



LEAD Connecticut Leadership Institute

# Improving Performance through a Systemic Human Capital Approach

JUNE, 2013




DISTRICT  
MANAGEMENT  
COUNCIL

# Develop and use a systemic approach to human capital to grow talent and improve performance.

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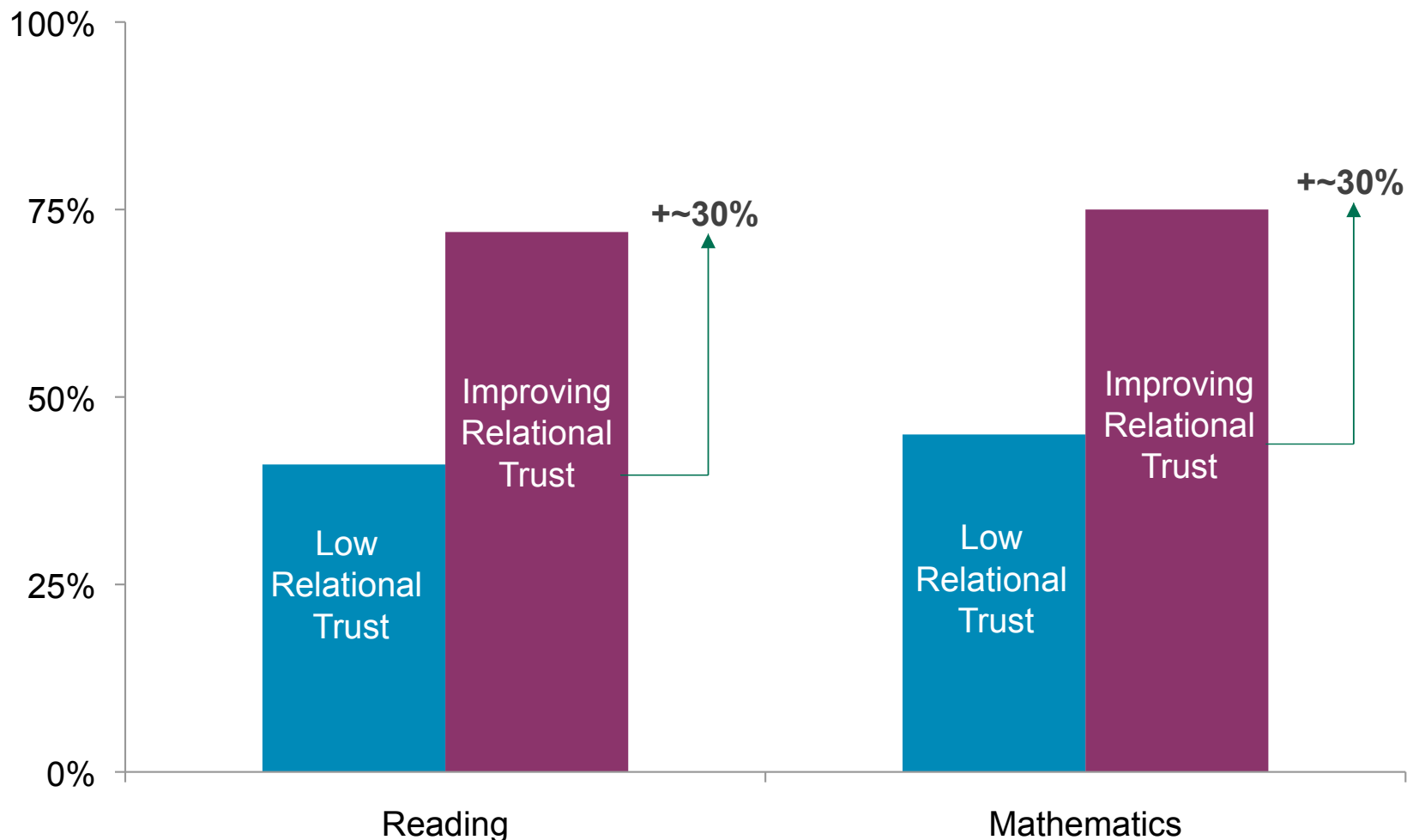
## Today's Agenda

-  • K-12 is becoming increasingly complex to lead and manage
- An integrated approach to managing people can improve performance

# Schools with relational trust have a better chance of improving student learning.

## Academic Performance Difference on Reading and Mathematics Productivity Percentile

ESTIMATE

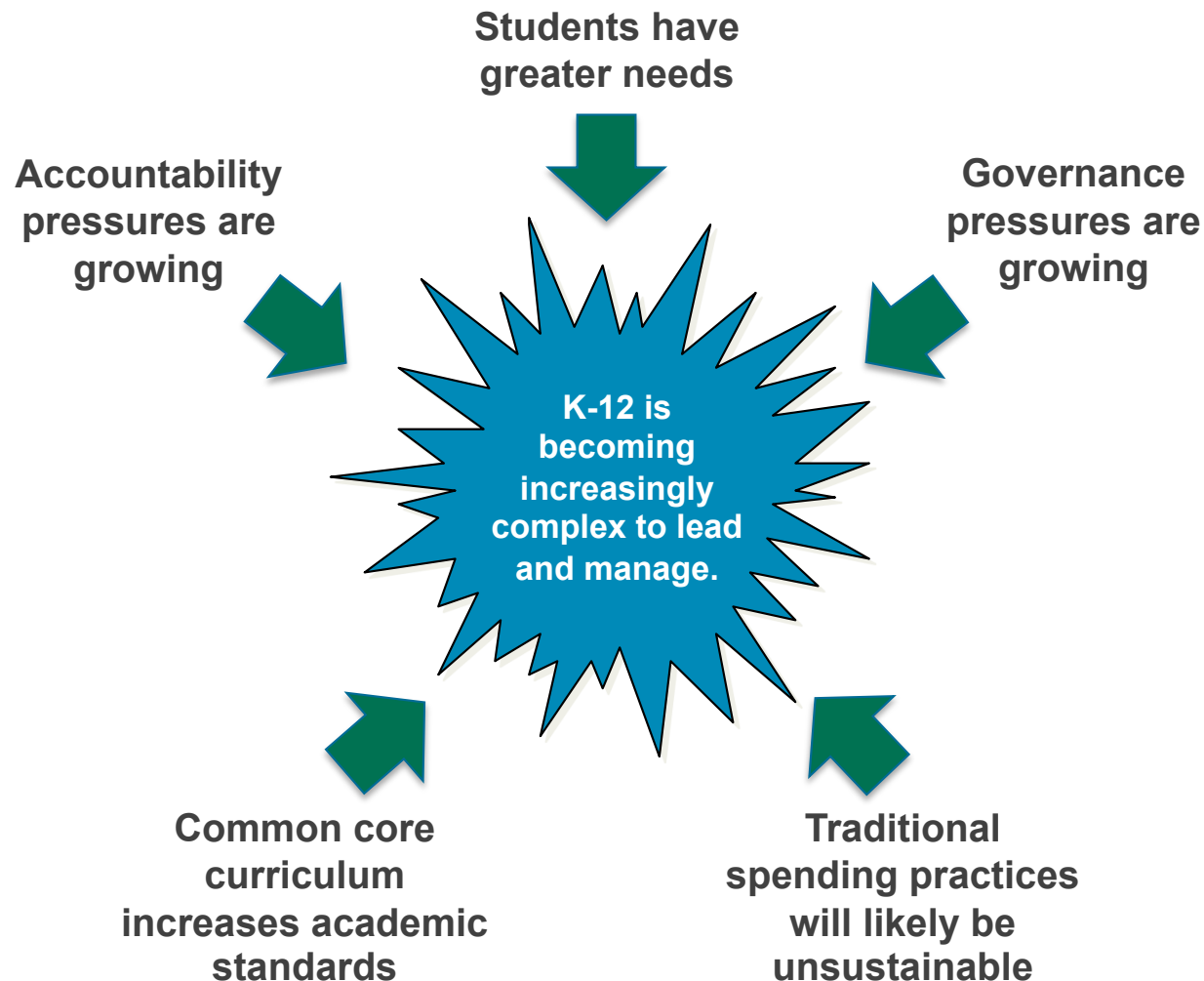


Note: Productivity percentile is based on trends in student learning gains  
Source: Bryk and Schneider, 2002, 2004

# Engagement and trust are becoming even more challenging for districts to foster, as a hard job is getting even harder.

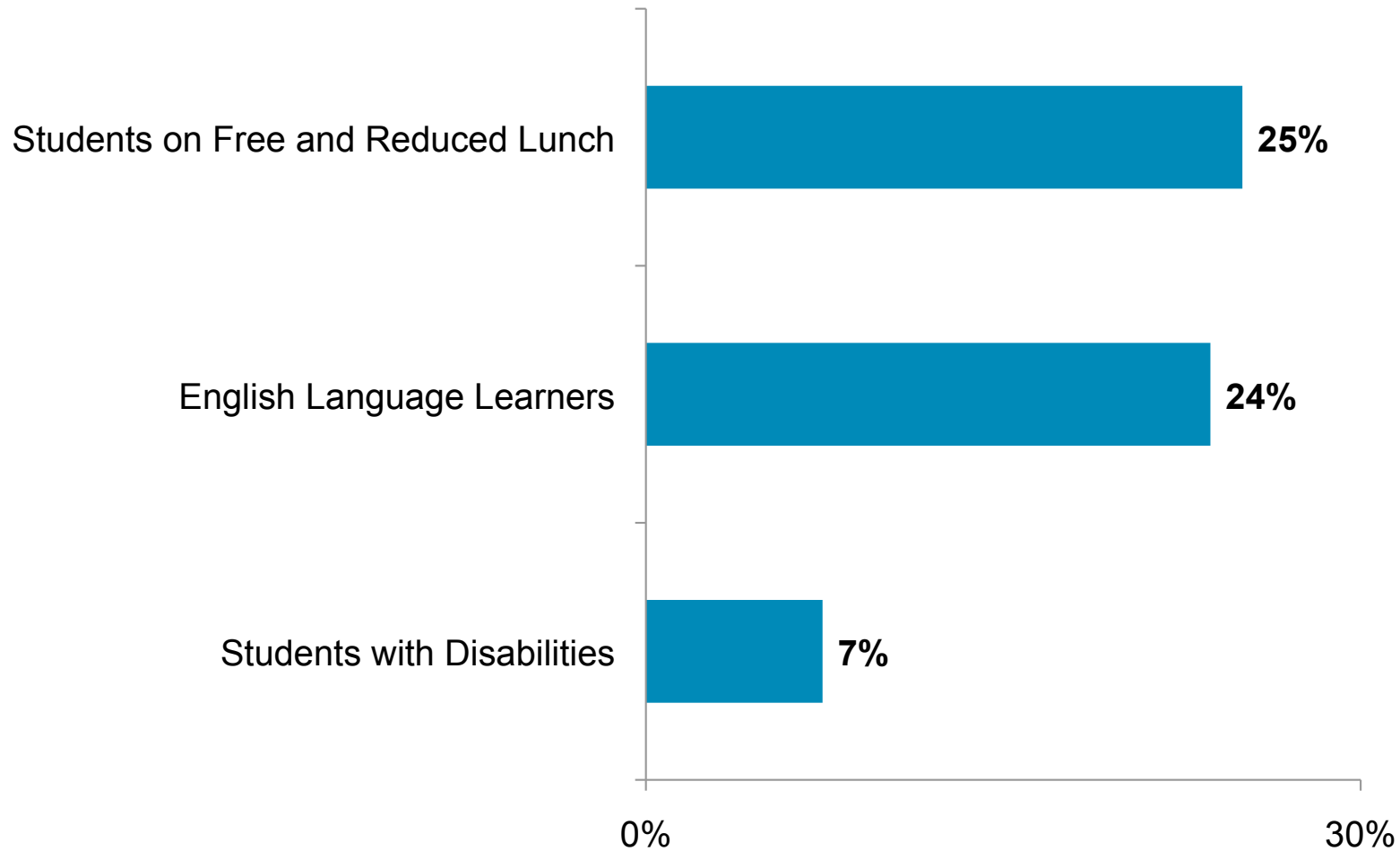
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## Increasing Pressures on Managing School Districts



# The students we serve have greater needs.

## Select Student Population Trends 2000 to 2010

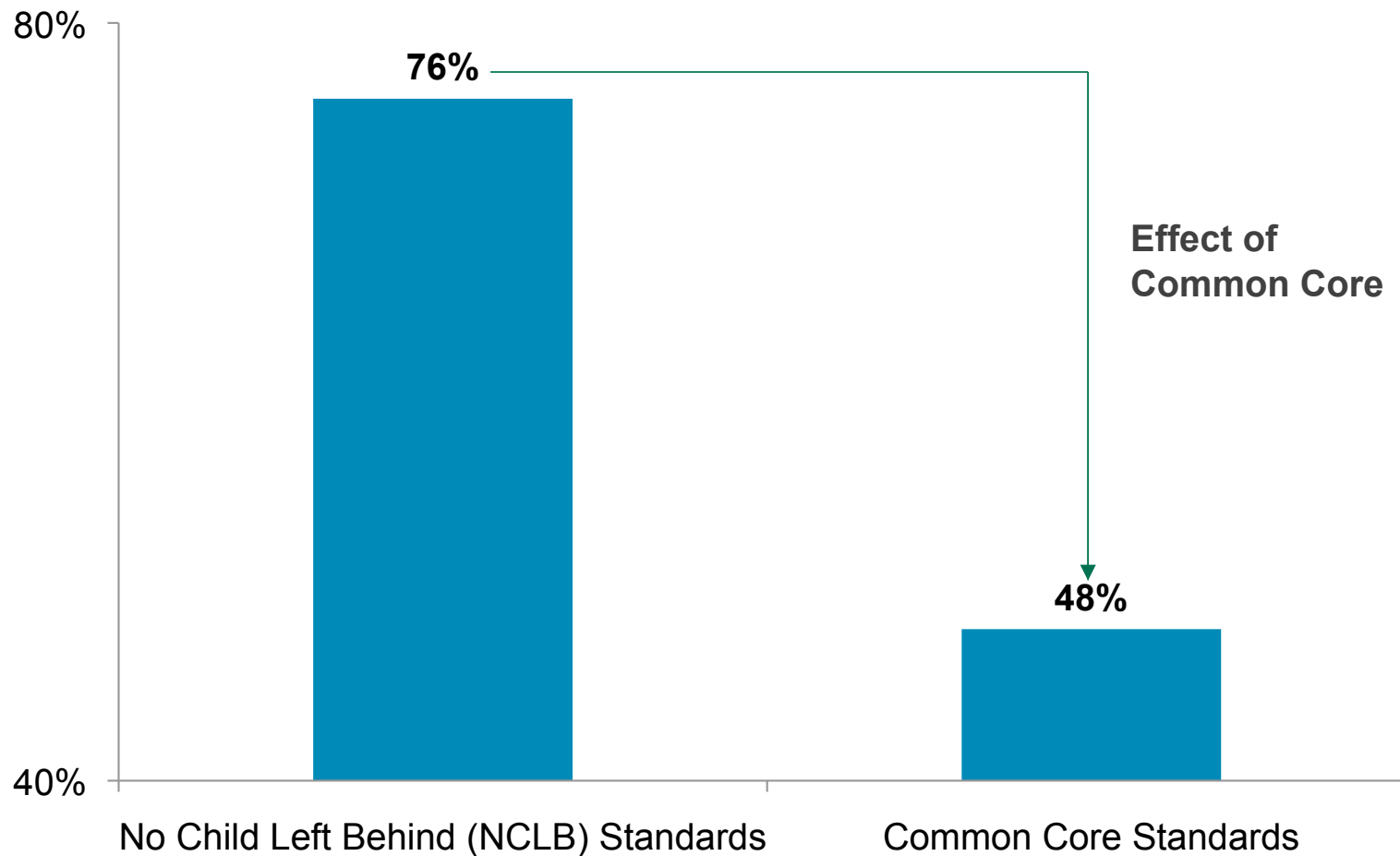


Note: Number of students on free and reduced lunch increased from 15.9 to 19.9 million (excludes 5 states that had limited data). English Language Learner information based on children who speak a language other than English at home  
Sources: Department of Education NCES; US Census Bureau

# Common core curriculum may result in dramatic change in student academic performance.

## Kentucky Students Performing at Proficient or Above in Elementary Reading Percentage

EXAMPLE



Note: NCLB standards measured in 2010-2011; Common Core measured in 2011-2012  
Source: Education Week, "Scores Drop on KY.'s Common Core-Aligned Tests", 11/19/12

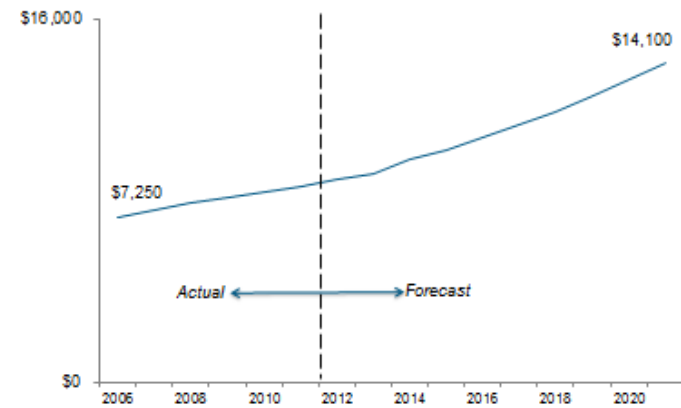
# Traditional spending practices will likely be unsustainable.

## Major Competition for Federal, State, and Local Revenues

### Healthcare

Healthcare expenditures are forecasted to consume an ever-increasing share of resources.

National Health Expenditures Per Capita  
Dollars

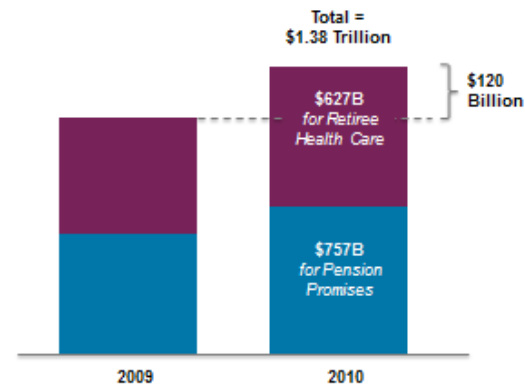


Note: Years 2010, 2011 not yet available for H-12 expenditures, estimated by DMC  
Source: Center for Medicare and Medicaid National Health Expenditure Projections 2011-2021, NCSB

### Pensions

Pension expenditures are forecasted to consume an ever-increasing share of resources.

State Unfunded Gap for Retirement Benefits



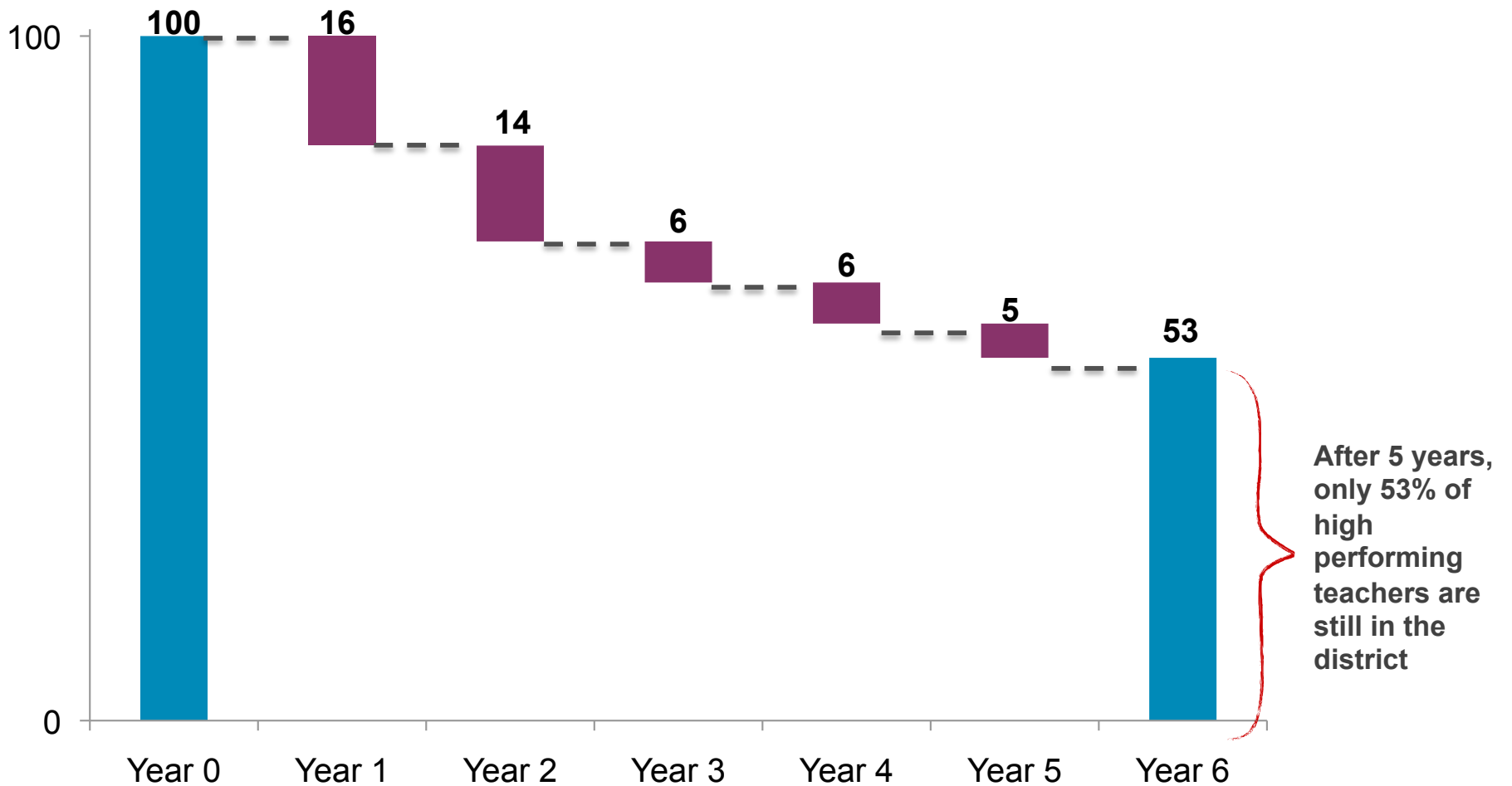
Note: 2010 is the most recent year with data available for all 20 states  
Source: Pew Center on the States, 2010; State Budget Crisis Task Force

# Some of our most talented teachers are most likely to leave.

## High Performing Teacher 5-Year Attrition

Number of Teachers

EXAMPLE



Note: Based on four geographically diverse urban districts  
Source: The New Teacher Project, The Irreplaceables, 2012



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- ➔ • An integrated approach to managing people can improve performance

# Districts often make people related decisions that are disconnected.

## A Typical Human Resources System

EXAMPLE

- The principal has some close professional relationships with some teachers who are put on the short list for the assistant principal opening.

- Teacher recruiting and hiring decisions are made by HR with little or unclear communications with the schools.



- New teacher induction program means a handshake from the principal.

- Teacher A's students achieved 1.5 years of growth.
- Teacher's B students achieved 0.5 years of growth.
- Both teachers receive meets expectations.

- August PD curriculum is developed by the PD office and distributed to the schools to deliver.

**X** = break in systems thinking

# 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

Source: DMC

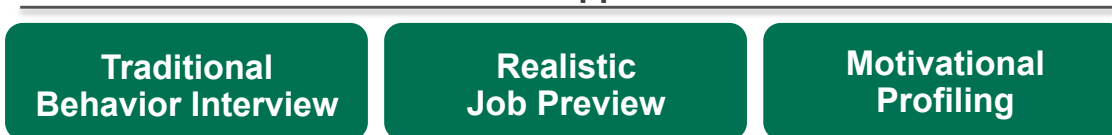
# Broadening the interview format can yield more predictive insight on a candidate's ability.

## Comparison of Interview Formats

FRAMEWORK SAMPLE



### Interview Approaches



#### All candidates

- Qualifications based experiences



#### Principal candidates

- Ability to use student data
- Ability to accurately evaluate a teacher's instruction
- Ability to give constructive feedback
- Believe that all students can learn



#### Teacher candidates

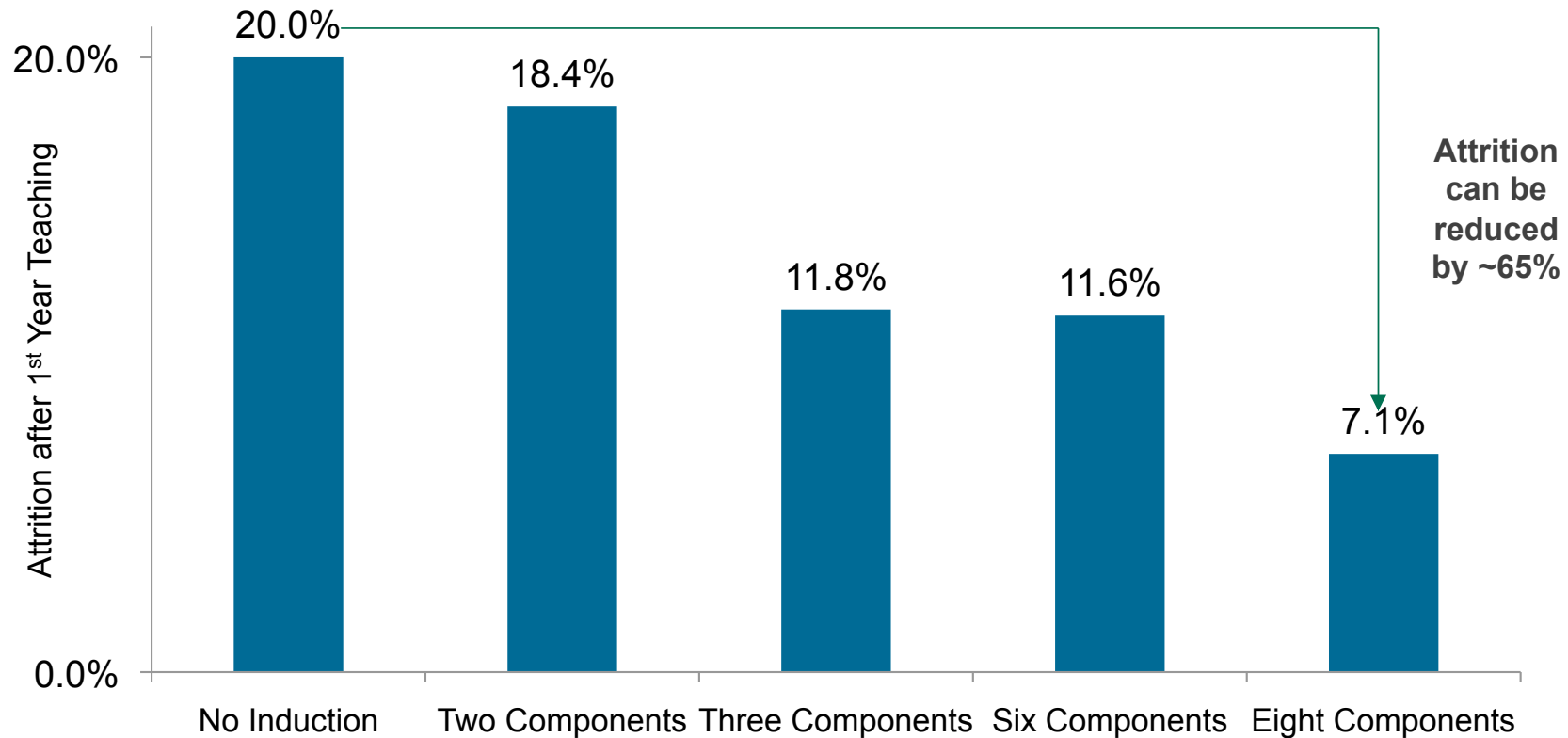
- Demonstrate strong instruction
- Use data to inform instruction
- Believe that all students can learn



# Induction program intensity increases retention.

## Probability of Attrition after Induction Participation

FRAMEWORK SAMPLE



Attrition can be reduced by ~65%

- Mentor
- Beginning teacher seminar

- Mentor
- Common planning time
- Collaboration with teachers

- Same as 3 plus:
- Induction program
  - Beginning teacher seminar
  - Communication with administrator

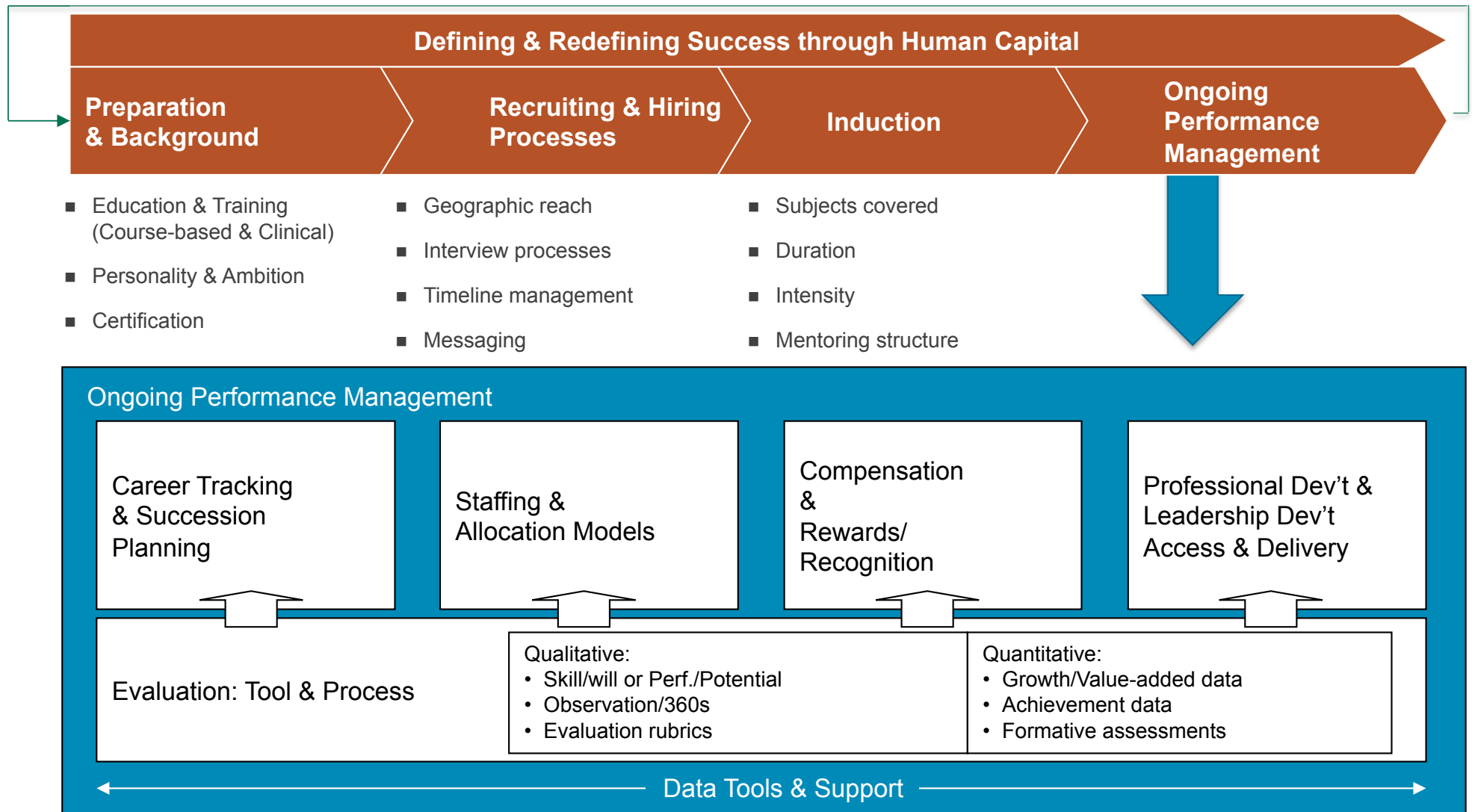
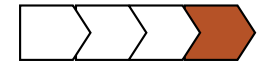
- Same as 6 plus:
- External network of teachers
  - Reduced number of course preps

Source: Ingersoll and Smith, 2004

# A robust performance management system can develop and support educators to become more effective.

## DMC's Human Capital Framework

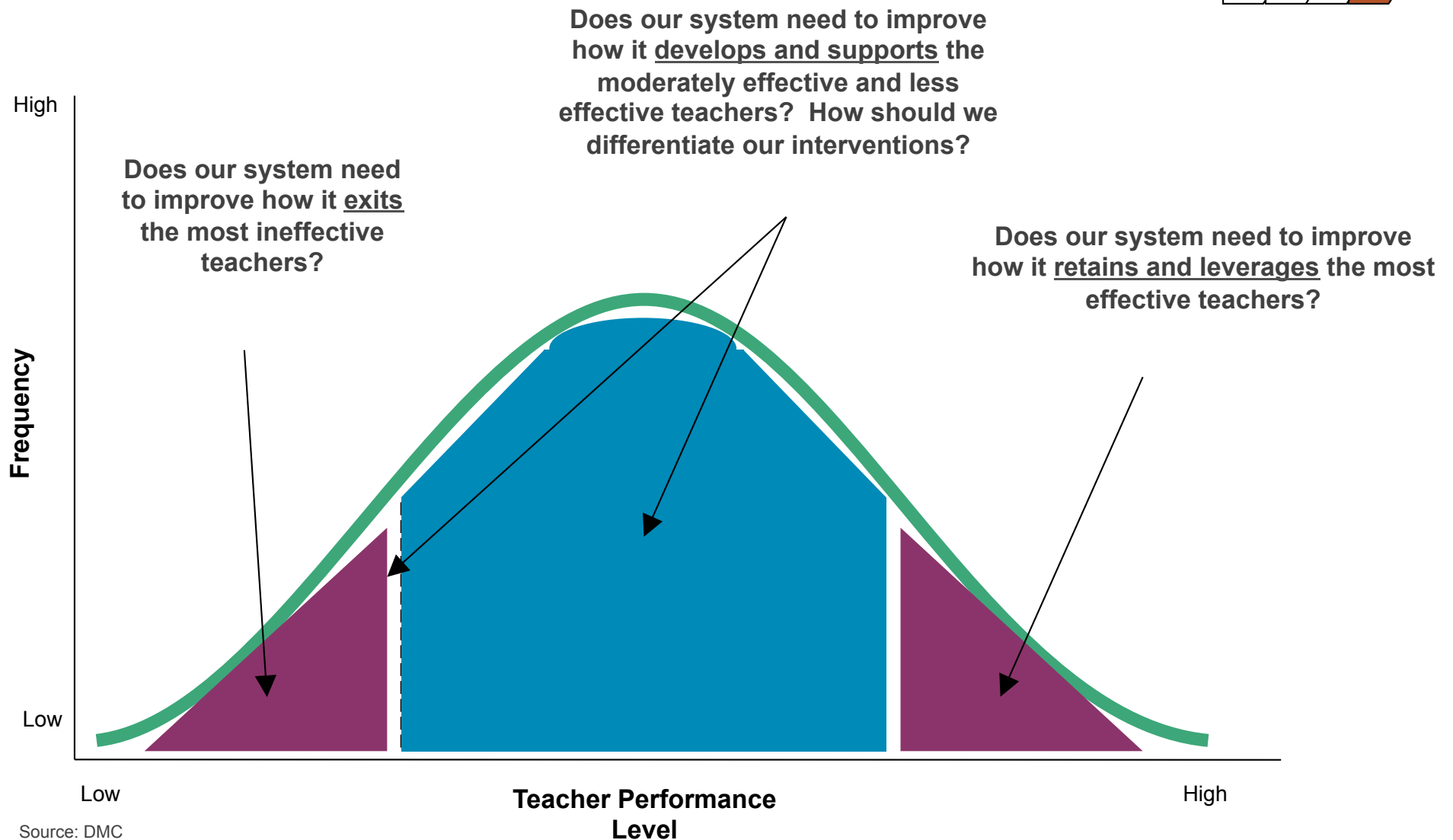
FRAMEWORK SAMPLE



# An evaluation system should be used to improve systemic performance.

## Differentiated Strategy for Teachers based on Performance

FRAMEWORK SAMPLE

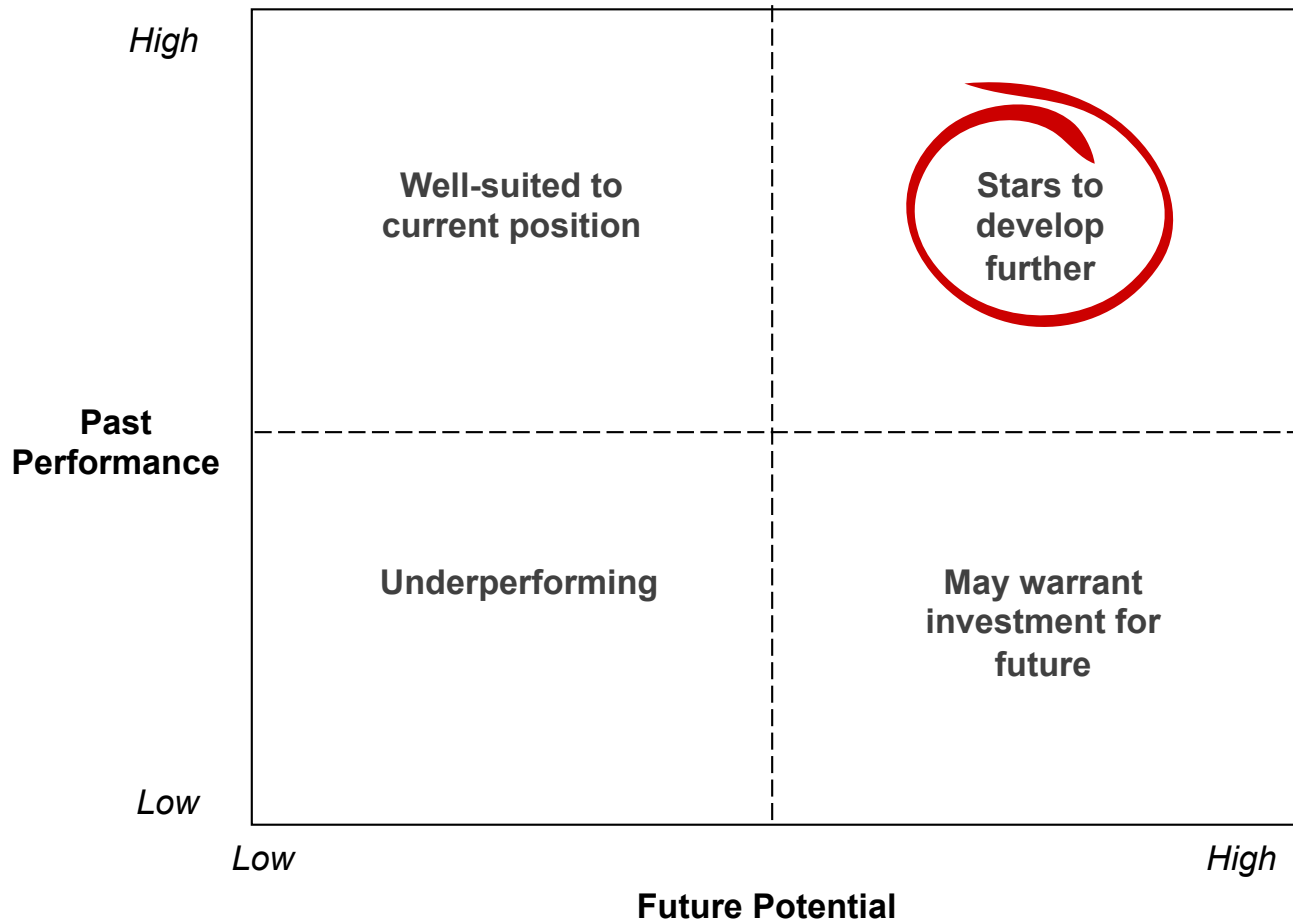
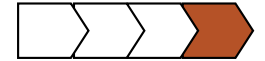


Source: DMC

# Use performance/potential to understand your district's growing leaders.

## Performance/Potential Grid

FRAMEWORK SAMPLE



Each quadrant requires a separate strategy

Source: Grubs, Hewitt Associates 2004, DMC analysis