



*Aligning Human
Resource Management
with Instructional
Improvement*

Employer of Choice

District Core Beliefs and Commitments:

- Student Learning
- High Quality Instruction
- Leadership
- Safety
- Culture

District Goals:

- All students will excel in reading, writing and math
- All students will engage in arts, activities, and athletics
- All students will demonstrate the character and competencies for workplace success
- All students will stay in school on target to graduate

Fresno Unified School District

- *“Of all the decisions an executive makes, none is as important as the decisions about people because they determine the performance capacity of the organization.”*
Peter F. Drucker

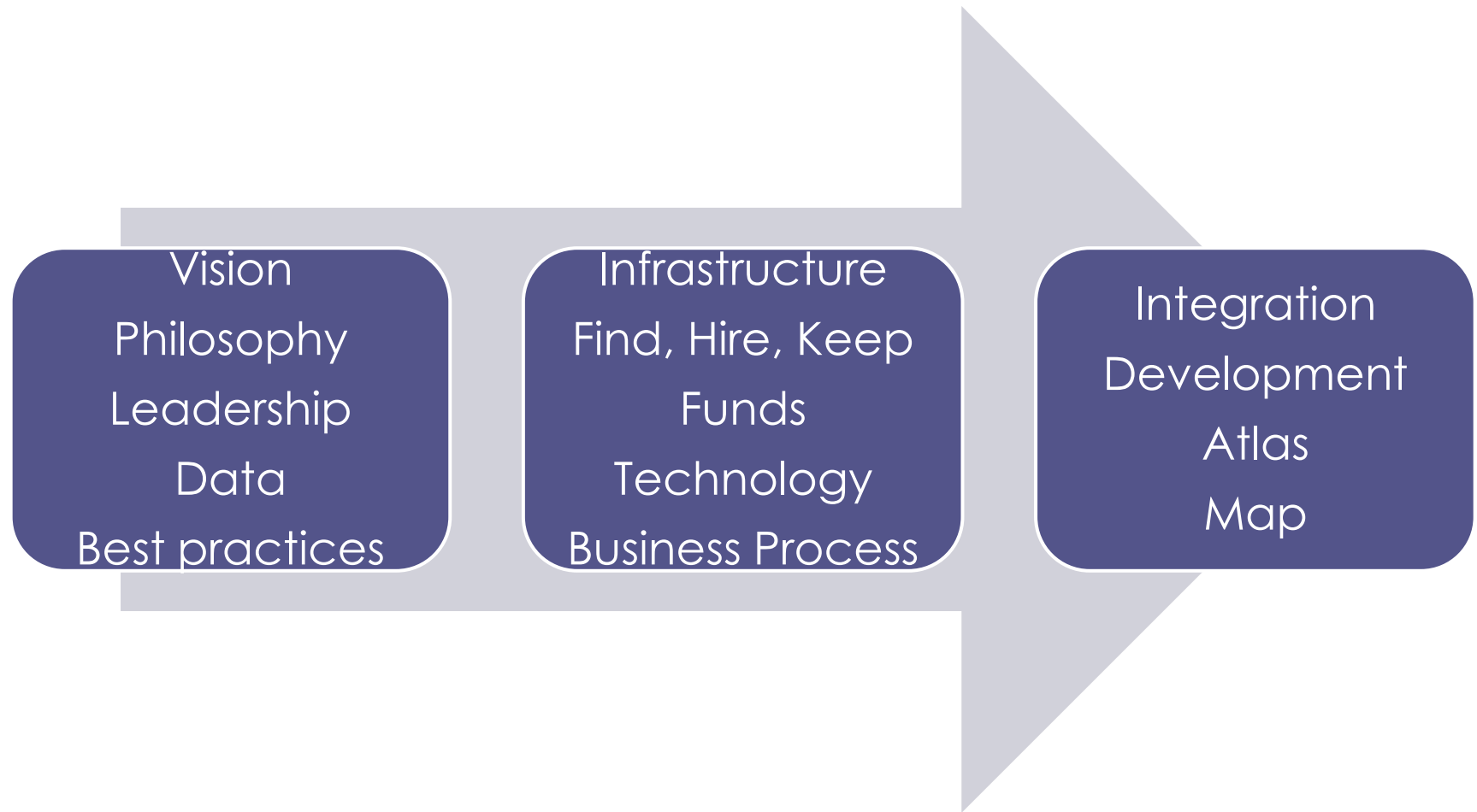
Employees

- Percent of unrestricted general fund on employees = 93%, which equates to approximately 400 million dollars per year
- 10,000 active District employees, 960 Average annual hires
- Average annual substitute assignments: certificated– 79,800; classified – 100,000
- Average annual personnel investigations conducted by HR/LR in a year – 88
- Number of Labor Organizations– 6
- Average annual evaluations - approximately 4,000

Students

- Total (2009 CBEDS): 72,855
- English Learners: 18,501 (26%)
- Free/Reduced Lunch: 59,463 (81%)
- Homeless: 2,294

Timeline of culture change



Fresno Unified is a Performance Based Organization

- ❑ Leadership Standards, California Standards for the Teaching Profession, and Classified job descriptions are the foundation for supervision of employees
- ❑ Evaluations are a critical factor in all personnel decisions
- ❑ Evaluations are based upon results as they relate to standards, student growth, and data dashboard
- ❑ Promotion and retention decisions are based upon evaluation data (CEIJ.) Significant effort is made to develop candidates from within



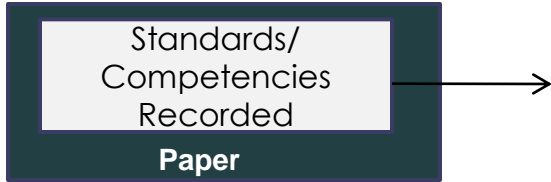
Aligning Human Resource Management with Instructional Improvement

Dramatically improve student achievement by aligning leadership selection, development and assessments.

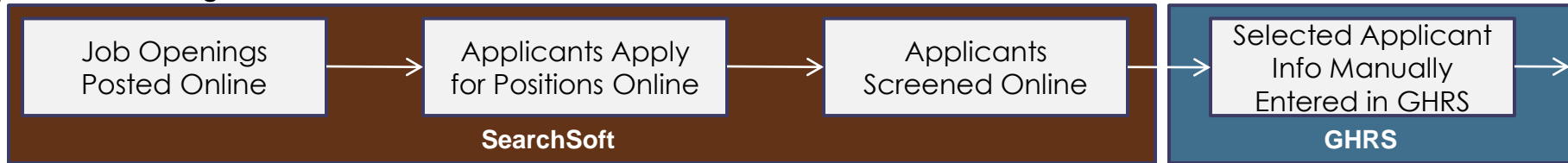
- ▣ Leadership and teacher roles to execute vision and mission
- ▣ Leadership and teacher standards/competencies
- ▣ Measurements for effectiveness:
 - Student performance
 - Employee performance

Existing Structure

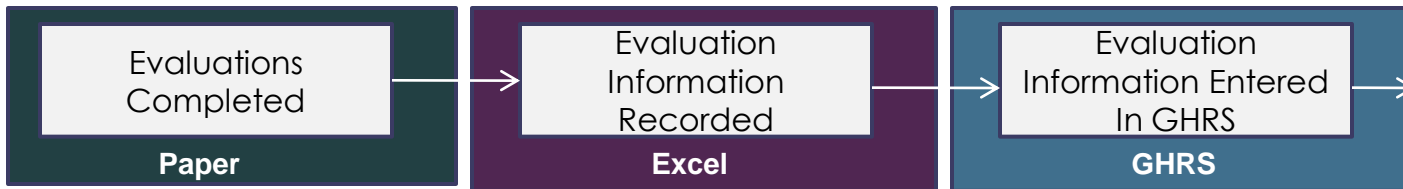
Standards/Competency Management



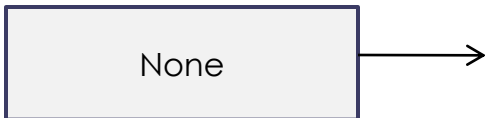
Applicant Tracking



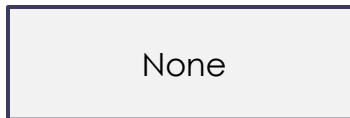
Evaluation Management



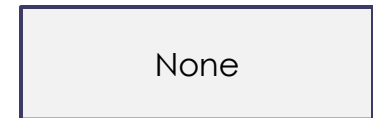
Professional Learning



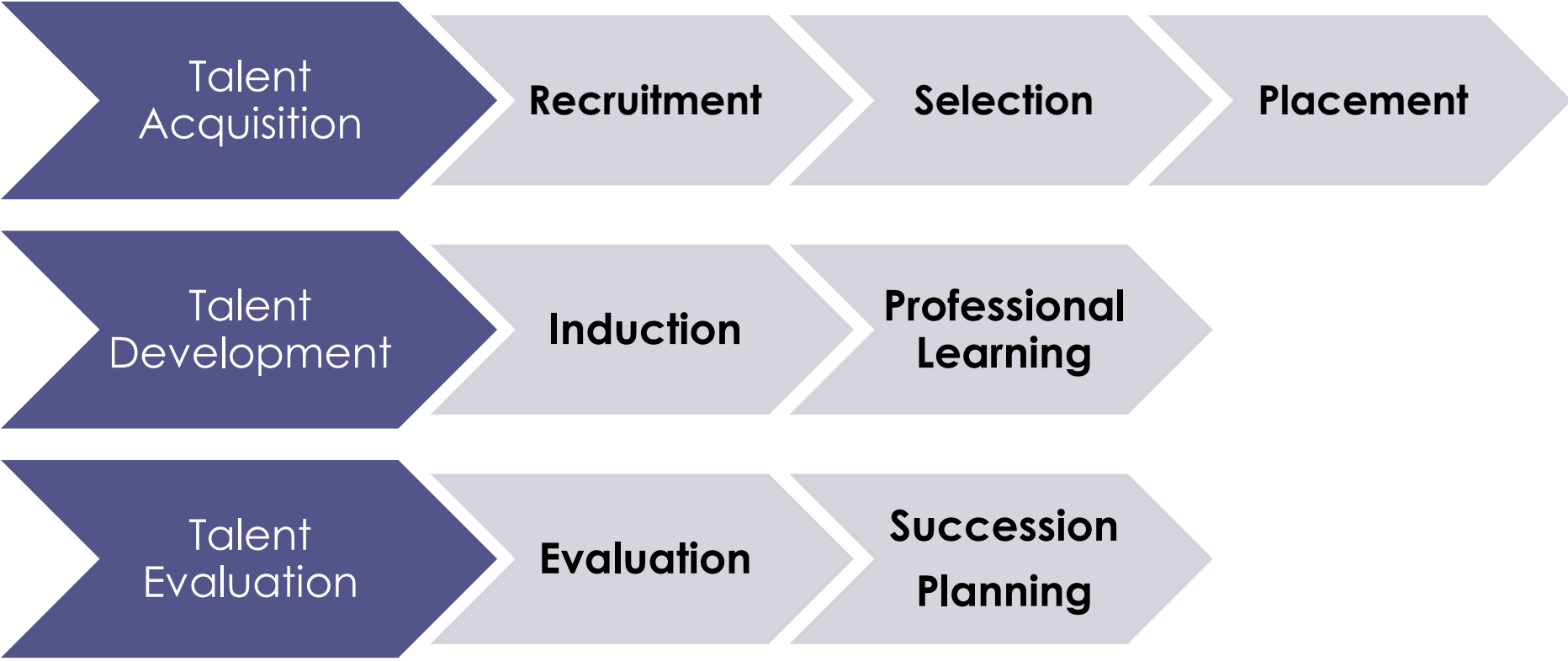
Compensation Management



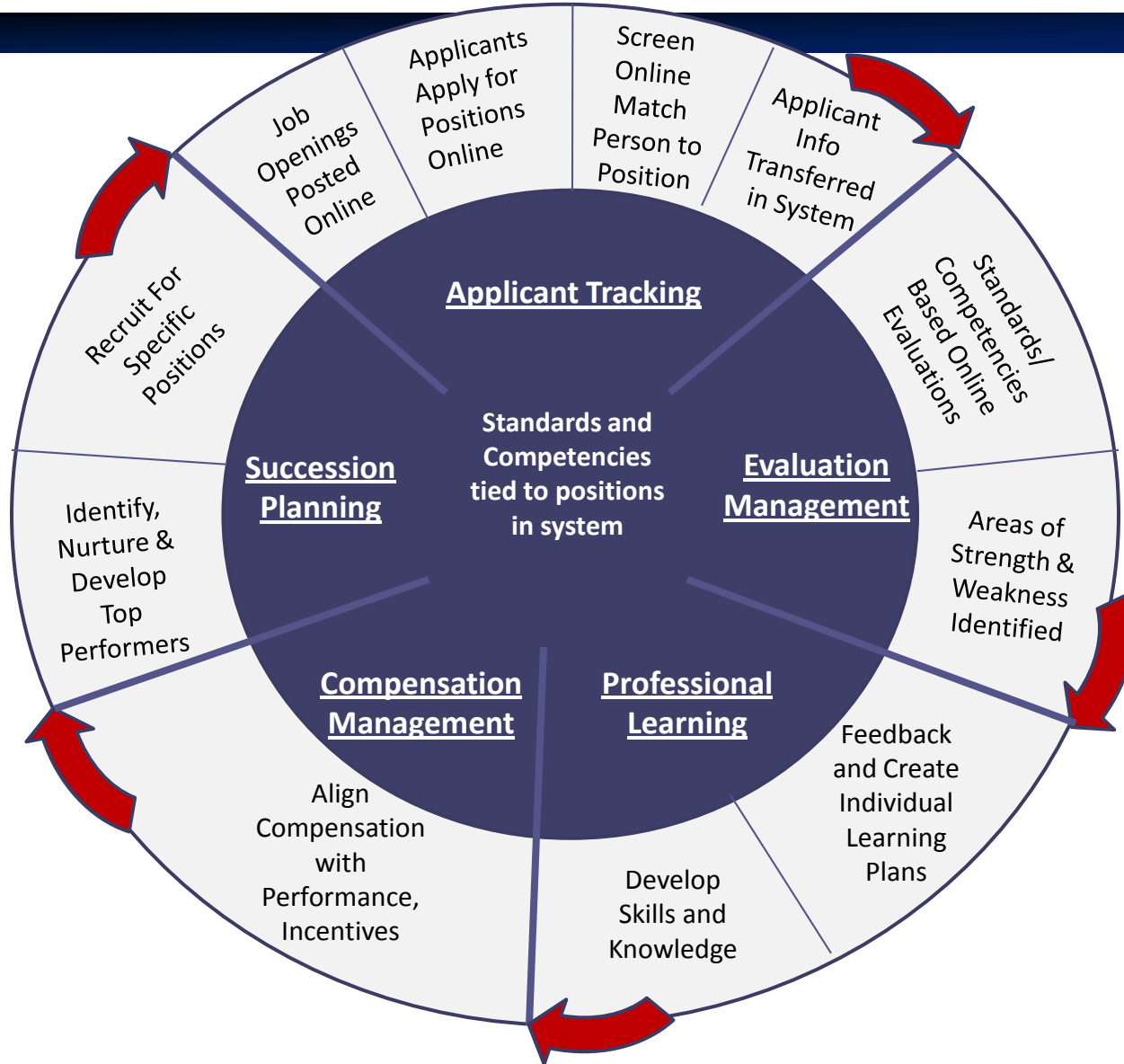
Succession Planning



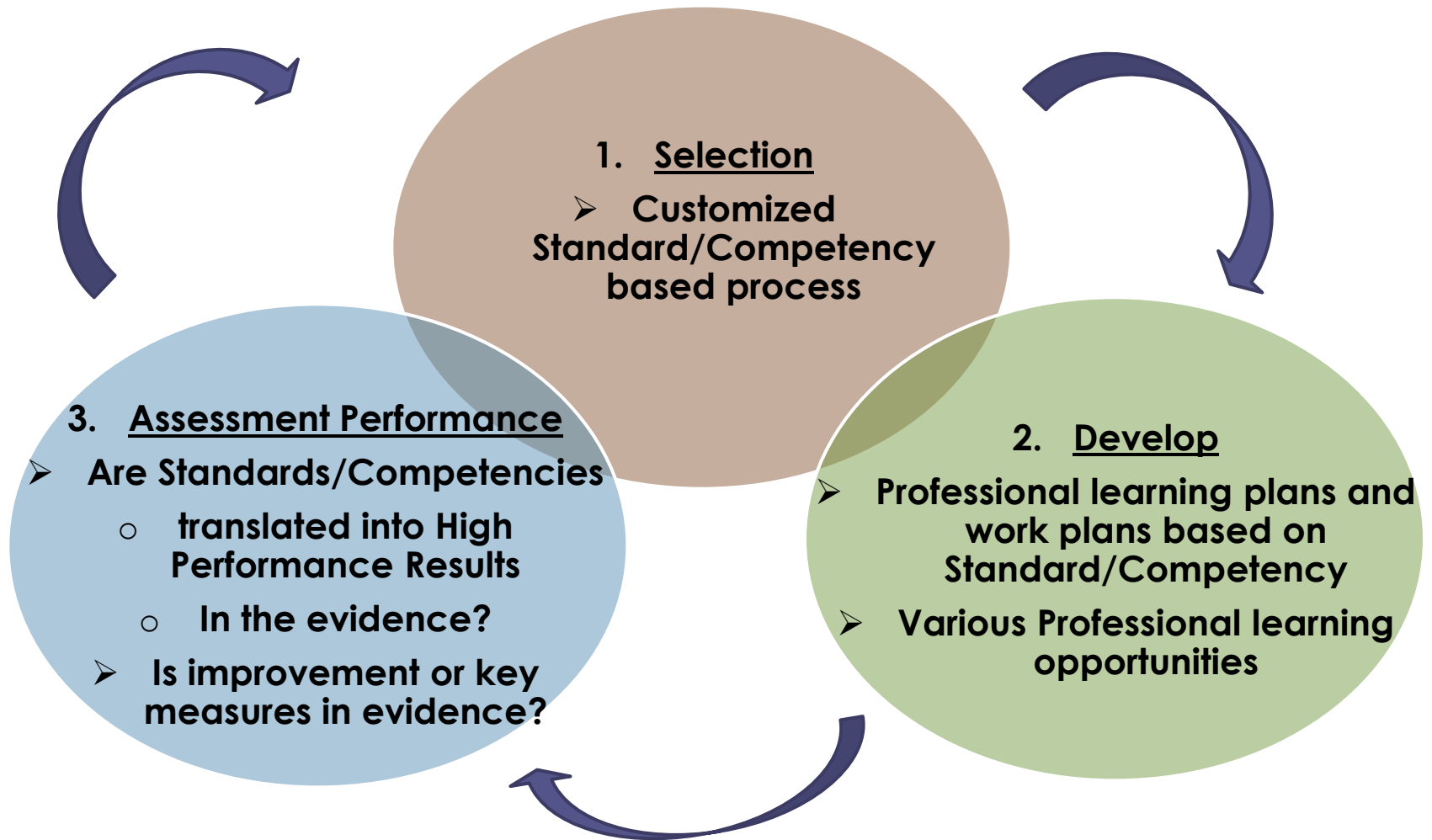
Aligning Human Resource Management with Instructional Improvement



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Selection - Succession Planning (Internal Candidates)

Definition

A systematic approach is essential to ensuring that an organization has a steady, reliable pipeline of talent that will meet the organization's future needs in leadership and other roles.

Role of Supervisor is Critical

The ability for the organization to select internal candidates is dependent on the skills, knowledge and talent of our current leaders to build capacity in those they supervise.

FUSD Succession Planning and Talent Management Tools

July					August					September				October					November					December						
					3	4	5	6	7		1	2	3	4				1	2	2	3	4	5	6			1	2	3	4
					10	11	12	13	14	7	8	9	10	11	5	6	7	8	9	9	10	11	12	13	7	8	9	10	11	
					17	18	19	20	21	14	15	16	17	18	12	13	14	15	16	16	17	18	19	20	14	15	16	17	18	
					24	25	26	27	28	21	22	23	24	25	19	20	21	22	23	23	24	25	26	27	21	22	23	24	25	
					31					28	29	30			26	27	28	29	30						28	29	30	31		

January					February					March					April					May					June					
				1	1	2	3	4	5	1	2	3	4	5				1	2	3	4	5	6	7			1	2	3	4
4	5	6	7	8	8	9	10	11	12	8	9	10	11	12	5	6	7	8	9	10	11	12	13	14	7	8	9	10	11	
11	12	13	14	15	15	16	17	18	19	15	16	17	18	19	12	13	14	15	16	17	18	19	20	21	14	15	16	17	18	
18	19	20	21	22	22	23	24	25	26	22	23	24	25	26	19	20	21	22	23	24	25	26	27	28	21	22	23	24	25	
25	26	27	28	29						29	30	31			26	27	28	29	30	31					28	29	30			

- Assist. Supt., HR Leaders, SSS staff and Admin. Analyst - 12:00-1:30
- Assist Supt. submit rating on site leaders to Admin Analyst
- Supt. meetings - 9:30 - 12:30
- Ex. Cabinet reviews positions
- Ex. Cabinet members submit succession planning chart and individual profile of top talent to HR

FUSD Succession Planning and Talent Management Tools

For each position, list the current leader and identify people who you believe are good candidates to backfill for that position, beginning with yourself as the Principal. Consider people at your site, other FUSD schools, the district office, or other districts. If none come to mind, leave the box blank

Principal
<i>Current Leader</i>
<i>Ready Now</i>
<i>Ready in 6-12 months</i>

Vice Principal(s)
<i>Current Leader(s)</i>
<i>Ready Now</i>
<i>Ready in 6-12 months</i>

FUSD Succession Planning and Talent Management Tools

Assessment Tool (Due: October 1, December 1, February 1, and April 1)

Reviewer: _____

Date: _____

Name	Position	School	Leadership Style: HQ Instruction, Manager, Safety/Climate, or Socio/emotional)	Skillful Supervision and Evaluation	Using Evidence to Improve Instruction	Decision Making Managing Change	Appropriately Allocating Resources	Effective Communication	Leadership Strength	Promotion Ready	Evidence or Comments
4		3			2					1	
<u>Demonstrates Expertise:</u> exceptional performer, consistently exceeds more than one standard		<u>Meets Standard:</u> strong performer, meets or may sometimes exceed expectations in more than one standard			<u>Growth Expected:</u> average performer, meets most elements of each standard but at times does not meet all elements of each standard, provide professional learning					<u>Does Not Meet Standard:</u> weak performer, develop and implement work plan	
Ready now		Ready within 6 to 12 months			Possibly ready within 1-3 years					Not ready	

FUSD Succession Planning and Talent Management Tools

Individual Comparison Report: (Nov 16, Dec 18, Jan 15, June 18 Supt Meetings)

Sorted by School's Overall Average Leadership Rating	Level	Reviewer	Type of Leader	Leadership Rating						Promotion ready?	Years in position at that school	Student Achievement						Suspensions IPH	Expulsions IPH	Accomplishments	Potential Promotion Position and Location	Support Needed
				Average Rating	Supervision and Evaluation	Using Data to Improve Instruction	Decision Making and Managing Change	Appropriately Allocating Resources	Effective Communication			API 2008	API Change (20+ change)	ELA Percent Proficient	ELA Change	Math Percent Proficient	Math Change					
Site A	e			3.40	3.00	3.00	3.67	3.67	3.67			721	↑ 103	33.8%	→ 2.4	37.5%	↑ 6.7					
Leader 1	e	Sue	HQ Instruction	4.00	4.00	4.00	4.00	4.00	4.00	✓ 4.00	3.4	721	↑ 103	33.8%	→ 2.4	37.5%	↑ 6.7					
Leader 2	e	Sue	Manager	3.00	2.00	2.00	4.00	4.00	3.00	✗ 2.00	4.9	721	↑ 103	33.8%	→ 2.4	37.5%	↑ 6.7					
Leader 3	e	Sue	Safety/Climate	3.20	3.00	3.00	3.00	3.00	4.00	⚠ 3.00	2.9	721	↑ 103	33.8%	→ 2.4	37.5%	↑ 6.7					
Site B	e			3.20	2.50	3.50	3.00	3.50	3.50			667	→ 16	24.8%	↑ 5.8	32.9%	↑ 8.3					
Leader 5	e	Elva	Manager	3.00	2.00	3.00	3.00	4.00	3.00	✗ 2.00	3.5	667	→ 16	24.8%	↑ 5.8	32.9%	↑ 8.3					
Leader 6	e	Elva	HQ Instruction	3.40	3.00	4.00	3.00	3.00	4.00	✓ 4.00	7.3	667	→ 16	24.8%	↑ 5.8	32.9%	↑ 8.3					
Site C	e			3.10	2.50	3.50	3.00	3.50	3.00			655	↑ 22	31.9%	→ 3.2	44.0%	→ 4.1					
Leader 8	e	Elva	Manager	3.20	2.00	4.00	3.00	4.00	3.00	✗ 2.00	2.8	655	↑ 22	31.9%	→ 3.2	44.0%	→ 4.1					
Leader 9	e	Elva	Soc/Emotional	3.00	3.00	3.00	3.00	3.00	3.00	✗ 2.00	4.6	655	↑ 22	31.9%	→ 3.2	44.0%	→ 4.1					

Benefits of New Structure

- ❑ Integrated with Human Resource System (Lawson)
- ❑ Each piece of information complements the others. 360 degree feedback.
- ❑ Web-based data gathering
- ❑ Consistent reporting structures
- ❑ Dashboard capable
- ❑ Same platform as evolving student system enabling correlation between employee and student data
- ❑ Information-Driven Decision Making

Mastery, Assessment and Professional development (MAP)

MAP is a system designed to:

- Assist Learners with mastery of a set of standards, concepts, and topics
- Assess Learners as it relates to their progress towards mastery
- Provide information, feedback and resources to Learners that is necessary to progress towards mastery
- Provide information, feedback and resources to Mentors/Teachers to aid Learners in achieving mastery

MAP for Staff

MAP for Staff will help Fresno Unified:

- ❑ Develop Individual Learning Plans
- ❑ Develop skills and knowledge online and face-to-face
- ❑ Cluster Learners according to their level of mastery
- ❑ Identify clusters and tailor professional development to the needs/challenges of each cluster
- ❑ Roll-up data into Dashboard information across a grade level, school, department or the district
- ❑ Create MAP packages for Credentialed, Classified, Service, Substitutes, and Part-time Staff



MAP for Staff

Address Professional Development and Success Planning for Leadership based on:

- Skillful Supervision and Evaluation
- Using Evidence to Improve Instruction
- Decision making and Managing Change
- Appropriately Allocating Resources
- Effective Communication
- Service to Sites