

SCHOOL DISTRICT OF CLAY COUNTY

CLAY ASSESSMENT SYSTEM

Administrative/Teacher Handbook
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INTRODUCTION

The Clay Assessment System is based upon the belief that the appraisal of employees should be fundamentally developmental and rewarding, both to the individual and to the organization. The appraisal system is also based upon the Florida Educator Accomplished Practices. The Clay Assessment System recognizes that the appraisal of teachers must be primarily based on the performance of students assigned to their classrooms and schools. Continuous professional development that results in improved student learning is the goal of appraisal.

The Clay County School Board and the Superintendent are committed to the goal of ensuring that the Clay Assessment System reflects the following standards and characteristics:

1. Promotes the growth and development of the individual and the continuous improvement of the organization;
2. Is fair, equitable and legally sound;
3. Has a procedure for collection, retrieval, and use of data from a variety of sources to provide feedback to the teacher and administrator;
4. Provides data for recognizing high performance through a variety of means;
5. Considers the specific conditions of the site;
6. Allocates time to collaboratively plan, coach, and counsel for higher performance;
7. Provides levels of appraisal;
8. Provides orientation on the appraisal system and skill development in implementing, observing, monitoring, coaching, and/or counseling for those involved in the system;
9. Recognizes the mission of the educational system and the role of educators in ensuring success for all students;
10. Reflects opportunities for self-direction and self-appraisal.

ASSURANCES

1. Group orientation will be held for ~~All certified personnel will be oriented to the outlining the~~ assessment process, ~~and criteria for assessment as part of their pre-evaluation conferences each year~~
2. Each teacher will have the benefit of an individual pre-evaluation conference with the evaluator during the first six weeks of the school year or within two weeks of employment.
3. All evaluators will be trained in appropriate evaluation techniques and the use of the proper instruments and procedures prior to their use of this assessment process.
4. All instructional personnel will be assessed annually. Annual Contract instructional personnel will be evaluated formally twice a year, once each semester; all Professional Service Contract or Continuing Contract instructional personnel will be evaluated at least once each year.
5. This assessment process and instruments will be monitored through annual review, by the CAS Committee, as established through collective bargaining and through approval by the School Board and the Department of Education to allow for collaboration with all key stakeholders.
6. This assessment plan will not discriminate on the basis of race, national origin, religion, marital status, sex or disability.
7. This assessment plan meets the criteria established by the Florida Legislature, is based on sound educational research, and includes the core of effective practices.
8. Assistance in improving performance will be provided and documented, when necessary, through the Professional Development Plan. This plan may include peer review and assistance.
9. An Individual Professional Development Plan is used to identify measureable learning goals based upon the analysis of diagnostic and summative student assessment data. While it is not a part of the performance appraisal documents, it serves as a guide for improving student learning.
10. Compliance with statutory requirements regarding probation for teachers will not alter administrators' responsibilities to provide support and assistance to teachers experiencing performance problems.
11. ~~Clay County policy states that~~ In accordance with the collective bargaining agreement (Article XXVIII.F.1.) any Professional Service Contract or Continuing Contract teacher with an overall assessment rating of Unsatisfactory for the year will not receive a pay increase the following year. An Annual Contract teacher with an Unsatisfactory evaluation will not be reappointed. Any reappointed teacher with an

Effective rating for the year will be eligible for consideration for receipt of the negotiated pay raise and/or salary step for the next school year.

12. The Master Contract grievance procedure is available to appeal evaluation procedures if a teacher believes that all required steps were not properly followed.
13. ~~However,~~ **T**he evaluation ratings and results may only be appealed through the three-level appeals process specified in the Procedure section of this document **for an unsatisfactory rating or as outlined herein for other appeals.** ~~, or, in the case of a~~ **A** 90-day probationary teacher ~~, through~~ **will follow** the appeals process specified by law.
14. All teachers with classroom responsibilities regularly monitor and report the progress of their students as part of their professional responsibilities. Appropriate performance measures and indicators of student achievement growth will vary among teachers. When available and applicable, standardized student achievement assessment results must be utilized as data on which, in part, the teachers' performance evaluation is based.

Instructional personnel who are not assigned classes or caseloads of students contribute, nonetheless, to student achievement. Data that supports these contributions and documents their impact on student achievement/performance ~~will~~ **may** be required as part of these teachers' evaluation.

15. Annually, every parent is given the opportunity to provide input regarding teacher performance by responding to the survey(s) distributed by the School Advisory Council. Additionally, in the annual edition of each school's Student Handbook, parents are reminded of the process for providing input regarding a teacher's performance. Such input from parents is shared with the teacher and may be used as one data source for assessment ratings on the Clay Assessment System. Input from parents, provided directly to the teacher, may constitute another data source under the CAS system.

CLAY ASSESSMENT SYSTEM (CAS) PROCEDURES

In response to Florida Statutes and State Board of Education Rules, the following administrative procedures and timelines for assessing the performance of instructional personnel have been established by the School District of Clay County.

Orientation – An Overview to the CAS Process and Required Forms

By no later than six (6) weeks after the first day teachers report to school for the school year (or within two weeks after employment for a teacher hired after that six-week period), all instructional personnel will receive a copy of the Clay Assessment System. A copy will also be maintained in the media center of each school, in the supervisor's office, and the District Office. All instructional personnel will be provided orientation to the Clay Assessment System instrument to be used with them and to the procedures and forms to be used by the administrator. **This will be conducted in a group setting at the beginning of the school year or individually upon hire.**

All itinerant instructional personnel will be evaluated by the administrator or designated evaluator at the base school site or by the district-level supervisor to whom the teacher is assigned. All School District of Clay County assessment procedures will be followed.

Pre-Evaluation Conference

All instructional personnel will have ~~a~~ **an individual** pre-evaluation conference with the administrator or designated evaluator. This pre-evaluation conference will be held no later than six (6) weeks from the teacher's contracted date of employment each year **or no later than two weeks for employees hired after the start of the school year. Self-assessment by the teacher is encouraged to assist with discussions during pre-evaluation, post-evaluation, and final evaluation conferences. Teachers may use Pages 15-18 of this manual for self-assessment.**

~~The required Development Plan will be developed if applicable.~~ **Individual Professional Development Plans will be established per instructions from the Instructional Division and are not part of the teacher's performance appraisal documents.**

For probationary teachers or teachers who have begun to display performance problems, the required performance objectives and plans/timeline for providing assistance to the teacher may be developed on the Professional Development Plan during the pre-evaluation conference.

Required Observations

Formal Observations

1. Formal observations **(one for PSC/CC and two for AC)** are required as part of the assessment, ~~the following observations shall be noted:~~ **and** must be conducted by the administrator or designated evaluator and shall address the performance of the teacher's classroom or instructional duties.

2. The formal observations must be conducted by the principal or official evaluator and may not be delegated should the teacher begin to display performance problems.
3. The formal observations must be preceded by notice to the teacher at least three (3) working days before the week of the observation.
4. The formal observations must not be less than 30 minutes in length.

Informal Observations/Walk-Throughs

For all teachers, informal observations **and/or walk-throughs** will be conducted by the administrator or designated evaluator and may take place at any time during the assessment year. ~~These observations will be recorded and the results noted on the applicable CAS Assessment form as needed.~~ **Any informal documentation or walk-through documentation, if created, will be reviewed with the teacher or sent to the teacher in written form. If there are concerns noted during an informal observation or a walk-through, documentation will be provided to the teacher within three working days.**

A. Annual Contract (AC) Teachers

At least two (2) formal observations and post-observation conferences shall be conducted each year. The first observation and conference should be held by ~~December 1~~ **the end of the first semester.** The second should be completed no later than May 1 unless additional time is needed to determine the final overall assessment. For a new-to-Clay-County Annual Contract or interim teacher, the first formal observation and post-observation conference shall take place during the first semester of the teacher's employment. The first observation for participants in the Teacher Induction Program must be conducted in the first 45 days.

B. Professional Service Contract Teachers (PSC) or Continuing Contract (CC) Teachers

At least one formal observation and evaluation conference shall be conducted each year.

C. PSC Teachers or CC Teachers with Performance Problems

Should a PSC teacher or a CC teacher begin to demonstrate a pattern of performance problems, or if a PSC teacher or a CC teacher has been placed on a mandatory PDP due to performance problems during the last three (3) years, the evaluator shall be required to conduct at least one formal observation during the year using the CAS approved observation instrument on which the administrator has been trained. These observations, as well as the entire assessment process, must be conducted by the responsible supervisor and may not be delegated.

D. CC Teachers on Probation

For a CC teacher placed on probation, formal observations, post-observation conferences, and the observation instruments to be used during the formal observations are the same as those described for the first-year AC teacher. However, the final decision regarding the overall rating for the year must be made by March 1.

Timelines

March 1: Supervisor is required to provide to the Superintendent a recommendation regarding the teacher's reappointment for the next school year. A recommendation for reappointment may be made only if the supervisor has enough information to certify that the teacher's overall assessment rating for the year is, at least, Effective. This rating will be written on the recommendation for reappointment.

March 1: Deadline for a CC Teacher to receive an Overall Unsatisfactory Rating for any school year.

May 1: Deadline for submission of the statement from the evaluator to Human Resources for a teacher participating in the Teacher Induction Program. (The portfolio completion and final evaluation form for the Teacher Induction Program are due to Human Resources one week prior to the CAS evaluation deadline.) If the evaluator believes that additional time could result in the correction of the problem(s) so that the Program could be satisfactorily completed, the final certification by the evaluator may be delayed until the end of the school year.

May 1: Deadline for completing the performance assessments for teachers.

It should be noted that the end of the teacher's school year is the **absolute typical** deadline for completing a teacher's annual **assessment evaluation**. ~~unless e~~Extremely unusual circumstances ~~have resulted~~ **may result** in the granting of an **extension** waiver by the Superintendent's designee in ~~the~~ Human Resources **Division**. **If the evaluation will require an extension beyond the end of the school year, the teacher will be informed in writing, no later than March 1, that an extension is needed. It is recognized that student achievement data may be received after the school year ends and that evaluations may be revised in accordance with statute.**

Professional Development Plan

Professional development is the joint, ongoing responsibility of the teacher and the administrator. Plans for assistance may be initiated or added to a teacher's PDP at any time during the school year through collaboration between the teacher and the administrator. The development of or addition to the PDP may be initiated by either the teacher or the administrator. Informal

observation, data gathering, feedback, and ongoing assistance should take place throughout the school year.

A Professional Development Plan (PDP) is required for probationary teachers, identified beginning teachers, and teachers with performance deficiencies. The identified beginning teachers are at least those who are (TIP) Teacher Induction Program (with portfolio required) and (ACP) Alternate Certification Program with a portfolio requirement. The PDP may be developed during the pre-evaluation conference or at any other time during the school year. However, if the development is due to an Unsatisfactory evaluation, performance objective and appropriate assistance must be added to the PDP within one week of the evaluation conference during which the Unsatisfactory rating was given.

- Unsatisfactory progress on the PDP by any probationary teacher shall be considered sufficient cause for removal of the probationary teacher from employment in Clay County.
- At any time during the year, when a PDP is closed out, signatures should be obtained, dates and results should be completed and a copy of the finished form should be provided to the teacher. The evaluator's copy, however, should be held until the end of the evaluation year and submitted to the district office along with copies of all other required CAS forms. All PDP's must be closed out at the end of the year. If applicable, the PDP may be initiated again in the next year.

Post-Observation Conference

Instructional personnel shall participate in a **an individual** post-observation conference, with the administrator or designated evaluator, within three (3) working days of a formal, pre-announced observation. At the conference the following should occur:

1. Data gathered from the observation will be shared with the teacher.
2. Documentation of the observation will be discussed and reflected on the CAS form.
3. Data gathered from other data sources, including student assessment data, will be reviewed with the teacher.
4. If applicable, the teacher's success in meeting objectives and completing activities on the PDP shall be addressed and recorded.
- ~~5. The satisfactory/unsatisfactory progress in meeting PDP performance objectives will also be used in determining the final, overall evaluation rating.~~

Final Evaluation Conference

Instructional personnel shall participate in a **an individual** final evaluation conference for the year with the administrator or designated evaluator. In many instances, the last post-observation conference for the year, described above, will also serve as the final evaluation conference. At the conference:

1. The overall rating of the teacher's performance for the year is given.
2. Signatures of the teacher and the evaluator, along with required dates, are completed.
3. The PDP is completed and signed, if applicable.

One copy of each form will be given to the teacher, one copy will be retained by the administrator, and the original will be forwarded to the Human Resources Division, along with the originals of all PDP forms closed out during the school year.

Out-of-Field Teachers

Evaluations for out-of-field teachers should be conducted in the same manner as described herein. However, the evaluator will not expect the same level of subject matter knowledge on the part of the out-of-field teacher as with a teacher who is fully certified.

Probation

A. New Hires, including Interim Teachers

The first Annual Contract with the district shall be probationary. The first formal observation and post-observation conference shall take place during the first semester of employment. The School District of Clay County may accept the teacher's resignation without such action being considered a breach of contract or terminate the teacher's employment without cause prior to the end of the first initial Annual Contract.

B. Professional Service Contract (PSC) Teachers

A PSC teacher whose performance is found to be unsatisfactory at any time during the school year shall be placed on a 90 calendar day (exclusive of school holidays and school vacation periods) probationary period and shall be required to submit performance objectives on the PDP as part of his/her evaluation. The performance objectives shall be initiated within one week after the formal evaluation conference at which the unsatisfactory evaluation was determined. The PDP will be reviewed periodically but not less than once each four (4) week period until the performance objectives are completed or the 90 calendar days have ended. Recommendations and the final decision regarding the teacher's continued employment are made after the 90 calendar days have ended.

C. Continuing Contract (CC) Teachers

A CC teacher with an unsatisfactory evaluation shall be placed on probation to begin the next school year. For the probationary CC teacher, the evaluation periods shall coincide with first year AC evaluation periods, and observations and assessment forms shall be completed accordingly. Progress in improving student achievement during the year of

probation must be measured by other than state or district assessments unless such test results can be available prior to March 1 of the probationary year. The CC teacher on probation will be required to submit performance objectives on a PDP as part of the evaluation. The PDP performance objectives will be initiated within one week after the post-observation/evaluation conference at which the unsatisfactory evaluation was determined. The PDP will be reviewed periodically but not less than once each six (6) week period until the plan is completed.

Should the performance of the CC teacher on probation not meet expectations by the end of the first evaluation period following the unsatisfactory evaluation (i.e. by ~~December 1~~ **the end of the first semester** or by May 1), a decision shall be made whether to extend the probationary period or take such action as determined appropriate by the Superintendent. Should the probationary period be extended, a review shall be made by the Superintendent at the end of each evaluation period thereafter to determine the appropriate action to be taken.

~~D. PSC Teachers and CC Teacher in “D” or “F” Schools~~

~~If a PSC or CC teacher in a school designated by the Department of Education in performance grade category “D” or “F” receives an Unsatisfactory rating on his overall CAS evaluation, that teacher’s probation described above shall include the procedures and requirements stipulated in Florida State 1012.34(3)(c):~~

- ~~1. The evaluator of the teacher shall review the performance assessment with the Superintendent.~~
- ~~2. If the Superintendent determines that a lack of general knowledge, subject area expertise, or other professional competencies contributed to the teacher’s unsatisfactory performance, the Superintendent shall notify the School Board of that determination.~~
- ~~3. The School Board shall require the teacher, as part of his/her probation, to take and receive a passing score on a certification test, described in Chapter 1012, Florida Statutes, and in the rules of the State Board of Education. The certification test shall be one of general knowledge, subject area expertise or professional competencies, whichever is appropriate.~~

Peer Review and Assistance – for Teachers Experiencing Performance Problems

Clay County’s Support Team of teachers is available to provide assistance to the teacher and the evaluator, upon request, ~~, in two important ways: as an additional observer when the teacher disagrees with the results reported by the evaluator as a result of a formal observation; and as a resource for assistance for the teacher who is experiencing performance problems.~~

The Support Team is made up of successful, experienced teachers who serve as peer teachers **(CET trained)** for beginning teachers and are trained in observing the teaching process and in providing support for the completion of requirements for the beginning teacher. **A list is available through the Human Resources Division of approved peer teachers who may serve as members of a Support Team for peer review or assistance.** Additionally, district-level specialists, district SPRINT teachers who work jointly with pre-service training at the University

of North Florida and with on-the-job beginning teachers, and others are available at the request of the administrator and/or teacher for peer review and assistance.

~~In order to arrange for an observation to be considered in addition to that conducted by the evaluator, the teacher must submit a written request for such to the Assistant Superintendent for Human Resources within 72 hours of the post-observation conference in which the teacher disagreed with the evaluator's report. Upon receipt of the written request, the Assistant Superintendent shall request the assistance of a support team member, based on that member's certification and teaching experience. The member shall be responsible for contacting the teacher to make arrangements for the conference and observation. There shall be a pre-observation conference and a formal observation by the support team member utilizing the CAS observation instruments or techniques on which the member has been trained. Following the observation, a conference with the principal and teacher will be conducted by the support team member for the purpose of discussing the results. The principal shall be given the observation instrument and the results of the observation and conference. These results shall be considered by the principal in making the final rating.~~

When a teacher is required to help develop a PDP in order to address performance problems or as part of his/her probation, the assistance of support team members may be arranged directly by the administrator. The selection of the SPRINT teacher, district-level Specialist, Peer Teacher, Directing Teacher or other Support Team member should be made based on the training, skills, certification area and experience of the available members. Such assistance should be documented on the PDP.

NOTE: If no teacher certified in the same area as the teacher needing/requesting assistance is available through the currently-approved support team, a teacher who is not on the support team list but is certified in the appropriate area and is recommended by his/her principal may be asked to assist.

Disagreements – Process and Procedure for Unsatisfactory Rating

In addition to requesting ~~another~~ **a separate** observation by **an administrator outside the site** ~~a support team member~~, a teacher may also attach a written reply to the CAS Assessment form if he/she is in disagreement with the evaluator's observations and/or evaluation. This written response must be submitted to the evaluator no later than one week after the post-observation or evaluation conference. A copy of the response will be appended to each copy of the Assessment.

In cases where disagreements regarding unsatisfactory evaluations by supervisors cannot be resolved by the following procedures, including the PDP process and the additional observation, the employee may then appeal the overall Unsatisfactory rating through the following process:

Level I: Within ten (10) working days of the post-observation conference during which the evaluation rating was given, the teacher requests a joint meeting with the administrator and the district office supervisor, if applicable, in an effort to resolve the disagreement satisfactorily. The meeting must take place within five (5) working days of receipt of the written request from the teacher. Documentation of performance must be provided by the administrator/evaluator. The decision resulting from this meeting must be provided within three (3) working days of the meeting.

Level II: Within ten (10) working days of the decision at Level I, the teacher requests a joint meeting with the administrator/evaluator and a committee designated by the Superintendent. The committee should include ~~six (6) persons~~ **five (5) people** and ~~should~~ be comprised of **the following**: two (2) teachers in the same subject area as the appellant; the teacher's principal; one ~~other~~ school-based administrator **outside the site**, and ~~two (2)~~ **one (1)** district level ~~staff~~ **administrator (other than the Level III administrator)**. **The chairman shall be the district-level administrator.** ~~A chairperson, not the Level III administrator, shall be selected by the Superintendent.~~ The committee will meet within ten (10) working days of receipt of the teacher's request and will review the assessment materials and all information produced at the Level I appeal and will interview those individuals they may deem necessary for reaching a decision. The decision must be rendered within five (5) workings days of the meeting.

Level III: Should the teacher not be satisfied with the results of the Level II appeal, he/she may appeal the decision to the Assistant Superintendent for Human Resources. Such appeal must be placed in writing by the teacher within ten (10) working days of the Level II decision and must cite the specific rationale for the appeal. The Assistant Superintendent for Human Resources will review the assessment materials and all information produced at the Level II appeal and will interview those individuals he/she may deem necessary for reaching a decision. His/her decision must be rendered within five (5) days of receipt of the teacher's appeal.

90-Day Probation Appeal:

If, following the statutory 90 calendar day probationary period, the teacher wishes to contest the Superintendent's decision regarding the teacher's continued employment, the appeal procedures specified in the applicable Florida statute shall be followed. The teacher shall receive written notice of the appeal process at the time he/she is placed on the 90-day probation.

Disagreements – Process and Procedure for Disagreements With Rating Other Than Unsatisfactory

Level I: **Within ten (10) working days of the final evaluation conference during which the evaluation rating was given, the teacher requests a joint meeting with the administrator and the district office supervisor, if applicable, in an effort to resolve the disagreement satisfactorily. The meeting must take place within five (5) working days of receipt of the written request from the teacher. Documentation of performance must be provided by the administrator/evaluator. The decision resulting from this meeting must be provided within three (3) working days of the meeting.**

Level II: **Should the teacher not be satisfied with the results of the Level I appeal, he/she may appeal the decision to the Assistant Superintendent for Human Resources or the Superintendent's designee. Such appeal must be placed in**

writing by the teacher within ten (10) working days of the Level I decision and must cite the specific rationale for the appeal. The Assistant Superintendent for Human Resources will review the assessment materials and all information produced at the Level I appeal and will interview those individuals he/she may deem necessary for reaching a decision. His/her decision must be rendered within five (5) days of receipt of the teacher's appeal.

Miscellaneous

In extenuating circumstances (such as extended illness) when a timeline cannot be met by the teacher, administrator or designated evaluator, a written request for a waiver may be sent to the Human Resources Division. The CAS procedures should then be completed by a mutually agreed upon time by those involved in the procedure.

All instructional personnel assessment files shall be held as confidential for a period of one fiscal year after the year of evaluation. Thereafter, such evaluation shall become public record.

NOTE: Refer to the following governing Statutes and Policies

- **CLAY COUNTY SCHOOL BOARD POLICY**
6GX-10-2.26, Evaluations

- **FLORIDA STATUTES**
1012.23, School District Personnel Policies
1012.34, Assessment Procedures and Criteria
1012.52, Teacher Quality, Legislative Findings

- **STATE BOARD OF EDUCATION ADMINISTRATIVE RULES**
Chapter 6A-5.065, The Educator Accomplished Practices
Chapter 6B-5, Standards of Competent Professional Performance

CLAY ASSESSMENT SYSTEM (CAS) PROCEDURES	
PROCEDURE	TIMELINE
CAS Manual given to all instructional personnel	No later than 6 weeks after teachers report or within 2 weeks after employment
Orientation to Clay Assessment System	No later than 6 weeks after teachers report or within 2 weeks after employment
Pre-evaluation conference	No later than 6 weeks after teachers report or within 2 weeks after employment
PDP developed for probationary teachers with performance problems and after Unsatisfactory evaluation.	PDP may be initiated at pre-evaluation conference or at any time during year. If after an Unsatisfactory evaluation, initiation of PDP must be within 1 week of post-observation final evaluation conference. PDP's must be reviewed every 4 or 6 weeks depending on contract status. Frequent review towards progress is recommended.
Notice of formal observation	3 working days before observation
2 formal observations required (30 minutes minimum) for A/C or one formal observation required (30 minutes minimum) for PSC or CC	By December 1 end of the first semester and May 1: a. For new hires: within first 45 days of employment b. Teacher Induction Program participants must be observed in the first 45 days of employment March 1: Performance Appraisals due with Reappointment Printout and deadline for CC to be rated Unsatisfactory May 1: Deadline for all other evaluations and reappointment recommendations unless extended to end of year due to extenuating circumstances
Post-observation conference	Within 3 working days after each formal observation
Final evaluation conference which includes final overall assessment	Prior to March 1 in most cases
Deadline for teacher request for additional observation	Must be submitted to evaluator within 72 hours of post-observation conference
Deadline for teacher to attach written reply to CAS forms	Written reply must be submitted to evaluator no later than 1 week following post-observation conference.
Deadline for initiating appeal of overall Unsatisfactory rating	Within 10 working days of conference in which rating was given