

Decision List Worksheet

Organized by Decision-maker

Print instructions: If you choose to print on both sides, choose the print option to "flip on short edge."

WORKSHEET INSTRUCTIONS

You can use the space between the decisions to edit the text to fit your district's context.

Delete = This decision is not applicable to my district. Remove permanently.

Defer = We will consider this decision at a later time.

Reassign = This decision should be made by a different decision maker (e.g. reassign it from a principal to principal supervisor). Write in the new decision-maker.

New Start Date = This decision should start in a different month than what is currently suggested on the accompanying calendar. Write in the new month.

When you are done with the worksheet, transfer your work to the "customize" section of the Talent Decision Planner Excel tool to create your Decision Guides.

Teacher

Hiring

Hiring Needs: Advise. Advise my principal on team and school hiring needs (positions, skills) based on assessment of our students, team, and faculty.

Hiring Process: Advise. Advise my principal on adjustments to the teacher hiring process.

Job Team & Assignment

Teacher Teams: Design collaborative planning time. (Teacher leader) Set agenda and purpose for collaborative planning meetings (e.g., data analysis, instructional coaching, student social and emotional needs, etc.).

Job Assignments: Consider certification options. Decide if I should get an additional certification in order to reach my career goals and meet school needs.

Job Assignments: Determine personal preferences. Identify my preferences for teaching assignments based on my development goals, desired career path, and expertise.

Job Assignments: Help match teachers to students. (Teacher leader) Assign students to teachers on a flexible basis (considering small group, large groups or blended learning options for each subject).

Teacher Teams: Advise assignments. (Teacher leader) Make recommendations to my principal about which teachers should be on my team.

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Teacher continued

Professional Growth & Support

Individual PD Plan: Adjust. Adapt the individual professional growth plan as needed over time.

Individual PD Plan: Develop. Develop an individual professional growth plan (in conjunction with the team leader or principal) that builds strengths and addresses improvement areas.

Team PD Plan: Advise. Identify and advise principal of team professional growth needs, and my potential role in supporting them.

Team PD Plan: Develop. (Teacher leader) Develop a team professional growth plan by setting team goals and planning the supports to meet those goals.

Career Path

Career Goals: Plan. Identify career goals and plan steps to achieve them.

Teacher Leaders: Recommend. (Teacher leader) Advise principal on which of my teachers are prepared for role changes and/or increased responsibility.

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Value Proposition

High-Performer Retention: Advise on candidates. (Teacher leader) Advise my principal on which teachers we should target to retain.

Career Ladder: Advise. Advise my principal on changes to my school's value proposition regarding opportunities for teachers to develop and advance.

High-Performer Retention: Advise on process. Advise my principal on changes to my school's value proposition to ensure we attract and retain highly effective teachers.

Teacher Recognition: Advise. Advise my principal on changes to my school's value proposition to recognize teachers in ways beyond monetary compensation.

Add additional decisions that you think should be in this section.

Teacher Calendar

Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	August
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Hiring	Hiring Needs: Advise											
	Hiring Process: Advise											

Job & Team Assignment	Teacher Teams: Design collaborative planning time											
	Job Assignments: Consider certification options											
	Job Assignments: Determine personal preferences											
	Job Assignments: Help match teachers to students											
Teacher Teams: Advise assignments												

Professional Growth & Support	Individual PD Plan: Adjust											
											Individual PD Plan: Develop	
											Team PD Plan: Advise	
											Team PD Plan: Develop	

Career Path	Career Goals: Plan											
	Teacher Leaders: Recommend											

continued

Teacher Calendar continued

Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	August
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Value Proposition	High-Performer Retention: Advise on candidates																
													Career Ladder: Advise				
													High-Performer Retention: Advise on process				
								Teacher Recognition: Advise									

Principal

Hiring

Hiring Process: Adjust. Decide if I need to adjust my hiring process.

Hiring Needs: Assess. Determine hiring needs based on assessment of students and faculty.

Recruitment: Interview targeted candidates. Target candidates to interview that are likely to succeed in my school and in the district.

Selection: Make offers. Select candidates based on the skills, credentials, and traits that best fit my school's needs.

Job Team & Assignment

Teacher Teams: Define team types. Determine priority teacher team types (i.e., content teams, vertical teams, and teams with shared students) and which should receive expert-supported collaborative planning time.

Job Assignments: Advise on certifications. Determine which teachers, if any, should pursue additional certifications to maximize flexibility in job and team assignments.

Job Assignments: Differentiate workload. Determine how to differentiate the teacher workload (# of distinct courses, subjects, student load) according to each teacher's skills and experience.

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Principal continued

Job Team & Assignment

Teacher Teams: Assign teachers. Assign teachers to strong and effective grade and subject teams by considering the combination of individual teacher strengths, preferences, and development needs.

Job Assignments: Match teachers to students. Determine how to assign students to teachers, considering student need.

Teacher Teams: Organize for effectiveness. Determine whether teams have the time, expert support, tools and processes to work effectively together.

Measuring Teacher Effectiveness

Evaluation Accuracy: Gather data. Determine what additional information and data I need to make decisions about each teacher's evaluation ratings.

Evaluation Accuracy: Audit and adjust. Align evaluation practices to student outcomes, district standards, and across evaluators.

Professional Growth & Support

Struggling Teachers: Identify needs. Identify struggling teachers and determine what additional supports I should give them.

School PD Plan: Adjust. Monitor implementation of school professional growth plan and adjust as necessary.

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Principal continued

Professional Growth & Support

Instructional Leadership: Build out team. Ensure there are sufficient instructional leaders (amount, type) to meet school professional growth goals.

Individual PD Plan: Support. Support teachers in developing individual professional growth plans in the context of school and team needs.

School PD Plan: Develop. Develop and manage a school PD plan based on needs assessment and district best practices.

School PD Plan: Plan observation cycles. Develop and execute a teacher observation and coaching plan that is differentiated by teacher need, including frequency and focus of observation and coaching cycles.

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Career Path

Tenure: Grant. Grant tenure only to teachers who are sufficiently effective.

Ineffective Teachers: Manage out. Determine which teachers, if any, should be managed out due to persistent low effectiveness.

Teacher Leaders: Select for school roles. Select teachers to leadership roles based on performance and capabilities.

Principal continued

Value Proposition

High-Performer Retention: Identify high performers. Determine which particular teachers, if any, I want to target to retain.

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Career Ladder: Adjust. Determine changes needed, if any, to my school's value proposition regarding opportunities for teachers to develop and advance.

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High-Performer Retention: Adjust strategies. Determine changes needed, if any, to my school's value proposition to ensure we attract and retain highly effective teachers.

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Teacher Recognition: Adjust strategies. Determine changes needed, if any, to my school's value proposition to recognize teachers in ways beyond monetary compensation.

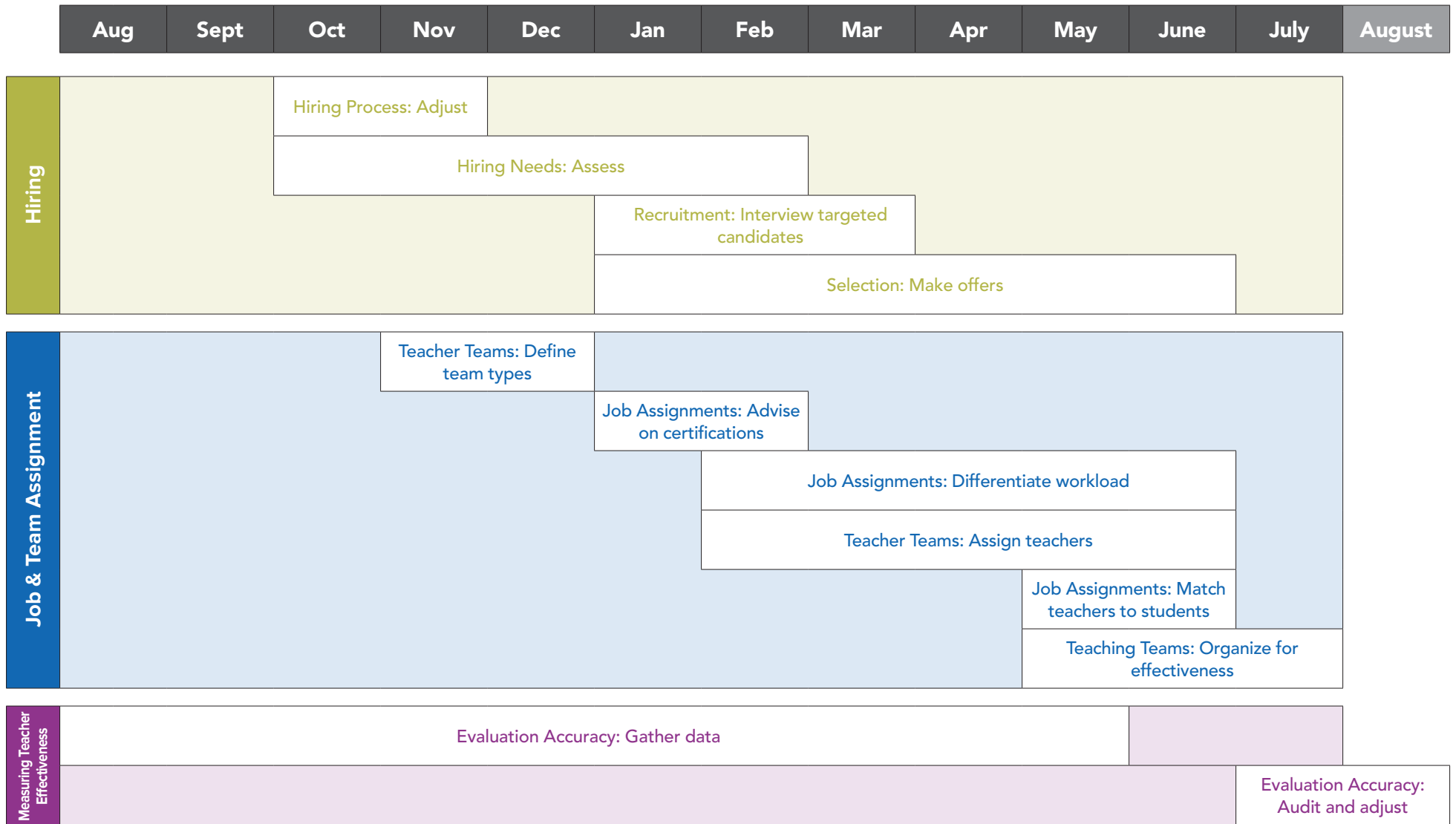
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Working Conditions: Adjust. Determine changes needed, if any, to strengthen my school's value proposition regarding working conditions.

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Add additional decisions that you think should be in this section.

Principal Calendar



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Principal Calendar continued

Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	August
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Professional Growth & Support	Struggling Teachers: Identify needs											
				School PD Plan: Adjust								
									Instructional Leadership: Build out team			
										Individual PD Plan: Support		
										School PD Plan: Develop		
									School PD Plan: Plan observation cycles			

Career Path	Tenure: Grant											
				Ineffective Teachers: Manage out								
				Teacher Leaders: Select for school roles								

Value Proposition	High-Performer Retention: Identify high performers											
					Career Ladder: Adjust							
					High-Performer Retention: Adjust strategies							
				Teacher Recognition: Adjust strategies								
				Working Conditions: Adjust								

Principal Supervisor

Delete	Defer	Reassign	New Start Date
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Hiring

Hiring Process: Identify best practices. Identify school leaders who exhibit best practices in hiring, and those who need support from HR and/or principal supervisor.

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Hiring Needs: Support principals. Plan how to support principals in identifying hiring needs.

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Job Team & Assignment

Job Assignments: Support workload differentiation. Plan how to support principals in their plans to differentiate teacher workloads according to skill and experience.

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Job Assignments: Support student-teacher matching. Plan how to support principals in assigning teachers to students, based on need.

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Teacher Teams: Support principals. Plan how to support principals in their plans for assigning and supporting teacher teams.

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Measuring Teacher Effectiveness

Evaluation Training: Adjust. Determine which schools and evaluators need additional training and support to evaluate teachers according to district standards accurately, reliably, and rigorously.

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Evaluation Accuracy: Spread best practice. Identify schools with strong teacher evaluation practices and disseminate across the cluster.

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Principal Supervisor continued

Professional Growth & Support

School PD Plan: Support principals. Determine which principals to provide the greatest support in developing their school professional growth plan.

PD Resources: Identify best practices. Determine which teacher development practices appear to be generating the best results within my cluster and should be disseminated across the cluster.

Career Path

Ineffective Teachers: Support managing out. Plan how to support principals in managing out low-performing teachers.

Tenure: Support principals. Plan how to differentiate support for principals to ensure consistent application of tenure standards.

Teacher Leaders: Support principals. Plan how to support principals in selecting high-performing teachers for leadership opportunities and recognition.

Value Proposition

High-Performer Retention: Disseminate best practices. Identify principals and schools that have successful teacher retention practices, and share these best practices with other principals in my cluster.

Career Ladder: Advise on strategy. Determine which principals need support in changing their value proposition regarding opportunities for teachers to develop and advance.

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Principal Supervisor continued

Value Proposition

Working Conditions: Support principals. Determine which principals need support in making changes to their school's value proposition regarding working conditions.

High-Performer Retention: Support principals. Plan how to support principals in developing plans to retain highly-effective teachers.

Teacher Recognition: Support principals. Determine which principals need support in changing their value proposition to recognize teachers in ways beyond monetary compensation.

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Add additional decisions that you think should be in this section.

Principal Supervisor Calendar

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	August
Hiring				Hiring Process: Identify best practices									
				Hiring Needs: Support principals									
Job & Team Assignment						Job Assignments: Support workload differentiation							
											Job Assignments: Support student-teacher matching		
Measuring Teacher Effectiveness											Teacher Teams: Support principals		
											Evaluation Training: Adjust		
Professional Growth & Support											Evaluation Accuracy: Spread best practice		
											School PD Plan: Support principals		
Career Path											PD Resources: Identify best practices		
				Ineffective Teachers: Support managing out									
				Tenure: Support principals									
					Teacher Leaders: Support principals								

continued

Principal Supervisor Calendar continued

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	August
Value Proposition	High-Performer Retention: Disseminate best practices												
	Career Ladder: Advise on strategy												
	Working Conditions: Support principals												
				High-Performer Retention: Support principals									
											Teacher Recognition: Support principals		

Central Office

Hiring

Selection: Adjust. Adjust the selection process based on performance, retention, and characteristics of new hires.

Hiring Needs: Project out. Annually project teacher hiring needs (positions, skills) based on the district's academic needs, historical trends, and budget projections.

Recruitment: Adjust. Adjust the recruitment process based on performance, retention, and characteristics of new hires.

Job Team & Assignment

Teacher Distribution: Assign excessed teachers. Determine where I should place teachers who have been excessed and not rehired by other schools, but must legally remain within the district.

Teacher Distribution: Assess. Determine if the district should change its policies and practices to ensure equitable and strategic distribution of talent across schools.

Job Assignments: Provide certification incentives. Determine what incentives, if any, the district should provide to teachers who pursue additional certifications in high-needs subjects or hard-to-staff areas (eg., Special Education, English Language Learners, etc).

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Central Office continued

Measuring Teacher Effectiveness

Evaluation Load: Assess overall resources. Determine if the district needs to dedicate more resources to teacher evaluation to manage the load.

Evaluation Accuracy: Prioritize rubric skills. Determine which parts of the evaluation rubric should receive greater attention from evaluators.

Evaluation Training: Adjust. Assess whether evaluators across the district rate teachers in comparable and accurate ways according to the rubric, and whether we need to adjust training to address any issues.

Evaluation Load: Assess school need. Determine which schools and principals may need additional support to manage their evaluation load.

Professional Growth & Support

PD Resources: Ensure focus. Ensure professional growth resources target the most pressing teacher growth areas.

PD Resources: Ensure equity. Determine if we need to adjust professional growth resources across schools and clusters to ensure equity and sufficiency.

Struggling Teachers: Adjust supports. Survey and adjust (if needed) how low-performing teachers are matched to support, and what supports they are provided.

PD Resources: Identify best practices. Determine which teacher development practices appear to be generating the best results across the district and should be disseminated across all schools.

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Central Office *continued*

Career Path

Ineffective Teachers: Review managing out process. Identify changes needed, if any, to the district’s process for managing out ineffective teachers to ensure it is fair to teachers while protecting education quality.

Teacher Leaders: Support principals. Identify changes, if any, to how the district supports principals in selecting high-performing teachers for leadership opportunities and recognition.

Tenure: Ensure rigor. Plan how to support and train principals and principal supervisors to ensure that tenure standards are clear, rigorous and consistently applied.

Teacher Leaders: Select for district roles. Select candidates for district teacher leadership roles and programs.

Value Proposition

High-Performer Retention: Assess strategy. Determine changes needed, if any, to the district’s value proposition to retain the most effective teachers.

Benefits: Assess strategy. Determine changes needed, if any, to the district’s value proposition regarding teacher benefits.

Salary: Assess strategy. Determine changes needed, if any, to the district’s value proposition regarding teacher direct pay.

Teacher Recognition: Assess strategy. Determine changes needed, if any, to the district’s value proposition regarding how teachers are recognized beyond monetary compensation.

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Central Office continued

Value Proposition

Career Ladder: Assess strategy. Determine changes needed, if any, to the district's value proposition regarding opportunities for teachers to develop and advance.

High-Performer Retention: Identify best practices. Identify principals and schools with successful retention practices and disseminate.

Working Conditions: Assess strategy. Determine changes needed, if any, to the district's value proposition regarding working conditions.

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Add additional decisions that you think should be in this section.

Central Office Calendar

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	August	
Hiring	Selection: Adjust													
			Hiring Needs: Project out											
			Recruitment: Adjust											
Job & Team Assignment	Teacher Distribution: Assign excessed teachers													
			Teacher Distribution: Assess									Job Assignments: Provide certification incentives		
											Evaluation Load: Assess overall resources			
Measuring Teacher Effectiveness											Evaluation Accuracy: Prioritize rubric skills			
											Evaluation Training: Adjust			
											Evaluation Load: Assess school need			
Professional Growth & Support	PD Resources: Ensure focus													
					PD Resources: Ensure equity									
											Struggling Teachers: Adjust supports			
											PD Resources: Identify best practices			

Central Office Calendar continued

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	August													
Career Path																										
														Ineffective Teachers: Review managing out process												
														Teacher Leaders: Support principals												
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Value Proposition																										
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																								High-Performer Retention: Identify best practices		
										Working Conditions: Assess strategy																