November 17, 2015

TO: The Honorable Brian De Lima  
Chairperson, Human Resources Committee  

FROM: Kathryn S. Matayoshi  
Superintendent  

SUBJECT: Presentation on the Department of Education’s Scorecard (Measuring Progress against the Desired Outcomes of the Board of Education and Department of Education’s Joint Strategic Plan) for Goal 2 (Staff Success)

1. DESCRIPTION

The Department of Education and Board of Education have a shared Strategic Plan. The Department reports to the Board periodically on progress on the strategic plan by goal area.

2. REPORT

The Office of Human Resources and Office of Strategy, Innovation and Performance will provide a report on the Strategic Plan Goal 2 Scorecard metrics.

KSM:BAK:je  
Attachments  
c: Deputy Superintendent  
Office of Strategy, Innovation and Performance  
Office of Human Resources
### State of Hawaii Department of Education

#### Strategic Plan Scorecard - Goal 2: Staff Success

#### November 2015

<table>
<thead>
<tr>
<th>Metric</th>
<th>Current Value</th>
<th>Previous Value</th>
<th>Target Value</th>
<th>Percentage Point Change Since Previous Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly qualified teachers</td>
<td>92%</td>
<td></td>
<td></td>
<td>0.0</td>
</tr>
<tr>
<td>Highly effective teachers</td>
<td>36%</td>
<td></td>
<td></td>
<td>20.0</td>
</tr>
<tr>
<td>New teachers receiving training and support</td>
<td>95%</td>
<td></td>
<td></td>
<td>2.0</td>
</tr>
<tr>
<td>Employee retention</td>
<td>92%</td>
<td></td>
<td></td>
<td>-0.5</td>
</tr>
<tr>
<td>Teacher ratings and improvement plans</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrator ratings and improvement plans*</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional development alignment</td>
<td>97%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student perception of their learning experience</td>
<td>73%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership development (# of participants)</td>
<td>85</td>
<td></td>
<td></td>
<td>-2.0</td>
</tr>
<tr>
<td>Leadership placement (# ACE and alt. cert. placements)*</td>
<td>42</td>
<td></td>
<td></td>
<td>-2.0</td>
</tr>
<tr>
<td>Leadership skills training</td>
<td>100%</td>
<td></td>
<td></td>
<td>0.0</td>
</tr>
<tr>
<td>Schools with academic review teams</td>
<td>98%</td>
<td></td>
<td></td>
<td>0.2</td>
</tr>
</tbody>
</table>

**Measures Pending:**
- Sufficient hiring pool
- New non-certificated employees receive effective orientation training

Presentation on the Department of Education’s Scorecard (measuring progress against the desired outcomes of the Board of Education and Department of Education’s Joint Strategic Plan) for Goal 2 (staff success)

A Presentation to the
Board of Education Human Resources Committee

November 17, 2015
Goal 2: Staff Success

The DOE has a high-performing culture where employees have the training, support, and professional development to contribute effectively to student success.
2A Objective and Strategies

Objective:
The DOE effectively recruits, retains, and recognizes high-performing employees.

Strategies:
I. Revise recruiting policies, practices, and procedures to improve the quantity and quality of DOE job applicants
II. Develop alternative certification paths for teachers and administrators
III. Develop programs that recognize and reward deserving employees based on their contribution to student achievement
IV. Fully implement beginning teacher induction and mentoring standards
V. Provide effective orientation programs for all non-certificated and classified personnel and supervisory training for all new supervisors
Scorecard: How to Read

Current Value

92%

Percentage Point Change Since Previous Year

0.0
Effective teaching: Increase percentage of highly qualified teachers, and increase percentage of teachers rated as “highly effective” beginning in 2014

**Metric Definition:** Percentage of all teachers deemed highly qualified according to federal standards. A teacher who holds at least a bachelor's degree, has obtained full state certification, and has demonstrated knowledge in the core academic subjects he or she teaches is designated highly qualified.

**Highly Qualified Teachers**

- **92%**
- **0.0**
- **95%**

**Metric Definition:** Percentage of teachers who receive a "highly effective" for their annual EES Rating

**Highly Effective Teachers**

- **36%**
- **20.0**
- **40%**
Training and support: 100% of new teachers receive induction and mentoring support, and 100% of new non-certificated employees receive effective orientation training by 2015

Metric Definition: Percentage of new teachers who reported meeting with a mentor for at least one hour, four times per month

New Teachers Receiving Training and Support

95%
Reduce voluntary employee turnover

**Metric Definition:** Percentage of Hawaii Department of Education employees employed on Oct. 1st who remained with the department through the following 12 months

**Employee Retention**

- 92%
- 100%

-0.5 ↓
2B Objectives and Strategies

**Objective:**
Training and professional development for all DOE employees supports student learning and school improvement.

**Strategies:**

I. Provide all teachers with evaluation and feedback based on student growth and teaching practice that guide professional development opportunities designed to support student achievement and learning

II. Provide all administrators with information and feedback based on student growth and school effectiveness that guide performance improvement opportunities designed to support student achievement and school improvement

III. Develop the new Professional Development Management System (PDMS) to manage professional development activities across the DOE
100% of teachers receive rating on performance evaluation and establish improvement plan by 2014

Metric Definition: Percentage of eligible teachers who receive an annual performance rating
100% of administrators receive rating on performance evaluation and establish improvement plan by 2014

Metric Definition: Percentage of eligible principals who receive an annual performance rating

Administrator ratings and improvement plans* 100%

100% of professional development (PD) courses are aligned to support student achievement and school effectiveness as reported in pre-and post-course evaluations

**Metric Definition:** Percentage of professional development courses in PDE3 that are aligned to support student achievement and school effectiveness as reported in pre- and post-course evaluations.

**Professional development alignment**

97%

100%
Increase the number and percentage of students that rate their learning experience as exceptional

Metric Definition: Percentage of middle school and high school students who respond positively (by stating they "completely agree," "strongly agree," or "agree") to Question 19 of the School Quality Survey -- "I am satisfied with the quality of teaching most of my teachers provide at school."

Student perception of their learning experience: 73%
2C Objective and Strategies

Objective:
Leadership across the DOE has the capacity to implement systemic change, including adapting and innovating; modeling optimism and fairness; overseeing school transformation, and student success.

Strategies:
I. Develop a “grow your own” career ladder program for future leaders that identifies, prepares, and places leaders in positions to support student success at an organizational level

II. Build leadership capacity within the DOE by providing targeted professional development, including change management training

III. Fully implement and support school-based teams of teachers and leaders (academic review teams) that guide instructional development strategies at the school and Complex levels
Increase number of participants in pilot career development / ladder system

**Metric Definition:** Number of participants in Teacher Leader Academy (TLA) and the Certification Institute for School Leaders (CISL, formerly ACE)

**Leadership development (# of participants):**

- **85**
- **75**

**Change:** -2.0
Increase number of participants successfully placed in leadership positions

**Metric Definition:** Number of participants in the Certification Institute for School Leaders (CISL, formerly ACE) who earn either a full, temporary or provisional Initial School Administrator Certificate and then become vice principals in department schools.

**Leadership placement**

42 (# ACE and alt. cert. placements)*

50

100% of DOE leadership will be trained on leadership skills, including change management skills, that support the success of all students and schools.

**Metric Definition:** Percentage of DOE leadership trained on leadership skills.
100% of DOE schools have academic review team in place

Metric Definition: Percentage of schools implementing Academic Review Teams as reported by schools on the Field Assessment Survey

Schools with academic review teams 98%
Measures Pending

❖ Sufficient hiring pool
  *No data reasonably available. New metric pending.

❖ New non-certificated employees receive effective orientation training
  *No data reasonably available.
Questions?

Office of Human Resources
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