

# Instructional Coaches

GROUP  
15



# IMPACT



DISTRICT OF COLUMBIA  
PUBLIC SCHOOLS

The District of Columbia Public Schools Effectiveness  
Assessment System for School-Based Personnel

2015  
2016



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# LETTER FROM THE CHANCELLOR

Dear Educators,

As we enter the 2015–2016 school year, I am proud to celebrate how much progress we have made toward our ambitious goals: our graduation rate is rising, student satisfaction is higher than ever before, our enrollment continues to increase, and this year we opened four new schools across the city! At the same time, there is still much work to be done to ensure a world-class education for *all* our students, which is why we are investing in three strategic priorities this year.

## Equity across the curriculum

We are investing in academic rigor across DCPS in a brand new way. Our Cornerstone learning experiences will help our teachers deliver instruction that is rich, challenging, and deeply engaging for students. Developed by our very best teachers and supported by new resources and professional development, these Cornerstones range from one-day lessons to longer projects and teach skills that are critical to student success.

We are also pleased to announce the launch of the Teaching and Learning Framework (TLF) e-Clips: interactive, online learning modules that feature DCPS teachers and students engaged in highly effective practice. The e-Clips are aligned with the TLF, highlight specific instructional strategies, and include tips and resources from master educators. We know that great teaching leads to great student outcomes, and we are excited to support our teachers with this resource.

## Equity in our high schools

We are building upon previous years' support of our elementary and middle schools by now focusing on our high schools. We want to offer our students courses that prepare them for college and allow them the opportunity to explore their career interests. We also want to give students unique, formative experiences like debate team, athletics, yearbook club, and band that make the high school experience so rich. We will provide these opportunities in every DCPS high school by offering at least 20 elective courses, at least six Advanced Placement (AP) courses, Career and Technical Education (CTE) courses that lead to high-wage and high-demand jobs, and robust counseling services to guide students through high school and beyond.

## Equity for our young men of color

We have also launched a long-term initiative designed to support our young men of color. This year, we will have 500 mentors working with our young men to build positive relationships and increase literacy skills. In addition, we are funding school-based grants to help put into action our teachers' best ideas about how to support our young men of color. Finally, we are launching an all-male college preparatory high school dedicated to ensuring that our young men succeed in college and beyond.

The success of our students hinges on the work **you** do every day in your classroom. I am honored to work alongside you as we move forward with urgency and optimism. We are DCPS, and we **are** doing this!

Sincerely,  
Kaya Henderson



*Chancellor, District of Columbia Public Schools*



Michael DeAngelis



Simona Monnatti



Bel Perez Gabilondo

# PUTTING GROWTH FIRST

## How does IMPACT support my growth?

The primary purpose of IMPACT is to help you become more effective in your work. Our commitment to continuous learning applies not only to our students, but to you as well. IMPACT supports your growth by:

- **Clarifying Expectations** — IMPACT outlines clear performance expectations for all school-based employees. We have worked to ensure that the performance metrics and supporting rubrics are clear and aligned to your specific responsibilities.
- **Providing Feedback** — Quality feedback is a key element of the improvement process. This is why, during each assessment cycle, you will have a conference to discuss your strengths as well as your growth areas. You can also view written comments about your performance by logging into your IMPACT account at <http://impactdcps.dc.gov>.
- **Facilitating Collaboration** — By providing a common language to discuss performance, IMPACT helps support the collaborative process. This is essential, as we know that communication and teamwork create the foundation for student success.
- **Driving Professional Development** — The information provided by IMPACT helps DCPS make strategic decisions about how to use our resources to best support you. We can also use this information to differentiate our support programs by cluster, school, grade, job type, or any other category.
- **Retaining Great People** — Having highly effective teachers and staff members in our schools helps everyone improve. By mentoring and by serving as informal role models, these individuals provide a concrete picture of excellence that motivates and inspires us all. IMPACT helps retain these individuals by providing significant recognition for outstanding performance.

IMPACT reflects our belief that everyone in our system plays a critical role in improving student outcomes. With an outstanding teacher in every classroom and excellent staff members throughout our schools, our students will graduate prepared for success in college, the workforce, and life.

For further information about job-specific resources and professional development designed to help you grow, see the *Supporting Your Success* section at the end of this guidebook.



Michael DeAngelis



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# GROUP 15: OVERVIEW

## Who is in Group 15?

Group 15 consists of all instructional coaches.

## What are the IMPACT components for members of Group 15?

There are three IMPACT components for members of Group 15. Each is explained in greater detail in the following sections of this guidebook.

- **Instructional Coach Standards (IC)** — These standards define excellence for instructional coaches in DCPS. They make up 90% of your IMPACT score.
- **Commitment to the School Community (CSC)** — This is a measure of the extent to which you support and collaborate with your school community. This component makes up 10% of your IMPACT score.
- **Core Professionalism (CP)** — This is a measure of four basic professional requirements for all school-based personnel. This component is scored differently from the others, which is why it is not represented in the pie chart. For more information, please see the Core Professionalism section of this guidebook.

## IMPACT COMPONENTS FOR GROUP 15



*\* Your average IC score from your two administrator evaluations will make up 55% of your final overall IMPACT score. Your average IC score from your two Office of Teaching and Learning evaluations will make up 35% of your final IMPACT score. Together, your four IC evaluations will make up 90% of your final overall IMPACT score.*

## What are the Instructional Coach Standards?

These standards define excellence for instructional coaches in DCPS. They include:

- Standard 1: Analyze Data Prior to the Learning Cycle
- Standard 2: Analyze Data During the Learning Cycle
- Standard 3: Design Support
- Standard 4: Implement Support
- Standard 5: Demonstrate Teacher and Student Growth
- Standard 6: Facilitate Adult Learning

## Who developed the Instructional Coach Standards?

The DCPS Office of Teaching and Learning (OTL), in collaboration with DCPS instructional coaches, developed the standards. The National Staff Development Council Standards and the practices of the New Teacher Center helped inform the development process.

## How will my proficiency in the Instructional Coach Standards be assessed?

Your proficiency will be assessed four times over the course of the year according to the rubric at the conclusion of this section. Your administrator will conduct two assessments, the first by February 4 and the second by June 9. A representative from the DCPS Office of Teaching and Learning will also conduct two assessments, the first by February 4 and the second by June 9.

This year, your administrator will observe you for at least 30 minutes during each cycle in order to assess your proficiency. For example, your administrator might observe you debriefing with a teacher after an observation, setting goals or analyzing data with a teacher, or implementing support in a classroom (e.g., modeling, co-teaching, side by side coaching).

As part of each assessment cycle, the assessor (administrator or representative from the DCPS Office of Teaching and Learning) will meet with you to share her/his ratings, provide feedback, and discuss next steps for professional growth.

If your assessor makes at least two attempts to schedule a conference with you prior to the Cycle deadline and you are unable to meet or unresponsive, the assessment will be valid without the conference. Valid attempt methods include, but are not limited to,

phone calls, text messages, emails, notes in your school inbox, and/or in-person conversations.

## How will my proficiency in the Instructional Coach Standards be scored?

For each assessment cycle, you will receive a 4 (highest) to 1 (lowest) rating for each standard of the rubric. Your standard scores will then be averaged together to form an overall score of 4.0 (highest) to 1.0 (lowest) for the assessment cycle.

At the end of the year, your administrator assessment scores will be averaged together to form an overall administrator score of 4.0 (highest) to 1.0 (lowest). This average will make up 55% of your final overall IMPACT score. Your OTL assessment scores will also be averaged together to form an overall OTL score of 4.0 (highest) to 1.0 (lowest). This average will make up 35% of your final overall IMPACT score. See the sample score chart to the right.

Please note that, if you are shared between two schools, you will receive scores at each of them. These scores will then be averaged together to determine your final score for this component.

Also, please note that coaches at autonomous schools and in certain other cases will only be assessed by an administrator.

## How will instructional coaches who have earned Highly Effective ratings two years in a row be assessed this year?

Instructional coaches who have earned Highly Effective ratings during both of the last two school years will receive two assessments during Cycle 1 — one by an administrator by February 4 and one by a representative from the DCPS Office of Teaching and Learning by February 4. If the average score from these two assessments is 3.0 or higher (on the 1.0 to 4.0 scale), the instructional coach will not receive assessments for the rest of the year, unless requested by the instructional coach. If the average score is below 3.0, the instructional coach will continue on the normal assessment schedule.

Please note that instructional coaches who are shared between two schools will receive an assessment by each of their administrators by February 4. These scores will then be averaged together, along with the score from the first OTL assessment, to determine whether instructional coaches are eligible for a reduced number of assessments this year.

## If I have earned Highly Effective ratings two years in a row and qualify for reduced assessments this year, may I request to receive the full set of assessments available to staff members in my IMPACT group?

Yes. After Cycle 1 ends, the IMPACT team will notify you via email if you will be receiving reduced assessments. At that point, you may log into the IMPACT database at <http://impactdcps.dc.gov> to indicate that you would like to receive your remaining assessment(s).

### SAMPLE SCORE CHART INSTRUCTIONAL COACH STANDARDS (IC)

INSTRUCTIONAL COACH STANDARDS (IC)	ADMIN CYCLE ENDS 2/4	ADMIN CYCLE ENDS 6/9	OTL CYCLE ENDS 2/4	OTL CYCLE ENDS 6/9	OVERALL* (Average of Admin Cycles)	OVERALL * (Average of OTL Cycles)
<b>IC SCORE</b> (Average of IC 1 to IC 6)	3.50	3.66	3.50	3.83	3.58	3.66
<b>IC 1:</b> Analyze Data Prior to the Learning Cycle	4.0	4.0	3.0	4.0		
<b>IC 2:</b> Analyze Data During the Learning Cycle	3.0	4.0	4.0	4.0		
<b>IC 3:</b> Design Support	4.0	4.0	3.0	3.0		
<b>IC 4:</b> Implement Support	3.0	3.0	4.0	4.0		
<b>IC 5:</b> Demonstrate Teacher and Student Growth	4.0	3.0	3.0	4.0		
<b>IC 6:</b> Facilitate Adult Learning	3.0	4.0	4.0	4.0		

\* Your average IC score from your two administrator evaluations will make up 55% of your final overall IMPACT score. Your average IC score from your two OTL evaluations will make up 35% of your final overall IMPACT score. Together, your four IC evaluations will make up 90% of your final overall IMPACT score.

### If I have additional questions about the Instructional Coach Standards, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).

## LEVEL 4 (HIGHEST)

## LEVEL 3

### IC 1 ANALYZE DATA PRIOR TO THE LEARNING CYCLE

**Prior to the learning cycle**, the instructional coach **meets Level 3** expectations AND **extends impact** by developing teachers' capacity to analyze their own practice and student data to drive continuous improvement.

**Prior to the learning cycle**, the instructional coach **consistently** collects and analyzes multiple sources of evidence of teacher practice (for example, classroom instruction, lesson plans, teacher-made assessments) and of student learning (for example, student work, behavior logs, paced interim assessments, progress monitoring tools) and draws detailed and appropriate conclusions regarding strengths and high priority areas for growth.

### IC 2 ANALYZE DATA DURING THE LEARNING CYCLE

**During the learning cycle**, the instructional coach **meets Level 3** expectations AND **extends impact** by developing teachers' capacity to analyze their own practice and student data to drive continuous improvement.

**During the learning cycle**, the instructional coach **consistently** collects and analyzes multiple sources of evidence of teacher practice (for example, classroom instruction, lesson plans, teacher-made assessments) and of student learning (for example, student work, behavior logs, paced interim assessments, progress monitoring tools) and draws detailed and appropriate conclusions regarding strengths and high priority areas for growth.

### IC 3 DESIGN SUPPORT

Instructional coach **meets Level 3** expectations AND **extends impact** by applying a deep knowledge of content and of a broad range of effective instructional practices.

Instructional coach **consistently** develops targeted coaching plans that are based on analyses of data and aligned to teachers' high priority areas for growth and include: 1) specific, measurable, and ambitious goals for the learning cycle; 2) a scope and sequence that follows a gradual release of responsibility model; and 3) effective instructional practices.



## LEVEL 2

**Prior to the learning cycle**, the instructional coach **sometimes** collects and analyzes multiple sources of evidence of teacher practice (for example, classroom instruction, lesson plans, teacher-made assessments) and of student learning (for example, student work, behavior logs, paced interim assessments, progress monitoring tools) and draws detailed and appropriate conclusions regarding strengths and high priority areas for growth.

**During the learning cycle**, the instructional coach **sometimes** collects and analyzes multiple sources of evidence of teacher practice (for example, classroom instruction, lesson plans, teacher-made assessments) and of student learning (for example, student work, behavior logs, paced interim assessments, progress monitoring tools) and draws detailed and appropriate conclusions regarding strengths and high priority areas for growth.

Instructional coach **sometimes** develops targeted coaching plans that are based on analyses of data and aligned to teachers' high priority areas for growth and include: 1) specific, measurable, and ambitious goals for the learning cycle; 2) a scope and sequence that follows a gradual release of responsibility model; and 3) effective instructional practices.

## LEVEL 1 (LOWEST)

**Prior to the learning cycle**, the instructional coach **rarely or never** collects and analyzes multiple sources of evidence of teacher practice (for example, classroom instruction, lesson plans, teacher-made assessments) and of student learning (for example, student work, behavior logs, paced interim assessments, progress monitoring tools) and draws detailed and appropriate conclusions regarding strengths and high priority areas for growth.

**During the learning cycle**, the instructional coach **rarely or never** collects and analyzes multiple sources of evidence of teacher practice (for example, classroom instruction, lesson plans, teacher-made assessments) and of student learning (for example, student work, behavior logs, paced interim assessments, progress monitoring tools) and draws detailed and appropriate conclusions regarding strengths and high priority areas for growth.

Instructional coach **rarely or never** develops targeted coaching plans that are based on analyses of data and aligned to teachers' high priority areas for growth and include: 1) specific, measurable, and ambitious goals for the learning cycle; 2) a scope and sequence that follows a gradual release of responsibility model; and 3) effective instructional practices.



**LEVEL 4 (HIGHEST)**

**LEVEL 3**

**IC 4 | IMPLEMENT SUPPORT**

Instructional coach **meets Level 3** expectations AND **extends impact** by monitoring teacher implementation after the learning cycle and continuing to provide opportunities for growth through informal support.

Instructional coach **consistently** implements coaching plans, in an effective manner, by successfully executing strategies for assistance (for example, modeling, co-planning, co-teaching, debriefing); monitoring teachers' progress toward goals and providing detailed and specific suggestions for improvement; and making adjustments to plans as necessary.

**IC 5 | DEMONSTRATE TEACHER AND STUDENT GROWTH**

Significant improvement in teacher practice and student achievement (for example, as evidenced by lesson observation data, progress toward coaching goals, paced interim assessment data, DIBELS data, TRC data, and other formative and summative measures) is evident for **all or almost all** teachers who receive coaching.

Significant improvement in teacher practice and student achievement (for example, as evidenced by lesson observation data, progress toward coaching goals, paced interim assessment data, DIBELS data, TRC data, and other formative and summative measures) is evident for **most** teachers who receive coaching.

**IC 6 | FACILITATE ADULT LEARNING**

Instructional coach **meets Level 3** AND **extends impact** by releasing facilitation responsibility to teachers as appropriate and by developing teacher leaders who effectively employ strategies for assistance with other teachers (for example, model classrooms, demonstration lessons, co-planning).

Instructional coach **consistently** facilitates adult learning in both individual and group settings by communicating clearly, directly, and respectfully; following established protocols and principles of adult learning theory\*; maintaining a focus on outcomes; and fostering collaboration and investment.

\* *Following principles of adult learning theory includes goal-oriented, relevant, active, and practical learning situations; providing opportunities for teachers to make connections to their own knowledge, experiences, and challenges; promoting a safe and supportive learning environment; allowing for choice and self-direction; etc.*

## LEVEL 2

## LEVEL 1 (LOWEST)

Instructional coach **sometimes** implements coaching plans, in an effective manner, by successfully executing strategies for assistance (for example, modeling, co-planning, co-teaching, debriefing); monitoring teachers' progress toward goals and providing detailed and specific suggestions for improvement; and making adjustments to plans as necessary.

Instructional coach **rarely or never** implements coaching plans, in an effective manner, by successfully executing strategies for assistance (for example, modeling, co-planning, co-teaching, debriefing); monitoring teachers' progress toward goals and providing detailed and specific suggestions for improvement; and making adjustments to plans as necessary.

Significant improvement in teacher practice and student achievement (for example, as evidenced by lesson observation data, progress toward coaching goals, paced interim assessment data, DIBELS data, TRC data, and other formative and summative measures) is evident for **some** teachers who receive coaching.

Significant improvement in teacher practice and student achievement (for example, as evidenced by lesson observation data, progress toward coaching goals, paced interim assessment data, DIBELS data, TRC data, and other formative and summative measures) is evident for **few or no** teachers who receive coaching.

Instructional coach **sometimes** facilitates adult learning in both individual and group settings by communicating clearly, directly, and respectfully; following established protocols and principles of adult learning theory\*; maintaining a focus on outcomes; and fostering collaboration and investment.

Instructional coach **rarely or never** facilitates adult learning in both individual and group settings by communicating clearly, directly, and respectfully; following established protocols and principles of adult learning theory\*; maintaining a focus on outcomes; and fostering collaboration and investment.

### What is Commitment to the School Community?

This component measures several aspects of your work as a member of a school community: 1) your support of your school's local initiatives; 2) your support of the Special Education and English Language Learner programs at your school; and 3) your efforts to promote high academic and behavioral expectations. For teachers, this component also measures two other aspects: 4) your partnership with your students' families; and 5) your instructional collaboration with your colleagues.

### Why is this one of my IMPACT components?

This component was included because we believe that our students' success depends on the collective efforts of everyone in our schools.

### How will my Commitment to the School Community be assessed?

Your administrator will assess you two times during the year according to the rubric at the conclusion of this section. The first assessment will occur by February 4 and the second by June 15. For more information about school-specific CSC expectations, please contact your administrator.

At the end of each cycle, you can view your final Commitment to the School Community rating in the IMPACT database (<http://impactdcp.dc.gov>). While a conference to discuss your Commitment to the School Community rating is not required, you are encouraged to reach out to your administrator with any questions or concerns.

### How will my Commitment to the School Community be scored?

For each assessment cycle, you will receive a 4 (highest) to 1 (lowest) rating for each standard of the rubric. Your standard scores will then be averaged together to form an overall score of 4.0 (highest) to 1.0 (lowest) for the assessment cycle.

At the end of the year, your assessment cycle scores will be averaged together to calculate an overall score of 4.0 (highest) to 1.0 (lowest) for this component of your IMPACT assessment. See the sample score chart below.

Please note that, if you are shared between two schools, you will receive scores at each of them. These scores will then be averaged together to determine your final score for this component.

SAMPLE SCORE CHART  
COMMITMENT TO THE SCHOOL COMMUNITY (CSC)

COMMITMENT TO THE SCHOOL COMMUNITY (CSC)	CYCLE ENDS 2/4	CYCLE ENDS 6/15	OVERALL (Average of Cycles)
<b>CSC SCORE</b> (Average of CSC 1 to CSC 5)	3.40	3.60	3.50
<b>CSC 1:</b> Support of the Local School Initiatives	3.0	4.0	
<b>CSC 2:</b> Support Special Education and ELL Programs	4.0	3.0	
<b>CSC 3:</b> High Expectations	4.0	4.0	
<b>CSC 4:</b> Partnership with Families (for Teachers Only)	3.0	4.0	
<b>CSC 5:</b> Instructional Collaboration (for Teachers Only)	3.0	3.0	



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**If I have additional questions about Commitment to the School Community, whom should I contact?**

Please contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).

LEVEL 4 (HIGHEST)

LEVEL 3

**CSC 1 | SUPPORT OF THE LOCAL SCHOOL INITIATIVES**

Individual **meets Level 3** expectations AND **extends impact** by finding new and innovative ways to help the local school initiatives succeed and/or by dedicating a truly exceptional amount of time and energy in support of the initiatives.

Individual **consistently** supports the local school initiatives in an effective manner.

*Examples of local initiatives include: increased student attendance rate, suspension rate reduction, use of inquiry-based lessons, and school-wide behavioral supports or programs.*

**CSC 2 | SUPPORT OF THE SPECIAL EDUCATION AND ENGLISH LANGUAGE LEARNER PROGRAMS\***

Individual **meets Level 3** expectations AND **extends impact** by finding new and innovative ways to help the Special Education and English Language Learner programs, the Student Support Team, and all students with 504 plans succeed and/or by dedicating a truly exceptional amount of time and energy in support of these programs and students.

Individual **consistently** supports, in an effective manner, the school's Special Education and English Language Learner programs, the school's Student Support Team, and all students with 504 plans.

*Examples of how one might support these programs and students include: interacting with all students in a positive and inclusive manner, ensuring that facilities are available for the provision of services, incorporating Universal Design for Learning (UDL) principles during instruction, collaborating with special education and ELL teachers in planning content delivery, using scaffolded language supports when working with ELL students, supporting the attainment of language objectives, and participating in student-level decision making (e.g., attending IEP meetings, submitting necessary documentation, tracking data).*

**CSC 3 | HIGH EXPECTATIONS**

Individual **meets Level 3** expectations AND **extends impact** by finding new and innovative ways to help promote high expectations and/or by dedicating a truly exceptional amount of time and energy towards developing a culture of high expectations in the school.

Individual **consistently** promotes high academic and behavioral expectations, in an effective manner, for all students.

*Examples of how one might promote high expectations include: supporting achievement through rigorous academic work and challenging extracurricular opportunities; modeling high personal standards; assigning and communicating grades in a manner consistent with district and school grading policy; and emphasizing pride in self, school, and community.*

\* This standard may be scored as "Not Applicable" if a school has no students who receive Special Education or English Language Learner services, no students who need assistance from a Student Support Team, and no students with 504 plans.

## LEVEL 2

## LEVEL 1 (LOWEST)

Individual **sometimes** supports the local school initiatives in an effective manner.

Individual **rarely or never** supports the local school initiatives in an effective manner.

Individual **sometimes** supports, in an effective manner, the school's Special Education and English Language Learner programs, the school's Student Support Team, and all students with 504 plans.

Individual **rarely or never** supports, in an effective manner, the school's Special Education and English Language Learner programs, the school's Student Support Team, and all students with 504 plans.

Individual **sometimes** promotes high academic and behavioral expectations, in an effective manner, for all students.

Individual **rarely or never** promotes high academic and behavioral expectations, in an effective manner, for all students.

LEVEL 4 (HIGHEST)

LEVEL 3

**CSC 4 PARTNERSHIP WITH FAMILIES (FOR TEACHERS ONLY)**

Teacher **meets Level 3** expectations AND **extends impact** by finding new and innovative ways to foster engagement with students' families and/or by dedicating a truly exceptional amount of time and energy towards partnering with them.

Teacher **consistently** engages students' families as valued partners in an effective manner.

*Examples of how one might engage students' families include: communicating with families regularly (e.g., phone calls, text messages, emails, or home visits), including families in class projects, sharing data with families about student progress (strengths and areas for growth) and strategies for supporting student learning at home, collaborating with families to set goals throughout the year, encouraging families to attend school and district events including parent-teacher conferences, and creating a welcoming classroom environment for families.*

**CSC 5 INSTRUCTIONAL COLLABORATION (FOR TEACHERS ONLY)**

Teacher **meets Level 3** expectations AND **extends impact** by proactively seeking out collaborative opportunities with other teachers and/or by dedicating a truly exceptional amount of time and energy towards promoting effective instructional collaboration.

Teacher **consistently** collaborates with colleagues to improve student achievement in an effective manner.

*Examples of how one might collaborate to improve student achievement include: actively participating in the Thirty-Minute Morning Block, grade-level and departmental meetings, mentoring relationships (formal or informal), and optional and required professional development opportunities.*



## LEVEL 2

Teacher **sometimes** engages students' families as valued partners in an effective manner.

## LEVEL 1 (LOWEST)

Teacher **rarely or never** engages students' families as valued partners in an effective manner.

Teacher **sometimes** collaborates with colleagues to improve student achievement in an effective manner.

Teacher **rarely or never** collaborates with colleagues to improve student achievement in an effective manner.



**What is Core Professionalism?**

This component measures four basic tenets of professionalism: 1) having no unexcused absences; 2) having no unexcused late arrivals; 3) following the policies and procedures of your school (or program) and the school system; and 4) interacting with colleagues, students, families, and community members in a respectful manner.

**How will my Core Professionalism be assessed?**

Your administrator will assess your Core Professionalism according to the rubric at the conclusion of this section. S/he will assess you two times during the year. The first assessment will occur by February 4 and the second by June 15.

At the end of each cycle, you can view your final Core Professionalism rating in the IMPACT database (<http://impactdcps.dc.gov>). While a conference to discuss your Core Professionalism rating is not required, you are encouraged to reach out to your administrator with any questions or concerns.

**How will my Core Professionalism be scored?**

Unlike the other rubrics in IMPACT, there are only three levels for Core Professionalism: Meets Standard, Slightly Below Standard, and Significantly Below Standard.

If you consistently receive a Core Professionalism rating of Meets Standard (and you receive no ratings of Slightly Below Standard or Significantly Below Standard), your overall score for this component will be Meets Standard and you will see no change in your final IMPACT score. This is the case in the sample score chart below.

If you receive a rating of Slightly Below Standard on any part of the Core Professionalism rubric during a cycle (and you receive no ratings of Significantly Below Standard), you will receive an overall rating of Slightly Below Standard for that cycle, and ten points will be deducted from your final IMPACT score. An additional ten points will be deducted if you earn an overall rating of Slightly Below Standard again the next cycle.

If you receive a rating of Significantly Below Standard on any part of the Core Professionalism rubric during a cycle, you will receive an overall rating of Significantly Below Standard for that cycle, and twenty points will be deducted from your final IMPACT score. An additional twenty points will be deducted if you earn an overall rating of Significantly Below Standard again the next cycle.

Please note that, if you are shared between two schools, the lower of your two Core Professionalism ratings for each cycle will be used for your final IMPACT score.

For more information about the scoring process, please see the Putting It All Together section of this guidebook.

SAMPLE SCORE CHART  
**CORE PROFESSIONALISM (CP)**

CORE PROFESSIONALISM (CP)	CYCLE ENDS 2/4	CYCLE ENDS 6/15	OVERALL
<b>CP SCORE</b> <i>(Lowest of CP 1 to CP 4)</i>	MEETS STANDARD	MEETS STANDARD	MEETS STANDARD
<b>CP 1:</b> Attendance	MEETS STANDARD	MEETS STANDARD	
<b>CP 2:</b> On-Time Arrival	MEETS STANDARD	MEETS STANDARD	
<b>CP 3:</b> Policies and Procedures	MEETS STANDARD	MEETS STANDARD	
<b>CP 4:</b> Respect	MEETS STANDARD	MEETS STANDARD	



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**If I have additional questions about Core Professionalism, whom should I contact?**

Please contact the IMPACT team at 202-719-6553 or [impactdpcs@dc.gov](mailto:impactdpcs@dc.gov).

MEETS STANDARD

SLIGHTLY BELOW STANDARD

CP 1 ATTENDANCE

Individual has **no** unexcused absences (absences that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

Individual has 1 unexcused absence (an absence that is in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

CP 2 ON-TIME ARRIVAL

Individual has **no** unexcused late arrivals (late arrivals that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

Individual has 1 unexcused late arrival (a late arrival that is in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

CP 3 POLICIES AND PROCEDURES

Individual **always** follows DCPS and local school policies and procedures (for example, procedures for submitting student discipline referrals, policies for appropriate staff attire, protocols for the Thirty-Minute Morning Block).

**With rare exception**, individual follows DCPS and local school policies and procedures (for example, procedures for submitting student discipline referrals, policies for appropriate staff attire, protocols for the Thirty-Minute Morning Block).

CP 4 RESPECT

Individual **always** interacts with students, colleagues, parents/guardians, and community members in a respectful manner.

**With rare exception**, individual interacts with students, colleagues, parents/guardians, and community members in a respectful manner.

## SIGNIFICANTLY BELOW STANDARD

Individual has **2 or more** unexcused absences (absences that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

Individual has **2 or more** unexcused late arrivals (late arrivals that are in violation of procedures set forth by local school policy and by the relevant collective bargaining agreement).

Individual **demonstrates a pattern** of failing to follow DCPS and local school policies and procedures (for example, procedures for submitting student discipline referrals, policies for appropriate staff attire, protocols for the Thirty-Minute Morning Block).

Individual **demonstrates a pattern** of failing to interact with students, colleagues, parents/guardians, or community members in a respectful manner.

# SUPPORTING YOUR SUCCESS

## What resources are available to help me be successful?

Professional development is critical to our success as a school system. After all, the best schools are those focused on the learning of children *and* adults. This is why providing educators with outstanding support is a top district priority.

Below you will find more information about job-specific resources and learning opportunities designed to help you improve your practice.

### FOR INSTRUCTIONAL COACHES

Instructional coaches lead much of the professional development that teachers receive, but they also need their own training and support. Coaches' continuous improvement is facilitated by Senior Instructional Coaches of the Instructional Coaching Program from the DCPS Office of Teaching and Learning.

Through coach cohort meetings, site visits, and regular communication, managers assist coaches in implementing learning cycles, tracking student and teacher progress, developing productive relationships with teachers and administrators, and using data to drive coaching work. Coaches also participate in coach institutes, which are day-long opportunities for coaches to share best practices, learn from expert educators, and study research-based strategies.

Coaches are invited to take advantage of additional opportunities available on PD Planner, as well as professional development offerings coordinated by the Washington Teachers' Union. These and other opportunities are posted on the instructional coach page on the Educator Portal\*.

“As instructional coaches, it is critical that we understand the change process. One of the most helpful trainings that I have attended was on the Concerns-Based Adoption Model (CBAM), which identifies and suggests ways to assess seven stages of concern when adopting an innovation. This information has been invaluable to me in my work to support teachers as they enhance their professional practice.”

INSTRUCTIONAL COACH, LASALLE-BACKUS EC

“The learning cycle model has been a powerful tool for instructional coaches in our support of teachers. Through collaboration, reflection, and consultation, I have been able to assist teachers in acquiring pedagogical knowledge that has not only improved teacher practice but also student outcomes. The icing on the cake is that I am a stronger, more confident instructional coach armed with a set of scientifically proven practices that relate directly to teachers' needs.”

INSTRUCTIONAL COACH, BROWNE EC

## CURRICULAR RESOURCES

DCPS teachers and content experts together developed a variety of curricular resources to support teaching of the Common Core State Standards in English language arts and mathematics, the Next Generation Science Standards in science, and the DC standards in other subjects. These resources include scope and sequence documents, unit overviews, recommended anchor texts, suggested summative assessments, and many other resources.

## EDUCATOR PORTAL+

The Educator Portal+ ([www.educatorportalplus.com](http://www.educatorportalplus.com)) is an online platform that provides teachers with curricular resources across all subjects. Curricular resources are aligned with Common Core State Standards, Next Generation Science Standards, and District of Columbia standards.

In addition, through the Educator Portal+, teachers may access differentiated, high-quality professional development resources aligned to the Teaching and Learning Framework (TLF). Featured resources include:

- **Reality PD:** A video library of outstanding DCPS teachers in action, covering all nine Teach standards and a variety of grade levels and subject areas
- **Teach Standard Resource Sets:** A collection of self-assessments, high-impact instructional strategies, annotated resource lists, and other tools aligned to each Teach standard

Teachers may access these resources and sign up for relevant events and announcements by visiting [www.educatorportalplus.com](http://www.educatorportalplus.com) and logging in using their DCPS email address ([first.last@dc.gov](mailto:first.last@dc.gov)) and e-mail password. Should they have questions, teachers may contact [educator.portal@dc.gov](mailto:educator.portal@dc.gov).

## REALITY PD

Reality PD is an extensive library of professionally produced lesson videos, filmed in DCPS classrooms and featuring our own outstanding teachers.

Each video focuses on one Teach standard from the Teaching and Learning Framework. The clips cover all nine Teach standards and a variety of grade levels and major subject areas. These impressive videos celebrate excellent teaching across the city and are a powerful professional development tool to drive great practice.

For example:

- Teachers may view videos as part of their own, self-guided professional development.
- Instructional coaches may ask teachers to view specific videos as part of an individual learning cycle.
- In written reports or during post-observation conferences, administrators and master educators may refer teachers to videos that are relevant to particular areas for growth.
- School leaders may use videos as part of the collaborative professional development in their buildings.

You can access these resources by visiting <http://www.educatorportalplus.com> and logging in using your DCPS email address (first.last@dc.gov) and e-mail password. Please contact [reality.pd@dc.gov](mailto:reality.pd@dc.gov) with any questions.



Victoria Tyson, footage from School Without Walls SHS



Sabrina Malone, footage from Houston ES



Lokia Kenan, footage from Orr ES



William Taylor, footage from Browne EC



Scott Harding, footage from Maury ES



Victoria Pearson, footage from Stuart-Hobson MS

## PD PLANNER

PD Planner is an online catalog of professional development opportunities that enables DCPS educators to target support where they need it most. Educators can browse offerings and register for workshops presented by DCPS and the Washington Teachers' Union. At the conclusion of a training course, a certificate of completion can be submitted for recertification credit, as applicable, with the Office of the State Superintendent of Education (OSSE). Visit PD Planner at <http://dcps.schoolnet.com>. Instructional coaches or principals can provide login information.

## FOR TEACHERS AND STAFF AT SPECIAL SCHOOLS

At International Baccalaureate (IB) Schools, specialized training is offered to support teachers and staff in implementing IB methods, with a focus on developing students' intellectual, personal, emotional, and social skills. The International Baccalaureate Organization also offers workshops and online training for teachers. More information is available at <http://www.ibo.org/events>.

## DCPS UNION PARTNERS

Most DCPS staff members are represented by one of four valued union partners. Should employees have questions regarding their union membership, they may contact HR Answers at 202-442-4090. Our union partners include:

- **American Federation of State, County, and Municipal Employees (AFSCME) Local 2921:** American Federation of State, County, and Municipal Employees (AFSCME) members work in public schools throughout the nation in helping children realize their full potential. They do so by providing services critical to an effective and healthy learning environment — assisting in the classroom, and providing clerical and other support to teachers, administrators, and families. AFSCME Local 2921 represents DCPS' school-based clerical staff and educational aides. For more information, please visit [www.districtcouncil20.org](http://www.districtcouncil20.org).
- **Teamsters Local 639:** The Teamsters union mission is to organize and educate workers toward a higher standard of living. Teamster contracts are the guarantors of decent wages, fair promotion, health coverage, job security, paid time off, and retirement income. Teamsters Local 639 represents DCPS' custodians and attendance counselors. For more information, please visit [www.teamsters639.com](http://www.teamsters639.com).
- **Council of School Officers (CSO):** The Council of School Officers union (CSO) represents DCPS Administrators below the rank of Instructional Superintendent. The CSO works to bring about fair and equitable labor agreements such as contracts, fair wages, and job descriptions on behalf of their members who serve our students and communities. For more information, please visit [www.councilofschoolofficers.org](http://www.councilofschoolofficers.org).
- **Washington Teachers' Union (WTU):** The Washington Teachers' Union (WTU) represents more than 4,500 members in Washington, D.C., including teachers, related service providers, counselors, and others. The WTU is dedicated to social and educational justice for the students of the District of Columbia and to improving the quality of support, resources, compensation, and working conditions for the public servants and proud teachers who educate our students in D.C. Public Schools. For more information, please visit [www.wtulocal6.org](http://www.wtulocal6.org).

# PUTTING IT ALL TOGETHER

## What does this section explain?

This section is designed to help you understand how all of the components of your assessment will come together to form an overall IMPACT score and rating. The process involves five steps.

### Step 1

We begin by identifying your overall score for each component of your assessment. Recall that, for all components other than Core Professionalism, the score will always range from 4.0 (highest) to 1.0 (lowest).

### Step 2

We then multiply each component score by its percentage from the pie chart at the beginning of this guidebook. This creates “weighted scores” for each component. The chart below provides an example.

**SAMPLE SCORE**

COMPONENT	COMPONENT SCORE	PIE CHART PERCENTAGE	WEIGHTED SCORE
Instructional Coach Standards (IC) <i>Average of Administrator Cycles</i>	3.58	x 55	= 196.9
Instructional Coach Standards (IC) <i>Average of OTL Cycles</i>	3.66	x 35	= 128.1
Commitment to the School Community (CSC)	3.50	x 10	= 35.0
<b>TOTAL</b>			<b>360</b>

### Step 3

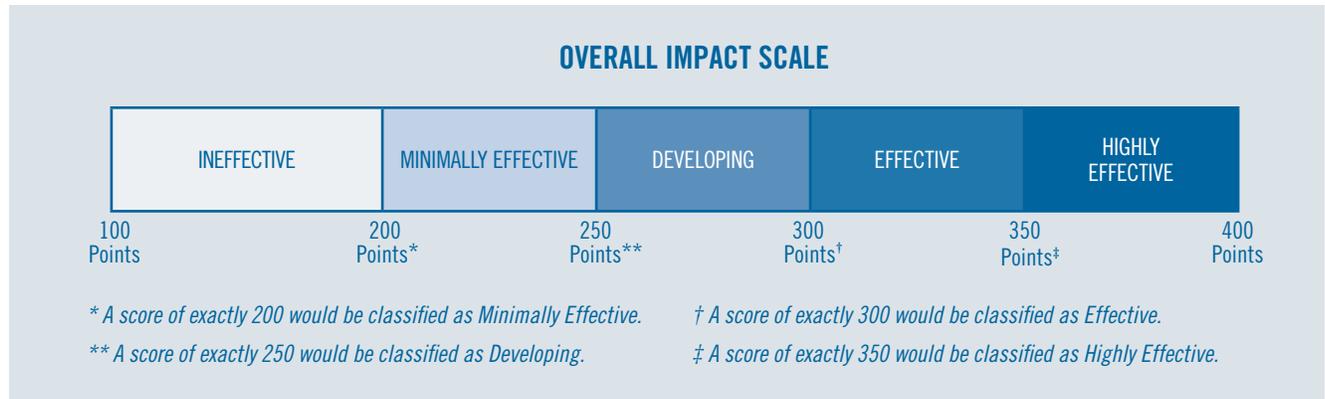
We then add the weighted scores to arrive at a total score. The total score will always be between 100 and 400.

### Step 4

We then adjust your total score based on your rating for Core Professionalism. If your rating for this component is Meets Standard for both cycles, then your total score remains unchanged. If not, then 10 points are subtracted from your total score for each cycle in which your rating is Slightly Below Standard, and 20 points are subtracted for each cycle in which your rating is Significantly Below Standard. In the example above, the individual’s rating for all cycles is Meets Standard, so no points have been subtracted.

## Step 5

Finally, we take your adjusted score and use the scale below to arrive at your final IMPACT rating.



Note: If you are not employed by DCPS for the entire year (for example, because you joined the school system partway through the year), or if, while employed by DCPS, you have an absence which causes you to miss one or more of your assessments, DCPS may at its discretion make adjustments to the IMPACT system to ensure that you receive a final IMPACT score for the year. These adjustments may include, among other things, changing deadlines,\* changing the number of assessments, and changing the type of assessment. Also, if unexpected circumstances interfere with the completion of one or more of your assessments, DCPS may nevertheless issue a final IMPACT score and consequences based on the remaining assessments. Finally, DCPS reserves the right to make any additional modifications to the IMPACT system during the school year. DCPS will provide notice of any such modifications prior to their implementation. (For the purposes above, “assessments” refers to observations, conferences, holistic reviews, data, and other means of measuring performance.)

*\*Specifically, DCPS may, at its discretion, revise 2015–2016 cycle deadline dates in order to accommodate district-wide testing schedules.*

## What do these ratings mean?

**Highly Effective:** This rating signifies outstanding performance. Members of the Council of School Officers (CSO) and the Washington Teachers' Union (WTU) who earn this rating will be eligible for additional compensation as outlined in the *IMPACTplus* section of this guidebook.

**Effective:** This rating signifies solid performance. Individuals who earn this rating will progress normally on their pay scales.

**Developing:** This rating signifies performance that is below expectations. In addition, a CSO or WTU member who earns a Developing rating will be held at his or her current salary step until he or she earns a rating of Effective or Highly Effective. If, after three years, an individual does not move beyond the Developing rating, he or she will be subject to separation.

**Minimally Effective:** This rating signifies performance that is significantly below expectations. In addition, a CSO or WTU member who earns a Minimally Effective rating will be held at his or her current salary step until he or she earns a rating of Effective or Highly Effective. If, after two years, an individual does not move beyond the Minimally Effective rating, he or she will be subject to separation.

**Ineffective:** This rating signifies unacceptable performance. Individuals who receive this rating will be subject to separation.

Note: In very rare cases, a principal may recommend that an educator be separated more expeditiously than outlined above if the educator's performance has declined significantly from the previous year or if there is little evidence that she or he is improving. For example, a principal, in consultation with her or his instructional superintendent, may recommend that an educator who has earned two consecutive Developing ratings, but who has shown no signs of growth, not be provided with a third year for improvement. In these very rare cases, a principal will need the approval of her or his instructional superintendent to submit a recommendation for early separation. A three-member panel comprised of senior leaders in DCPS will review the recommendation and issue a decision. Educators will have the right to appeal the panel's decision through the Chancellor's Appeals Process.

### If I have a concern about my rating, what should I do?

If you ever have a concern, we encourage you to contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).

### **If I earn a Minimally Effective rating and then a Developing rating, will I have one more year to improve?**

Yes, you will have one additional year to improve your performance to Effective or Highly Effective. However, if you receive a third consecutive rating that is below expectations (i.e., Ineffective, Minimally Effective, or Developing), you will be subject to separation.

### **If I earn a Developing rating and then a Minimally Effective rating, will I have one more year to improve?**

No. In this case, your performance will have declined from below expectations (Developing) to significantly below expectations (Minimally Effective). As a result, you will be subject to separation.

### **What can I do if I disagree with my final rating?**

If you receive a final IMPACT rating of Ineffective, Minimally Effective, or Developing and you would like to appeal your rating, you may file a formal appeal to the Chancellor. A three-member panel comprised of senior leaders in DCPS will convene to review all appeals and provide a recommendation to the Chancellor who will make a final decision. More information regarding the Chancellor's Appeals Process and final IMPACT scores will be shared with eligible employees.

Note: Employees may have other appeals options available through their union's collective bargaining agreement and are encouraged to contact their union representative for more information.

### **Can I contest a score in the middle of the year?**

No. The formal appeals process takes place after final IMPACT ratings are calculated at the end of the school year. However, during the school year, if you have additional evidence which you believe should be reviewed in determining a specific assessment score, you may submit that evidence directly to your assessor for his or her consideration.

# IMPACT*plus* — WTU

## What is IMPACT*plus*?

IMPACT*plus* is a performance-based compensation system for members of the Washington Teachers' Union (WTU) and Council of School Officers (CSO) who are evaluated under IMPACT.

## Who is eligible for IMPACT*plus*?

Any WTU member who earns an IMPACT rating of Highly Effective is eligible for an annual bonus. Highly Effective and Effective teachers who reach the Advanced Teacher LIFT stage and Highly Effective teachers who reach the Distinguished Teacher and Expert Teacher LIFT stages at high-poverty schools may be eligible for base salary increases.

## How do I know if I am a WTU member?

All teachers, instructional coaches, librarians, counselors, some related service providers, and a handful of other educators are part of the WTU. If you are not sure about your status, you may contact Human Resources at 202-442-4090 or the WTU at 202-293-8600.

## How will I know if I received a Highly Effective rating?

To access this information, log into the IMPACT database at [impactdcps.dc.gov](http://impactdcps.dc.gov). If you need assistance logging in, you may contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).

## Do I need to be a “full” union member to be eligible for IMPACT*plus*?

No. You only need “agency fee” status to be eligible for IMPACT*plus*. To learn more about this status, you may contact the WTU at 202-293-8600.

## How does it work?

For instructional coaches, IMPACT*plus* has two parts: an annual bonus and an increase in base salary.



Andrea Leoneavalla

# PART 1: ANNUAL BONUS

## How does the annual bonus work?

The chart below describes the bonus structure.

YOUR IMPACT RATING	YOUR SCHOOL'S POVERTY LEVEL	YOUR BONUS	YOUR ADD-ON IF YOU ARE IN ONE OF THE 40 TARGETED SCHOOLS	YOUR TOTAL POSSIBLE ANNUAL BONUS
Highly Effective	High-Poverty	\$10,000	Additional \$10,000	\$20,000
	Low-Poverty	\$2,000	n/a	\$2,000

### How do I know my school's poverty level?

Each school's poverty level is listed on the DCPS website at [dcps.dc.gov/page/impactplus](http://dcps.dc.gov/page/impactplus). If you work at more than one school, we will use the average of your schools' free and reduced-price lunch rates.

### Why do instructional coaches in high-poverty schools receive higher bonuses?

One of the goals of *IMPACTplus* is to help our highest-poverty schools attract and retain outstanding staff members. This is why we are offering higher bonuses to the individuals who serve in these schools.

### Why do instructional coaches who work in the 40 targeted schools receive a special add-on?

One of the goals outlined in DCPS's five year strategic plan, *A Capital Commitment*, is that by 2017, our 40 lowest-performing schools will increase proficiency rates by 40 percentage points. We felt it was appropriate to recognize the most effective educators in these schools with higher bonuses, given the additional challenges they face.

### How do I know if I work in one of the 40 targeted schools?

If you are not sure, please ask your administrator. You may also contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).

### If I retire at the end of the 2015–2016 school year, will I be eligible for the bonus?

Yes.

### Will the bonus count toward my pension calculation?

No.

### If I resign at the end of the 2015–2016 school year, will I be eligible for the bonus?

No. In addition to recognizing and rewarding excellent staff members, *IMPACTplus* aims to retain them. Thus, to be eligible for the bonus, you must be employed by DCPS, or be a new entrant to the retirement system, at the time of the bonus distribution.

### **If I am separated from the school system for disciplinary reasons, will I be eligible for the bonus?**

No.

### **If I am employed by DCPS for only part of the school year, will I receive the full bonus?**

No. Assuming you are employed by DCPS (or are a new retiree) at the time of the bonus distribution, your bonus will be prorated according to the number of full months you worked during the school year in which you earned the Highly Effective rating.

### **Are there any conditions attached to accepting this bonus?**

Yes. After accepting the bonus, you will no longer have access to the “extra year,” early retirement, or buyout options if you are excessed at any time in the future and cannot find a placement at another school. To learn more about these options, please consult the WTU contract (Section 4.5.5) at [wtulocal6.org](http://wtulocal6.org).

### **Am I required to accept the bonus?**

No. If you would prefer not to give up the “extra year,” early retirement, or buyout options related to excessing, you may forgo the bonus.

### **If I have additional questions about the annual bonus, whom should I contact?**

Please contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).

### **How will I communicate with DCPS whether I want to accept the bonus?**

Once final IMPACT reports are available, the IMPACT team will notify you via email if you are eligible for an IMPACT*plus* bonus. You will submit your acceptance decision by logging into the IMPACT database at [impactdcps.dc.gov](http://impactdcps.dc.gov). DCPS will provide more details at that time.

### **When will I receive my bonus?**

Upon confirmation that you have returned to DCPS the following school year or retired, DCPS will disburse all bonuses by the end of the calendar year in which they are earned.

### **Will the bonus be subject to District of Columbia and federal taxes?**

Yes.

### **If I earn a Highly Effective rating again in the next school year (2016–2017), will I be eligible for another bonus?**

Yes. You will be eligible every year that you earn a Highly Effective rating.

## PART 2: INCREASE IN BASE SALARY

### How does the increase in base salary work?

If you earn a Highly Effective rating two years in a row and work in a high-poverty school, you will be eligible for an increase in your base salary.

### How will it work?

We will increase your base salary in two ways. First, we will move you to the master's degree salary band if you are not already there. Second, we will grant you a service credit, meaning we will pay you as if you had additional years in the system.

IMPACT RATINGS FOR TWO CONSECUTIVE YEARS	YOUR SCHOOL'S POVERTY LEVEL	YOUR SERVICE CREDIT
Highly Effective	High-Poverty	5 Years

*For example, let's imagine that it is the end of the 2015–2016 school year and you just earned your second consecutive Highly Effective rating in a high-poverty school. Let us also suppose that you just finished your seventh year of service. For the 2016–2017 school year — your eighth year of service — we would actually pay you as if you were in your thirteenth year (8 years + 5 years of credit).*

### Will the service credit count for retirement eligibility?

No. Your retirement eligibility will still depend on the actual number of years you have worked in the school system.

### If I earned a Highly Effective rating last school year (2014–2015), am I halfway to qualifying for the increase in base salary?

Yes. If you earn a Highly Effective rating again during the 2015–2016 school year, you will qualify for the increase in base salary.

### To earn the five-year service credit, do both of my Highly Effective ratings need to be in schools with a free or reduced-price lunch rate that is considered High-Poverty?

Yes.

### Are there any conditions attached to accepting the increase in base salary?

Yes. After accepting the increase, you will no longer have access to the “extra year,” early retirement, or buyout options if you are excessed at any time in the future and cannot find a placement at another school. To learn more about these options, please consult the WTU contract (Section 4.5.5) at wtulocal6.org.

### Am I required to accept the increase in base salary?

No. If you would prefer not to give up the “extra year,” early retirement, or buyout options related to excessing, you may forgo the increase in base salary.

### What happens when I reach the highest salary on the master's degree band?

If you continue to earn Highly Effective ratings, we will move you to the highest salary on the PhD band.

### If I have additional questions about the increase in base salary, whom should I contact?

Please contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).

## What is IMPACT*plus*?

IMPACT*plus* is a performance-based compensation system for members of the Washington Teachers' Union (WTU) and Council of School Officers (CSO) who are evaluated under IMPACT.

## Who is eligible for IMPACT*plus*?

All CSO members who earn a final IMPACT rating of Highly Effective are eligible for performance-based compensation under IMPACT*plus*.

## How do I know if I am a CSO member?

The CSO represents school-based administrators and certain related service providers; a list of CSO positions may be found in the CSO contract. If you are not sure about your status, you may contact Human Resources at 202-442-4090 or the CSO at 202-526-4700.

## How does the annual bonus work?

The chart below describes the bonus structure.

YOUR IMPACT RATING	YOUR SCHOOL'S POVERTY LEVEL	YOUR BONUS	YOUR ADD-ON IF YOU ARE IN ONE OF THE 40 TARGETED SCHOOLS	YOUR TOTAL POSSIBLE ANNUAL BONUS
Highly Effective	High-Poverty	\$1,500	\$500	\$2,000
	Low-Poverty	\$1,000	n/a	\$1,000

## How do I know my school's poverty level?

Each school's poverty level is listed on the DCPS website at [dcps.dc.gov/page/impactplus](http://dcps.dc.gov/page/impactplus). If you work at more than one school, we will use the average of your schools' free and reduced-price lunch rates.

## Why do CSO members in high-poverty schools receive higher bonuses?

One of the goals of IMPACT*plus* is to help our highest-poverty schools attract and retain outstanding staff members. This is why we are offering higher bonuses to the individuals who serve in these schools.

## How will I know if I received a Highly Effective rating?

To access this information, log into the IMPACT database at [impactdcps.dc.gov](http://impactdcps.dc.gov). If you need assistance logging in, you may contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).

## Do I need to be a "full" union member to be eligible for IMPACT*plus*?

No. You only need "agency fee" status to be eligible for IMPACT*plus*. To learn more about your status, you may contact the CSO at 202-526-4700.

## Why do CSO members who work in the 40 targeted schools receive a special add-on?

One of the goals outlined in DCPS's five year strategic plan, A Capital Commitment, is that by 2017, our 40 lowest-performing schools will increase proficiency rates by 40 percentage points. We felt it was appropriate to recognize Highly Effective staff in these schools with higher bonuses, given the additional challenges they face.

### **How do I know if I work in one of the 40 targeted schools?**

If you are not sure, please ask your administrator. You may also contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).

### **If I *retire* at the end of the 2015–2016 school year, will I be eligible for the bonus?**

Yes.

### **Will the bonus count toward my pension calculation?**

No.

### **If I *resign* at the end of the 2015–2016 school year, will I be eligible for the bonus?**

No. In addition to recognizing and rewarding excellent staff members, IMPACT*plus* aims to retain them. Thus, to be eligible for the bonus, you must be employed by DCPS, or be a new entrant to the retirement system, at the time of the bonus distribution.

### **If I am separated from the school system for disciplinary reasons, will I be eligible for the bonus?**

No.

### **If I am employed by DCPS for only part of the school year, will I receive the full bonus?**

No. Assuming you are employed by DCPS (or are a new retiree) at the time of the bonus distribution, your bonus will be prorated according to the number of full months you worked during the school year in which you earned the Highly Effective rating.

### **When will I receive my bonus?**

Upon confirmation that you have returned to DCPS the following school year or retired, DCPS will disburse all bonuses by the end of the calendar year in which they are earned.

### **Will the bonus be subject to District of Columbia and federal taxes?**

Yes.

### **If I earn a Highly Effective rating again in the next school year (2016–2017), will I be eligible for another bonus?**

Yes. You will be eligible every year that you earn a Highly Effective rating.

### **If I have additional questions about the annual bonus, whom should I contact?**

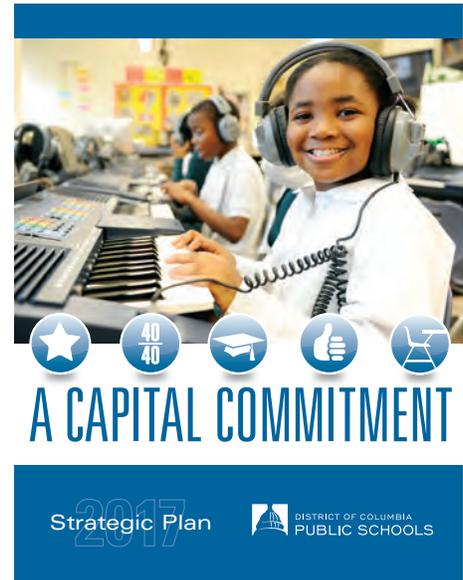
Please contact the IMPACT team at 202-719-6553 or [impactdcps@dc.gov](mailto:impactdcps@dc.gov).

# CONCLUDING MESSAGE

This system is called “IMPACT” because you, the adults serving in our schools, have the ability to make a dramatic, positive impact on our students’ lives. You are the most important lever of change in our school system.

Our strategic plan, *A Capital Commitment*, is an ambitious vision of what our collective impact will be by 2017, and it is our opportunity — as individual educators, as an entire school system, and as a broader community — to truly prove what’s possible.

While the goals we have set are bold, they represent what we can and must do, together, to ensure that our students receive a first-rate education that will open a world of possibilities for them.











DISTRICT OF COLUMBIA  
**PUBLIC SCHOOLS**

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