

Talent Decision Planner

What is the Talent Decision Planner?

Teaching effectiveness is the single most important in-school factor in improving a student's academic performance. Thus, the decisions about how to attract, retain, develop, and organize excellent teachers are the most important decisions that school system leaders make in the course of a year. ERS' Talent Decision Planner (TDP) is a new tool to ensure support for talent managers to know what decisions they need to make, and to make those decisions as strategically as possible. The TDP supports those decisions in two key ways:

- 1. Empower decision-makers by clarifying decision-making roles:** The TDP provides districts with a carefully vetted and organized list of the crucial teacher-related decisions school and system leaders should make over the course of the year. It does not take decisions out of the hands of decision-makers; rather, it empowers them by clarifying decision-making roles (the who, what, and when), and giving support on the "how." The TDP takes the district step-by-step through a process of customizing the content in the tool (the decisions, guiding questions, etc.), which then feeds into calendars and other output views to distribute to school leaders.
- 2. Indicate what data inform key decisions:** Districts increasingly gather more and better data on teaching effectiveness, but many are still developing systems to support principals and principal supervisors with how to use these data to inform specific decisions. Wherever a district may be in its evolution of data-informed decision-making, the TDP helps it create the plan for how to further evolve its data reporting and data collection systems. After the district has aligned in part 1 on the decisions that matter most, and the questions that should be answered to inform those decisions, the TDP shows which specific metrics should be considered to answer those questions and thus inform those key decisions. This gives districts clarity on what data to distribute to school leaders and when, and it makes that data far more actionable for decision-makers, since it is explicitly tied to the questions and decisions they need to engage with to do their job. It also supports districts in identifying what new data they may need to create the data views that will inform the most important decisions.

What the TDP includes:

The Talent Decision Planner is, at its core, a set of strategic talent management decisions that district leaders (central office, principal supervisors, principals, and teachers) may make over the course of a year, and the supporting questions that should be considered to inform each decision. All content, including the decisions, supporting questions, timing and additional support can be customized to district-specific language, and added to, revised, and updated based on each district's own context and needs. Each decision can also be reassigned to a different manager type (e.g., reassigned from central office to principal supervisor), allowing districts to delegate decisions in a way that works best for them.

Content provided in the TDP also includes:

- **Calendar and sequence of decisions.** Each decision is assigned a start and end month, all of which are completely customizable, so a district can coach leaders in knowing when to prioritize each decision.
- **Suggested metrics and data elements** that connect to each supporting question. This enables the user to answer the questions:
 - For each supporting question that is meant to inform a decision in the TDP, what metric(s) should I calculate from my data to let me answer that question?
 - Now that I know the metrics I need to calculate to inform each decision, what data elements are needed to calculate them, and which ones do I need to start gathering or cleaning to complete this?

- **Additional support** for some decisions that either point to research that is relevant for that particular decision, or to resources that may help them answer the question and make the decision.
- **Sample data views** that tie to individual supporting questions, to give users an idea of what data views meant to answer *specific questions* to inform *specific decisions* could look like.

- **The Facilitator’s Guide** provides an explanation of what the TDP is and how to use it well. This guidebook includes:
 - Suggested steps for how to customize the framework for each school system and create outputs to distribute to school and district leaders
 - Suggested steps for how to prioritize and design data views to inform key decisions
 - Suggested steps for how to evolve data systems to create effective data views
 - Recommended up-front work to maximize impact

- **Overview Video** illustrating why the TDP is important, and how it can facilitate and strengthen district and school leaders’ work.

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Principal Calendar

	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST
Hiring		Hiring Process Assessment		Needs Assessment		Targeted Sourcing		Selection				
Instructional Support and PD		Observation Planning		Progress Monitoring						School PD Plan	Instructional Leadership	Individual PD Plan
Job and Teaching Assignments							Departmentalization	Certifications	Team Assignments	Teacher/Student Assignment	Teacher Workload	Collaborative Planning Time

Decision List

	Teacher/Teacher Leader	Principal	Principal Supervisor	Central Office
Measuring Teacher Effectiveness				
Hiring		✓	✓	
Job & Team Assignment		✓	✓	
Instructional Support & PD		✓	✓	
Career Path				
Value Proposition and Retention				

STEP 1: Prioritize Areas and Decision-Makers

NEXT

Examples of the TDP tool.



For over ten years, Education Resource Strategies (ERS), a non-profit organization, has worked with large urban school systems to transform how they organize resources—people, time, technology, and money—so that every school succeeds for every student. For more information go to ERStrategies.org.