

***RUTLAND CITY PUBLIC SCHOOLS
RUTLAND, VERMONT***

***EVALUATION HANDBOOK
COUNSELORS***

AUGUST, 2022
Revised 2017

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TIMELINE

Year 1

Comprehensive Evaluation

Mid-Year Report December 15

Final Evaluation May 15 (new); June 1 (veteran)

Observation completed by:
December 1

April 1

Year 2

Professional Learning

PD Plan Due October 1

PD Report Due May 1

Year 3

Focused Growth

FG Plan Due October 1

FG Report Due June 1

THREE YEAR EVALUATION CYCLE

Year One: Comprehensive Evaluation:

The purpose of the comprehensive evaluation is to assess the guidance counselor's professional skills on all categories and indicators of effective guidance counseling. The evaluation will be based on data that include the following:

- Two structured conferences
- Written work
- Observation of the guidance counselor's work with students, parents and staff
- A record of school activities
- Information provided by the guidance counselor
- Information gathered from guidance counselor-supervisor conferences

The end-of-the year evaluation will be in narrative form. Narrative descriptions and conclusions must be supported by evidence.

Year Two: Professional Learning:

At the end of the evaluation year, the guidance counselor, in consultation with the supervisor, will develop professional development goals for the next year. The focus of these goals set in the spring conference should take into account the needs of the guidance counselor, department, school and district. At the end of the professional development year, the guidance counselor will complete the Professional Development Report, which will be submitted to the supervisor and included in personnel files.

Year Three: Focused Growth:

The purpose of the third year of the evaluation cycle is to focus the efforts of the guidance counselor and supervisor on particular categories and/or indicators of effective guidance counseling. These will be determined collaboratively by the guidance counselor and supervisor at the end of the year 2 or prior to October 1 of year 3. At the end of year 3, the guidance counselor will complete the Focused Growth Report, which will be submitted to the supervisor and included in personnel files. In collaboration/ conference with the supervisor this report will form the basis of goal setting for the Comprehensive Evaluation that will follow in year 1.

Alternative to the Three-Year Evaluation Cycle:

If the supervisor, at any time during the three-year evaluation cycle, determines the guidance counselor needs significant improvement, the guidance counselor will be placed on a Plan of Assistance.

Domains for Effective School Counseling

OVERVIEW

The domains below characterize the broad arenas of the work of a guidance counselor. They are adopted from Danielson’s Framework for effective professional practice.

Domain 1 for School Counselors: Planning and Preparation		L E V E L O F P E R F O R M A N C E			
COMPONENT	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED	
1a: Demonstrating knowledge of counseling theory and techniques	Counselor demonstrates little understanding of counseling theory and techniques.	Counselor demonstrates basic understanding of counseling theory and techniques.	Counselor demonstrates understanding of counseling theory and techniques.	Counselor demonstrates deep and thorough understanding of counseling theory and techniques.	
1b: Demonstrating knowledge of child and adolescent development	Counselor displays little or no knowledge of child and adolescent development.	Counselor displays partial knowledge of child and adolescent development.	Counselor displays accurate understanding of the typical developmental characteristics of the age group, as well as exceptions to the general patterns.	In addition to accurate knowledge of the typical developmental characteristics of the age group and exceptions to the general patterns, counselor displays knowledge of the extent to which individual students follow the general patterns.	
1c: Establishing goals for the counseling program appropriate to the setting and the students served	Counselor has no clear goals for the counseling program, or they are inappropriate to either the situation or the age of the students.	Counselor’s goals for the counseling program are rudimentary and are partially suitable to the situation and the age of the students.	Counselor’s goals for the counseling program are clear and appropriate to the situation in the school and to the age of the students.	Counselor’s goals for the counseling program are highly appropriate to the situation in the school and to the age of the students and have been developed following consultations with students, parents, and colleagues.	

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COMPONENT	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED	
<p>1a: Demonstrating knowledge of counseling theory and techniques</p>	Counselor demonstrates little understanding of counseling theory and techniques.	Counselor demonstrates basic understanding of counseling theory and techniques.	Counselor demonstrates understanding of counseling theory and techniques.	Counselor demonstrates deep and thorough understanding of counseling theory and techniques.	
<p>1b: Demonstrating knowledge of child and adolescent development</p>	Counselor displays little or no knowledge of child and adolescent development.	Counselor displays partial knowledge of child and adolescent development.	Counselor displays accurate understanding of the typical developmental characteristics of the age group, as well as exceptions to the general patterns.	In addition to accurate knowledge of the typical developmental characteristics of the age group and exceptions to the general patterns, counselor displays knowledge of the extent to which individual students follow the general patterns.	
<p>1c: Establishing goals for the counseling program appropriate to the setting and the students served</p>	Counselor has no clear goals for the counseling program, or they are inappropriate to either the situation or the age of the students.	Counselor’s goals for the counseling program are rudimentary and are partially suitable to the situation and the age of the students.	Counselor’s goals for the counseling program are clear and appropriate to the situation in the school and to the age of the students.	Counselor’s goals for the counseling program are highly appropriate to the situation in the school and to the age of the students and have been developed following consultations with students, parents, and colleagues.	

DOMAIN 1 FOR SCHOOL COUNSELORS: PLANNING AND PREPARATION (continued)

		L E V E L O F P E R F O R M A N C E			
COMPONENT	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED	
<p>1d: Demonstrating knowledge of state and federal regulations and of resources both within and beyond the school and district</p>	<p>Counselor demonstrates little or no knowledge of governmental regulations and of resources for students available through the school or district.</p>	<p>Counselor displays awareness of governmental regulations and of resources for students available through the school or district, but no knowledge of resources available more broadly.</p>	<p>Counselor displays awareness of governmental regulations and of resources for students available through the school or district, and some familiarity with resources external to the school.</p>	<p>Counselor's knowledge of governmental regulations and of resources for students is extensive, including those available through the school or district and in the community.</p>	
<p>1e: Planning the counseling program, integrated with the regular school program</p>	<p>Counseling program consists of a random collection of unrelated activities, lacking coherence or an overall structure.</p>	<p>Counselor's plan has a guiding principle and includes a number of worthwhile activities, but some of them don't fit with the broader goals.</p>	<p>Counselor has developed a plan that includes the important aspects of counseling in the setting.</p>	<p>Counselor's plan is highly coherent and serves to support not only the students individually and in groups, but also the broader educational program.</p>	
<p>1f: Developing a plan to evaluate counseling model</p>	<p>Counselor has no plan to evaluate the model or resists suggestions that such an evaluation is important.</p>	<p>Counselor has a rudimentary plan to evaluate the counseling model.</p>	<p>Counselor's plan to evaluate the model is organized around clear goals and the collection of evidence to indicate the degree to which the goals have been met.</p>	<p>Counselor's evaluation plan is highly sophisticated, with imaginative sources of evidence and a clear path toward improving the model on an ongoing basis.</p>	

Domain 2 for School Counselors: The Environment

		L E V E L O F P E R F O R M A N C E			
		UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
COMPONENT	2a: Creating an environment of respect and rapport	Counselor's interactions with students are negative or inappropriate, and the counselor does not promote positive interactions among students.	Counselor's interactions are a mix of positive and negative; the counselor's efforts at encouraging positive interactions among students are partially successful.	Counselor's interactions with students are positive and respectful, and the counselor actively promotes positive student-student interactions.	Students seek out the counselor, reflecting a high degree of comfort and trust in the relationship. Counselor teaches students how to engage in positive interactions.
	2b: Establishing a culture for productive communication	Counselor makes no attempt to establish a culture for productive communication in the school as a whole, either among students or among teachers, or between students and teachers.	Counselor's attempts to promote a culture throughout the school for productive and respectful communication between and among students and teachers are partially successful.	Counselor promotes a culture throughout the school for productive and respectful communication between and among students and teachers.	The culture in the school for productive and respectful communication between and among students and teachers, while guided by the counselor, is maintained by both teachers and students.
	2c: Managing routines and procedures	Counselor's routines for the counseling center or classroom work are nonexistent or in disarray.	Counselor has rudimentary and partially successful routines for the counseling center or classroom.	Counselor's routines for the counseling center or classroom work effectively.	Counselor's routines for the counseling center or classroom are seamless, and students assist in maintaining them.

DOMAIN 2 FOR SCHOOL COUNSELORS: THE ENVIRONMENT (continued)

COMPONENT	L E V E L O F P E R F O R M A N C E			
	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
2d: Establishing standards of conduct and contributing to the culture for student behavior throughout the school	Counselor has established no standards of conduct for students during counseling sessions and makes no contribution to maintaining an environment of civility in the school.	Counselor's efforts to establish standards of conduct for counseling sessions are partially successful. Counselor attempts, with limited success, to contribute to the level of civility in the school as a whole.	Counselor has established clear standards of conduct for counseling sessions and makes a significant contribution to the environment of civility in the school.	Counselor has established clear standards of conduct for counseling sessions, and students contribute to maintaining them. Counselor takes a leadership role in maintaining the environment of civility in the school.
2e: Organizing physical space	The physical environment is in disarray or is inappropriate to the planned activities.	Counselor's attempts to create an inviting and well-organized physical environment are partially successful.	Counseling center or classroom arrangements are inviting and conducive to the planned activities.	Counseling center or classroom arrangements are inviting and conducive to the planned activities. Students have contributed ideas to the physical arrangement.

Domain 3 for School Counselors: Delivery of Service

		L E V E L O F P E R F O R M A N C E			
COMPONENT	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED	
3a: Assessing student needs	Counselor does not assess student needs, or the assessments result in inaccurate conclusions.	Counselor's assessments of student needs are superficial.	Counselor assesses individual student needs and knows the range of student needs in the school.	Counselor conducts detailed and individualized assessments of student needs to contribute to program planning and applies that understanding to school wide and individual supports.	
3b: Assisting students and teachers in the formulation of academic, personal/social, and career plans, based on knowledge of student needs	Counselor's program is unrelated to identified student needs.	Counselor is partially successful in formulating academic, personal/social, and career plans.	Counselor helps students and teachers formulate academic, personal/social, and career plans for groups of students.	Counselor helps groups, individual students and teachers formulate academic, personal/social, and career plans.	
3c: Using counseling techniques in individual and classroom programs	Counselor has few counseling techniques to help students acquire skills in decision making and problem solving for both interactions with other students and future planning.	Counselor displays a narrow range of counseling techniques to help students acquire skills in decision making and problem solving for both interactions with other students and future planning.	Counselor uses a range of research based counseling techniques to help students acquire skills in decision making and problem solving for both interactions with other students and future planning.	Counselor uses an extensive range of research based counseling techniques to help individuals and groups of students acquire skills in decision making and problem solving for both interactions with other students and future planning.	

DOMAIN 3 FOR SCHOOL COUNSELORS: DELIVERY OF SERVICE (continued)

		L E V E L O F P E R F O R M A N C E			
COMPONENT		UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
<p>3d: Brokering resources to meet needs</p>	<p>Counselor does not make connections with other programs in order to meet student needs.</p>	<p>Counselor's efforts to collaborate services with other programs in the school are partially successful.</p>	<p>Counselor collaborates with other programs and agencies both within and beyond the school or district to meet group and individual student needs.</p>	<p>Counselor collaborates with other programs and agencies both within and beyond the school or district to meet group and individual student needs. Counselor maintains consistent communication with other programs and agencies throughout.</p>	
<p>3e: Demonstrating flexibility and responsiveness</p>	<p>Counselor adheres to the plan or program, in spite of evidence of its inadequacy.</p>	<p>Counselor makes modest changes in the counseling program when confronted with evidence of the need for change.</p>	<p>Counselor makes revisions in the counseling program when they are needed.</p>	<p>Counselor is continually seeking ways to improve the counseling program and makes changes as needed in response to student, parent, or teacher input.</p>	

Domain 4 for School Counselors: Professional Responsibilities

		L E V E L O F P E R F O R M A N C E			
COMPONENT		UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
4a:	Reflecting on practice	Counselor does not reflect on practice, or the reflections are inaccurate or self-serving.	Counselor's reflection on practice is moderately accurate and objective without citing specific examples and with only global suggestions as to how it might be improved.	Counselor's reflection provides an accurate and objective description of practice, citing specific positive and negative characteristics. Counselor makes some specific suggestions as to how the counseling model or individual practice might be improved.	Counselor's reflection is highly accurate and perceptive, citing specific examples that were not fully successful for at least some students. Counselor draws on an extensive repertoire to suggest alternative strategies.
4b:	Maintaining records and submitting them in a timely fashion	Counselor's reports, records, and documentation are missing, late, or inaccurate, resulting in confusion.	Counselor's reports, records, and documentation are generally accurate but are occasionally late.	Counselor's reports, records, and documentation are accurate and are submitted in a timely manner.	Counselor's approach to record keeping is highly systematic and efficient and serves as a model for colleagues in other schools.
4c:	Communicating with families and students educational support system	Counselor provides no information to families, either about the counseling program as a whole or about individual students.	Counselor provides limited though accurate information to families about the counseling program as a whole and about individual students.	Counselor provides thorough and accurate information to families about the counseling program as a whole and about individual students.	Counselor is proactive in providing information to families about the counseling program and about individual students through a variety of means.

DOMAIN 4 FOR SCHOOL COUNSELORS: PROFESSIONAL RESPONSIBILITIES (continued)

		L E V E L O F P E R F O R M A N C E			
COMPONENT	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED	
4d: Participating in a professional community	Counselor's relationships with colleagues are negative or self-serving, and counselor avoids being involved in school and district events and projects.	Counselor's relationships with colleagues are cordial, and counselor participates in school and district events and projects when specifically requested.	Counselor participates actively in school and district events and projects and maintains positive and productive relationships with colleagues.	Counselor makes a substantial contribution to school and district events and projects and assumes leadership with colleagues.	
4e: Engaging in professional development	Counselor does not participate in professional development activities even when such activities are clearly needed for the development of counseling skills.	Counselor's participation in professional development activities is limited to those that are convenient or are required.	Counselor seeks out opportunities for professional development based on an individual assessment of need.	Counselor actively pursues professional development opportunities and makes a substantial contribution to the profession through such activities as offering workshops to colleagues.	
4f: Showing professionalism	Counselor displays dishonesty in interactions with colleagues, students, and the public; violates principles of confidentiality.	Counselor is honest in interactions with colleagues, students, and the public; does not violate confidentiality.	Counselor displays high standards of honesty, integrity, and confidentiality in interactions with colleagues, students, and the public; advocates for students when needed.	Counselor can be counted on to hold the highest standards of honesty, integrity, and confidentiality and to advocate for students, taking a leadership role with colleagues.	

SAMPLE DATA SOURCES

In order to insure a comprehensive understanding of the guidance counselor's work, the supervisor and guidance counselor will use a variety of data sources. The supervisor's analysis of such data will be communicated to the guidance counselor in writing.

1. Structured Conferences

The supervisor will meet with the guidance counselor to discuss professional development.

2. Written Work

The supervisor will review other aspects of guidance counseling which may include written work and organizational skills. Guidance counselors may be asked to provide copies of letters of recommendation, or materials that are utilized to maintain organization (phone log, day planners, etc.)

3. Interaction with Others

The supervisor will view information about the guidance counselor's interaction with students, parents, colleagues, administration, and, where appropriate, members of the community. No information will be included in an evaluation unless substantiated and based on the supervisor's own observations, documentation, and/or reasonable investigation conducted with the knowledge of the guidance counselor.

4. Activities

The supervisor will review the guidance counselor's professional development and participation in faculty activities within the school. A record of involvement in school activities may be noted in the evaluation reports.

5. Data Provided by the Guidance Counselor

At the discretion of the guidance counselor, he/she may provide supervisors with additional information that can be documented to be included in the end-of-year evaluation report (For Comprehensive or Focused Evaluation Report).

6. Structured Conference

The supervisor may meet with the guidance counselor to share, gather, and/or analyze information and ideas about the guidance counselor's professional work, particularly when the indicators of effective guidance counseling are not readily observable.

7. Surveys

Parent and student surveys may be used as an additional data source. These surveys will be teacher-based in grades K-6, and school-wide in grades 7-12.