



Denver Public Schools EL-14 Staff Evaluation Monitoring Report

June 2023

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

I hereby present my monitoring report on your Ends policy E-5, "Post Graduation and Global Citizenship" 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 Navarro*, Superintendent

Date 6/30/2023

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	FOS/DR	Timing	Justification
1. Develop and administer an evaluation system for licensed personnel that is designed to: 5. Improve instruction; 6. Enhance the implementation of curricular programs;	DR	June	Demonstrates compliance with Executive Limitation

<ul style="list-style-type: none"> 7. Measure professional growth, development, and performance; 8. Document unsatisfactory performance; 9. Link teacher performance with multiple measures of student performance; 10. Link performance with compensation; 11. Assure that instructional time is used to students' maximum advantage; 12. Maximize resources; and 13. Enhance professionalism and teamwork among staff members. 			
<p>2. Develop and administer an evaluation system for classified personnel.</p>	FOS	March	Demonstrates compliance with Executive Limitation
<p>3. Develop and administer an evaluation system for administrative personnel that is designed to:</p> <ul style="list-style-type: none"> 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. 	FOS	March	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.</p>	DR	January	Demonstrates compliance with Executive Limitation

Aggregation Methodology

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

Evidence of Outcomes Achieved

Goal: Demonstrate Compliance with this Executive Limitation

June Measures

Measure	Family of Schools/District Run	Timing	Compliant?
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.	DR	June	YES

Summary

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

DPS does not currently link performance with compensation. Teachers and SSPs are part of the DCTA bargaining unit. According to this bargaining unit, DPS will maintain and update a Fairness Guide for educators. Within this fairness guide is the outline for coaching learning cycles and required evaluative observations. Additionally, the Fairness Guide outlines the ability to grieve the process if not followed as well as redress ratings that are challenged for accuracy. Each bargaining unit also has its own handbook for users. The handbook outlines the multiple measures that are used to evaluate the educator and expectations for student behaviors and learnings. Professionalism makes up a separate category for teachers while is a part of SSPs' overall rating. All handbooks and fairness guides are updated yearly based on feedback and general clarification as working documents. The evaluation process is part of the continuous improvement cycle that is voted on by committees: the LEAP Collaborative Committee, SSP GPS Collaborative Committee, and Special Education Collaborative Committee. These committees are made up of equal parts members of the bargaining units and DPS central staff.

Additional Resources

- [LEAP Handbook](#)
- [LEAP Fairness Guide](#)
- [SSP Handbook](#)
- [SSP Fairness Guide](#)

Explanatory notes for preparing a monitoring report

Non-compliance:

N/A