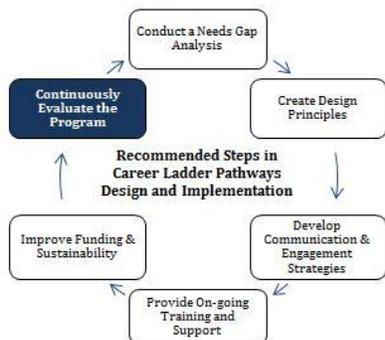# Step 6: Tools and Resources to Continuously Evaluate the Program

Local Education Agencies (LEAs) should have systems and structures in place to monitor progress and program impact on measurable goals and outcomes in order to inform refinements as needed.

The following tools and resources are intended to help LEAs continuously evaluate career ladder pathways as part of their comprehensive talent management system.

Resources to Evaluate the Impact on Student and Talent Management Needs:

1. New York State-Adapted Quality Framework
   Through use of the Quality Framework districts are able to reflect on Annual Professional Performance Review (APPR) implementation at the local level, gauging system strength and determining priorities for improvement.

2. Teacher & Staff Selection, Development, & Evaluation Toolkit
   The "Evaluation Tools" section of this toolkit includes resources that may be used to evaluate teachers and staff. These materials are built for six of the more than 20 school models described on OpportunityCulture.org. However, the materials can be adapted for other models as well.

3. Key Indicators for Talent Management Systems (Located in Appendix A of the State's Equity Plan)
   This tool was developed in an effort to guide LEAs in the development and monitoring of their talent management systems. LEAs can use the indicators provided to assess the current state of each component of the Teacher and Leader Effectiveness (TLE) Continuum, as well as measure progress and summative evaluation of their efforts.

4. The Teacher Leadership Competencies Report with Framework and Rubric
   This report was designed to frame a vision for teacher leadership within a set of competencies to support association, instructional, and policy leadership. Using the rubric to assess each competency, this resource can serve as a guidepost for teachers to learn about their own beliefs, dispositions, and talents and expand their reach, taking action that advances student learning and the teaching profession.

5. Survey Scales: Research Project
   This tool is a rigorously developed, web-based set of survey scales that schools and districts can access online and administer to parents to assess family–school relationships in schools serving Pre-K to 12th grade students. The scales can be used to conduct a needs assessment, measure change over time, and evaluate an intervention.

This list of tools and resources was culminated by the New York State Education Department to support the design and implementation of robust career ladder pathways as part of the systemic use of the TLE Continuum. Additional resources can be found in the New York State Career Ladder Pathways Toolkit. The toolkit will continuously grow as new resources are developed and become available.

6. [Teacher Leader Self-Assessment](#)
    This self-assessment can be used by teacher leaders to inform discussions about their effectiveness in instructing adult learners, working collaboratively, communicating clearly, systems thinking, and demonstrating knowledge of content and pedagogy.

7. [Expectations for Effective Teams - Comprehensive Analysis Rubric](#)
    This rubric serves as a guide to determine the effectiveness of teams of educators in several key areas including: establishing structures that allow for productivity, using data to inform decision making, focusing on improved student learning, and communicating effectively.

8. **Principal Support Framework and District Self-Assessment and Planning Tool**
    These resources can be used to assess and examine evidence to determine to what extent principals are supported as instructional leaders.

    - [Principal Support Framework](#)
    - [Principal Support Self-Assessment and Planning Tool](#)

Resources to Evaluate the Impact on School and District Capacity for Career Ladder Pathways:

9. [Sample Career Ladder Program Evaluation Process](#)
    This resource provides a high-level overview of the scope and sequence of a typical program evaluation process. It includes a sample timeline, guiding questions, suggested types of data to collect, and more.

10. [Rubric to Assess Career Ladder Pathways Implementation](#)
    This rubric can be used as a discussion tool to assess career ladder pathways implementation based on the Department's recommended steps.

11. [School Conditions that Support Informal and Formal Teacher Leadership](#)
    This tool helps districts assess and evaluate conditions in a school that will help to ensure formal and informal teacher leadership roles can succeed. The document includes guiding questions and strategies for creating and supporting each criterion.

12. [RESPECT Self-Inventory to Evaluate Components Essential to Improve the Teaching Profession](#)
    This resource can be used to identify and assess seven critical components essential to transforming the teaching profession: a culture of shared responsibility and leadership; top talent, prepared for success; effective teachers and principals; continuous growth and professional development; professional career continuum with competitive compensation; creating conditions for success; and engaged communities.

13. [Framework for Assessing Teacher Collaboration Rubric](#)
    This framework is a rubric that serves as a guide to determine how well schools use collaboration time and help them search for ways to improve that time.

This list of tools and resources was culminated by the New York State Education Department to support the design and implementation of robust career ladder pathways as part of the systemic use of the [TLE Continuum](#). Additional resources can be found in the [New York State Career Ladder Pathways Toolkit.](#) The toolkit will continuously grow as new resources are developed and become available.

14. School Time Analysis Tool

This tool is a web-based application to assist schools with gaining a better understanding of how they are currently using time across a typical week and school year. It can be used to inform decision making on increasing or expanding learning time for students and planning time for teachers.