or lesson.
- Under routine circumstances, the length of a scheduled or unscheduled VSET observation should be a minimum of **30 minutes in elementary schools and a full class period in secondary schools.**

### Step 2: Conduct the pre-observation conference, if this conference is necessary.

- The evaluator and teacher discuss the lesson to be observed, based on the information entered into MyPGS (Domain 1). The teacher should do most of the talking, but the evaluator should ask questions for guidance and understanding and offer suggestions for improvement to the lesson, if necessary. Any additional evidence for Domains 1 or 4 should be entered into MyPGS.

### Step 3: Observe the teacher

- The evaluator gathers evidence of the teacher’s and students’ actions, statements, and questions in MyPGS.
- The evaluator submits evidence to the teacher within \*24 hours of the observation. The teacher adds to the evidence, as necessary, also within 24 hours.

**\*It is expected that evidence is shared with teachers within 24 hours. However, it will not be considered a violation of VSET procedures if evidence is shared within 48 hours. Evidence for this observation cannot be added after the post-conference.**

### Step 4: Prepare for the post-observation conference

- The teacher reflects on the lesson that was observed and enters that reflection in 4(a) in MyPGS at least one work day prior to the conference referring to the Framework for



Teaching Evaluation Rubric. Teachers may also include evidence for components 4(b)-4(f), if applicable. While this evidence is not required for the observation cycles during the year, **teachers are encouraged to periodically collect and enter evidence for Domain 4**, as this evidence will be required during the final Self-Assessment at the end of the year for all teachers and prior to the Mid-Year Evaluation for Category 1 Teachers.

- The teacher and the evaluator independently rate the evidence collected during the observation. There is no expectation that the evaluator's and the teacher's ratings must match. Any component for which there is no evidence is marked unobserved.
- The teacher completes the Self-Assessment in MyPGS by comparing the evidence from the lesson observed with the Framework for Teaching Rubric, and then clicks "Share" for the evaluator at least one day prior to the Post-Observation Conference. The teacher must have at least one day to complete the self-assessment after evidence is received.
- The evaluator reviews the teacher's self-assessment and marks areas of agreement in MyPGS and leaves blank the areas not observed or areas that require further discussion.
- The teacher may add additional evidence related to this observation. However, evidence may not be added by the teacher or the evaluator after the post-conference.
- Assessment of evidence will be discussed at the post-conference.

**Step 5: Conduct the post-observation conference within 7\* school days of observation**

- The teacher may add additional evidence related to this observation at this post conference. Evidence may not be added after the post-conference.
- The evaluator shares and acknowledges ratings for areas of agreement on components at the post-conference meeting, not before.
- The teacher shares and is invited to discuss the evidence for components when the ratings of the evaluator and teacher differ.
- The evaluator and teacher attempt to come to consensus on component ratings. Ultimately, the final rating is based on the judgment of the evaluator based on preponderance of evidence.
- The evaluator and/or teacher add relevant evidence for Domain 4. Teachers may include evidence for components 4(b) – 4(f). While this evidence is not required for the observation cycles during the year for Category 1A, 2, and 3 Teachers, this evidence will be required during the final Self-Assessment at the end of the year for all teachers and prior to the Mid-Year Evaluation for Category 1 Teachers..
- Both the evaluator and teacher review status of the Deliberate Practice Plan at each post-observation conference.
- Both the evaluator and teacher develop next steps, if necessary.
- Prior to the end of the post-observation conference, the teacher and evaluator acknowledge the observation cycle in the MyPGS system. If either party does not acknowledge the observation cycle in this conference, the acknowledgement and ratings must be entered within 24 hours.

Note: Teacher acknowledgment of the observation cycle does not signify agreement; it acknowledges that the observation cycle itself took place. The teacher has the right to write a rebuttal at any time at any step of the evaluation process. However, the rebuttal must be signed and dated by the teacher.

**Post-observation conferences are to be conducted within 7 school days of the observation; however, it will not be considered a violation if the post-conference is conducted within 10 days of the observation. Day 1 is the day after the observation.**

Note: Ratings are based on preponderance of EVIDENCE.  
Timelines may be extended when delays occur due to district-wide or school-wide technology interruptions, as determined by the Technology Assistance Program (TAP) team.

## THE UNSCHEDULED OBSERVATION CYCLE

### Step 1: Observe the teacher

- The evaluator gathers evidence of the teacher's and students' actions, statements, and questions in MyPGS.
- The evaluator submits evidence to the teacher within \*24 hours of the observation. The teacher adds to the evidence, as necessary, also within 24 hours.

**\*It is expected that evidence is shared with teachers within 24 hours. However, it will not be considered a violation of VSET procedures if evidence is shared within 48 hours.**

### Step 2: Prepare for the post-observation conference

- The teacher reflects on the lesson that was observed and enters that reflection in 4(a) in MyPGS at least one work day prior to the conference, referring to the Framework for Teaching Evaluation Rubric. Teachers may include evidence for components 4(b)- 4(f). While this evidence is not required for the observation cycles during the year for Category 1A, 2, and 3 Teachers, teachers are encouraged to periodically collect and enter evidence for Domain 4, as this evidence will be required during the final Self-Assessment at the end of the year for all teachers and prior to the Mid-Year Evaluation for Category 1 Teachers.
- The teacher and the evaluator independently score the rubric assessment of the lesson based on all evidence collected on domains and components. There is no expectation that the evaluator's and the teacher's ratings must match. Any component for which there is no evidence is marked unobserved.
- The teacher completes the Self-Assessment in MyPGS by comparing the evidence from the lesson observed with the Framework for Teaching Rubric, and then clicks "Share" for the evaluator at least one day prior to the Post-Observation Conference.
- The evaluator reviews the teacher's self-assessment and marks areas of agreement in MyPGS and leaves blank the areas not observed or areas that require further discussion.
- The teacher may add additional evidence related to this observation. Evidence may not be added after the post-conference.
- Assessment of evidence will be discussed at the post-conference.

### Step 3: Conduct the post-observation conference within 7\* school days of observation

- The evaluator shares and acknowledges ratings for areas of agreement on components at the post-conference meeting, not before.
- The teacher shares and is invited to discuss the evidence for components when the ratings of the evaluator and teacher differ.
- The evaluator and teacher attempt to come to consensus on component ratings. Ultimately, the final rating is based on the judgment of the evaluator based on preponderance of the evidence.
- The evaluator and/or teacher add relevant evidence for Domains 1 and 4, if applicable. Teachers may include evidence for components 4(b) – 4(f). While this evidence is not required for the observation cycles during the year for Category 1A, 2, and 3 Teachers, this evidence will be required during the final Self-Assessment at the end of the year for all teachers and prior to the Mid-Year Evaluation for Category 1 Teachers.
- Both the evaluator and teacher review status of the Deliberate Practice Plan at each post-observation conference.
- Prior to the end of the post-observation conference, the teacher and evaluator acknowledge the observation cycle in the MyPGS system. If either party does not acknowledge the observation cycle in this conference, the acknowledgement and ratings must be entered within 24 hours.
- Both the evaluator and teacher develop next steps, if necessary.

**Post-observation conferences are to be conducted within 7 school days of the observation; however, it will not be considered a violation if the post-conference is conducted within 10 days of the observation. Day 1 is the day after the observation. Note: Ratings are based on preponderance of the EVIDENCE. Timelines may be extended when delays occur due to district-wide or school-wide technology interruptions, as determined by the TAP team.**

## Volusia System for Empowering Teachers

### PLANNING CONFERENCE

(The planning conference form is intended to assist educators in providing evidence for Domain 1 and 4.

It is completed by the educator prior to the announced observation. The educator shares the completed form with the evaluator at least one day in advance of the conference.)

A self-assessment is to be completed at least one day in advance of the Post-Observation Conference.

<b>Announced Observation</b>	
<b>Domain 1 is to clarify the lesson being observed.</b>	
<b>Component</b>	<b>Guiding Questions</b>
<b>1a-</b> Demonstrating Knowledge of Content and	<ul style="list-style-type: none"> <li>•What concepts will be taught in the lesson and how do they relate to each other?</li> <li>•What pre-requisite skills are required?</li> <li>•What pedagogical approaches will be used in the lesson?</li> </ul>
<b>1b-</b> Demonstrating Knowledge of	<ul style="list-style-type: none"> <li>•What knowledge have you acquired about your students and how does that influence the way you teach them?</li> </ul>
<b>1c-</b> Selecting Instructional	<ul style="list-style-type: none"> <li>•What are your targeted instructional outcomes? (What do you expect students to learn and why is it important?)</li> <li>•How do you adjust the lesson for the varying needs of students?</li> <li>•How are different types of learning incorporated in the lesson?</li> </ul>
<b>1d-</b> Demonstrating Knowledge of	<ul style="list-style-type: none"> <li>•What resources did you use in planning this lesson?</li> <li>•What resources will be available for students?</li> </ul>
<b>1e-</b> Designing Coherent	<ul style="list-style-type: none"> <li>•Describe the structure of your lesson to include activities, materials, grouping and time allocations as they align with the goal(s) in 1c.</li> <li>•How are choice and differentiation addressed in this lesson?</li> </ul>
<b>1f-</b> Designing Student Assessment	<ul style="list-style-type: none"> <li>•How will you assess whether students have met the lesson objectives?</li> <li>•Describe the assessment criteria.</li> <li>•How do you plan on using the results of the assessment?</li> </ul>

Note: Student also refers to client, etc., as appropriate.

\*The guiding questions are intended to guide teachers' collection of evidence for each component.

Refer to the applicable VSET Rubric for clarification.

## Announced Observation: Pre-Observation Conference Form

Evidence for 4(a) is to be provided AFTER the lesson is taught as part of the teacher's self-assessment. However, teachers may use this opportunity to provide evidence for 4(b)-4(f), which does NOT have to be specific to the observed lesson. Providing evidence for 4(b)-4(f) is OPTIONAL as part of the pre-observation conference, but evidence for these components must be provided and rated by the mid-year evaluation (Category 1 teachers only) or by the Final End of Year Evaluation (all teachers).

Component	Guiding Questions*
4b-Maintaining Accurate Records	<ul style="list-style-type: none"><li>• How do you track student completion of assignments?</li><li>• How do you monitor students' progress against instructional outcomes?</li><li>• How do you maintain non-instructional records?</li></ul>
4c-Communicating with Families	<ul style="list-style-type: none"><li>• How do you communicate with and engage families in student learning and the instructional program?</li><li>• How do you ensure your communication with families is culturally appropriate?</li></ul>
4d-Participating in a Professional Community	<ul style="list-style-type: none"><li>• Describe your relationships with your colleagues.</li><li>• How do you contribute to/or collaborate with your professional learning community?</li><li>• Describe your professional contributions to your school and/or district.</li></ul>
4e-Growing and Developing Professionally	<ul style="list-style-type: none"><li>• What professional development activities have you participated in to enhance content knowledge and pedagogical skill?</li><li>• Describe how you use feedback from others to improve your practice.</li></ul>
4f-Showing Professionalism	<ul style="list-style-type: none"><li>• In what ways do you demonstrate professionalism and leadership with colleagues, students, and the public?</li><li>• How do you ensure that all students receive a fair opportunity to succeed?</li></ul>

\*The guiding questions are intended to guide teachers' collection of evidence for each component. Refer to the applicable VSET Rubric for clarification.

## WALK-THROUGHS

Walk-Throughs generally consist of classroom observations of 3-10 minutes in length during which the observer gathers evidence regarding classroom instructional practices and behaviors on a regular basis. Walk-Throughs provide opportunities for timely and actionable individual feedback as well as trend and pattern data over time. Walk-Throughs also inform professional development needs for individual and groups of teachers and provide a means to gauge the implementation of professional development against Deliberate Practice Plans and school improvement plans. Walk-Throughs may occur in settings other than the classroom, such as meetings, trainings, etc. Teachers may or may not be aware of which component the evaluator is focusing on during a particular Walk-Through.

### **Who Conducts the Walk-Through Observation and Data Reviews?**

A number of individuals may conduct Walk-Through observations for feedback. For the purpose of the evaluation, the evaluator might be the principal, the assistant principal, a district administrator, or a combination thereof.

Walk-Throughs are important for all teachers. The purpose of the informal Walk-Through is to ensure that what is observed in a formal observation is also seen during day-to-day practice. Evidence collected will align with the components observed.

The Walk-Through can focus on any component or on the Deliberate Practice Plan. The teacher or evaluator may elect to include a Walk-Through observation as evidence. Teachers may request that an evaluator visit the classroom to observe specific activities as evidence for the Deliberate Practice or for a particular component or as follow-up to a Walk-Through. The charts that follow indicate the minimum number of Walk-Through observations required for different groups of teachers.

The evaluator shares Walk-Through evidence within 24 - 48 hours. The teacher may or may not add evidence or respond to the evaluator's comments within 48 hours.

# ADMINISTRATIVE OBSERVATION OVERVIEW

## CATEGORY 1 and CATEGORY 1A

<b>Category 1</b>	<ul style="list-style-type: none"> <li>• True first year teachers (novice teachers)</li> <li>• Teachers in Year 1 with Volusia County Schools regardless of years of experience elsewhere.</li> <li>• Temporary hires –Teaching contract does not extend beyond this school calendar year</li> </ul>
<b>Category 1A</b>	<ul style="list-style-type: none"> <li>• All teachers in Year 2 with Volusia County Schools. (no matter how many years' experience elsewhere) <b><u>Category 1A teachers will not require mid-year evaluations.</u></b></li> </ul>

<b>August 15-26, 2022</b>	<b>NO Walk Throughs or Observations will be conducted during the first 2 student weeks of school</b>
<b>Due October 21, 2022</b>	<b>1 Administrator Walk-Through for Domain 2 or 3</b>
<b>Due December 16, 2022</b>	<b>1 Administrator Scheduled Observation Cycle</b> <ul style="list-style-type: none"> <li>➤ <b>Pre-Observation Conference within 3 School Days of Observation</b></li> <li>➤ <b>Observation</b></li> <li>➤ <b>Post-Observation Conference within 7* School Days of Observation</b></li> </ul>
<b>Due January 6, 2023</b>	<b>Mid-Year Evaluation Category 1 Teachers ONLY</b> <p style="text-align: center;"><b>***All 22 Components MUST be rated***</b></p> <b>Mid-Year Evaluation is NOT to be completed for teachers with a start date of October 21, 2022, or after</b>
<b>Due March 10, 2023</b>	<b>1 Administrator Walk-Through in any Domain</b> <b>1 Administrator Unscheduled Observation Cycle</b> <ul style="list-style-type: none"> <li>➤ <b>Observation (Must take place by March 7, 2023)</b></li> <li>➤ <b>Post-Observation Conference within 7* School Days of Observation</b></li> </ul>
<b>Complete</b> <b>March 27-April 14, 2023</b>	<b>Final Evaluator Rubric Score</b> <b>Deliberate Practice Plan Evaluator Rating</b>

**Note: Number of Walk Throughs and Observations is minimum. More may be conducted.**

It is expected that evidence will be collected prior to March 10, 2023, for the purpose of rating all 22 components.

\*Post-observation conferences are to be conducted within 7 school days of the observation. It will not be considered a violation if the post-conference is conducted within 10 days of the observation. Day 1 is the day after the observation.

**Teachers hired on or before February 1, 2023, require a minimum of a walk-through and a scheduled observation, so Domains 1 and 4 can be addressed.**

# ADMINISTRATIVE OBSERVATION OVERVIEW

## CATEGORY 2

<b>Category 2</b>	All teachers in Year 3 or more of experience with an Instructional Practice Score of Highly Effective or Effective from the previous year.
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<b>August 15-26, 2022</b>	<b>NO Walk Throughs or Observations will be conducted during the first 2 student weeks of school</b>
<b>Due March 10, 2023</b>	<b>1 Administrator Scheduled Observation Cycle</b> <ul style="list-style-type: none"> <li>➤ <b>Pre-Observation Conference within 3 School Days of Observation</b> (A pre-observation conference is not required when neither the evaluator nor the teacher has any questions/concerns)</li> <li>➤ <b>Observation (must take place by March 7, 2023)</b></li> <li>➤ <b>Post-Observation Conference within 7* School Days of Observation</b></li> </ul> <p style="text-align: center;"><b>***Walk-Throughs are optional for Category 2 Teachers***</b></p> <p style="text-align: center;"><b>***Additional Observations are optional for Category 2 Teachers***</b></p>
<b>Complete</b> <b>March 27-April 14, 2023</b>	<b>Final Evaluator Rubric Score</b> <b>Deliberate Practice Plan Evaluator Rating</b>

**Note: Number of Walk Throughs and Observations is minimum. More may be conducted.**

It is expected that evidence will be collected prior to March 10, 2023, for the purpose of rating all 22 components.

The teacher may request one additional scheduled observation cycle.

\*Post-observation conferences are to be conducted within 7 school days of the observation. It will not be considered a violation if the post-conference is conducted within 10 days of the observation. Day 1 is the day after the observation.

**Teachers hired on or before February 1, 2023, require a minimum of a walk-through and a scheduled observation, so Domains 1 and 4 can be addressed.**

# ADMINISTRATIVE OBSERVATION OVERVIEW

## CATEGORY 3

<b>Category 3</b>	Overall Basic/ Needs Improvement or Unsatisfactory Instructional Practice Score ratings from the previous year. <b><u>All learning activities must be approved by the evaluator before participating if being considered as a learning cycle.</u></b>
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<b>August 15-26, 2022</b>	<b>NO Walk Throughs or Observations will be conducted during the first 2 student weeks of school</b>
<b>Due October 21, 2022</b>	<b>2 Administrator Walk-Throughs in Power Components</b>
<b>Complete Oct. 24-Dec. 16, 2022</b>	<b>1 Administrator Walk-Through in Any Domain which Supports the Deliberate Practice Plan</b> <b>1 Administrator Scheduled Observation Cycle</b> <ul style="list-style-type: none"> <li>➤ <b>Pre-Observation Conference within 3 School Days of Observation</b></li> <li>➤ <b>Observation</b></li> <li>➤ <b>Post-Observation Conference within 7* School Days of Observation</b></li> </ul>
<b>Complete Jan. 5-March 10, 2023</b>	<b>1 Administrator Walk-Through in Any Domain which Supports the Deliberate Practice Plan</b> <b>1 Administrator Unscheduled Observation Cycle</b> <ul style="list-style-type: none"> <li>➤ <b>Observation (must take place by March 7, 2023)</b></li> <li>➤ <b>Post-Observation Conference within 7* School Days of Observation</b></li> </ul>
<b>Complete March 27-April 14, 2023</b>	<b>Final Evaluator Rubric Score Deliberate Practice Plan Evaluator Rating</b>

**Note: Number of Walk Throughs and Observations is minimum. More may be conducted.**

It is expected that evidence will be collected prior to March 10, 2023, for the purpose of rating all 22 components.

\*Post-observation conferences are to be conducted within 7 school days of the observation. It will not be considered a violation if the post-conference is conducted within 10 days of the observation. Day 1 is the day after the observation.

It is recognized that budget may limit service to teachers requiring assistance. In this case, differentiated support will be provided to teachers requiring support as determined by the Superintendent.



- **For all instructional personnel, a crosswalk from the district's evaluation framework to the Educator Accomplished Practices demonstrating that the district's evaluation system contains indicators based upon each of the Educator Accomplished Practices [Rule 6A-5.030(2)(b)3., F.A.C.].**

Please see the attached Alignment to the Florida Educator Accomplished Practices (FEAP) crosswalk document to review VSET's alignment to the Florida Educator Accomplished Practices.

- **For classroom teachers, observation instrument(s) that include indicators based on each of the Educator Accomplished Practices [Rule 6A-5.030(2)(b)4., F.A.C.].**

Please see the attached Alignment to the Florida Educator Accomplished Practices (FEAP) crosswalk document to review VSET's alignment to the Florida Educator Accomplished Practices. Classroom teachers are evaluated using the VSET Classroom Teacher rubric, which can be found in the VSET Handbook, pages 50-60.

- **For non-classroom instructional personnel, evaluation instrument(s) that include indicators based on each of the Educator Accomplished Practices [Rule 6A-5.030(2)(b)5., F.A.C.].**

Non-classroom teachers are evaluated using one of VSET's alternate rubrics (see attached alternate rubrics).

- **For all instructional personnel, procedures for conducting observations and collecting data and other evidence of instructional practice [Rule 6A-5.030(2)(b)6., F.A.C.].**

VSET procedures for conducting observations and collecting data and other evidence are detailed in the VSET Handbook on pages 15-21, as follows.

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<b>Alignment to the Florida Educator Accomplished Practices (FEAP)</b>	
<b>Practice</b>	<b>Danielson Evaluation Indicators</b>
<b>1. Instructional Design and Lesson Planning</b>	
Applying concepts from human development and learning theories, the effective educator consistently:	
a. Aligns instruction with state-adopted standards at the appropriate level of rigor;	1a
b. Sequences lessons and concepts to ensure coherence and required prior knowledge;	1c
c. Designs instruction for students to achieve mastery;	1e
d. Selects appropriate formative assessments to monitor learning;	1f
e. Uses diagnostic student data to plan lessons; and	1b, 1c
f. Develops learning experiences that require students to demonstrate a variety of applicable skills and competencies.	1f
<b>2. The Learning Environment</b>	
To maintain a student-centered learning environment that is safe, organized, equitable, flexible, inclusive, and collaborative, the effective educator consistently:	
a. Organizes, allocates, and manages the resources of time, space, and attention;	1b, 2e
b. Manages individual and class behaviors through a well-planned management system;	2d
c. Conveys high expectations to all students;	2b
d. Respects students' cultural linguistic and family background;	2a, 2b
e. Models clear, acceptable oral and written communication skills;	3a
f. Maintains a climate of openness, inquiry, fairness and support;	2a, 2b
g. Integrates current information and communication technologies;	3a, 2e
h. Adapts the learning environment to accommodate the differing needs and diversity of students; and	2e
i. Utilizes current and emerging assistive technologies that enable students to participate in high-quality communication interactions and achieve their educational goals.	2e
<b>3. Instructional Delivery and Facilitation</b>	
The effective educator consistently utilizes a deep and comprehensive knowledge of the subject taught to:	
a. Deliver engaging and challenging lessons;	3c
b. Deepen and enrich students' understanding through content area literacy strategies, verbalization of thought, and application of the subject matter;	Domain 3
c. Identify gaps in students' subject matter knowledge;	3d
d. Modify instruction to respond to preconceptions or misconceptions;	3a, 3e
e. Relate and integrate the subject matter with other disciplines and life experiences;	3a
f. Employ higher-order questioning techniques;	3b
g. Apply varied instructional strategies and resources, including appropriate technology, to provide comprehensible instruction, and to teach for student understanding;	1e, 3c
h. Differentiate instruction based on an assessment of student learning needs and recognition of individual differences in students;	1e, 3d
i. Support, encourage, and provide immediate and specific feedback to students to promote student achievement;	3d
j. Utilize student feedback to monitor instructional needs and to adjust instruction.	3d, 3e
<b>4. Assessment</b>	
The effective educator consistently:	
a. Analyzes and applies data from multiple assessments and measures to diagnose students' learning needs, informs instruction based on those needs, and drives the learning process;	1f
b. Designs and aligns formative and summative assessments that match learning objectives and lead to mastery;	1f
c. Uses a variety of assessment tools to monitor student progress, achievement and learning gains;	3d
d. Modifies assessments and testing conditions to accommodate learning styles and varying levels of knowledge;	1f,
e. Shares the importance and outcomes of student assessment data with the student and the student's parent/caregiver(s); and	3d, 4c

f. Applies technology to organize and integrate assessment information.	3d
<b>5. Continuous Professional Improvement</b> The effective educator consistently:	
a. Designs purposeful professional goals to strengthen the effectiveness of instruction based on students' needs;	Deliberate Practice Plan
b. Examines and uses data-informed research to improve instruction and student achievement;	1a, 1e, 4a, 4e
c. Uses a variety of data, independently, and in collaboration with colleagues, to evaluate learning outcomes, adjust planning and continuously improve the effectiveness of the lessons;	4a, 4b, 4d, 4e
d. Collaborates with the home, school and larger communities to foster communication and to support student learning and continuous improvement;	4c, 4d, 4f
e. Engages in targeted professional growth opportunities and reflective practices; and	4a, 4f
f. Implements knowledge and skills learned in professional development in the teaching and learning process.	4d
<b>6. Professional Responsibility and Ethical Conduct</b>	
Understanding that educators are held to a high moral standard in a community, the effective educator adheres to the Code of Ethics and the Principles of Professional Conduct of the Education Profession of Florida, pursuant to Rules 6A-10.080 and 6A-10.081, F.A.C., and fulfills the expected obligations to students, the public and the education profession.	4f

**The Framework for Teaching Evaluation Instrument – Rubric**

**Classroom Teachers**

	<b>1 UNSATISFACTORY</b>	<b>2 BASIC/DEVELOPING/ NEEDS IMPROVEMENT</b>	<b>3 PROFICIENT/EFFECTIVE</b>	<b>4 DISTINGUISHED/HIGHLYEFFECTIVE</b>
<b>1a Knowledge of Content and Pedagogy</b>	<p>In planning and practice, teacher makes content errors or does not correct errors made by students.</p> <p>Teacher's plans and practice display little understanding of prerequisite relationships important to student's learning of the content.</p> <p>Teacher displays little or no understanding of the range of pedagogical approaches suitable to student's learning of the content.</p>	<p>Teacher is familiar with the important concepts in the discipline but displays lack of awareness of how these concepts relate to one another.</p> <p>Teacher's plans and practice indicate some awareness of prerequisite relationships, although such knowledge may be inaccurate or incomplete.</p> <p>Teacher's plans and practice reflect a limited range of pedagogical approaches to the discipline or to the students.</p>	<p>Teacher displays solid knowledge of the important concepts in the discipline and the ways they relate to one another.</p> <p>Teacher's plans and practice reflect accurate understanding of prerequisite relationships among topics and concepts.</p> <p>Teacher's plans and practice reflect familiarity with a wide range of effective pedagogical approaches in the discipline.</p>	<p>Teacher displays extensive knowledge of the important concepts in the discipline and the ways they relate both to one another and to other disciplines.</p> <p>Teacher's plans and practice reflect understanding of prerequisite relationships among topics and concepts and provide a link to necessary cognitive structures needed by students to ensure understanding.</p> <p>Teacher's plans and practice reflect familiarity with a wide range of effective pedagogical approaches in the discipline, anticipating student misconceptions.</p>
<b>1b Demonstrating Knowledge of Students</b>	<p>Teacher demonstrates little or no understanding of how students learn, and little knowledge of students' backgrounds, cultures, skills, language proficiency, interests, and special needs, and does not seek such understanding.</p>	<p>Teacher indicates the importance of understanding how students learn and the students' backgrounds, cultures, skills, language proficiency, interests, and special needs, and attains this knowledge for the class as a whole.</p>	<p>Teacher understands the active nature of student learning, and attains information about levels of development for groups of students. The teacher also purposefully seeks knowledge from several sources of students' backgrounds, cultures, skills, language proficiency, interests, and special needs, and attains this knowledge for groups of students.</p>	<p>Teacher actively seeks knowledge of students' levels of development and their backgrounds, cultures, skills, language proficiency, interests, and special needs from a variety of sources. This information is acquired for individual students.</p>

<p style="text-align: center;"><b>11c Designing Instructional Outcomes</b></p>	<p>Outcomes represent low expectations for students and lack of rigor, and not all of them reflect important learning in the discipline.</p> <p>Outcomes are stated as activities rather than as student learning.</p> <p>Outcomes reflect only one type of learning and only one discipline or strand and are suitable for only some students.</p>	<p>Outcomes represent moderately high expectations and rigor.</p> <p>Some reflect important learning in the discipline and consist of a combination of outcomes and activities.</p> <p>Outcomes reflect several types of learning, but teacher has made no attempt at coordination or integration.</p> <p>Most of the outcomes are suitable for most of the students in the class in accordance with global assessments of student learning.</p>	<p>Most outcomes represent rigorous and important learning in the discipline.</p> <p>All the instructional outcomes are clear, are written in the form of student learning, and suggest viable methods of assessment.</p> <p>Outcomes reflect several different types of learning and opportunities for coordination.</p> <p>Outcomes take into account the varying needs of groups of students.</p>	<p>All outcomes represent rigorous and important learning in the discipline.</p> <p>The outcomes are clear, are written in the form of student learning, and permit viable methods of assessment.</p> <p>Outcomes reflect several different types of learning and, where appropriate, represent opportunities for both coordination and integration.</p> <p>Outcomes take into account the varying needs of individual students.</p>
<p style="text-align: center;"><b>1d Knowledge of Resources</b></p>	<p>Teacher is unaware of school or district resources for classroom use, for the expansion of his or her own knowledge, or for students.</p>	<p>Teacher displays basic awareness of school or district resources available for classroom use, for the expansion of his or her own knowledge, and for students, but no knowledge of resources available more broadly.</p>	<p>Teacher displays awareness of resources—not only through the school and district but also through sources external to the school and on the Internet—available for classroom use, for the expansion of his or her own knowledge, and for students.</p>	<p>Teacher displays extensive knowledge of resources—not only through the school and district but also in the community, through professional organizations and universities, and on the Internet—for classroom use, for the expansion of his or her own knowledge, and for students.</p>

<p style="text-align: center;"><b>1e Designing Coherent Instruction</b></p>	<p>The series of learning experiences is poorly aligned with the instructional outcomes and does not represent a coherent structure.</p> <p>The activities are not designed to engage students in active intellectual activity and have unrealistic time allocations. Instructional groups do not support the instructional outcomes and offer no variety.</p>	<p>Some of the learning activities and materials are suitable to the instructional outcomes and represent a moderate cognitive challenge but with no differentiation for different students. Instructional groups partially support the instructional outcomes, with an effort by the teacher at providing some variety.</p> <p>The lesson or unit has a recognizable structure; the progression of activities is uneven, with most time allocations reasonable.</p>	<p>Teacher coordinates knowledge of content, of students, and of resources, to design a series of learning experiences aligned to instructional outcomes and suitable to groups of students.</p> <p>The learning activities have reasonable time allocations; they represent significant cognitive challenge, with some differentiation for different groups of students.</p> <p>The lesson or unit has a clear structure, with appropriate and varied use of instructional groups.</p>	<p>Plans represent the coordination of in-depth content knowledge, understanding of different students' needs, and available resources (including technology), resulting in a series of learning activities designed to engage students in high-level cognitive activity.</p> <p>Learning activities are differentiated appropriately for individual learners. Instructional groups are varied appropriately with some opportunity for student choice.</p> <p>The lessons or unit's structure is clear and allows for different pathways according to diverse student needs.</p>
<p style="text-align: center;"><b>1f Designing Student Assessments</b></p>	<p>Assessment procedures are not congruent with instructional outcomes; the proposed approach contains no criteria or standards.</p> <p>Teacher has no plan to incorporate formative assessment in the lesson or unit nor any plan to use assessment results in designing future instruction.</p>	<p>Some of the instructional outcomes are assessed through the proposed approach, but others are not.</p> <p>Assessment criteria and standards have been developed, but they are not clear.</p> <p>Approach to the use of formative assessment is rudimentary, including only some of the instructional outcomes.</p> <p>Teacher intends to use assessment results to plan for future instruction for the class as a whole.</p>	<p>Teacher's plan for student assessment is aligned with the instructional outcomes; assessment methodologies may have been adapted for groups of students.</p> <p>Assessment criteria and standards are clear. Teacher has a well-developed strategy for using formative assessment and has designed particular approaches to be used.</p> <p>Teacher intends to use assessment results to plan for future instruction for groups of students.</p>	<p>Teacher's plan for student assessment is fully aligned with the instructional outcomes and has clear criteria and standards that show evidence of student contribution to their development.</p> <p>Assessment methodologies have been adapted for individual students, as needed.</p> <p>The approach to using formative assessment is well designed and includes student as well as teacher use of the assessment information. Teacher intends to use assessment results to plan future instruction for individual students.</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>2a Environment of Respect and Rapport</b></p>	<p>Patterns of classroom interactions, both between the teacher and students and among students, are mostly negative, inappropriate, or insensitive to students' ages, cultural backgrounds, and developmental levels. Interactions are characterized by sarcasm, put-downs, or conflict.</p> <p>Teacher does not deal with disrespectful behavior.</p>	<p>Patterns of classroom interactions, both between the teacher and students and among students, are generally appropriate but may reflect occasional inconsistencies, favoritism, and disregard for students' ages, cultures, and developmental levels.</p> <p>Students rarely demonstrate disrespect for one another.</p> <p>Teacher attempts to respond to disrespectful behavior, with uneven results. The net result of the interactions is neutral, conveying neither warmth nor conflict.</p>	<p>Teacher-student interactions are friendly and demonstrate general caring and respect. Such interactions are appropriate to the ages of the students.</p> <p>Students exhibit respect for the teacher. Interactions among students are generally polite and respectful.</p> <p>Teacher responds successfully to disrespectful behavior among students. The net result of the interactions is polite and respectful, but impersonal.</p>	<p>Classroom interactions among the teacher and individual students are highly respectful, reflecting genuine warmth and caring and sensitivity to students as individuals.</p> <p>Students exhibit respect for the teacher and contribute to high levels of civil interaction between all members of the class. The net result of interactions is that of connections with students as individuals.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>2b Establishing a Culture for Learning</b></p>	<p>The classroom culture is characterized by a lack of teacher or student commitment to learning and/or little or no investment of student energy into the task at hand. Hard work is not expected or valued.</p> <p>Medium or low expectations for student achievement are the norm, with high expectations for learning reserved for only one or two students.</p>	<p>The classroom culture is characterized by little commitment to learning by teacher or students.</p> <p>The teacher appears to be only going through the motions, and students indicate that they are interested in completion of a task, rather than quality.</p> <p>The teacher conveys that student success is the result of natural ability rather than hard work; high expectations for learning are reserved for those students thought to have a natural aptitude for the subject.</p>	<p>The classroom culture is a cognitively busy place where learning is valued by all, with high expectations for learning being the norm for most students.</p> <p>The teacher conveys that with hard work students can be successful.</p> <p>Students understand their role as learners and consistently expend effort to learn.</p> <p>Classroom interactions support learning and hard work.</p>	<p>The classroom culture is a cognitively vibrant place, characterized by a shared belief in the importance of learning.</p> <p>The teacher conveys high expectations for learning by all students and insists on hard work.</p> <p>Students assume responsibility for high quality by initiating improvements, making revisions, adding detail, and/or helping peers.</p>

<p><b>2c Managing Classroom Procedures</b></p>	<p>Much instructional time is lost through inefficient classroom routines and procedures.</p> <p>There is little or no evidence that the teacher is managing instructional groups, transitions, and/or the handling of materials and supplies effectively.</p> <p>There is little evidence that students know or follow established routines.</p>	<p>Some instructional time is lost through only partially effective classroom routines and procedures.</p> <p>The teacher's management of instructional groups, transitions, and/or the handling of materials and supplies is inconsistent, the result being some disruption of learning.</p> <p>With regular guidance and prompting, students follow established routines.</p>	<p>There is little loss of instructional time because of effective classroom routines and procedures.</p> <p>The teacher's management of instructional groups and the handling of materials and supplies are consistently successful.</p> <p>With minimal guidance and prompting, students follow established classroom routines.</p>	<p>Instructional time is maximized because of efficient classroom routines and procedures.</p> <p>Students contribute to the management of instructional groups, transitions, and the handling of materials and supplies.</p> <p>Routines are well understood and may be initiated by students.</p>
<p><b>2d Managing Student Behavior</b></p>	<p>There appear to be no established standards of conduct and little or no teacher monitoring of student behavior.</p> <p>Students challenge the standards of conduct.</p> <p>Response to students' misbehavior is repressive or disrespectful of student dignity.</p>	<p>Standards of conduct appear to have been established, but their implementation is inconsistent.</p> <p>Teacher tries, with uneven results, to monitor student behavior and respond to student misbehavior.</p> <p>There is inconsistent implementation of the standards of conduct.</p>	<p>Student behavior is generally appropriate.</p> <p>The teacher monitors student behavior against established standards of conduct.</p> <p>Teacher response to student misbehavior is consistent, proportionate, respectful to students, and effective.</p>	<p>Student behavior is entirely appropriate.</p> <p>Students take an active role in monitoring their own behavior and that of other students against standards of conduct.</p> <p>Teachers' monitoring of student behavior is subtle and preventive.</p> <p>Teacher's response to student misbehavior is sensitive to individual student needs and respects students' dignity.</p>
<p><b>2e Organizing Physical Space</b></p>	<p>The physical environment is unsafe, or many students don't have access to learning resources.</p> <p>There is poor coordination between the lesson activities and the arrangement of furniture and resources, including computer technology.</p>	<p>The classroom is safe, and essential learning is accessible to most students.</p> <p>The teacher's use of physical resources, including computer technology, is moderately effective.</p> <p>Teacher makes some attempt to modify the physical arrangement to suit learning activities, with partial success.</p>	<p>The classroom is safe, and learning is accessible to all students; teacher ensures that the physical arrangement is appropriate to the learning activities.</p> <p>Teacher makes effective use of physical resources, including computer technology.</p>	<p>The classroom is safe, and learning is accessible to all students, including those with special needs.</p> <p>Teacher makes effective use of physical resources, including computer technology.</p> <p>The teacher ensures that the physical arrangement is appropriate to the learning activities.</p> <p>Students contribute to the use or adaptation of the physical environment to advance learning.</p>



<p style="text-align: center;"><b>3a Communicating with Students</b></p>	<p>The instructional purpose of the lesson is unclear to students, and the directions and procedures are confusing.</p> <p>The teacher's explanation of the content contains major errors.</p> <p>The teacher's spoken or written language contains errors of grammar or syntax.</p> <p>The teacher's vocabulary is inappropriate, vague, or used incorrectly, leaving students confused.</p>	<p>The teacher's attempt to explain the instructional purpose has only limited success, and/or directions and procedures must be clarified after initial student confusion.</p> <p>The teacher's explanation of the content may contain minor errors; some portions are clear; other portions are difficult to follow.</p> <p>The teacher's explanation consists of a monologue, with no invitation to the students for intellectual engagement.</p> <p>Teacher's spoken language is correct; however, his or her vocabulary is limited, or not fully appropriate to the students' ages or backgrounds.</p>	<p>The teacher clearly communicates instructional purpose of the lesson, including where it is situated within broader learning, and explains procedures and directions clearly.</p> <p>Teacher's explanation of content is well scaffolded, clear and accurate, and connects with students' knowledge and experience.</p> <p>During the explanation of content, the teacher invites student intellectual engagement.</p> <p>Teacher's spoken and written language is clear and correct and uses vocabulary appropriate to the students' ages and interests.</p>	<p>The teacher links the instructional purpose of the lesson to student interests; the directions and procedures are clear and anticipate possible student misunderstanding.</p> <p>The teacher's explanation of content is thorough and clear, developing conceptual understanding through artful scaffolding and connecting with students' interests.</p> <p>Students contribute to extending the content and help explain concepts to their classmates.</p> <p>The teacher's spoken and written language is expressive, and the teacher finds opportunities to extend students' vocabularies.</p>
<p style="text-align: center;"><b>3b Questioning and Discussion Techniques</b></p>	<p>Teacher's questions are of low cognitive challenge, require single correct responses, and are asked in rapid succession.</p> <p>Interaction between teacher and students is predominantly recitation style, with the teacher mediating all questions and answers.</p> <p>A few students dominate the discussion.</p>	<p>Teacher's questions lead students through a single path of inquiry, with answers seemingly determined in advance.</p> <p>Alternatively, the teacher attempts to frame some questions designed to promote student thinking and understanding, but only a few students are involved.</p> <p>Teacher attempts to engage all students in the discussion and to encourage them to respond to one another, but with uneven results.</p>	<p>Although the teacher may use some low-level questions, he or she asks the students questions designed to promote thinking and understanding.</p> <p>Teacher creates a genuine discussion among students, providing adequate time for students to respond and stepping aside when appropriate.</p> <p>Teacher successfully engages most students in the discussion, employing a range of strategies to ensure that most students are heard.</p>	<p>Teacher uses a variety or series of questions or prompts to challenge students cognitively, advance high-level thinking and discourse, and promote metacognition.</p> <p>Students formulate many questions, initiate topics, and make unsolicited contributions.</p> <p>Students themselves ensure that all voices are heard in the discussion.</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>3c Engaging Students in Learning</b></p>	<p>The learning tasks and activities, materials, resources, instructional groups and technology are poorly aligned with the instructional outcomes or require only rote responses.</p> <p>The pace of the lesson is too slow or too rushed.</p> <p>Few students are intellectually engaged or interested.</p>	<p>The learning tasks and activities are partially aligned with the instructional outcomes but require only minimal thinking by students, allowing most to be passive or merely compliant.</p> <p>The pacing of the lesson may not provide students the time needed to be intellectually engaged.</p>	<p>The learning tasks and activities are aligned with the instructional outcomes and designed to challenge student thinking, the result being that most students display active intellectual engagement with important and challenging content and are supported in that engagement by teacher scaffolding.</p> <p>The pacing of the lesson is appropriate, providing most students the time needed to be intellectually engaged.</p>	<p>Virtually all students are intellectually engaged in challenging content through well-designed learning tasks and suitable scaffolding by the teacher and fully aligned with the instructional outcomes.</p> <p>In addition, there is evidence of some student initiation of inquiry and of student contribution to the exploration of important content.</p> <p>The pacing of the lesson provides students the time needed to intellectually engage with and reflect upon their learning and to consolidate their understanding.</p> <p>Students may have some choice in how they complete tasks and may serve as resources for one another.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>3d Using Assessment in Instruction</b></p>	<p>There is little or no assessment or monitoring of student learning; feedback is absent or of poor quality.</p> <p>Students do not appear to be aware of the assessment criteria and do not engage in self-assessment.</p>	<p>Assessment is used sporadically by teacher and/or students to support instruction through some monitoring of progress in learning.</p> <p>Feedback to students is general, students appear to be only partially aware of the assessment criteria used to evaluate their work, and few assess their own work.</p> <p>Questions, prompts, and assessments are rarely used to diagnose evidence of learning.</p>	<p>Assessment is used regularly by teacher and/or students during the lesson through monitoring of learning progress and results in accurate, specific feedback that advances learning.</p> <p>Students appear to be aware of the assessment criteria; some of them engage in self-assessment.</p> <p>Questions, prompts, assessments are used to diagnose evidence of learning.</p>	<p>Assessment is fully integrated into instruction through extensive use of formative assessment.</p> <p>Students appear to be aware of, and there is some evidence that they have contributed to, the assessment criteria.</p> <p>Students self-assess and monitor their progress.</p> <p>A variety of feedback, from both their teacher and their peers, is accurate, specific, and advances learning.</p> <p>Questions, prompts, assessments are used regularly to diagnose evidence of learning by individual students.</p>

<b>3e Demonstrating Flexibility and Responsiveness</b>	<p>Teacher adheres to the instruction plan in spite of evidence of poor student understanding or lack of interest.</p> <p>Teacher ignores student questions; when students experience difficulty, the teacher blames the students or their home environment.</p>	<p>Teacher attempts to modify the lesson when needed and to respond to student questions and interests, with moderate success.</p> <p>Teacher accepts responsibility for student success but has only a limited repertoire of strategies to draw upon.</p>	<p>Teacher promotes the successful learning of all students, making minor adjustments as needed to instruction plans and accommodating student questions, needs, and interests.</p> <p>Drawing on a broad repertoire of strategies, the teacher persists in seeking approaches for students who have difficulty learning.</p>	<p>Teacher seizes an opportunity to enhance learning, building on a spontaneous event or student interests, or successfully adjusts and differentiates instruction to address individual student misunderstandings.</p> <p>Teacher persists in seeking effective approaches for students who need help, using an extensive repertoire of instructional strategies and soliciting additional resources from the school or community.</p>
<b>4a Reflecting on Teaching</b>	<p>Teacher does not know whether a lesson was effective or achieved its instructional outcomes, or he/she profoundly misjudges the success of a lesson.</p> <p>Teacher has no suggestions for how a lesson could be improved.</p>	<p>Teacher has a generally accurate impression of a lesson's effectiveness and the extent to which instructional outcomes were met.</p> <p>Teacher makes general suggestions about how a lesson could be improved.</p>	<p>Teacher makes an accurate assessment of a lesson's effectiveness and the extent to which it achieved its instructional outcomes and can cite general references to support the judgment.</p> <p>Teacher makes a few specific suggestions of what could be tried another time the lesson is taught.</p>	<p>Teacher makes a thoughtful and accurate assessment of a lesson's effectiveness and the extent to which it achieved its instructional outcomes, citing many specific examples from the lesson and weighing the relative strengths of each.</p> <p>Drawing on an extensive repertoire of skills, teacher offers specific alternative actions, complete with the probable success of different courses of action.</p>
<b>4b Maintaining Accurate Records</b>	<p>Teacher's system for maintaining information on student completion of assignments and student progress in learning is nonexistent or in disarray.</p> <p>Teacher's records for noninstructional activities are in disarray, resulting in errors and confusion.</p>	<p>Teacher's system for maintaining information on student completion of assignments and student progress in learning is rudimentary and only partially effective.</p> <p>Teacher's records for noninstructional activities are adequate but require frequent monitoring to avoid errors.</p>	<p>Teacher's system for maintaining information on student completion of assignments, student progress in learning, and noninstructional records is fully effective.</p>	<p>Teacher's system for maintaining information on student completion of assignments, student progress in learning, and noninstructional records is fully effective.</p> <p>Students contribute information and participate in maintaining the records.</p>

<b>4c Communicating with Families</b>	<p>Teacher communication with families—about the instructional program, about individual students—is sporadic or culturally inappropriate.</p> <p>Teacher makes no attempt to engage families in the instructional program.</p>	<p>Teacher makes sporadic attempts to communicate with families about the instructional program and about the progress of individual students but does not attempt to engage families in the instructional program. Communications are one-way and not always appropriate to the cultural norms of those families.</p>	<p>Teacher communicates frequently with families about the instructional program and conveys information about individual student progress.</p> <p>Teacher makes some attempts to engage families in the instructional program.</p> <p>Information to families is conveyed in a culturally appropriate manner.</p>	<p>Teacher's communication with families is frequent and sensitive to cultural traditions, with students contributing to the communication.</p> <p>Response to family concerns is handled with professional and cultural sensitivity.</p> <p>Teacher's efforts to engage families in the instructional program are frequent and successful.</p>
<b>4d Participating in Professional Community</b>	<p>Teacher's relationships with colleagues are negative or self-serving.</p> <p>Teacher avoids participation in a professional culture of inquiry, resisting opportunities to become involved.</p> <p>Teacher avoids becoming involved in school events or school and district projects.</p>	<p>Teacher maintains cordial relationships with colleagues to fulfill duties that the school or district requires.</p> <p>Teacher becomes involved in the school's culture of professional inquiry when invited to do so.</p> <p>Teacher participates in school events and school and district projects when specifically asked to do so.</p>	<p>Teacher's relationships with colleagues are characterized by mutual support and cooperation; teacher actively participates in a culture of professional inquiry.</p> <p>Teacher volunteers to participate in school events and in school and district projects, making a substantial contribution.</p>	<p>Teacher's relationships with colleagues are characterized by mutual support and cooperation, with the teacher taking initiative in assuming leadership among the faculty.</p> <p>Teacher takes a leadership role in promoting a culture of professional inquiry.</p> <p>Teacher volunteers to participate in school events and district projects making a substantial contribution, and assuming a leadership role in at least one aspect of school or district life.</p>
<b>4e Growing and Developing Professionally</b>	<p>Teacher engages in no professional development activities to enhance knowledge or skill.</p> <p>Teacher resists feedback on teaching performance from either supervisors or more experienced colleagues.</p> <p>Teacher makes no effort to share knowledge with others or to assume professional responsibilities.</p>	<p>Teacher participates in professional activities to a limited extent when they are convenient.</p> <p>Teacher accepts, with some reluctance, feedback on teaching performance from both supervisors and colleagues.</p> <p>Teacher finds limited ways to contribute to the profession.</p>	<p>Teacher seeks out opportunities for professional development to enhance content knowledge and pedagogical skill.</p> <p>Teacher welcomes feedback from colleagues—either when made by supervisors or when opportunities arise through professional collaboration.</p> <p>Teacher participates actively in assisting other educators.</p>	<p>Teacher seeks out opportunities for professional development and makes a systematic effort to conduct action research.</p> <p>Teacher seeks out feedback on teaching from both supervisors and colleagues.</p> <p>Teacher initiates important activities to contribute to the profession.</p>

<p style="text-align: center;"><b>4f Showing Professionalism</b></p>	<p>Teacher displays dishonesty in interactions with colleagues, students, and the public.</p> <p>Teacher is not alert to students' needs and contributes to school practices that result in some students' being ill served by the school.</p> <p>Teacher makes decisions and recommendations based on self-serving interests. Teacher does not comply with school and district regulations.</p>	<p>Teacher is honest in interactions with colleagues, students, and the public.</p> <p>Teacher attempts, though inconsistently, to serve students. Teacher does not knowingly contribute to some students' being ill served by the school.</p> <p>Teacher's decisions and recommendations are based on limited but genuinely professional considerations.</p> <p>Teacher complies minimally with school and district regulations, doing just enough to get by.</p>	<p>Teacher displays high standards of honesty, integrity, and confidentiality in interactions with colleagues, students, and the public.</p> <p>Teacher is active in serving students, working to ensure that all students receive a fair opportunity to succeed.</p> <p>Teacher maintains an open mind in team or departmental decision making.</p> <p>Teacher complies fully with school and district regulations.</p>	<p>Teacher takes a leadership role with colleagues and can be counted on to hold to the highest standards of honesty, integrity, and confidentiality.</p> <p>Teacher is highly proactive in serving students, seeking out resources when needed. Teacher makes a concerted effort to challenge negative attitudes or practices to ensure that all students, particularly those traditionally underserved, are honored in the school.</p> <p>Teacher takes a leadership role in team or departmental decision making and helps ensure that such decisions are based on the highest professional standards.</p> <p>Teacher complies fully with school and district regulations, taking a leadership role with colleagues.</p>

### **3. Other Indicators of Performance**

**Directions:**

The district shall provide:

- The additional performance indicators, if the district chooses to include such additional indicators pursuant to s. 1012.34(3)(a)4., F.S.;
- The percentage of the final evaluation that is based upon the additional indicators; and
- The scoring method, including how it is calculated and combined [Rule 6A-5.030(2)(d), F.A.C.].

Examples include the following:

- **Deliberate Practice** - the selection of indicators or practices, improvement on which is measured during an evaluation period
- **Peer Reviews**
- **Objectively reliable survey information from students and parents based on teaching practices that are consistently associated with higher student achievement**
- **Individual Professional Development Plan**
- **Other indicators, as selected by the district**

VSET includes a Deliberate Practice Plan (DPP), which is weighted at 25% for all instructional staff. The DPP is scored by the evaluator, calculated on a 1-4 scale, via a detailed rubric using the four established levels of performance—Unsatisfactory (1), Basic/Needs Improvement (2), Proficient (3), or Distinguished (4).

**DPP Ratings**

<b>Highly Effective</b>	<b>4.0</b>
<b>Effective</b>	<b>3.0</b>
<b>Needs Improvement</b>	<b>2.0</b>
<b>Unsatisfactory</b>	<b>1.0</b>

## **DELIBERATE PRACTICE PLAN (DPP)**

Professional growth planning is a process of inquiry focused on what teachers need to learn and to do to improve their practice, resulting in improved student learning. In this process, teachers engage in self- assessment, analysis of both quantitative and qualitative data, and the priorities of both the school and district. A meaningful DPP is one that engages teachers in significant learning or improving a skill related to one's professional practice. A teacher's DPP will align with one or two components in the Framework for Teaching. The teacher works on the activities of the plan individually as well as collaboratively with colleagues. The evaluator supports the implementation of the goals, and monitors the progress at each post conference. Modifications should be made, as necessary, with the desired outcome of improved classroom practice and enhanced student learning. Modifications to the plan are not required when deemed not necessary.

The Deliberate Practice Plan rating is 25% of the summative evaluation rating for all teachers. All teachers hired prior to January 2, 2023, are responsible for developing a Deliberate Practice Plan and collaborating with their evaluators regarding the plan.

The DPP is a vehicle by which the teacher sets and charts professional growth: what was learned by the teacher? Meeting the goals of the DPP is not dependent on student data. However, student data may support the fact that the goals of the DPP were met.

### **Developing Deliberate Practice Plans**

Teachers are to identify individual professional needs and to establish learning goals. Teachers are expected to write professionally employing writing conventions, such as correct spelling, grammar and punctuation.

**Note:** Late hires have 18 weeks from the date of hire to submit their first DPP. Teachers hired on January 2 or later are not required to complete a DPP.

STEPS	ACTIONS
<p><b>Identifying DPP Type</b></p>	<p>The teacher's type of DPP is determined by the previous year's Instructional Practice Score rating.</p> <ul style="list-style-type: none"> <li>• <b>Individual DPP:</b> Teachers identified as "Highly Effective" or "Effective"</li> <li>• <b>Monitored DPP:</b> Teachers identified as new to teaching or "Needs Improvement"</li> <li>• <b>Directed DPP:</b> Teachers identified as "Unsatisfactory"</li> <li>• <b>The Directed DPP is the 18 weeks of support.</b></li> </ul> <p>A completed DPP means the following steps have occurred:</p> <ul style="list-style-type: none"> <li>• Teachers have reflected on evidence, identified growth areas, written 1-2 professional learning goals and identified professional learning activities.</li> <li>• All of the above information has been recorded in MyPGS.</li> <li>• DPPs have been shared with evaluators based on the DPP type.</li> <li>• DPPs have been discussed with evaluators</li> <li>• Monitored and Directed DPPs have been discussed and <i>approved</i> by evaluator.</li> <li>• Both the teacher and the evaluator have submitted the date for acknowledgement of review of the DPP on MyPGS.</li> </ul> <p>If the teacher wishes to use the same DPP goals as last year (not recommended), the following questions should be asked of the teacher:</p> <ul style="list-style-type: none"> <li>• Was the goal met last year?</li> <li>• If so, why are you working on the same goal this year?</li> </ul>



<b>Reflecting on Evidence</b>	<p>A. Use one or more of the following when identifying an area of growth:</p> <ul style="list-style-type: none"> <li>• <b>Self-Reflection</b> using the Framework for Teaching rubric</li> <li>• The teacher conducts a self-assessment using <i>the Framework for Teaching</i> rubric.</li> <li>• <b>Previous Year’s Summative Evaluation</b></li> <li>• <b>Endorsement requirements</b></li> </ul> <p>B. The teacher identifies and examines student data to guide the development of the DPP. One or more of the following data pieces shall be considered.</p> <ul style="list-style-type: none"> <li>• <b>Academic-Formative/Progress Monitoring</b></li> <li>• <b>Academic-Summative/Outcome</b></li> <li>• <b>Attendance</b></li> <li>• <b>Behavior/Discipline</b></li> <li>• <b>Other Measurable Data</b></li> </ul> <p>C. The teacher participates in a school-wide review and discussion of school improvement plans and goals.</p>
<b>Identification of Growth Areas</b>	<p>Using the information from “Reflecting on Evidence,” the teacher selects the domain(s) and component(s) as the area(s) of focus.</p>
<b>Development of Professional Learning Goals</b>	<ul style="list-style-type: none"> <li>• The teacher develops one or two professional learning goals to strengthen his/her practice. These goals should address individual needs, but balance those needs with those of the students, school, and district.</li> <li>• The teacher meets with the evaluator to review growth area(s). Teachers with Monitored and Directed DPPs require administrative approval to proceed with the development of the professional learning goals. Teachers with Individual DPPs may discuss their proposed plan with the evaluator before proceeding.</li> </ul>

Professional learning activities and actions are selected that will assist the teacher to attain the goals.

Professional learning activities provided by the district may include but are not limited to:  
District or School-Based Professional Development opportunities for in-service credit.

These may include, but are not limited

to: Face-to-Face Workshops

Online Courses Book

Studies Lesson

Studies

Endorsement or Add-on Certification Programs Volusia

Teacher Organization Workshops

Job-embedded professional development (no in-service credit)

These may include, but are not limited to:

PLC Work

Collaborative Groups On-line Reading

Journal/Research

**Example of a Cycle:**

Responses must address the corresponding strategy and the steps of the cycle.

- a. Identify the professional learning activity.
- b. Identify the Danielson component the strategy supports.
- c. Beginning and ending implementation dates.
- d. What was the strategy you learned? How was it implemented (over a 4–6-week period)?
- e. What was the impact/result of the strategy you implemented? How do you know? (4-6 sentences)
- f. What was the impact the implementation had on your professional practice and personal learning? What are your next steps? (4-6 sentences)

## ONGOING MONITORING OF THE DPP

### Ongoing Monitoring and Review

- The teacher completes all sections of the required information to complete a cycle. (Any questions or fields in MyPGS which are left blank or not completed according to directions will be considered an incomplete learning cycle.
- The teacher and the evaluator may discuss the teacher's progress with the DPP during Post Conferences or at other times at the request of the evaluator or teacher. A specific meeting for the purpose of monitoring and reviewing the DPP is not necessary but may occur at the discretion of the evaluator.

### End-of-the-Year Review

Step 1: Teacher completes DPP required fields in MyPGS.

Step 2: The teacher meets with the evaluator to share results of cycle(s) completed in DPP. Teachers may submit (1) one artifact as evidence per learning cycle in the DPP although this is not a requirement. Artifacts should be of quality and pertinent to support the goals of the cycle. Each artifact should not exceed 2 pages in length.

Step 3: The evaluator and the teacher utilize the rubric to determine the overall rating of the DPP. NOTE: Teachers hired on or after January 2, 2023, are not required to complete a DPP.

\*\*Teacher(s) on scheduled leave during March should complete their DPP requirements prior to going on leave. \*\*\*

## ONGOING MONITORING OF THE DPP

The DPP is an ongoing, living document. The expectation is that teachers will work on their DPPs throughout the year. Doing so will make the end-of-year process much easier on teachers.

When is the DPP reviewed? As part of VSET, it is required that the evaluator and teacher discuss, and review progress being made on the DPP at every post-conference.

Must the evaluator and teacher conduct a separate meeting? No, it is only required that the DPP be reviewed at post-conferences. However, a separate meeting may be conducted for the purpose of monitoring the DPP.

**\*\*\*CATEGORY 3 TEACHERS: All learning activities must be approved by the evaluator before participating if being considered as a learning cycle\*\*\***

Who is responsible for the review? The teacher and evaluator will discuss the teacher's progress and then record a summary of the conversation, if necessary, in MyPGS under the Ongoing Monitoring tab. If a modification is needed, it should be recorded in the modification tab in MyPGS.

Is the teacher required to record evidence of progress in MyPGS? Yes, the DPP in MyPGS is to be completed in full for each professional learning cycle. All questions must be answered in each container. It is encouraged by the district and VUE that teachers keep records of their activities to meet the goals of their DPPs.

When is the DPP rated? The Evaluator will rate the DPP prior to the final conference.

When is the DPP due? The DPP is due no later than 5:00 pm on Friday, March 3, 2023.

**\*\*\*To be considered for a distinguished rating on the DPP, a minimum of one of two learning cycles must be implemented and all steps of the learning cycle must be completed and entered in MyPGS by 5:00 pm on December 9, 2022. \*\*\***

**DELIBERATE PRACTICE PLAN RUBRIC**

Unsatisfactory	Basic	Proficient	Distinguished <i>(minimum of one of two learning cycles must be completed by 5:00 PM on December 9, 2022)</i>
Missing learning cycle	Incomplete learning cycle	1 complete learning cycle	2 or more complete learning cycles

## Deliberate Practice Plan (DPP) At A Glance

A professional learning cycle for the DPP includes engaging in professional learning, implementing a classroom strategy for 4-6 weeks, identify the impact and implications of the strategy on teaching practice. For this purpose, professional learning may include but is not limited to: ERPL, PDD, PD, Conferences attended, accredited coursework (online or face-to-face), book study, professional reading. All “other” professional learning activities require prior administrative approval.

Up to two distinctly different strategies may be used per learning event except for ERPLs. ERPLs will continue to count as one learning cycle per ERPL.

Example: If you attend multiple sessions at a conference, you may select up to two distinctly different strategies from the conference to use as learning cycles. However, if you attend two sessions on the same day at an ERPL, only one strategy may be used.

Teaching strategies refer to methods used to help students learn the desired course contents. The definition of a teaching strategy is the principles and methods of teaching. The most common teaching strategies are direct instruction, indirect instruction, interactive instruction, independent study, and experimental learning. Strategies may be implemented concurrently or one at a time. (4-6 weeks in duration). Each cycle must address a different strategy. However, each strategy does not have to address a different component. Each learning cycle begins with one new learning opportunity during the evaluation year and shall be original and not previously used for evaluation purposes.

Professional learning activities after June 7, 2022 (post planning), may be considered to use as learning cycle for 2022- 2023 school year.

**Cycle:** Responses must address the corresponding strategy and the steps of the cycle.

- Identify the professional learning activity.
- Identify the Danielson component the strategy supports.
- Beginning and ending dates.
- Strategy: What was the strategy you learned? How was it implemented? (Over a 4–6-week period)?
- Impact: What was the impact/result of the strategy you implemented? How do you know? (4-6 sentences)
- Personal Learning: What was the impact the implementation had on your professional practice and personal learning?
- What are your next steps? (4-6 sentences)

#### **4. Summative Evaluation Score**

##### **Directions:**

The district shall provide:

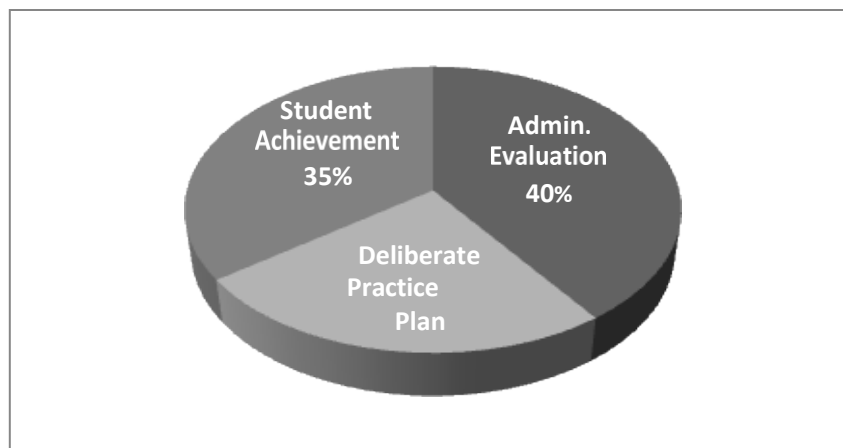
- The summative evaluation form(s); and
- The scoring method, including how it is calculated and combined; and
- The performance standards used to determine the summative evaluation rating. Districts shall use the four performance levels provided in s. 1012.34(2)(e), F.S. [Rule 6A-5.030(2)(e), F.A.C.].

Administrative Evaluation, Deliberate Practice Plan, and Student Achievement are all rated using a 1-4 scale. The 22 end-of-year ratings, assigned by the evaluator using the appropriate rubric and based on the preponderance of evidence, are converted to numerical scores according to the weighting of each component (VSET Handbook, page 14). A Distinguished rating is worth 4 points, a Proficient is worth 3 points, a Basic/Developing/Needs Improvement is worth 2 points, and an Unsatisfactory is worth 1 point. Additionally, the DPP score is converted to a numerical score with a weighting of 25% of the summative rating. The administrative evaluation score (40%) and the DPP rating (25%) are then combined with the teacher's VAM score (35%) to arrive at the teacher's final summative score, resulting in a final summative rating of Unsatisfactory, Basic/Developing/Needs Improvement, Proficient (Effective), or Distinguished (Highly Effective).

##### **Rating Ranges**

<b>Highly Effective</b>	<b>3.500-4.000</b>
<b>Effective</b>	<b>2.500-3.499</b>
<b>Needs Improvement</b>	<b>1.500-2.499</b>
<b>Unsatisfactory</b>	<b>1.000-1.499</b>

VSET's Multi-Metric Evaluation System



**Administrative Evaluation (40%) + Deliberate Practice (25%) + Student Achievement (35%)  
= Final Summative Rating (100%)**

A sample summative report is attached below as would appear in the MyPGS electronic platform:

Summative Scores for Sample Teacher

**Summative Scores**

Summative Score **Final Score**  
3

VAM Score **Final Score**  
3

Scale  
 4 = Distinguished/Highly Effective  
 3 = Proficient/Effective  
 2 = Basic/Developing (1-3 years experience)/Needs Improvement (greater than 3 years experience)  
 1 = Unsatisfactory

Instructional Practice Score

**Observation Score**      **DP Score**      **IPS Rating**      **IPS Level**  
 3.175                      3                      3                      Proficient/Effective

End of Year Observation	Domain	Component	Weight	Admin Rating	Total
Domain 1 Planning and Preparation		1a Knowledge of Content and Pedagogy	2.5%	3	0.075
Domain 1 Planning and Preparation		1b Demonstrating Knowledge of Students	2.5%	3	0.075
Domain 1 Planning and Preparation		1c Setting Instructional Outcomes	5.0%	3	0.15
Domain 1 Planning and Preparation		1d Knowledge of Resources	2.5%	3	0.075
Domain 1 Planning and Preparation		1e Designing Coherent Instruction	2.5%	3	0.075
Domain 1 Planning and Preparation		1f Designing Student Assessments	5.0%	4	0.2
Domain 2 The Classroom Environment		2a Environment of Respect and Rapport	5.0%	3	0.15
Domain 2 The Classroom Environment		2b Establishing a Culture for Learning	5.0%	4	0.2
Domain 2 The Classroom Environment		2c Managing Classroom Procedures	3.0%	3	0.09
Domain 2 The Classroom Environment		2d Managing Student Behavior	4.0%	3	0.12



Environment					
Domain 2 The Classroom Environment	2e Organizing Physical Space	3.0%	3		0.09
Domain 3 Instruction	3a Communicating with Students	5.0%	3		0.15
Domain 3 Instruction	3b Questioning and Discussion Techniques	10.0%	3		0.3
Domain 3 Instruction	3c Engaging Students in Learning	10.0%	3		0.3
Domain 3 Instruction	3d Using Assessment in Instruction	10.0%	3		0.3
Domain 3 Instruction	3e Demonstrating Flexibility and Responsiveness	5.0%	4		0.2
Domain 4 Professional Responsibilities	4a Reflecting on Teaching	5.0%	3		0.15
Domain 4 Professional Responsibilities	4b Maintaining Accurate Records	5.0%	3		0.15
Domain 4 Professional Responsibilities	4c Communicating with Families	2.5%	3		0.075
Domain 4 Professional Responsibilities	4d Participating in Professional Community	2.5%	4		0.1
Domain 4 Professional Responsibilities	4e Growing and Developing Professionally	2.5%	3		0.075
Domain 4 Professional Responsibilities	4f Showing Professionalism	2.5%	3		0.075
Total		100%			3.175

**Administrative Evaluation (40%) + Deliberate Practice (25%) + Student Achievement/Student Performance Measure (35%) = Final Summative Rating (100%)**

**Sample Report Score Above:**

**Administrative Evaluation/Instructional Practice Score (IPS) (3.175 x .40) = 1.27**

**Deliberate Practice Score (3.0 x .25) = .75**

**Student Achievement/Student Performance Measure (3.0 x .35) = 1.25**

**(IPS) 1.27 + (DP) .75 + (SPM) 1.25 = 3.27 Summative Score (Effective)**

Scale

4 = Distinguished/Highly Effective

3 = Proficient/Effective

2 = Basic/Developing (1-3 years experience)/Needs Improvement (greater than 3 years experience)

1 = Unsatisfactory

#### Rating Ranges

<b>Highly Effective</b>	<b>3.500-4.000</b>
<b>Effective</b>	<b>2.500-3.499</b>
<b>Needs Improvement</b>	<b>1.500-2.499</b>
<b>Unsatisfactory</b>	<b>1.000-1.499</b>

## **5. Additional Requirements**

### **Directions:**

The district shall provide:

- **Confirmation that the district provides instructional personnel the opportunity to review their class rosters for accuracy and to correct any mistakes [Rule 6A- 5.030(2)(f)1., F.A.C.]**

An annual, detailed roster verification process is in place to allow teachers to review their class rosters for accuracy and correct any mistakes. Additional documentation of this annual process is available upon request.

- **Documentation that the evaluator is the individual who is responsible for supervising the employee. An evaluator may consider input from other personnel trained in evaluation practices. If input is provided by other personnel, identify the additional positions or persons. Examples include assistant principals, peers, district staff, department heads, grade level chairpersons, or team leaders [Rule 6A- 5.030(2)(f)2., F.A.C.].**

VSET procedures define the evaluator as a school or district administrator who has been trained in VSET evaluation procedures. For school based instructional staff, the principal or designee (assistant principal) is the evaluator.

## **EVALUATOR TRAINING**

### **Who is an Evaluator?**

An evaluator is defined as: a site-based administrator or district-based administrator, with training in collecting evidence and scoring the Framework for Teaching rubric as well as the Deliberate Practice Plan rubric.

### **How is the Evaluator Determined?**

The school principal will determine which administrator will evaluate each teacher. In instances where the principal supervises more than one building, additional evaluators may be recruited from district staff or other trained evaluators. In the case of specialized instructional employees who report to a district administrator, the appropriate district administrator will conduct the evaluation.

### **Input Into Evaluation by Personnel Other Than the Supervisor**

The evaluator may consider input from other trained evaluators. The teacher may also elect to submit as evidence Walk-Through observations completed by coaches or district staff, records of participation in special assignments and committees, and commendations from district staff or other agencies, and other relevant evidence (within this school year only).

## **PEER ASSISTANCE AND REVIEW**

Volusia County School District has established new teacher assistance as part of the evaluation system which is supported by the Volusia Teachers Organization.

- Assist assigned teachers with classroom procedures and environment.
- Assist with data analysis for assigned teachers' incoming students.
- Assist assigned teachers to develop Deliberate Practice Plans.
- Monitor and assist to refine assigned teachers' instructional planning and delivery.
- Provide timely feedback to assigned teachers to improve practice.
- Maintain confidentiality while working with assigned teachers. (Share progress with the building administrator with teacher permission.)
- Seek additional assistance if assigned teacher is not making sufficient progress.

## **TEACHERS HIRED SECOND SEMESTER**

- Teachers hired after the start of the second semester of the school year will be considered to be first year teachers during the following school year.
- Administrative evaluators of teachers hired in the second semester of the school year will follow the cycle (including Deliberate Practice Plan) corresponding with their hire date (Category 2) with a due date of March 10, 2023. It will be necessary to include a scheduled observation in order to rate Domains 1 and 4.
- Teachers hired on or after January 2, 2023, will not complete a DPP for the school year.

- **Description of training programs and processes to ensure that all employees subject to an evaluation system are informed on evaluation criteria, data sources, methodologies, and procedures associated with the evaluation before the evaluation takes place, and that all individuals with evaluation responsibilities and those who provide input toward evaluation understand the proper use of the evaluation criteria and procedures [Rule 6A-5.030(2)(f)3., F.A.C.].**

VSET procedures require that all instructional staff and evaluators receive annual training related to evaluation procedures. Documentation including training agendas, materials, and sign-in sheets are kept on file by each school/site. Additionally, evaluator training is conducted monthly as part of the district's principal and assistant principal learning institutes.

- **Description of processes for providing timely feedback to the individual being evaluated [Rule 6A-5.030(2)(f)4., F.A.C.].**

VSET procedures require that all evidence collected in formal VSET walk-throughs and observations be shared with instructional staff within 48 hours, and for full period observations, a post-conference must be conducted within 10 days. (VSET Handbook, pages 16-18, 21).

- **Description of how results from the evaluation system will be used for professional development [Rule 6A-5.030(2)(f)5., F.A.C.].**

Evaluation data is readily available via the district's online evaluation platform and is used for a variety of purposes, including planning for professional development. School based leadership teams have examined this data as part of their School Improvement Plan development process, and the Office of Professional Learning has examined evaluation data as part of their assessment of needs within the district.

- **Confirmation that the district will require participation in specific professional development programs by those who have been evaluated as less than effective as required by s. 1012.98(10), F.S. [Rule 6A-5.030(2)(f)6., F.A.C.].**

VSET procedures categorize teachers into one of four categories for evaluation purposes, and teachers with previous year's summative rating of Basic/Needs Improvement or Unsatisfactory are classified as Category 3 teachers. Category 3 teachers are required to complete a Monitored or Directed DPP, which requires collaboration between the teacher and evaluator regarding the development of the teacher's Deliberate Practice Plan and the resulting professional development requirements. Evaluators are required to consider the supports needed by teachers rated less than effective and assist those teachers with pursuing specific and related professional development opportunities.

- **Documentation that all instructional personnel must be evaluated at least once a year [Rule 6A-5.030(2)(f)7., F.A.C.].**

VSET procedures require that all instructional staff members are observed and evaluated at least once per year , with teachers new to teaching or new to Volusia requiring two evaluations per year. (VSET Handbook, page 9).

- **Documentation that classroom teachers are observed and evaluated at least once a year [Rule 6A-5.030(2)(f)8., F.A.C.].**

VSET procedures require that all instructional staff members are evaluated at least once annually. Teachers, newly hired by the district, will be observed at least twice in the first year of teaching in the district, with teachers new to teaching or new to Volusia requiring two evaluations per year. (VSET Handbook, page 9).

- **Documentation that classroom teachers newly hired by the district are observed and evaluated at least twice in the first year of teaching in the district pursuant to s. 1012.34(3)(a), F.S. [Rule 6A-5.030(2)(f)8., F.A.C.].**

VSET procedures require that all instructional staff members are evaluated at least once annually, with teachers new to teaching or new to Volusia requiring two evaluations per year. (VSET Handbook, page 9).

- **Documentation that the evaluation system for instructional personnel includes opportunities for parents to provide input into performance evaluations when the district determines such input is appropriate, and a description of the criteria for inclusion, and the manner of inclusion of parental input [Rule 6A-5.030(2)(f)9., F.A.C.].**

A Parent Input Form is included as part of VSET procedures and allows parents or other interested parties to provide input into the evaluation of instructional staff. If a Parent Input Form is to be included in the teacher's evaluation, the form must be attached (uploaded) as part of the teacher's evaluation.

- **Identification of teaching fields, if any, for which special evaluation procedures and criteria are necessary [Rule 6A-5.030(2)(f)10., F.A.C.].**

Alternate rubrics based on the VSET Classroom Teacher rubric are available for district based teachers on assignment, instructional coaches, media teachers, parent education facilitators, placement specialists, program specialists, school counselors, school psychologists, school social workers, school based teachers on assignment, and therapeutic specialists.

- **Description of the district's peer assistance process, if any. Peer assistance may be part of the regular evaluation system, or used to assist personnel who are placed on performance probation, or who request assistance, or newly hired classroom teachers [Rule 6A-5.030(2)(f)11., F.A.C.].**

Volusia County Schools has established a beginning teacher program to assist beginning teachers and a curriculum resource support for struggling teachers.

- Assist assigned teachers with classroom procedures and environment.
- Assist with data analysis for assigned teachers' incoming students.
- Assist assigned teachers to develop Deliberate Practice Plans.
- Monitor and assist to refine assigned teachers' instructional planning and delivery.
- Provide timely feedback to assigned teachers to improve practice.
- Maintain confidentiality while working with assigned teachers. (Share progress with the building administrator with teacher permission.)
- Seek additional assistance if assigned teacher is not making sufficient progress.

## VSET End-of-Year Procedures

District rating labels (Distinguished, Proficient, Basic, Unsatisfactory) will not change for current year. Note: State rating labels are Highly Effective, Effective, Needs Improvement and Unsatisfactory.

The Rubric completed in the final post-conference must include ratings for all 22 components based on any evidence collected or presented prior to the final post-conference.

At any time up to and including the final evaluation conference, the teacher may bring forward evidence collected including evidence by another person trained in VSET, such as a district administrator. However, neither the teacher nor the administrator may bring forward new evidence or artifacts *after* the final evaluation conference.

Ratings are based on the preponderance of the EVIDENCE. This would include ALL of the following:

- Walk-Through(s)
- Pre-observation form(s) and conference(s) (Domains 1 and 4)
- Evidence Collection form(s) (Domains 2 and 3)
- Post-conference(s)
- A teacher may add no more than five (5) artifacts to capture components not observed via Walk-Through(s) or Observations(s). This is not a portfolio; and a portfolio is not one artifact. (These five (5) artifacts are in addition to the five (5) artifacts to support the DPP goals.)
- The teacher may bring forward evidence collected by another person trained in VSET such as a PAR mentor or district administrator.
- Records of Conference and Letters of Caution issued or Letters of Reprimand issued in the first or second semesters may count as evidence.

Note: The evidence will guide the evaluator to the teacher's ratings in each component.

Teachers will rate themselves using all EVIDENCE as described above. Administrators will rate teachers.

Teachers and evaluators will meet to discuss areas of disagreement, citing evidence and artifacts. Principals and/or assistant principals shall conduct the final evaluation report and Deliberate Practice Plan conferences between March 27 and April 14. At this conference, the evaluator and the teacher will review the evaluator's component ratings and the DPP rating.

When all or parts of the evaluation cycles cannot be completed due to leaves of absence, resignations, retirements, or other extenuating circumstance, the evaluator is to

in some other manner not completing the school year, all 22 components and the DPP should be finalized prior to the teacher's departure, except in case of emergency.

The final summative report will be available after the value added scores are released from the state. Note: If additional evidence is required to assess a rating, another Walk-Through may be conducted or another quality, relevant artifact may be provided.

## **OPEN INVESTIGATIONS**

When a teacher is subject to an on-going investigation by the Professional Standards Department or school-based administrator, or when a disciplinary action is being processed through grievance procedures levels 1, 2, or 3, completion of the final evaluation will be extended beyond April 14, but not beyond June 30. We will not wait to rate based on appeals. If the appeal warrants changes, the district will intercede.

### **NO PROGRESS OR INSUFFICIENT PROGRESS RE: READING AND ESOL**

Note: The district will provide evaluators with a list of affected teachers.

1. For those teachers who have made no progress toward Reading and/or ESOL for the second year or longer, the rating in 4(e): Growing and Developing Professionally will be no better than B/NI (Basic/Needs Improvement).
2. For those teachers who have made inadequate progress toward ESOL for the second year or longer the rating in 4(e): Growing and Developing Professionally will be no better than B/NI (Basic/Needs Improvement).

**Note: ESOL requirements must be submitted to Professional Development no later than March 8, 2023.**

3. For those teachers who have made inadequate progress toward Reading for the second year or longer (meaning they have not taken the required courses in the required period of time), the rating in 4(e): Growing and Developing Professionally will be no better than B/NI (Basic/Needs Improvement).
4. For those teachers who have made no progress or inadequate progress toward Reading and/or ESOL for the first time during 2022-2023, the rating will be no better than a B/NI (Basic/Needs Improvement) in 4(e): Growing and Developing Professionally.

**Note: All requirements must be COMPLETED and ASSESSED by the due date of March 8, 2023, to be considered in the 2022-2023 final ratings.**



## **ITINERANT TEACHERS**

Itinerant teachers (teachers who serve more than one location) will be evaluated by the building-level administrator of the base school, as determined by MyPGS. Observations may be conducted by both administrators who will confer on one final evaluation.

The following teachers are evaluated by their district-level supervisors with input from the site-based administrator(s):

- Deaf/Hard of Hearing Teachers
- ESE Placement Specialists
- ESE Program Specialists
- High School Gifted Consultation
- Teachers Pre-K Instructional Support
- Teachers School Psychologists
- School Social Workers
- Speech/Language  
Clinicians Transition  
Specialists VAATT
- Teachers
- Vision Teachers

## **TEACHERS WITH MORE THAN ONE JOB FUNCTION**

Teachers with more than one job function, on the same site or shared between sites, are to be evaluated as one teacher, not per job function.

## **VSET IMPROVEMENT PLAN**

After one semester of support\*, or the equivalent\*\*, when performance continues to be deficient, as determined by the administrator, the principal/site administrator places the teacher on a VSET Improvement Plan. Timeline for improvement is 90 calendar days. The VSET Improvement Plan may be written at any point in the year as determined by the principal/site supervisor.

The VSET Improvement Plan requires a Support Team which is coordinated with the Office of Assessment and Development. The teacher and evaluator may each select three employees of the district, any site, to serve on the Support Team. The role of the Support Team is that of support, not evaluation. Typically, one Support Team meeting per month is held for the purpose of offering suggestions to the teacher. Between Support Team meetings, the Support Team members may shadow, or be shadowed by, the teacher on the improvement plan for the purpose of constructive feedback.

If sufficient improvement by the teacher has been recognized while on the Improvement Plan, the teacher is monitored via a Directed Deliberate Practice Plan.

If sufficient improvement has not been demonstrated by the teacher while on the Improvement Plan, termination of the teacher's employment will be recommended by the Superintendent to the school board. The principal/site administrator, who serves as the evaluator during the VSET Improvement Plan, is to work closely with the Office of Assessment and Development at this level of technical assistance.

\* Support will be utilized, as directed by the Superintendent or designee which may include, but is not limited to, school-based coaches, school-based support, and/or district-level support.

\*\*For those teachers who begin later in the year, the equivalent of one semester of support is to be provided.

# VSET Support Form

**One Semester of Support (18 weeks)**  
 (may or may not lead to a VSET Improvement Plan)

Teacher: \_\_\_\_\_  Tenured  Annual Contract

Teacher's Assignment: \_\_\_\_\_ School/Site: \_\_\_\_\_

Administrator: \_\_\_\_\_

Support (what has been done and what will be done) should be provided individually or in a small group and targeted to the specific concern. The Support Form may be signed at any time. However, a total of 18 weeks or more must be provided to the teacher and at least 9 weeks beyond the date of signature must be provided.

This form is not required for Category 3 Teachers, as they are on a Directed Deliberate Practice Plan.

List Support Provided and/or Offered	Date Initiated

Teacher's Signature \_\_\_\_\_ Date \_\_\_\_\_

Teacher's signature denotes receipt of a copy of this Support Form.

Administrator's Signature \_\_\_\_\_

Date \_\_\_\_\_

Signature of Witness denoting that employee received a copy of this document but refused to sign it

(Witness signature is necessary only if employee refuses to sign this document.)

DATE: Write out the month, include the year

TO: Name, Title  
Complete Social Security Number

FROM: Name, Title  
School/Site

RE: Placement on VSET Improvement Plan

**Note: The principal or site supervisor is the evaluator while the VSET Improvement Plan is in effect.**

\_\_\_\_\_ is being placed on a VSET Improvement Plan  
(Teacher's Name)

and has until \_\_\_\_\_ to provide his/her evaluator with the names of  
(Date)

three (3) employees of the district (any school/site) to serve on his/her VSET Improvement Plan Support Team. The evaluator will also be suggesting three (3) employees of the district (any school/site) to serve on this VSET Improvement Plan Support Team.

\_\_\_\_\_  
Signature of Teacher

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Administrator

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Witness denoting that employee received  
a copy of this document but refused to sign it  
(Witness signature is necessary only if employee refuses to sign this document.)

\_\_\_\_\_  
Date

Original: Employee's File at the School/Site  
Copies: Employee

VSET IMPROVEMENT PLAN

TEACHER'S NAME	SOCIAL SECURITY NUMBER
SCHOOL/SITE	ASSIGNMENT
PRINCIPAL/SITE ADMINISTRATOR'S NAME	SCHOOL YEAR
SUPPORT TEAM MEMBERS' NAMES	

Note: Contact the Office of Assessment and Development for VSET Improvement Plan template and assistance.

MARK AREA(S) OF CONCERN WITH AN "X"

(X)

Domain 1: Planning and Preparation	Demonstrating Knowledge of Content and Pedagogy	
	Demonstrating Knowledge of Students	
	<b>Setting Instructional Outcomes</b>	
	Demonstrating Knowledge of Resources	
	Designing Coherent Instruction	
	<b>Assessing Student Learning</b>	
Domain 2: Classroom Environment	<b>Creating an Environment of Respect and Rapport</b>	
	<b>Establishing a Culture for Learning</b>	
	Managing Classroom Procedures	
	Managing Student Behavior	
	Organizing Physical Space	
Domain 3: Instruction	Communicating with Students	
	<b>Using Questioning and Discussion Techniques</b>	
	<b>Engaging Students in Learning</b>	
	<b>Using Assessment in Instruction</b>	
	Demonstrating Flexibility and Responsiveness	
Domain 4: Professional Responsibilities	<b>Reflecting on Teaching</b>	
	<b>Maintaining Accurate Records</b>	
	Communicating with Families	
	Participating in a Professional Community	
	Growing and Developing Professionally	
	Showing Professionalism	

Note: Initials of teacher and administrator are required on each page not containing signatures.

Teacher's Name:

\_\_\_\_\_  
\_\_\_\_\_

**Component of Concern**

**Details of Concern**

The teacher needs to

**Improvement Expected** (The teacher is assessed by way of expectations.) The teacher will

**Suggestions for Improvement** (The teacher is not assessed by way of suggestions.) The teacher should

**(For more than one component, duplicate the above as needed.)**

**VSET Improvement Plan Developed on** \_\_\_\_\_

**Improvement Assessed On or After**

\_\_\_\_\_  
Date  
(90 calendar days not including holidays or summer)

\_\_\_\_\_  
Teacher's Signature Denoting Receipt of a Copy of This Improvement Plan

\_\_\_\_\_  
Date

\_\_\_\_\_  
Evaluator's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Witness Denoting that Teacher Received a Copy of this Improvement Plan but refused to sign it.  
(Witness signature is necessary only if teacher refuses to sign this Improvement Plan.)

\_\_\_\_\_  
Date

## RESULTS OF VSET IMPROVEMENT PLAN

**Teacher's Name:** \_\_\_\_\_

- Performance meets expectations.
  
- Teacher has demonstrated improvement, and will be returned to a Directed DPP.
  
- Teacher failed to show sufficient improvement. Termination of the teacher's employment will be recommended to the School Board.

\_\_\_\_\_  
Teacher's Signature Denoting Receipt of a Copy of This Improvement Plan

\_\_\_\_\_  
Date

\_\_\_\_\_  
Evaluator's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Witness Denoting that Teacher Received a  
Copy of this Improvement Plan Results Page but refused to sign it.  
(Witness signature is necessary only if teacher refused to  
sign this Improvement Plan Results Page.)

\_\_\_\_\_  
Date

**Original:** Teacher's Personnel File at the School/Site  
**Copies:** Teacher  
May be used as evidence in VSET System

**VOLUSIA COUNTY SCHOOLS  
INPUT FORM**

This form is to be used by parents, teachers, or other interested parties to provide input towards the assessment of teachers.

TEACHER'S NAME: \_\_\_\_\_

SITE: \_\_\_\_\_



Comments:



Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Please Print Name/Title: \_\_\_\_\_

Note: When used as evidence, the Input Form will be uploaded into the VSET system.

**This signed form will be placed in the Principal's correspondence file for this year and the following school year.**

Copy: Area Superintendent or Site Supervisor

Revised: 7/14/2013  
Owner: Human Resources

2008-144VCS  
Print Locally



## EFFECTIVE EVALUATIONS

An expectation of effective evaluation is timely communication of concerns by way of a conversation. This could result in a conversation only or a conversation that leads to a document within the VSET procedures, meaning a Record of Conference, Letter of Caution, Letter of Reprimand, or VSET Improvement Plan. Emails and personal notes do not suffice as “documents within the VEST procedures.”

### Record of Conference

In assessing the performance of instructional personnel, issues may occasionally arise for which a Record of Conference is the appropriate vehicle for comment. These performance issues are not too serious and require immediate change. A Record of Conference is designed to provide the employee with a description of concerns and expectations.

The Record of Conference should be signed and dated by the evaluator and the teacher. A copy is given to the teacher, and the original is retained in the teacher’s personnel file at the worksite. When used as evidence, the Record of Conference will be uploaded into the VSET system.

### Letter of Caution

The Letter of Caution is not discipline. It is used to serve as a warning and to provide written expectations for future conduct and performance. The Letter of Caution should be signed and dated by the evaluator and the teacher. A copy is given to the teacher, and the original is retained in the teacher’s personnel file at the worksite. When used as evidence, the Letter of Caution will be uploaded into the VSET system.

### Letter of Reprimand

Per the \*definition of *discipline* in the VTO Contract, the Letter of Reprimand is discipline. It is used for serious infractions of behavior or judgment. The Letter of Reprimand should be signed and dated by the evaluator and the teacher. A copy is given to the teacher and a copy is forwarded to Professional Standards. The original is retained in the teacher’s personnel file at the worksite. When used as evidence, the Letter of Reprimand will be uploaded into the VSET system.

Note: Conversations, emails, and notes will not be considered sufficient evidence under VSET to support deficient ratings as they relate to professional indiscretions.

**Note: When they support ratings, documents such as Records of Conference, Letters of Caution/Reprimand, Improvement Plans, and Letters in Place of Final Evaluations are to be uploaded into MyPGS.**

\*Definition of discipline in the VUE contract:

A written reprimand, suspension without pay, or termination from employment.

**INSTRUCTIONAL  
RECORD OF CONFERENCE**

Teacher's Name \_\_\_\_\_

School/Site \_\_\_\_\_

Social Security Number \_\_\_\_\_

This form constitutes a Record of Conference based on our conference held on \_\_\_\_\_  
Date

to discuss the following area(s) of concern.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Summary of Conference:**

\_\_\_\_\_  
\_\_\_\_\_

**My expectations are that you will**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**I am confident, through your commitment, this will lead to successful performance.**

\_\_\_\_\_  
Teacher's Signature denoting receipt of a copy of

\_\_\_\_\_  
Date this Record of Conference

\_\_\_\_\_  
Administrator's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Witness denoting that teacher received a copy of this  
Record of Conference but refused to sign it (Witness  
signature is necessary only if teacher refuses to sign this  
Record of Conference.)

\_\_\_\_\_  
Date

Note: The teacher has the right to submit a written response (must be signed and dated) which shall become a part of this document.

Original: Teacher's Personnel File at  
the School/Site Copies: Teacher

May be used as evidence in VSET System  
Owner: Human Resources

## **6. District Evaluation Procedures**

### **Directions:**

The district shall provide evidence that its evaluation policies and procedures comply with the following statutory requirements:

- **In accordance with s. 1012.34(3)(c), F.S., the evaluator must:**
  - **submit a written report of the evaluation to the district school superintendent for the purpose of reviewing the employee's contract [Rule 6A-5.030(2)(g)1., F.A.C.].**
  - **submit the written report to the employee no later than 10 days after the evaluation takes place [Rule 6A-5.030(2)(g)2., F.A.C.].**
  - **discuss the written evaluation report with the employee [Rule 6A-5.030(2)(g)3., F.A.C.].**
  - **The employee shall have the right to initiate a written response to the evaluation and the response shall become a permanent attachment to his or her personnel file [Rule 6A-5.030(2)(g)4., F.A.C.].**

All VSET evaluation ratings are available for review by district and school leaders, including the superintendent, within the evaluation platform. The employee has the option to print the evaluation. These ratings are reviewed as part of the reappointment process.

Once finalized, VSET evaluation ratings are immediately made available to the employee, with an option to print, within the evaluation platform. VSET procedures require the employee to complete a Teacher Acknowledgement within 24 hours of the post-conference to indicate that the evaluation ratings have been shared with the employee via a face-to-face conference with the evaluator. VSET procedures require that the post-conference occur within 10 days of the observation date. Summative conferences are conducted during a three-week window in May, per VSET procedures. If a written response is received from the employee, the response will be uploaded into the electronic platform and become a permanent attachment to the evaluation record. A hard copy will also be added to the permanent attachment to the the employee's personnel file. Refer to the VSET Handbook (pages 17-18 and 24-25) for more detailed information.

- **The district shall provide evidence that its evaluation procedures for notification of unsatisfactory performance comply with the requirements outlined in s.1012.34(4), F.S. [Rule 6A-5.030(2)(h), F.A.C.].**

VSET evaluation procedures emphasize the timely notification of employee performance concerns. Procedures are in place to document unsatisfactory performance and offer support for performance improvement. Refer to the VSET Handbook (pages 37-42) for more detailed information about the support and improvement plan process.

- **Documentation the district has complied with the requirement that the district school superintendent shall annually notify the Department of any instructional personnel who receive two consecutive unsatisfactory evaluations and shall notify the Department of any instructional personnel who are given written notice by the district of intent to terminate or not renew their employment, as outlined in s. 1012.34(5), F.S. [Rule 6A-5.030(2)(i), F.A.C.].**

Article 14, Section H of the Contract between The School Board of Volusia County and The Volusia Teachers Organization states:

*As required by law, a teacher with tenure who receives a summative rating of unsatisfactory for two consecutive years or a needs improvement for three consecutive years or any combination thereof during a three year period shall not be reappointed.*

This data is closely tracked following the calculation of summative evaluation ratings each year, and the Florida Department of Education is notified as part of the non-reappointment process.

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## **7. District Self-Monitoring**

### **Directions:**

**The district shall provide a description of its process for annually monitoring its evaluation system. The district self-monitoring shall determine the following:**

- **Evaluators’ understanding of the proper use of evaluation criteria and procedures, including evaluator accuracy and inter-rater reliability; [Rule 6A-5.030(2)(j)1., F.A.C.]**

Volusia County Schools has invested in calibration training for observers, including face-to-face sessions with trained consultants and online calibration modules to enhance inter-rater reliability. Additionally, every school administrator participates in monthly training based on the VSET rubric as part of the district’s Principal and Assistant Principal Institutes. During these monthly sessions, evaluators discuss various aspects of the VSET rubric at the element level and practice observing instruction, collecting and aligning evidence, and rubric scoring.

- **Evaluators provide necessary and timely feedback to employees being evaluated; [Rule 6A-5.030(2)(j)2., F.A.C.]**

Procedures are in place to promote and require the sharing of timely feedback to employees as part of the evaluation process. Any evidence collected during the evaluation process must be shared with the employee within 48 hours, and all scheduled and unscheduled observations require a post-observation conference within 10 days between the employee and evaluator for the purpose of discussing the observation and offer feedback to improve instruction.

- **Evaluators follow district policies and procedures in the implementation of evaluation system(s); [Rule 6A-5.030(2)(j)3., F.A.C.]**

VSET policies and procedures are closely monitored by the Office of Assessment and Development within Human Resources. The Office of Assessment and Development provides technical assistance to employees and evaluators and works to resolve grievances based on procedural concerns or violations. Additionally, a monthly newsletter is produced and shared with all evaluators to assist in promoting compliance with evaluation policies and procedures.

- **Use of evaluation data to identify individual professional development; [Rule 6A- 5.030(2)(j)4., F.A.C.]**

Evaluation data is used by each school’s School-Based Leadership Team to determine professional development needs for the coming school year. Additionally, evaluation data from the previous school year determines an employee’s Deliberate Practice Plan (DPP) type. Teachers identified in the previous year as less than effective are required to work collaboratively with their evaluator to design and implement a Monitored DPP (Needs Improvement) or a Directed DPP (Unsatisfactory). The Monitored and Directed DPP should address the support needs of the teacher in need of improvement.

Additionally, evaluation data is used by the Office of Professional Learning and School Improvement to assist in assessing the professional development needs of Volusia’s teachers.

- **Use of evaluation data to inform school and district improvement plans [Rule 6A- 5.030(2)(j)5., F.A.C.].**

Each school has a School-Based Leadership Team in place to guide the development of the school’s School Improvement Plan. As part of the school improvement process, each School-Based Leadership Team utilized evaluation data from the previous school year to consider needs.

Additionally, evaluation data is used by the Office of Professional Learning and School Improvement to assist in assessing the professional development needs of Volusia’s teachers.

## **Appendix A – Checklist for Approval**

### **Performance of Students**

The district has provided and meets the following criteria:

For all instructional personnel:

- The percentage of the evaluation that is based on the performance of students criterion.
- An explanation of the scoring method, including how it is calculated and combined.
- At least one-third of the evaluation is based on performance of students.

For classroom teachers newly hired by the district:

- The student performance measure(s).
- Scoring method for each evaluation, including how it is calculated and combined.

For all instructional personnel, confirmed the inclusion of student performance:

- Data for at least three years, including the current year and the two years immediately preceding the current year, when available.
- If less than the three most recent years of data are available, those years for which data are available must be used.
- If more than three years of student performance data are used, specified the years that will be used.

For classroom teachers of students for courses assessed by statewide, standardized assessments:

- Documented that VAM results comprise at least one-third of the evaluation.
- For teachers assigned a combination of courses that are associated with the statewide, standardized assessments and that are not, the portion of the evaluation that is comprised of the VAM results is identified, and the VAM results are given proportional weight according to a methodology selected by the district.

For all instructional personnel of students for courses not assessed by statewide, standardized assessments:

- For classroom teachers, the district-determined student performance measure(s) used for personnel evaluations.
- For instructional personnel who are not classroom teachers, the district-determined student performance measure(s) used for personnel evaluations.

### **Instructional Practice**

The district has provided and meets the following criteria:

For all instructional personnel:

- The percentage of the evaluation system that is based on the instructional practice criterion.

- At least one-third of the evaluation is based on instructional practice.
- An explanation of the scoring method, including how it is calculated and combined.
- The district evaluation framework for instructional personnel is based on contemporary research in effective educational practices.

For all instructional personnel:

- A crosswalk from the district's evaluation framework to the Educator Accomplished Practices demonstrating that the district's evaluation system contains indicators based upon each of the Educator Accomplished Practices.

For classroom teachers:

- The observation instrument(s) that include indicators based on each of the Educator Accomplished Practices.

For non-classroom instructional personnel:

- The evaluation instrument(s) that include indicators based on each of the Educator Accomplished Practices.

For all instructional personnel:

- Procedures for conducting observations and collecting data and other evidence of instructional practice.

### **Other Indicators of Performance**

The district has provided and meets the following criteria:

- Described the additional performance indicators, if any.
- The percentage of the final evaluation that is based upon the additional indicators.
- The scoring method, including how it is calculated and combined.

### **Summative Evaluation Score**

The district has provided and meets the following criteria:

- Summative evaluation form(s).
- Scoring method, including how it is calculated and combined.
- The performance standards used to determine the summative evaluation rating (the four performance levels: highly effective, effective, needs improvement/developing, unsatisfactory).

### **Additional Requirements**

The district has provided and meets the following criteria:

- Confirmation that the district provides instructional personnel the opportunity



- to review their class rosters for accuracy and to correct any mistakes.
- Documented that the evaluator is the individual who is responsible for supervising the employee.
- Identified additional positions or persons who provide input toward the evaluation, if any.

Description of training programs:

- Processes to ensure that all employees subject to an evaluation system are informed on evaluation criteria, data sources, methodologies, and procedures associated with the evaluation before the evaluation takes place.
- Processes to ensure that all individuals with evaluation responsibilities and those who provide input toward evaluation understand the proper use of the evaluation criteria and procedures.

Documented:

- Processes for providing timely feedback to the individual being evaluated.
- Description of how results from the evaluation system will be used for professional development.
- Requirement for participation in specific professional development programs by those who have been evaluated as less than effective.
- All instructional personnel must be evaluated at least once a year.
- All classroom teachers must be observed and evaluated at least once a year.
- Newly hired classroom teachers are observed and evaluated at least twice in the first year of teaching in the district.

For instructional personnel:

- Inclusion of opportunities for parents to provide input into performance evaluations when the district determines such input is appropriate.
- Description of the district's criteria for inclusion of parental input.
- Description of manner of inclusion of parental input.
- Identification of the teaching fields, if any, for which special evaluation procedures and criteria are necessary.
- Description of the district's peer assistance process, if any.

**District Evaluation Procedures**

The district has provided and meets the following criteria:

- That its evaluation procedures comply with s. 1012.34(3)(c), F.S., including:
  - That the evaluator must submit a written report of the evaluation to the district school superintendent for the purpose of reviewing the employee's contract.
  - That the evaluator must submit the written report to the employee no later than 10 days after the evaluation takes place.
  - That the evaluator must discuss the written evaluation report with the employee.
  - That the employee shall have the right to initiate a written response to the

evaluation and the response shall become a permanent attachment to his or her personnel file.

- That the District's procedures for notification of unsatisfactory performance meet the requirement of s. 1012.34(4), F.S.
- That district evaluation procedures require the district school superintendent to annually notify the Department of any instructional personnel who receives two consecutive unsatisfactory evaluations and to notify the Department of any instructional personnel who are given written notice by the district of intent to terminate or not renew their employment, as outlined in s. 1012.34, F.S.

### **District Self-Monitoring**

The district self-monitoring includes processes to determine the following:

- Evaluators' understanding of the proper use of evaluation criteria and procedures, including evaluator accuracy and inter-rater reliability.
- Evaluators provide necessary and timely feedback to employees being evaluated.
- Evaluators follow district policies and procedures in the implementation of evaluation system(s).
- The use of evaluation data to identify individual professional development.
- The use of evaluation data to inform school and district improvement plans.