



# Denver Public Schools EL-14 Staff Evaluation Monitoring Report

March 2023

Board policy is indicated in **bold** typeface throughout.

I hereby present my monitoring report on your Executive Limitations policy EL14, "Staff Evaluation" according to the schedule set out. I certify that the information contained in this report is true, and represents compliance with all aspects of the policy unless specifically stated otherwise.

Signed *Alex Nanni*, Superintendent

Date 3/31/2023

## Policy Statement:

**With respect to evaluation of employees, the Superintendent shall take reasonable steps to develop and implement evaluation systems that link employee performance with the district's mission statement and belief system, comply with state law, and measure employee performance in terms of achieving the Board's Ends policies.**

**Accordingly, the Superintendent will reflect a cycle of continuous improvement for mindsets and culturally inclusive practices for items 1- 3 below :**

1. **Develop and administer an evaluation system for licensed personnel that is designed to:**
  - a. **Improve instruction;**
  - b. **Enhance the implementation of curricular programs;**
  - c. **Measure professional growth, development, and performance;**
  - d. **Document unsatisfactory performance;**
  - e. **Link teacher performance with multiple measures of student performance;**
  - f. **Link performance with compensation;**
  - g. **Assure that instructional time is used to students' maximum advantage;**
  - h. **Maximize resources; and**
  - i. **Enhance professionalism and teamwork among staff members.**
2. **Develop and administer an evaluation system for classified personnel.**
3. **Develop and administer an evaluation system for administrative personnel that is designed to:**
  - a. **Improve instruction;**
  - b. **Enhance the implementation of curricular programs;**
  - c. **Measure professional growth, development and performance;**
  - d. **Document unsatisfactory performance;**
  - e. **Link performance with multiple measures of student performance;**
  - f. **Link performance with compensation;**
  - g. **Assure that instructional time is used to students' maximum advantage;**
  - h. **Maximize resources;**

- i. **Enhance professionalism and teamwork among staff members;**
  - j. **Document effective management of the building's resources;**
  - k. **Ensure appropriate professional development of building staff;**
  - l. **Provide technology access to every student; and**
  - m. **Measure the effectiveness of communication with staff, parents, families, students and community.**
  - n. **Continuously review and revise evaluations systems to address any evidence of bias.**
4. **Provide to the Board an annual report on the effectiveness of the evaluation system and its alignment with the Board's Ends policies.**

**Adopted: [October 21, 2021]**

**LEGAL REFS.:**

**C.R.S. 22-9-101et seq. (licensed personnel performance evaluation act)**

**C.R.S. 22-63-301 and 302 (8) (grounds for teacher dismissal and burden of proof)**

**1 CCR [301-87](#) (State Board of Education rules for administration of a system to evaluate the effectiveness of licensed personnel)**

**Monitoring Method:**

**Monitoring Data:**

**Monitoring Frequency: Annually**

**Definitions:**

- Classified employees: an employee who directly supports students or schools who is not required to hold a license through the Colorado Department of Education (CDE)
- Licensed employees: an employee who directly supports students or schools in a position that is required to be licensed by the Colorado Department of Education (CDE)
- Administrative Personnel: Administrative personnel can refer to 1) school level administrators that are responsible for supervision of individuals or program work, i.e., school principals, assistant principals, or deans, and may or may not be licensed by the Colorado Department of Education (CDE); OR 2) centralized administrators that are responsible for the supervision of individuals or program work, i.e., managers, directors, executive directors, chiefs, deputy superintendents, or superintendents that may or may not be licensed by the Colorado Department of Education (CDE).

## **EL-14 Reasonable Interpretation**

The most valuable resource in our school district is the human resource of our staff. This makes up 84% of the General Fund for Employees of DPS. As a result, we have to establish policies which allow us to capture and accurately reflect the performance of our employees.

As part of this policy, I understand the importance of using best practices in Employee Evaluation in order to achieve success for our students. Our policies also should reflect plans to support those employees who are not being successful for a variety of reasons. Our employees need to feel supported in playing an important role in achieving our Ends policies for students.

As the leader of this great district, I must be mindful of the fine balance of keeping all employee groups fairly evaluated while also focusing on the results we achieve as a system. I must be reflective of whether or not we have the right employees, right systems and right leadership to achieve the Ends policies set forth by the Board of Education.

Accordingly, I agree to:

1. Develop and administer an evaluation system for licensed personnel that is designed to:
  - a. Improve instruction;
  - b. Enhance the implementation of curricular programs;
  - c. Measure professional growth, development, and performance;
  - d. Document unsatisfactory performance;
  - e. Link teacher performance with multiple measures of student performance;
  - f. Link performance with compensation;
  - g. Assure that instructional time is used to students' maximum advantage;
  - h. Maximize resources; and
  - i. Enhance professionalism and teamwork among staff members.
2. Develop and administer an evaluation system for classified personnel.
3. Develop and administer an evaluation system for administrative personnel that is designed to:
  - a. Improve instruction;
  - b. Enhance the implementation of curricular programs;
  - c. Measure professional growth, development and performance;
  - d. Document unsatisfactory performance;
  - e. Link performance with multiple measures of student performance;
  - f. Link performance with compensation;
  - g. Assure that instructional time is used to students' maximum advantage;
  - h. Maximize resources;
  - i. Enhance professionalism and teamwork among staff members;
  - j. Document effective management of the building's resources;
  - k. Ensure appropriate professional development of building staff;
  - l. Provide technology access to every student; and
  - m. Measure the effectiveness of communication with staff, parents, families, students and community.
  - n. Continuously review and revise evaluations systems to address any evidence of bias.
4. Provide to the Board an annual report on the effectiveness of the evaluation system and its alignment with the Board's Ends policies.

### Standard - RI Must-haves

- The standard of measurement for one or more parts of the policy
- The level of achievement on the standard for one or more parts of the policy
- The rationale for the standard of measurement for one or more parts of the policy
- The rationale for the level of achievement on the standard for one or more parts of the policy
- Is the interpretation reasonable?
- Is the data sufficient to support compliance?

### Outcome

Compliance with this Executive Limitation 14 will be achieved for 22/23 when the following measures are in the affirmative and has evidence of such:

Measure	Family of Schools/district Managed Schools	Timing	Justification
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<p>1. Develop and administer an evaluation system for licensed personnel that is designed to:</p> <ul style="list-style-type: none"> <li>a. Improve instruction;</li> <li>b. Enhance the implementation of curricular programs;</li> <li>c. Measure professional growth, development, and performance;</li> <li>d. Document unsatisfactory performance;</li> <li>e. Link teacher performance with multiple measures of student performance;</li> <li>f. Link performance with compensation;</li> <li>g. Assure that instructional time is used to students' maximum advantage;</li> <li>h. Maximize resources; and</li> <li>i. Enhance professionalism and teamwork among staff members.</li> </ul>	<p>District Managed Schools</p>	<p>June</p>	<p>Demonstrates compliance with Executive Limitation</p>
<p>2. Develop and administer an evaluation system for classified personnel.</p>	<p>Family of Schools</p>	<p>March</p>	<p>Demonstrates compliance with Executive Limitation</p>
<p>3. Develop and administer an evaluation system for administrative personnel that is designed to:</p> <ul style="list-style-type: none"> <li>a. Improve instruction;</li> <li>b. Enhance the implementation of curricular programs;</li> <li>c. Measure professional growth, development and performance;</li> <li>d. Document unsatisfactory performance;</li> <li>e. Link performance with multiple measures of student performance;</li> <li>f. Link performance with compensation;</li> <li>g. Assure that instructional time is used to students' maximum advantage;</li> <li>h. Maximize resources;</li> <li>i. Enhance professionalism and teamwork among staff members;</li> <li>j. Document effective management of the building's resources;</li> <li>k. Ensure appropriate professional development of building staff;</li> <li>l. Provide technology access to every student; and</li> <li>m. Measure the effectiveness of communication with staff, parents, families, students and community.</li> <li>n. Continuously review and revise evaluations systems to address any evidence of bias.</li> </ul>	<p>Family of Schools</p>	<p>March</p>	<p>Demonstrates compliance with Executive Limitation</p>

4. Provide to the Board an annual report on the effectiveness of the evaluation system and its alignment with the Board's Ends policies.	District Managed Schools	January	Demonstrates compliance with Executive Limitation
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### Aggregation Methodology

I will be successful if I meet 75% of the weighted targets above.

### Evidence of Outcomes Achieved

**Goal:** Demonstrate Compliance with this Executive Limitation

#### March Measures

Measure	Family of Schools/District Run Schools	Compliant? YES/NO
2. Develop and administer an evaluation system for classified personnel.	District Run Schools	<b>Yes</b>
3. Develop and administer an evaluation system for administrative personnel that is designed to: <ul style="list-style-type: none"> <li>a. Improve instruction;</li> <li>b. Enhance the implementation of curricular programs;</li> <li>c. Measure professional growth, development and performance;</li> <li>d. Document unsatisfactory performance;</li> <li>e. Link performance with multiple measures of student performance;</li> <li>f. Link performance with compensation;</li> <li>g. Assure that instructional time is used to students' maximum advantage;</li> <li>h. Maximize resources;</li> <li>i. Enhance professionalism and teamwork among staff members;</li> <li>j. Document effective management of the building's resources;</li> <li>k. Ensure appropriate professional development of building staff;</li> <li>l. Provide technology access to every student; and</li> <li>m. Measure the effectiveness of communication with staff, parents, families, students and community.</li> <li>n. Continuously review and revise evaluations systems to address any evidence of bias.</li> </ul>	District Run Schools	<b>Yes</b>

## Summary

**The district is compliant with all aspects of EL-14 within this monitoring report.**

1. **Classified Personnel:** The district is compliant with developing and administering an evaluation system for classified personnel. Departments with classified employees used a variety of rubrics because over time, departments had developed their own. A new growth and performance tool for classified employees has been developed to be more responsive to the growth and development of classified employees. It will launch in July 2023 and all classified employees will be evaluated using the new framework for the 23-24 school year.
2. **Administrative Personnel:** The district is compliant with designing an employee evaluation system for administrative personnel that is designed to support their growth and development in service of improving student outcomes and meet the expectations laid out in the Reasonable Interpretation. For central administrative personnel, the process for linking performance to compensation is in the process of being redesigned and will relaunch for the 24-25 school year.
  - a. **School Leadership:** School leaders are part of the DSLA bargaining unit. According to this bargaining unit, DPS will maintain and update a Fairness Guide for school leaders. The Fairness Guide outlines the multiple measures scored for success. This includes goals and competencies, with each school required to meet ELA/MLE program requirements and design a Black Excellence Plan to be followed. Additionally, the guide describes the ability to redress ratings that are challenged for accuracy. The evaluation process is part of the continuous improvement cycle that is voted on by the LEAD Collaborative Committee. This committee is made up of equal parts members of the bargaining units and DPS central staff.
  - b. **Central Leadership:** LIFT is the growth and performance system for all central office administrative level employees. When using LIFT, employees are held to outlined expectations according to their level of leadership and must submit yearly goals, one of which must be a goal around increasing equity for DPS. The LIFT timeline ensures that employees are part of the cycle no matter what time of year they enter into the district. Individualized goals cascade from larger office goals (Office of Schools, Office of Talent, etc.) to support the Strategic Roadmap and streamline work to meet those goals.

## Additional Resources

- Central Office Administrator Resources: [The LIFT Commons Page](#)
- School Level Administrator Resources: [LEAD](#) & [LEAD Fairness Guide](#)

## Explanatory notes for preparing a monitoring report

### Non-compliance:

N/A