

Appendix: The What and Who of the ERS Talent Decision Framework

	Teacher/Teacher Leader	Principal	Principal Supervisor	Central Office
Hiring				
Hiring Needs	Advise	Assess	Support principals	Project out
Hiring Process	Advise	Adjust	Identify best practices	
Recruitment		Interview targeted candidates		Adjust
Selection		Make offers		Adjust
Job & Team Assignment				
Job Assignments	<ul style="list-style-type: none"> Determine personal preferences Help match teachers to students Consider certification options 	<ul style="list-style-type: none"> Differentiate workload Match teachers to students Advise on certifications 	<ul style="list-style-type: none"> Support student-teacher matching Support workload differentiation 	Provide certification incentives
Teacher Teams	Advise assignments • Design collaborative planning time	<ul style="list-style-type: none"> Assign teachers Provide expert support Assess needs 	Support principals	
Distribution of Teachers				Assess • Assign excessed teachers
Measuring Teacher Effectiveness				
Evaluation Practices		<ul style="list-style-type: none"> Adjust Gather data 	Disseminate best practices	Prioritize rubric skills
Evaluation Load				<ul style="list-style-type: none"> Assess overall resources Assess school need
Evaluation Training			Differentiate	
Professional Growth & Support				
Individual PD Plan	<ul style="list-style-type: none"> Develop Adjust 	Support		
Team PD Plan	<ul style="list-style-type: none"> Develop Advise 			
School PD Plan		<ul style="list-style-type: none"> Develop Adjust Plan observation cycles 	Support principals	
Instructional Leadership		Build out team		
PD Resources			Identify and disseminate best practices	<ul style="list-style-type: none"> Ensure equity Ensure focus Identify and disseminate best practices
Struggling Teachers		Identify needs		Adjust supports
Career Path				
Career Goals	Plan			
Teacher Leaders	Recommend	Select for school roles	Support principals	<ul style="list-style-type: none"> Select for district roles Support principals
Tenure		Grant	Support principals	Ensure rigor
Ineffective Teachers		Manage out	Support managing out	Review managing out process
Value Proposition				
Teacher Retention	<ul style="list-style-type: none"> Recommend high performers Advise on process 	Identify high performers • Adjust retention strategies	<ul style="list-style-type: none"> Support principals Disseminate best practices 	<ul style="list-style-type: none"> Assess strategy Identify best practices
Working Conditions		Adjust	Support principals	Assess strategy
Salary and Benefits				Assess strategy
Career Ladder	Advise	Adjust	Advise on strategy	Assess strategy
Teacher Recognition	Advise	Adjust strategies	Support principals	Assess strategy