

Effective Teaching and Leadership: *District-Wide Performance Management Status Update*

October 10, 2011

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Deputy for Organizational Advancement

What You've Heard.....

- ▶ **February 10, 2011 (Board Meeting)**
 - Achievement Gap, Teacher Development Cycle (TDC), Formal Evaluation, Board's Role in TDC
- ▶ **March 28, 2011 (Board Meeting)**
 - TDC and elements 3,4, and 5
 - Plan for Teacher Evaluation
- ▶ **May 27, 2011 (Board Workshop)**
 - Deep dive into ADEPT/SAFE-T
 - High-level discussion regarding alignment of accountability tools and Value-Added
 - Timeline for Design Work
- ▶ **June 30, 2011 (Board Workshop)**
 - Status Update
 - Benchmark against other districts
 - What would it take to get to a managed performance organization?

THREE POINTS TO REMEMBER

(October 3, 2011)

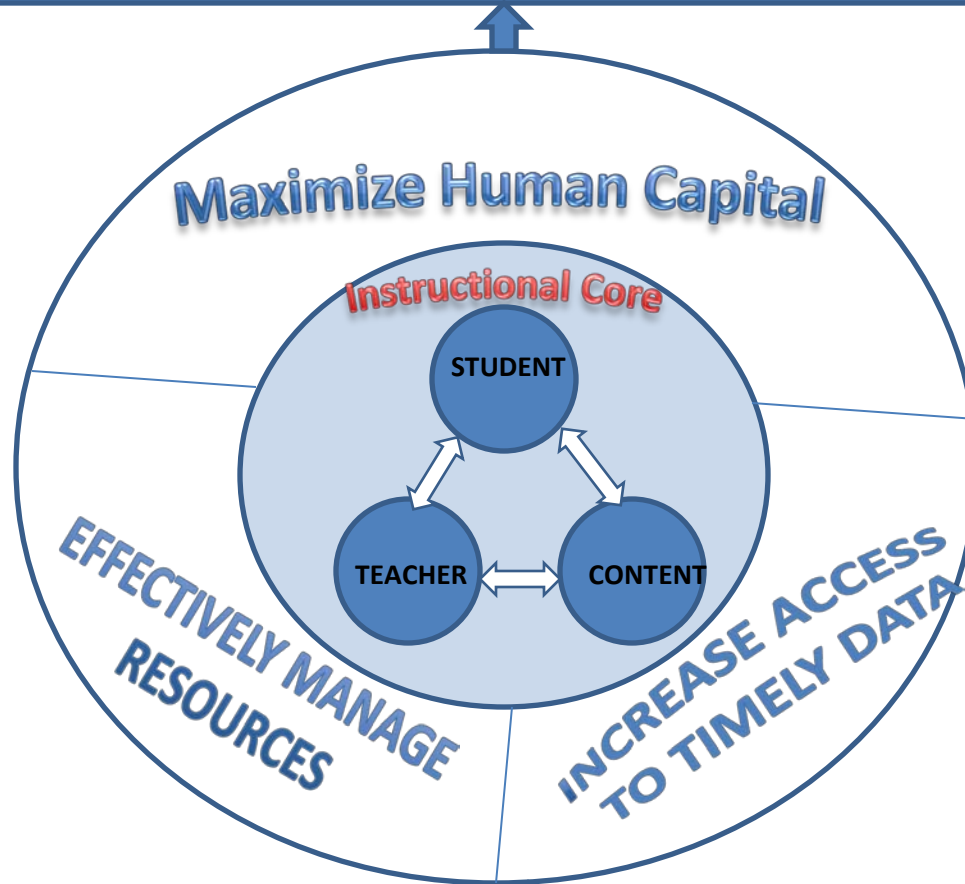
1. A district project team has been established requiring that this work is a priority.
2. There is significant value in alignment.
3. We have to make pockets of excellence the norm across Charleston County School District.

What is Performance Management?

- ▶ Originated in the corporate sector
- ▶ Described as.....
 - A Systematic Process that engages employees and is used to manage and improve organizational performance
 - Methods that drive some of the processes i.e. balanced scorecard or dash board
 - Metrics to measure performance against **strategic goals**

CCSD Performance Management

Increased Student Achievement

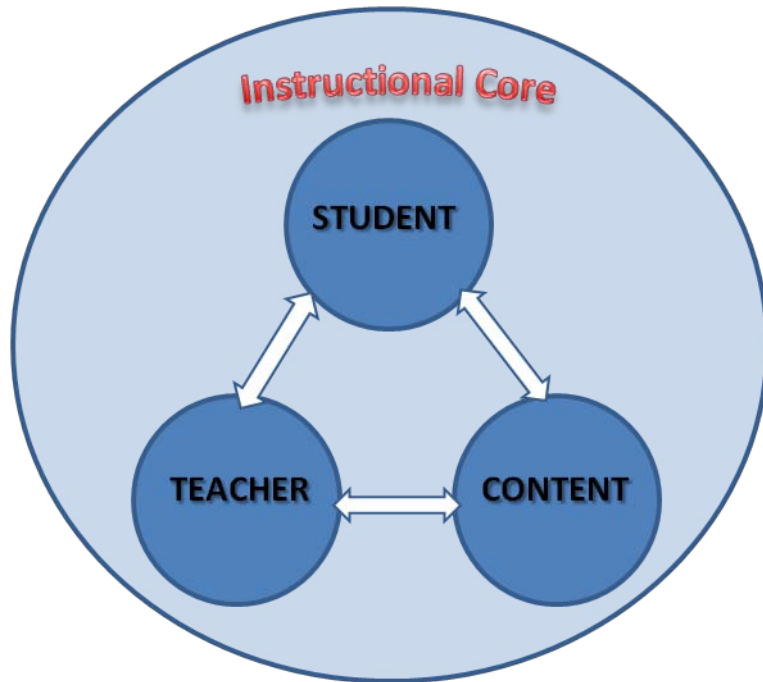


BELIEFS

VISION 2016

CULTURE

Instructional Core



- ▶ **Goal – Strengthen the Core**
- ▶ Interdependent Elements
 - **Teacher** – Knowledge/Skill
 - **Student** – Personal role in the learning process
 - **Content** – Amount of rigor in the content
- ▶ Key take-aways about IC
 - Improvements in student learning occur as a result of improvements in the 3 elements
 - We learn by doing the work

Maximize Human Capital

- ▶ Evaluations for all employees
- ▶ Individualized Professional Development Plans
- ▶ More defined career ladders – eg. Master Teacher, Subject-Matter Experts
- ▶ Competitive Compensation

Increase Access to Timely Data

- ▶ District-level data
 - Data dashboard
 - Scorecards
 - Data central
 - Teacher portal
 - School portal
 - Central portal
- ▶ Employee data
 - Comprehensive/integrated data on each employee
 - Ability to self-manage specific information

Effectively Manage Resources

- ▶ Determine key performance indicators at the district level, group/team level
- ▶ School Quality Reviews
- ▶ Instructional Support Logs
- ▶ Closed-loop feedback

Performance Management Progress to Date

- ▶ District Project Team established
- ▶ Connected with different vendors for information
- ▶ **Maximize Human Capital**
 - Synthesized Teacher Design Team Work
 - Evaluations for all employee groups and will begin auditing those evaluations for rating consistency
- ▶ **Increase Access to Timely Data**
 - Human Capital Data System work is on-going
- ▶ **Effectively Manage Resources**
 - More central accountability via *Instructional Support Log*
 - Standardized *Classroom Observation Tool*

Teacher Value-Added Pilots

	Charleston Promise Neighborhood A.C.E. (Melissa Matarazzo)	School Improvement Grant (SIG) (Louis Martin)
System Components	<ul style="list-style-type: none"> •Professional development for teachers and principals •Performance-Based Pay 	<ul style="list-style-type: none"> •Teacher Portfolio •Professional Development •Performance-Based Pay
Measurement of Performance	<ul style="list-style-type: none"> •Classroom Observations •Professionalism & Collegiality •Teacher-based student growth •School-based student growth 	<ul style="list-style-type: none"> •% of Students scoring at specified level on HSAP/EOC/PASS •Teacher portfolio
Schools (7 Total)	4 Elementary	3 High Schools
Number of Teachers/Staff Eligible (381)	139 Teachers/ 67 Staff	175 Teachers
Potential Incentive	TBD up to ~\$1200/ Some Teachers	Up to \$1000/Teacher

Best Practice Observation Shared Vision



Source: CSO Gospel Choir

CCSD Performance Management

Increased Student Achievement

Maximize Human Capital

Instructional Core

STUDENT

TEACHER

CONTENT

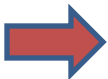
EFFECTIVELY MANAGE
RESOURCES

INCREASE ACCESS
TO TIMELY DATA

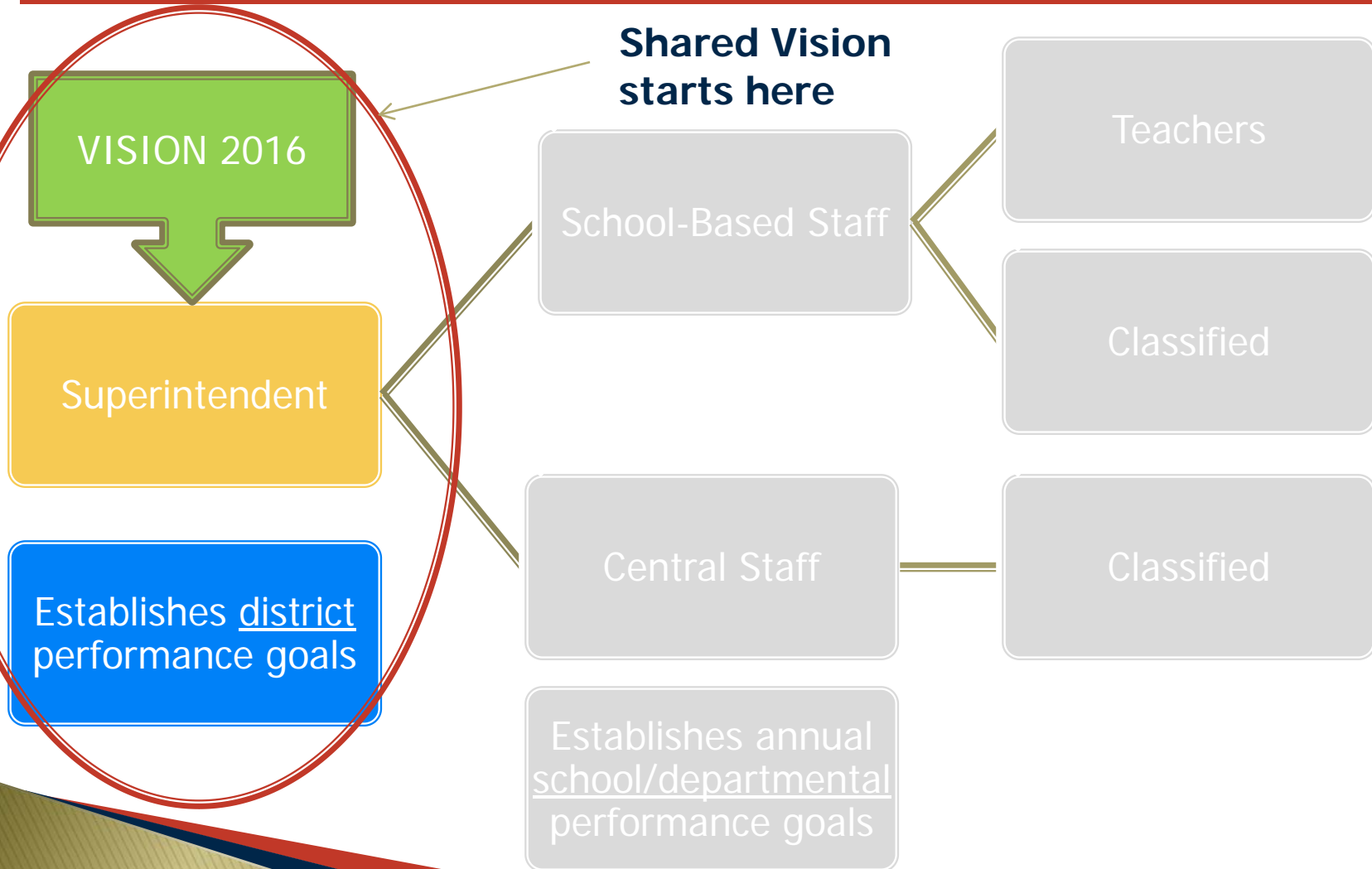
BELIEFS

VISION 2016

CULTURE



Performance Management Accountability



CCSD Performance Management Timeline

2011

• June

Design Team (DT) Orientation

Convene Design Teams

Teacher Quality Symposium

• June – August

Synthesize output from Design Teams

Organize Project Team

2011

• August – December

Vision 2016 Goal-Setting

Re-convene Design Teams

RFP for Performance Management System

Leaders – Refine Evaluation Instrument

Principals – Evaluate **ALL** Principals

w/State Instrument

Teachers - Value-added pilots (Total 2)

Engage external researcher for pilots

2012

• January – April

Continue work w/Vendor; continuous feedback

• February – June

Finalize performance management system

Review analysis from external researcher

• June – August

PD for CCSD Staff on New PMS

• August 2012 – June 2013

Phased implementation for Teacher Value-Added System

Recommended Next Steps

- ▶ CCSD Board of Trustees
 - Authorize CCSD staff to solicit proposals for Performance Management System
 - Adopt engagement plan for Vision 2016

- ▶ CCSD Performance Management Team
 - Engage external researcher for value-added project
 - Analyze data for 2010-2011 evaluations
 - Outline 2011-2012 plan of action with Performance Management consultant

Performance Management Project Team

Name	Role
Dr. Laura Donnelly	Assessment
Dr. Lisa Herring	Academic & Student Support Division
Ms. Karen Felder	Principal, Jennie Moore Elementary
Ms. LaTisha Vaughn-Brandon	Principal, North Charleston Elementary
Mr. David Parler	Principal, Fort Johnson Middle
High School Principal Representative	TBD
Mr. Jason Sakran	Strategy & Communications
Ms. Anita Huggins	Office of Teacher & Principal Effectiveness
Operations Representative	TBD
Mr. Bill Briggman	Human Resources
Teacher Representative(s)	TBD



ANY QUESTIONS?

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