

Rewarding Excellence in Instruction and Leadership -Extend

AT A GLANCE YEAR TWO

2017-18



MCESA

Maricopa County Education Service Agency



REIL-Extend

*Rewarding Excellence in
Instruction and Leadership -Extend*

The REIL-Extend partner districts include the Maricopa County Regional School District, Nadaburg Unified School District, Phoenix Elementary School District, Valentine Elementary School District, and Wilson Elementary School District.

“Building a stronger teacher workforce requires the thoughtful orchestration of multiple processes working together in a human capital system.”

— Jeannie Myung, Lee Nordstrum, Krissia Martinez (2013) —

CELEBRATING YEAR ONE!

The REIL (Rewarding Excellence in Instruction and Leadership)-Extend project was launched in October 2016 with an amazing partnership of urban and rural school districts with a laser-like focus on attracting, placing, retaining, and sustaining effective educators in high-need schools. This included beginning the process to re-design schools in order to accelerate access to excellent educators. REIL school districts also worked together to strengthen implementation of high-quality performance-based evaluation and compensation systems via human capital management system (HCMS) decision-making. Year 1 of this five-year project was an excellent debut of what is possible and what is to come.

EXTENDING THE REACH OF EXCELLENT TEACHERS

REIL-Extend partnered with Public Impact to bring Opportunity Culture (OC) to the REIL districts. In year one, we began with five schools, which each engaged in a year-long district and school design process. Each site made plans to incorporate new teaching models and new job roles resulting in increased access of students to excellent teachers, all while following the *Opportunity Culture Guiding Principles*:

1. Reach more students with excellent teachers and their teams
2. Pay teachers more for extending their reach
3. Fund pay within regular budgets
4. Provide protected in-school time and clarity about how to use it for planning, collaboration, and development
5. Match authority and accountability to each person's responsibilities

Each of the newly selected Multi-Classroom Leaders, Expanded Impact Teachers, and Reach Associates, as well as the building-level administrators leading the OC initiative at their schools, engaged in a week-long summer training to ensure success in their new roles.

The first cohort will implement their school models during the 2017-18 school year. Additional schools will begin planning their SY2018-19 implementation plans in year two of REIL-Extend. The goal is to have 80-100% of students reached by an effective educator by SY2020-21.

Read more about Opportunity Culture at opportunityculture.org



Opportunity Culture Training







REIL-Extend Goals

Goal 1:

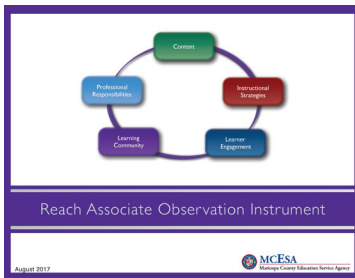
Attract, place, retain, and sustain effective educators through implementation of a high-quality, LEA-wide human capital management system focused on expanding leadership and cultivating an engaged workforce.

Goal 2:

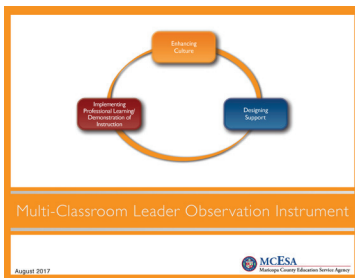
Redesign high-need schools to accelerate access to effective educators by extending the reach of excellent teachers.

NEW TOOLS *are* NEW ROLES

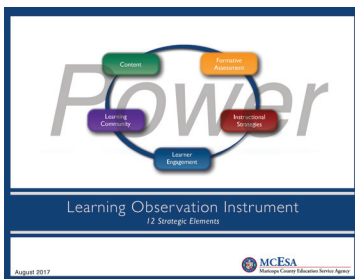
Several new observation instruments were developed including a tool for a paraprofessional position called a “Reach Associate,” which is one of the new job roles in the Opportunity Culture initiative.



The Reach Associate Observation Instrument was developed to support paraprofessionals and aspiring teachers fulfilling the Reach Associate role in our Opportunity Culture schools. Based on a subset of the teachers’ *Learning Observation Instrument*, the tool highlights an RA’s impact on student learning, the importance of collaboration with the teacher or teachers with whom they work, and the professional responsibilities of the RA position.



The Multi-Classroom Leader Observation Instrument is tailored to align to the unique roles and responsibilities of the excellent teachers fulfilling the Multi-Classroom leader role in our Opportunity Culture schools. MCLs are proven effective teachers with leadership competencies who lead teams of other teachers facilitating team collaboration and planning. An MCL is accountable for team success and all students’ learning so the MCLOI is a combination of the *Learning Observation Instrument* and the *Coaching Observation Instrument*.



The Power LOI (which has 12 scored elements) is a shorter version of the *Learning Observation Instrument* (which has 21 scored elements). It is designed to increase flexibility and efficiency in the implementation of observation cycles for a sub-set of educators. This version of the LOI is called the *Power LOI* because it shortens a typical observation cycle—but retains a powerful subset of elements to maintain a robust feedback loop for the educator.

ADDITIONAL YEAR 1 HIGHLIGHTS INCLUDE:

- Implementation of high-quality observation cycles with specific instructional feedback for educators.
- New teaching models and job roles were developed to incorporate in 5 schools in SY2017-18, resulting in increased access of students to excellent teachers.
- New observation instruments were developed for new job roles, including a tool for a paraprofessional position (Reach Associate).
- A qualified evaluator training “booster” session was developed in order to assist evaluators in maintaining scoring fidelity and enhancing delivery of feedback to educators.
- The roll out of “REIL Scores” by mid-September! The REIL score, and the resulting performance classifications, are a cornerstone element of human capital decision-making.
- Salary structures were redesigned to incorporate retention stipends and base salary increases in alignment with the common vision of instructional improvement.
- Hiring practices were improved to include multi-data point hiring processes.
- Districts received training on Behavior Event Interviews to reinforce hiring for competencies.
- Educator Goal Plans were aligned to educator evaluation results.

LOOKING FORWARD TO YEAR 2!

REIL-Extend is committed to attracting, retaining and sustaining an engaged, effective workforce in our schools. In order to accomplish this goal, principals must consistently think and act as human capital leaders.

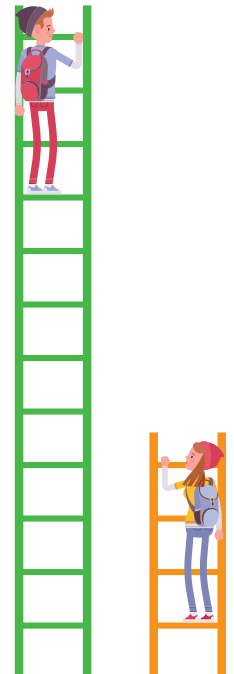
REIL-Extend will partner with Batelle for Kids and the American Association of School Personnel Administrators (AASPA) to bring the Professional Human Capital Leader in Education (pHCLE) certification program to our building and district level administrators. The 64-hour blended learning program is based on the HCLE professional standards which focus on **four main categories of Human Capital Management:** Performance Excellence, Strategic Staffing, Talent Management & Development, and Culture & Total Rewards. Those who complete the course and pass the exam will be certified as Professional Human Capital Leaders in Education (pHCLE).



12 Human Capital Leaders were certified this past year

Year 2 will also see districts “accelerate equity” as they implement the Opportunity Culture initiative. The districts currently have many excellent teachers, and this initiative increases the number of students that have access to them. *With excellent teachers and the teaching teams they lead and support, students who:*

- Start two years behind—*catch up by having excellent teachers 4 years in a row*
- Start one year behind—*catch up by having excellent teachers 2 years in a row*
- Start on grade level—*leap ahead to compete with advanced students*
- Catch up from behind—*can also then leap ahead every year they have an excellent teacher*



► OPPORTUNITYCULTURE.ORG ◄

In the coming year, REIL-Extend districts will also:

- Incorporate new teaching models and job roles, resulting in increased access of students to excellent teachers.
- Launch new observation instruments for new job roles.
- Roll out a qualified evaluator training “booster” session to assist in maintaining scoring fidelity and enhancing delivery of feedback to educators.
- A qualified evaluator training “booster” session was developed in order to assist evaluators in maintaining scoring fidelity and enhancing delivery of feedback to educators.
- Implement revised salary structures that include a retention stipend component for effective educators.
- Implement revised hiring practices, including Behavior Event Interviews.
- Use educator evaluation data in workforce decision-making (e.g., inform educator goal plans and other professional learning; salary increases; retention stipends, educator selection and placement).

THE REILZE DECISION SUPPORT SYSTEM: SUPPORTING HCMS DECISION-MAKING

Data management is a critical component in a human capital management system and the REILze Decision Support System (RDSS) continues to lead the way. REIL districts are currently utilizing the tool to manage performance-based evaluation and support for educators, as well as the performance-based compensation processes. RDSS provides tools to facilitate decision-making (i.e., Identity Management Report, Educator Participation Page, Compensation Group Report, Comprehensive Personnel Report). School leaders can utilize evaluation data to plan PD, make human capital management decisions, and collaborate to create EGPs. Educators will have access to individual student growth results, multi-year performance results, and online PD to support ongoing professional growth. RDSS Quick Guides assist in supporting users with specific program components.

Educator Goal Plan Quick Guide

Step 1
On your RDSS Profile page, select Goal Plans.

Step 2
Select your desired year, district, school, and specified roles from the drop-downs, and click the View Results button.

Step 3
In the Educator Goal Plan List table, use the drop-downs to filter the list of educators.

Step 4
Select the Goal Plan button in the row of the educator you wish to edit.

Step 5
In the Goal Settings section, make selections for the Goal Element, Goal Content Area, and Goal Assessment drop-downs.

Step 6
In the Action Plan section, enter the Objective, Steps, and Evidence for your educator. Once you have entered your information, you must click the Save button to save your changes.

Performance Classification Report Quick Guide

Step 1
On your RDSS Profile page, under the Admin Reports menu, select Performance Classification Report.

Step 2
Select your desired report view.

District-Level Summary
This report view displays the performance classifications for all educators by role (teacher, coach, leader) and across all districts.

District/School Comparison
This report view displays the performance effectiveness of educators by role (teacher, coach, leader) and within a particular school against the district's average.

School Comparison
This report view displays the performance effectiveness of educators by role (teacher, coach, leader) and within a particular school against the district's average.

Performance Classification Distribution
This report view displays a stacked distribution of all performance effectiveness levels within a school and for all schools in a district by role (teacher, coach, leader).



Updates to RDSS include:

Development of “Award” within RDSS: Profile

Inquiries management

Improved Acknowledgement workflow

Manage Educators’ Compensation Eligibility

Educator Payout Report

New student growth and HCMS reports

Enhanced scorecard user interface

YEAR 2 TIMELINE

- Roll out of REIL scores for all educator groups
- HCLE- Culture and Total Rewards face-to-face session
- Professional Responsibilities Rubric is implemented and professional development delivered in the Maricopa County Regional and Nadaburg school districts
- Peer Evaluator Cadres embedded in each of the districts to support effective instructional practices via coaching, modeling, classroom walk-throughs and feedback session
- Introduction of the Opportunity Culture Dashboard
- HCLE- Talent Management and Development face-to-face session
- Opportunity Culture Professional Development Session Three for Cohort A MCLs, EITs, RAs and principals
- OC Support Site Visits-teams visit the REIL-Extend Opportunity Culture schools to provide feedback on the implementation and alignment to the Guiding Principles
- HCLE exam and Professional Human Capital Leaders in Education (pHCLE) certification exam
- Launch Valentine Elementary School District website
- Nadaburg Elementary School District begins plans with Ottawa University to develop an aspiring teacher partnership
- Opportunity Culture Cohort B School Design Session Two
- REIL-Extend Implementation Leads learn about the concept of “stay” interviews
- Opportunity Culture Professional Development Session Four for Cohort A MCLs, EITs, RAs and principals

SEPT 2017

OCT 2017

NOV 2017

DEC 2017

JAN 2018

- HCLE- Performance Excellence face-to-face session
- Continue implementation of Educator Goal Plans
- Opportunity Culture Professional Development Sessions One and Two for Cohort A MCLs, EITs, RAs and principals

- HCLE- Strategic Staffing face-to-face session
- Wilson Elementary School District Tax-Credit Donation video produced
- Opportunity Culture Cohort B School Design Session One

ATTRACT PLACE
RETAIN SUSTAIN



- Kickoff of A2Z Payouts 17-18
- Opportunity Culture Cohort A Spring Support Site Visits
- Opportunity Culture Cohort B School Design Session Three

- Educator Observations Complete
- LOI and COI Certified Evaluator Assessment

- Opportunity Culture Summer PD Series for Cohort B MCLs, EITs, RAs and principals

FEB 2018 MAR 2018 APR 2018 MAY 2018 JUN 2018 JUL 2018 AUG 2018

- LOI evaluators continue to participate in Certified Evaluator Training which includes opportunities to co-observe with their field specialist, participate in calibration cadres, and receive PD on effective Instructional Conferencing
- Implementation Leads and principals learn about Behavior Event Interviews as part of the selection process for Cohort A and Cohort B Opportunity Culture positions
- Opportunity Culture Cohort A districts and schools attend a Redesign Session to look at any modifications to their models, job descriptions, or schedules for next year as well as review data from the annual OC survey to define any improvements needed to communication or shared vision
- LOI QET Booster for all LOI evaluators
- Opportunity Culture Cohort B School Design Session Three
- Transition Teams at each of the REIL-Extend districts meet to review communication and the opportunity for educators to directly participate in the development and implementation of a coherent and comprehensive HCMS

- Superintendents' Special Session
- Opportunity Culture Professional Development Session Five for Cohort A MCLs, EITs, RAs and principals
- Completion of Rosters

- Finalize REIL Score data

- Release of REIL Scores



REIL-Extend Partners

Maricopa County Regional School District

Nadaburg Unified School District

Phoenix Elementary School District

Valentine Elementary School District

Wilson Elementary School District



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