

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

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

**DECISION**  
**Identify Best Practices:** Identify school leaders who exhibit best practices in hiring, and those who need support from HR and/or principal supervisor.

**EXAMPLE GUIDING QUESTIONS:**

- What is the track record of each of my schools and principals in hiring effective teachers?
- How does that compare to other schools with similar levels of student need?
- Which schools within my cluster are doing the most hiring and thus may need additional assistance – particularly schools with novice principals?

**DECISION**  
**Assign teachers:** Assign teachers to strong and effective grade and subject teams by considering individual teacher strengths, preferences, and development needs.

**EXAMPLE GUIDING QUESTIONS:**

- Do all my teacher teams have the right mix of high performing, novice, and struggling teachers?
- Is subject area expertise distributed strategically across the elementary grade teams?

**POSSIBLE DATA NEEDED:**

- Lists of new hires by school and year
- Each teacher's summative evaluation score, by school and year
- For each teacher, the principal who originally hired them into the district

**POSSIBLE DATA NEEDED:**

- Lists of teams and members, and subject area expertise
- Each teacher's years of experience
- Each teacher's summative evaluation rating or score
- Annual student growth measure by teacher and subject (For example, value add)

**DECISION**  
**Ensure Focus:** Ensure professional growth resources target the most pressing teacher growth areas.

**EXAMPLE GUIDING QUESTIONS:**

- Which teaching standards are most correlated with student outcomes?
- What are the most common areas of weakness for teachers across the district, and how does this align with the system of supports provided by the central office?

**POSSIBLE DATA NEEDED:**

- Teacher evaluation ratings for each teaching standard, by teacher
- Annual student growth measure by teacher and subject (for example, value add)