

# Module 1

## Preparation & Background



LEAD Connecticut Leadership Institute

# Improving Performance through a Systemic Human Capital Approach

JUNE 2013



DISTRICT  
MANAGEMENT  
COUNCIL

# An integrated approach to developing talent and managing people can improve performance.

## DMC's Human Capital Framework



- Education & Training (Course-based & Clinical)
- Personality & Ambition
- Certification
- Geographic reach

- Interview processes
- Timeline management
- Messaging

- Subjects covered
- Duration
- Intensity
- Mentoring structure

- Evaluation approaches
- Career tracking
- Staffing models
- Professional development

**Are you consciously building the profile of your ideal candidate?**

# District leaders agree that the ideal candidate must be one that exhibits high teacher quality.

## Teacher Quality Factors

### Common teacher quality factors

Teacher Test Scores

Experience

Certification

Coursework

Preparation

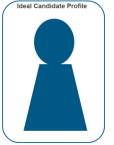
### Ideal Candidate Profile



Prioritizing teacher quality factors for the “ideal candidate” may be a challenging process

# Of listed teacher quality factors, only test scores and experience have a positive relationship with student outcomes.

## Teacher Quality Factors



Common teacher quality factors	Research evidence related to student outcomes
Teacher Test Scores	<ul style="list-style-type: none"><li>• Positive relationship</li></ul>
Experience	<ul style="list-style-type: none"><li>• Positive relationship</li></ul>
Certification	<ul style="list-style-type: none"><li>• Mixed evidence</li></ul>
Coursework	<ul style="list-style-type: none"><li>• Mixed evidence</li></ul>
Preparation	<ul style="list-style-type: none"><li>• Mixed evidence</li></ul>

Source: Economic Policy Institute. Test scores refers to teachers' own test scores.

# Tests that assess the literacy levels or verbal abilities of teachers have been shown to be associated with higher levels of student achievement.

## Teacher Test Scores and Student Achievement Findings

• Positive relationship

**W** UNIVERSITY of WASHINGTON

*Teacher Licensure: Theory and Empirical Evidence*

Robust findings show that some licensure tests are predictive of teacher effectiveness

the NATIONAL BUREAU of ECONOMIC RESEARCH

*How and Why do Teacher Credentials Matter for Student Achievement*

We conclude that a teacher's test scores and regular licensure all have positive effects on student achievement

**As a result, when considering a candidate pool, it is reasonable to request teachers' own test scores.**

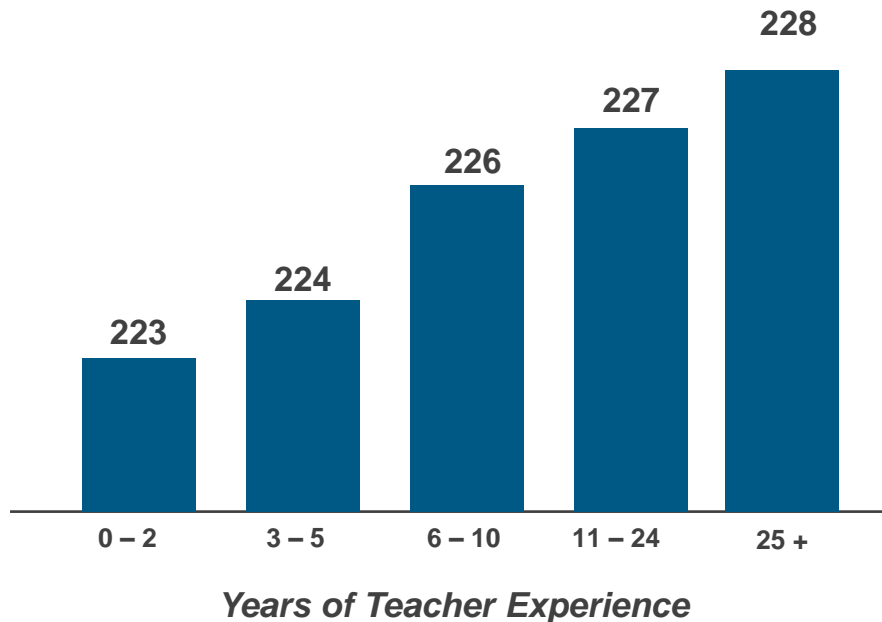
Source: University of Washington Study ; National Bureau of Economic Research

# Test results show teacher experience is an important factor in student achievement, but teacher performance tends to level off after 10 years.

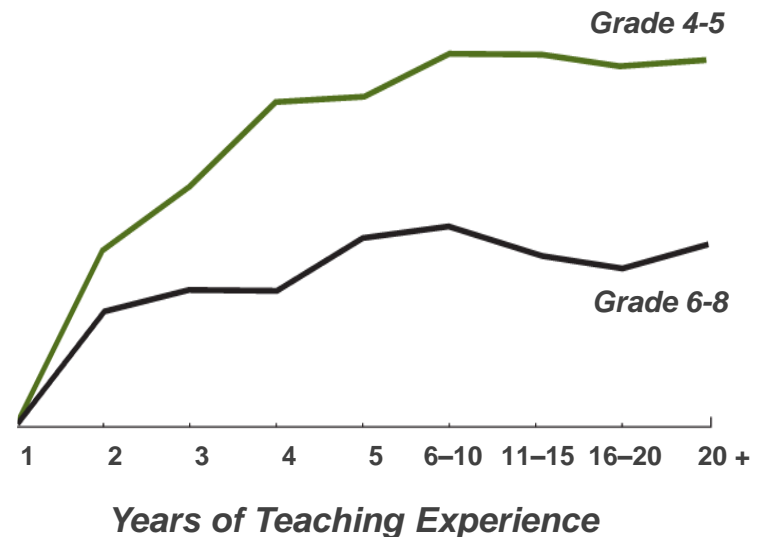
## Student Outcomes and Teacher Experience

• Positive relationship

NAEP Math Test Results for Fourth Grade Students



Improvements in Math Student Achievement Attributable to Additional Teacher Experience



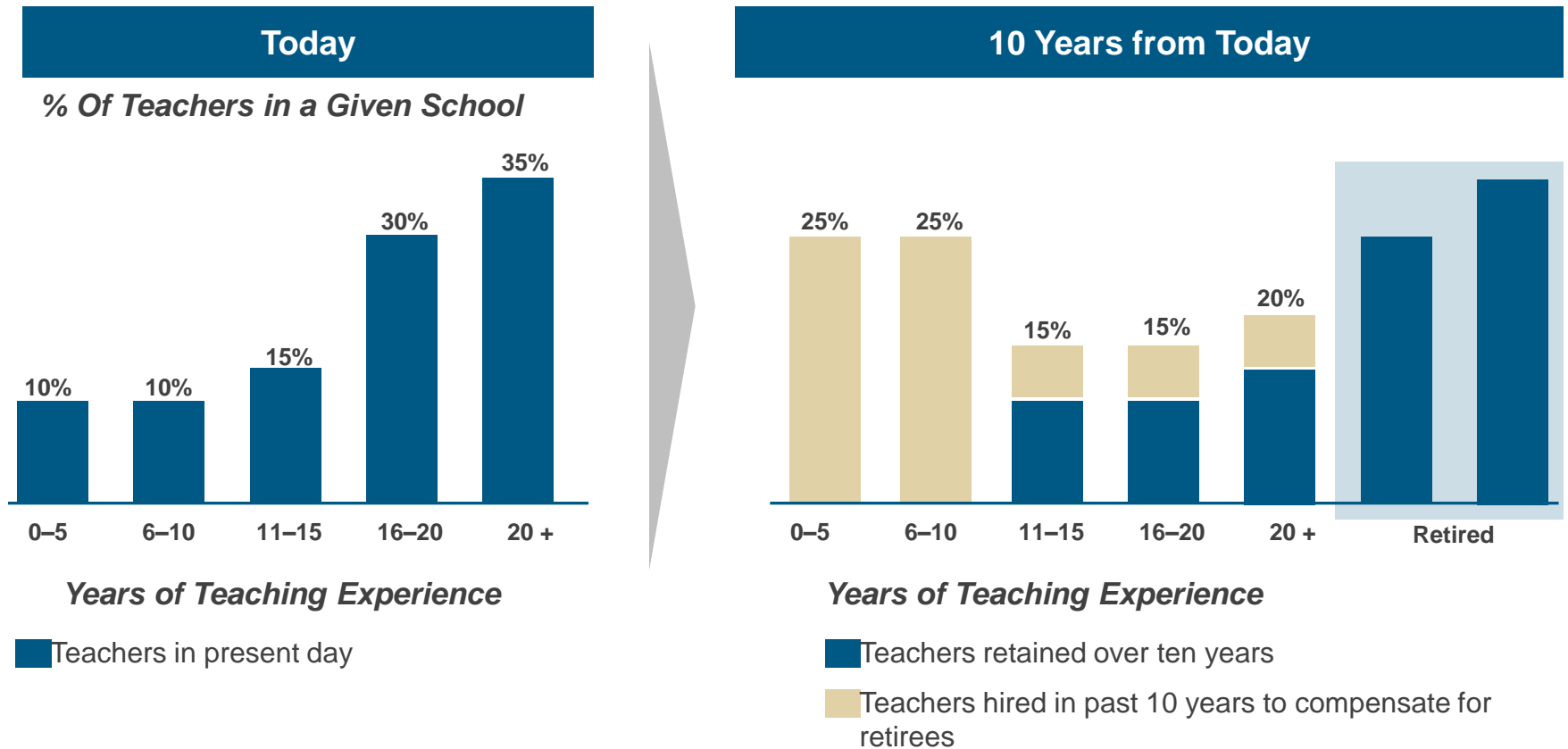
- The impact of experience is strongest during the first few years of teaching; after that, marginal returns diminish.
- The big effect in the early years of teaching may be attributed to the “learning by doing” effect
- Investing in coaching and mentoring the newest people can help mitigate the lower test results typically attributed to newer teachers

Source: Heartland Institute, Teacher Experience and Student Achievement; Calder Report on The Impact of Teacher Experience

# While teacher experience may produce higher test results, schools must have a blend of teacher experience to ensure the appropriate pipeline.

## Illustrative Teacher Pipeline Depiction

• Positive relationship



Failing to prepare adequately and ensuring a pipeline could have undesirable long term effects

# Districts must consider that teacher certification, coursework and preparation are not always indicators of strong student achievement.

## Link to Higher Student Achievement

• Mixed evidence

Criteria	Link to Higher Student Achievement	Takeaway
Teacher Master's Degree in Math, Science or English <sup>1</sup>	<b>Yes</b> <i>(in respective subjects)</i>	<i>Teacher subject matter expertise matters more than generic training on how to teach</i>
Teacher Master's Degrees in Education <sup>2</sup>	<b>Mixed</b>	<i>Rethink policies that provide automatic salary increases for teachers with master's degree</i>
Standard Teacher Certification <sup>3</sup>	<b>Mixed</b>	<i>It may be simply that certified teachers who have passed their teaching exams are more likely to secure posts where student scores are higher</i>
Teacher Preparation Programs <sup>4</sup>	<b>Mixed</b>	<i>Teachers who have had the opportunity to engage in the actual practices involved in teaching, review curriculum, or student teach are better prepared for success in their first-year</i>

Source: <sup>1</sup>Heritage Foundation, The Effects of Advanced Teacher Training in Education on Student Achievement; <sup>2</sup>The Education Trust, 2007 study examining a decade of student and teacher-linked data in North Carolina; <sup>3</sup>Suite 101, Teacher Retention, Teacher Experience, and Student Achievement; <sup>4</sup>Urban Institute, Teacher Preparation and Student Achievement



# Lastly, designing your ideal candidate profile, it is important to integrate a candidate's ambition and grit in the process.

## Definition of Grit

FRAMEWORK SAMPLE



### Grit

- Trait based on an individual's passion for a particular long-term goal or endstate coupled with a powerful motivation to achieve the respective objective
- Promotes the overcoming of obstacles or challenges that lie within a gritty individual's path to accomplishment and serves as a driving force in achievement realization
- Especially important in educators given the number of unforeseen challenges with students or workload that may accompany the responsibilities

## Grit may be assessed using traditional motivational profiling tools, including:



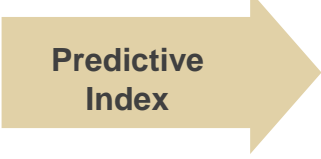
Myers-Briggs

"A personality inventory...to assess psychological preferences in how people perceive the world and make decisions."



DiSC

"A personal assessment tool used to improve work productivity, teamwork, and communication...helps people discuss their behavioral differences."



Predictive Index

"A management tool...[to assess] individual needs and drives."

Source: *Fortune Magazine*; Adler Group; Hay Group; PHILIBRO Consulting

# Are the criteria that demonstrate higher student achievement part of your recruiting and selection process, and in the profile of your ideal candidate?

## Integrating Teaching Quality Factors into Recruiting

### Teacher coursework

Teacher Master's degree in subject area taught (teacher content knowledge)

### Teacher's own test scores

Scores on tests assessing literacy levels or verbal abilities

Results of National Teachers Examination and other state-mandated tests

### Teacher Ambition & Personality

Teacher motivation

### Ask Yourself...

- Does your district's recruiting strategy evaluate these factors in its candidates?
- Does your paper screening process deliberately evaluate these factors?
- Does your interview process continue to weigh these factors?
- Does your selection process reflect an emphasis on these factors in the case of difficult decisions?

