

24. PAY FOR PERFORMANCE PLAN

INTRODUCTION

This Pay for Performance Plan, developed by the District Oversight Committee (DOC) in collaboration with the District Interest Based Bargaining Team (IBBT), representing administrators, teachers, and the Gilbert Education Association (GEA), describes how Classroom Site Funds Category C Performance Pay funds will be distributed. See Appendix I attached for more details on the breakdown of Classroom Site Funds.

OVERVIEW:

The Pay for Performance Plan is a three-part program designed to provide teachers with training for implementation in the classroom in order to raise student achievement in the academic goal chosen by the staff of a school. The goal chosen must be supported by data.

The three components are weighted for distribution of funds:

- Academic Goal – 50%
- Knowledge and Skills – 40%
- Measurement Indicator of Academic Success – 10%

COMMITTEES:

The following two (2) committees oversee the development and administration of the Pay for Performance Plan. All members of both committees must attend training as designated by the District Oversight Committee in order to receive their stipend.

1. District Oversight Committee (“DOC”)

The Gilbert Public Schools DOC consists of administrators, certified teachers and a Governing Board member. Their duty is to review and approve School Academic Goals. They are also responsible for the continued development of the Pay for Performance Plan.

The committee is composed of:

- Superintendent Designee who will chair the committee
- Two elementary school teachers
- Two junior high school teachers
- Two high school teachers
- Three building level administrators: one each from the elementary, junior high and senior high level
- Director of Curriculum and Assessment
- One governing board member

Advisory non-voting members:

- The IBBT Administrative Liaison
- The GEA President

This committee is appointed by the Superintendent. Certified teachers are appointed to the committee from a list of names submitted by GEA to include at least three (3) names for each opening on the committee. Members serve three (3) year staggered terms.

Each certified teacher member of DOC receives a stipend of \$2,685.

Attendance is Mandatory.

2. School Improvement Committee (“SIC”)

SIC consists of the administrator and certified teachers representative of each grade level/department at the school. SIC is appointed by the school administrator, in consultation with the president of the GEA. The school administrator is an advisory non-voting member.

SIC Chair(s)

Duties include serving as the primary contact of communication for site administration, faculty and DOC, responsible for overseeing, organizing and submitting relevant documentation, adhering to the timeline as outlined in the MOU, monitoring the completion of tasks assigned to SIC members facilitating committee meetings and delegating responsibilities to all committee members.

SIC Committee Members

Duties include, but are not limited to, establishing the school Academic Goal, approving individual Action Plans, developing the Knowledge and Skills Program, and approving Knowledge and Skills hours.

Compensation for members of SIC is determined as follows:

- A. Each elementary school receives eight (8) stipends of *\$600 each.
- B. Each junior high school receives nine (9) stipends of *\$600 each.
- C. Each comprehensive high school receives seventeen (17) stipends of *\$600 each.
- D. Other schools will receive a number of stipends as approved by DOC, upon the recommendation of the site administrator.

In addition, each school receives *\$10 for each full time equivalent (FTE) eligible certified teacher as of September 30. The first \$100 of this money is used to compensate the SIC Chair(s) additional stipend. The remainder of the money may be used to increase the number of members on the committee, or divided equally among the members of the committee.

NOTE: All stipends, percentages and money figures, contained in this document are estimates only. Final figures will be calculated when projections of sales tax revenues are released by the Department of Revenue.

*** STIPENDS REFERENCED ABOVE WILL BE REDUCED BY 10% FOR THE 2011-2012 SCHOOL YEAR**

SCHOOL ACADEMIC GOAL:

The Academic Goal is designed to improve student learning in one of the core subject areas (reading, writing, or math). This can be accomplished by focusing on one core subject area or the Rigor, Relevance, Relationships model as a means to improve one of the core subject areas. Each school, through the SIC, sets an academic goal to improve student learning. This goal is developed using a collaborative model and ratified by 75% of the school certified staff. After ratification, this goal is forwarded to DOC for review and final approval.

Academic Action Plan (“Action Plan”):

Part A

- Certified teachers develop an Action Plan which is implemented over the course of the school year. The instructional activities that the certified teachers implement in the Action Plan must support the school goal and target student achievement.
- The proposed Action Plan is submitted to the SIC for review and approval. At the time certified teachers submit their proposed Action Plan, they must also identify the documentation that could be provided for evidence of completion of the activities and identify a classroom assessment that will be used to assess student achievement following completion of the Action Plan. The SIC may return an Action Plan for revision before final approval.

Part B

- When the activities have been completed, the certified teacher provides an Evaluative Reflection on the Action Plan and signs a verification stating that it has been completed and documentation can be provided upon request.
- The Action Plan Evaluative Reflection section is split into four (4) subsections to require: the strengths and weaknesses of the plan, discussion on the results from a teacher assessment of student achievement following the Action Plan, indications of the follow up or reteaching necessary after the assessment, and an indication of the learning acquired from Knowledge and Skills classes incorporated into the Action Plan (if the Knowledge and Skills component was completed).
- The Action Plan Evaluation Reflection may not be completed prior to the end of the third quarter.

After approval by the SIC that these activities were successfully completed, requests for the individual certified teacher’s performance pay are forwarded to the Payroll Department. SIC must maintain documentation indicating teachers’ completion of an Action Plan for three years.

Each certified teacher successfully completing this Academic Action Plan receives a projected stipend of \$916.00.

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SPECIAL NOTE:

1. If a certified teacher decides to opt out of the Action Plan, he/she must still work towards the school goal and establish a professional development plan.
2. Completion of the Action Plan is necessary for receipt of Measurement funds.
3. Certified teachers may complete the Action Plan but not participate in Knowledge and Skills hours if they wish.

KNOWLEDGE AND SKILLS PROGRAM:

The SIC, in collaboration with certified teachers, develops a Knowledge and Skills Program. It must follow a rubric that supports the Academic Goal. The DOC must approve each school's Knowledge and Skills Program. As a means of guidance for their staff, a school may provide a list/menu of classes for the teachers' use. Certified teachers may submit requests to add additional conferences, workshops, on-line training, and classes that support the Academic Goal, and these classes must meet the specific rubric developed by the SIC. Approval by the SIC is required.

- The Program, which serves the diverse needs of the certified teachers, identifies courses, workshops, seminars, conferences, on-line training, video courses with a facilitator, college credit courses, and professional development classes, which support the Academic Goal.
- Teachers may complete five (5) of their knowledge and skills hours through collaborative grading, peer observation or collaborative curriculum work. To participate in these hours teachers need to follow specific guidelines and submit a request and proposal for the work to the SIC Committee. (A packet with details is available for teachers and SIC members.)
- Teachers may complete five (5) of their knowledge and skills hours by completing a group book study. To participate in these hours teachers need to follow specific guidelines and submit a request and proposal for the work to the SIC Committee. (A packet with details is available for teachers and SIC members.)
- Certified teachers may teach classes or workshops for Pay for Performance Knowledge and Skills hours if approved by SIC as part of the Knowledge and Skills Program. However, only the hours for the first time the class is taught can be used, and normal professional development payment is made for subsequent hours.

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- If a certified teacher is to receive credit for hours for the Knowledge and Skills Program, the certified teacher must be involved in an activity that provides growth and learning to the teacher. An activity that takes place to provide learning for a student does not provide Pay for Performance credit. Activities such as planning, independent study, or chaperoning student field trips/conferences cannot be part of the Knowledge and Skills Program. Meetings or discussions cannot be part of the program unless they are structured under the collaborative grading and collaborative curriculum work outlined above.

Each program consists of a minimum of fifteen (15) hours. These Knowledge and Skills hours, approved by the SIC, may take place during the teacher contract hours (while the teacher is not responsible for student instruction) or they may be outside of contract hours. Certified teachers must complete all fifteen (15) hours to receive the stipend, unless they are part time teachers as specified below in Clarifications and Definitions #5 and #6. Documentation of Knowledge and Skills hours must be provided to the SIC prior to approval and payment of the stipend. After completion of the program, the SIC forwards a list of successful participants to the Payroll Department for pay. SIC must maintain documentation indicating teachers' completion of Knowledge and Skills hours for three years.

Each certified teacher successfully completing the Knowledge and Skills Program receives a projected stipend of \$733.00.

SPECIAL NOTE:

1. Certified staff will not be granted professional growth credit for Knowledge and Skills hours.
2. Completion of Knowledge and Skills hours is not necessary for receipt of the Measurement funds outlined below.
3. Certified Staff may participate in Knowledge and Skills hours and not complete the Action Plan, or they may complete the Action Plan and not participate in Knowledge and Skills. However, the Action Plan must be completed to be eligible for the Measurement funds outlined below.

MEASUREMENT:

The third portion of the Category C Performance Pay funds is allocated based on a performance indicator of school academic success (Measurement). The indicator to be used for the Measurement will be the Achievement Profiles reported by Arizona State's Accountability Program, Arizona Learns ("AZLearns") Achievement Profiles.

Certified teachers receive the Measurement funds following the success of their school on any one of three Performance Indicators listed below:

- The school will maintain or increase the AZLearns Achievement Profile as compared with the previous year.
- The school will maintain or increase the subject (in the area of the academic goal) AZLearns total points as compared with the previous year.
- The school will maintain or increase the school AZLearns total points as compared with the previous year.

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NOTE: If any one of the above three (3) Performance Indicators is met, the school is successful.

In the event a school had an Excelling Achievement Profile, but drops to Highly Performing, it is still considered to be successful, and teachers receive the Measurement funds.

New schools will receive Measurement Funds if the school is *Performing* or above.

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For the 2010-2011 school year, each eligible certified teacher, and any teacher employed during the 2010-2011 school year who was separated from employment due to a reduction in force, at a school successfully meeting any one of the Measurement Performance Indicators receives a projected stipend of \$183.00.

SPECIAL NOTE: If they wish, certified teachers may participate in the Knowledge and Skills hours and not complete the Action Plan, or they may complete the Action Plan and not participate in the Knowledge and Skills hours. However, participation in the Action Plan will be necessary for payment of the Measurement funds.

MEASUREMENT APPEALS PROCESS

Measurement Appeals Process Phase I: Automatic Appeal

Upon receipt of final data from the Arizona Department of Education, the Assessment Coordinator will provide DOC with an analysis of all pertinent data for schools that do not meet at least one of the three measurement performance indicators. The Assessment Coordinator will notify schools that have not met at least one of the performance indicators of their status. Within fifteen working days of receipt of the analysis from the Assessment Coordinator, DOC will determine, based upon the analysis alone, if the individual schools should receive their measurement money. This decision will be made using the consensus model. DOC will notify the campus SIC Chair and principal of the result of the automatic appeal.

Measurement Appeals Process Phase II: Written Appeal

If a school's automated appeal was unsuccessful, but the SIC believes that the teachers are eligible to receive Measurement performance pay, they may submit a written appeal on the basis of one or more of the three (3) following categories:

- Statistical – evidence of incorrect statistical/numerical data or calculations used for the AZLearns Achievement Profile.
- Substantive – evidence of substantive problems associated with the AZLearns data causing the school AZLearns Achievement Profile to inaccurately reflect the growth in student achievement at the school.
- Circumstantial – evidence of unavoidable situations at the school that resulted in the school being unable to meet the required growth in student achievement.

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The written appeal should focus on both a data-based analysis of the actual measurement results and a data-driven initiative for school-wide improvement informed by those results. Written appeal must be made within fifteen (15) working days of notification that an automatic appeal was not approved. DOC will review the written appeal and notify the campus SIC Chair and principal of its decision. This decision is based upon a three-quarter majority vote of no less than a quorum. If the written appeal is unsuccessful, the Assessment Coordinator may work with the campus SIC to prepare a final appeal presentation to DOC.

Measurement Appeals Process Phase III: Final Appeal

A school notifies the Assessment Coordinator of their intention to present their final appeal. The SIC and the Assessment Coordinator meet to discuss the process and content of the appeal. School members, with the assistance of the Assessment Coordinator, complete an Application for Appeal. Supporting evidence, data, and documentation are gathered and added to the Appeal Application. The Appeal Application is sent to the DOC Chair who notifies the school and DOC members of the date and location for the final appeal. The school appoints the spokesperson to present the school's case to DOC. The presentation may last no more than thirty (30) minutes. DOC may ask questions for clarification for a maximum of fifteen (15) minutes and votes on the final appeal after school members have left the meeting. The final decision is based upon a three-quarter majority vote of no less than a quorum.

A quorum consists of nine of the voting DOC members. DOC has the final decision. If there is a conflict of interest, the member will recuse him or herself from DOC.

Appeal presentations must be made to DOC within thirty (30) working days of being notified the written appeal was not approved, contingent upon the availability of the Assessment Coordinator. A decision on the final appeal is made at the meeting or, if needed, a second meeting may take place within five (5) working days and the decision will be made at that meeting.

DISTRIBUTION OF PERFORMANCE PAY MONEY:

Category C Pay for Performance monies will be distributed to certified teachers as outlined below:

1. Academic Goal/Action Plan:

Verification of completion is submitted to the Payroll Department between May 1 and May 15 (and not before) and funds are distributed to certified teachers no later than the end of the current fiscal year.

2. Knowledge and Skills Program:

Verification of completion is submitted to the Payroll Department. Funds for verifications submitted on or before November 15 are distributed to teachers on or before January 30. Verifications must be submitted to the Payroll department by May 15 and funds are distributed to certified teachers no later than the end of the current fiscal year.

3. Measurement:

Verification of eligibility is submitted to the Payroll Department, and Payroll will distribute funds as follows:

- Measurement funds are distributed after AZLearns Achievement Profiles have been announced and after any and all Appeals have been decided by the Appeals Committee.
- Certified teachers who transfer to a different school within the district remain eligible for measurement funds contingent on the success of the school they were members of during the measurement year.

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- Certified teachers who leave the district at the end of the measurement year for any reason other than retirement are not eligible for measurement funds.
- It is intended that all measurements funds earned during a school year will be distributed by February 15th in the following year.

4. Additional Funds:

After all PFP stipends have been distributed, if sufficient funds exist to provide each eligible certified teacher, and any teacher employed during the 2010-2011 school year who was separated from employment due to a reduction in force, an additional stipend of \$100 or more, the money will be distributed. If less than \$100 per eligible participant is available, the money will be carried over to next year.

- Teachers must complete both the Knowledge & Skills hours and the Action Plan, participate at a school which earns the measurement money, and return to the school district the following year (or retire) to receive any additional money discussed above.

PROCEDURES AND DEADLINES:

1. The Pay for Performance Plan will be submitted for Board approval at the second Board Meeting in April each year.
2. Academic Goals and the Knowledge and Skills Programs may be submitted to DOC for approval any time between the date the Pay for Performance Plan has been approved by the Board and September 1st.
3. The DOC may return a school's Academic Goal and Knowledge and Skills Program for revision before final approval.
4. Certified teachers must submit the first section of the Action Plan (red form in MLP) to the SIC for approval on or prior to October 1st. The second section of the Action Plan (green form in MLP) must be completed between April 20-30.
5. Certified teachers may submit for approval Knowledge and Skills hours taken at any time after, but not prior to, the Board approval of the Pay for Performance Plan at the second Board Meeting in April.
6. Certified teachers who have completed all of their Knowledge and Skills hours prior to November 15th may submit their documentation to SIC for approval. If received by Human Resources prior to November 15th, payment will be made on or before January 30.
7. Completion of the Action Plan (page 2) and Knowledge and Skills hours must be submitted to the SIC for approval between April 20 - 30.

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8. SIC must submit the list of teachers who have completed their PFP requirements to Human Resources between May 1 - 15.
9. Attendance confirmation will be completed by Human Resources after the last student contact day.
10. SIC must maintain appropriate documentation verifying teachers' completion of PFP requirements for three years.

CLARIFICATIONS AND DEFINITIONS:

1. A certified teacher participating in the Pay for Performance Plan is defined as any contracted employee who holds a teaching certificate issued by the Arizona Department of Education, who is paid from the certified salary schedule, and whose duties involve ongoing instructional or counseling contact with students.
2. Traveling certified teachers and other eligible certified teachers who are not connected to a specific school, will participate in the program at a school as designated by the DOC Chair.
3. Full-time, certified teachers beginning after the start of the school year, but on or prior to the first day of the second quarter, are eligible to participate in the Action Plan. Certified teachers employed after this date may not participate in the Action Plan.
4. Full-time, certified teachers who start any time after the beginning of the year may submit a prorated number of Knowledge and Skills hours and receive a prorated portion of the funds, depending upon their months or hours of employment, or, if they wish, they may complete and receive payment for the total fifteen (15) hours.
5. Part-time certified teachers who start at the beginning of the school year, or after the start of the school year but on or prior to the first day of the second quarter, are eligible to participate in the Action Plan. Part time certified teachers employed after the first day of the second quarter may not participate in the Action Plan. Part time certified teachers will receive payment for the Action Plan and Measurement on a prorated basis, depending upon their hours worked.
6. Part-time certified teachers who start at the beginning of the school year or after may submit a prorated number of Knowledge and Skills hours and receive a prorated portion of the funds, depending upon their months or hours of employment, or, if they wish, they may complete and receive payment for the total fifteen (15) hours.
7. If long-term, certified, substitute teachers begin on or prior to the first day of the second quarter, and are employed in the same teaching assignment until the end of the year; they are also eligible to take part in the Academic Goal Action Plan and Knowledge & Skills hours as stated in 4. and 5. above.

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8. A certified teacher whose contract is terminated by the Governing Board will not receive Pay for Performance stipends for that year. In the event these stipends have been paid, the district may deduct these stipends from the employee's final paycheck or the teacher will refund the money to the district.
9. A certified teacher whose contract is not renewed by the Governing Board will not receive measurement funds.
10. Even if all other requirements are met, certified teachers who miss more than 40 student contact days will not be eligible for Action Plan funds.

APPENDIX I

CLASSROOM SITE FUNDS:

ARS § 15-977 was passed by the voters of Arizona in the fall of 2000 to further fund education through an increase in the state sales tax effective July 1, 2001. This initiative provided additional funding to schools in three (3) separate categories.

Category A – Teacher Compensation

20% These funds are to be added to teachers' salary schedules. The distribution of this money on the salary schedule will be considered as a part of the Meet and Confer process.

Category B – Menu Items

40% These funds are overseen by the Governing Board to be distributed either district-wide or at individual sites. The money may be allocated with principal input for the following items:

- Class Size Reduction
- Teacher Compensation
- AIMS Intervention
- Teacher Development
- Dropout Prevention
- Teacher Liability

As a result of input received from principals, it was recommended to the Governing Board that a significant portion of Category B dollars continue to be used for teacher compensation.

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Category C – Performance Pay for Teachers

40% These funds are to be expended through a collaboratively designed and developed performance based pay plan.

The funds from Categories A and B built into the salary schedule are distributed to employees as a part of their regular paycheck beginning August 2001. Funds from Category C will be distributed to certified teachers as outlined in this Pay for Performance Plan.

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