



Joint Labor Management Task Force Initiative

Problem:

In 2013/2014 the Evaluation Oversight Committee (EOC) did not meet regularly. It also operated with diminished authority due to an agreement that a full union vote would be required for any language changes in the evaluation agreement.

Some of the work done by the EOC to make the evaluation system more efficient was dismantled as a result of negotiations associated with the renewal of the teacher contract. A solution was needed to support evaluator capacity, meet the goals of improving trust, and distributing broad understanding of the evaluation process.

Solution:

Greater Lawrence Technical School (GLTS) decided to reestablish the EOC to lead change and improvement in the evaluation system. GLTS uses the following three teams to lead change:

- Instructional Leadership Team (comprised of faculty and management) – Tasked with the establishment of an instructional system that meets improvement goals.
- Evaluation Oversight Committee (comprised of faculty and management) – Tasked with establishing the evaluation system that supports instructional improvement.
- Educational Administrative Team (comprised of supervisors) – Tasked with evaluating the effectiveness of educators.

STEPS

The EOC voted to increase its membership so that there would be an increase in faculty input. The EOC committed to more frequent meetings. To meet this challenge several of these meetings were held at 6:30 a.m. The following is a summary of the actions taken and decisions made:

- The EOC committed to improving faculty communication, support and empowerment for all aspects of the evaluation system.
- The Massachusetts Model Survey (educator feedback survey administered through Panorama Education) was analyzed and recommended for implementation this year.
- Teacher feedback on supervisor practices in evaluation was discussed. Analysis led to providing supervisors with improved guidance for writing evaluation reports that are structured in a consistent way from supervisor to supervisor, as well as giving clear verbal and written feedback and a better definition of unannounced observations.



Urban public vocational technical high school in Essex County. Level 1 School.



- A system for reporting district determined measures (DDMs) was identified and implemented.
- Proposed DDMs were analyzed, accepted and recommended for union and school committee approval.
- Contractual/MOU language to accompany DDMs and the proposed educator feedback survey system was requested from the AFT representative.
- The process for submitting evidence for educator evaluation was designed and training was delivered to new educators. Veteran educators will be trained soon.
- An agreement was reached to create a simple evaluation manual to improve understanding, teamwork, and efficiency.
- In March, two members of the EOC who are also members of the teachers' union presented the proposal for DDMs and educator feedback to the union. The proposal was accepted.

"Setting expectations and getting the right people at the table for our evaluation committee has allowed us to make a big impact on our system."

Paul Mears, Assistant Principal

Reflections on the Process:

The original obstacles to establishing the EOC as a working group that could lead the development of an effective evaluation system have diminished. Expanding teacher participation, increasing the frequency of meetings, and committing to supporting faculty at each step of the implementation and administration of the evaluation system seems to be the solution of the increased effectiveness.

