Superintendent's Report

Presented by Antwan Wilson, Superintendent

Presented to Board of Directors, OUSD

January 13, 2016

www.ousd.org   @OUSDnews

Our Vision

OUSD students will find joy in their academic experience while graduating with the skills to ensure they are caring, competent, fully-informed, critical thinkers who are prepared for college, career, and community success.

Our Mission

Oakland Unified School District (OUSD) will build a Full Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, every day.

I Am Oakland Unified

Our belief is that significant improvement in student outcomes is driven at the school level. Our every action centrally is in the service of one purpose: building quality community schools that prepare students for college, career, and community success.

EVERY STUDENT THRIVES! EVERY STUDENT THRIVES!

Superintendent's Report

- Strategic Planning Committee Update- Effective Talent Programs (Sourcing Year 1 Progress Highlights)

Strategic Planning Committee Update
Effective Talent Programs

Sourcing Year 1 Progress Highlights

Presented by Brigitte Marshall

January 13, 2016

Sourcing Sub-committee

How can we recruit effective talent that also represents our diverse student population?

Year 1 Outcomes:

Create mass interest in working with Oakland youth and pursuing a teaching career by maximizing the network of current staff, community partners, and community members to build up our talent pool, with particular attention to diversification to better reflect our student population.

Maintain dynamic and ongoing engagement of and support for broad-based talent pool.

Develop a comprehensive process designed to ensure consistent, equitable, and high quality hiring practices and successful engagement of candidates in the hiring process.

Sourcing
Year 1 Progress Highlights

Purpose + Action = Results!

Developing Our Employer Brand - the OUSD Value Proposition
- Online Presence - New Recruitment Website Coming Soon!

Growing and supporting our own teacher pipelines
- After School Programs - USF
- Student Teachers - NCTQ
- TK Literacy Tutors - Rainin Foundation
- OUSD Students - Teach.com
- Paraeducators – Alliant and Brandman Universities
- Non-traditional Teacher Candidates - Project Plus, UC Berkeley Center For Cities and Schools
  - Emergency Credentials
  - CBEST/CSET Tutoring
- Visiting Teachers - Spain and Mexico
- STIP Substitutes
- Substantial

Sourcing
Year 1 Progress Highlights

Consistent and High Quality Hiring Practices

- ○ Successful implementation of the new Article 12
  - Training for school-based personnel committees
  - Hiring Managers Tool Kit
  - Training videos
  - FAQs and other resources

Early Employee Experience Sub-committee

What practices can we improve upon, and build, to ensure an excellent early employee experience?

Year 1 Outcomes:

Improve the efficiency of OUSD employee onboarding.

Develop tools and resources to ensure an effective orientation experience for all new employees.

Design and pilot the OUSD new hire experience.

Create standard operating procedures for the onboarding/ orientation/ induction experience.

Early Employee Experience
Year 1 Progress Highlights

- Pre-employment Process
  - TrackVia
- Workday Implementation Automating Onboarding Process
Role Clarification and Process
  - Hiring Manager - Talent Division - Prospective Employee
- Training Videos for Hiring Managers
- Collaboration with Organizational Effectiveness and Culture
  - Teacher Induction
  - Onboarding and New Hire Orientation

Retention Sub-committee

How do we retain our most effective talent?

Year 1 Outcomes:

Gather and utilize employee data to inform retention strategies.

Build the capacity of OUSD leaders to be more effective people managers.

Develop structures and guidelines to support high quality teacher collaboration time.

Develop career and compensation pathways.

Retention
Year 1 Progress Highlights

- Workday - employee data
- Growth and Development Systems
  - TGDS and LGDS
  - Expansion of Peer Assistance and Review support
- Succession Planning
  - Talent Management Coaching for Principals
- Expanded Teacher Collaboration Time
  - Collecting Data on Current Models and Collaboration Time in Schools

Retention
Year 1 Progress Highlights

- Teacher and Principal Career Pathways
  - Year End Awards for Classified and Certificated Managers
  - Executive Principals
  - Career Development Opportunities
- Voluntary Transfer opportunities
- Leadership Competencies - Bellwether Education Partners and SFUSD
- Leadership Toward Excellence
- National Board Certification

Appendices

Effective Talent Programs Strategic Planning Committee
Full Recommendations
and Year 1 Outcomes

- Sourcing
- Employee Experience
- Retention

Sourcing Sub-committee

Charge

How Can We Recruit Effective Talent That Also Represents Our Diverse Student Population?

Recommendations

Create mass interest in working with Oakland youth and pursuing a teaching career by maximizing the network of current staff, community partners, and community members to build up our talent pool, with particular attention to diversification to better reflect our student population.

Year 1 Outcomes

Establish **workforce diversity goals.**

Establish **dynamic online presence** both internally and externally

Develop networks and partnerships for cultivating diverse employee pipelines including community organizations and partner agencies.

Convene two mass hiring and interest events to excite the Oakland community about the possibility of working with Oakland youth and a career in teaching

Sourcing Sub-committee

Charge

How Can We Recruit Effective Talent That Also Represents Our Diverse Student Population?

Recommendations

Maintain dynamic and ongoing engagement of and support for broad-based talent pool.

Year 1 Outcomes

Develop **proactive strategies to support candidates who face barriers to becoming teachers** (i.e., credential process, costs, supports for credential process)

Sourcing Sub-committee

Charge

How Can We Recruit Effective Talent That Also Represents Our Diverse Student Population?

Recommendations

Develop a comprehensive process designed to ensure consistent, equitable, and high quality hiring practices and successful engagement of candidates in the hiring process.

Year 1 Outcomes

Develop **hiring tools and quality training** for hiring managers and personnel committees.

Early Employee Experience Sub-committee

Charge | What Practices Can We Improve Upon, and Build, to Ensure an Excellent Early Employee Experience?

Recommendations

Improve the efficiency of OUSD employee onboarding.

Year 1 Outcomes

Maximize the use of existing tools and resources to **improve onboarding efficiency**

Launch interim website for electronic submission of onboarding paperwork by employees and hiring managers

Prepare for November Workday "go-live" to **launch web-based, paperless onboarding experience** for 2016-17

Early Employee Experience Sub-committee

Charge

What Practices Can We Improve Upon, and Build, to Ensure an Excellent Early Employee Experience?

Recommendations

Develop tools and resources to ensure an effective orientation experience for all new employees.

Year 1 Outcomes

Distribute a **new hire checklist** to all managers/principals

Integrate the tools into district leaders' professional development

Early Employee Experience Sub-committee

Charge

What Practices Can We Improve Upon, and Build, to Ensure an Excellent Early Employee Experience?

Recommendations

Design and pilot the OUSD new hire experience.

Year 1 Outcomes

Implement **bi-weekly orientation sessions** beginning in 2015-16 school year

Design a mechanism for **new employee social engagement**

Design **induction activities** to integrate new employees into the culture of OUSD

Early Employee Experience Sub-committee

Charge

What Practices Can We Improve Upon, and Build, to Ensure an Excellent Early Employee Experience?

Recommendations

Create standard operating procedures for the onboarding/ orientation/ induction experience.

Year 1 Outcomes

Clarify the **roles and expectations** for each department in the onboarding/orientation/ induction process.

Set norms for response time for onboarding/orientation/ induction activities

Measure employee satisfaction with onboarding/orientation/ induction experience

Retention Sub-committee

Charge — How Do We Retain Our Most Effective Talent?

Recommendations

Gather and utilize employee data to inform retention strategies.

Year 1 Outcomes

Articulate a set of **staff retention goals** for the district and **use Workday to measure and evaluate progress** against the goals.

Design and implement **exit surveys**.

Determine other ways to **measure employee experience** (i.e., engagement surveys).

Scale up and refine Teacher and Leader Growth and Development Systems (TGDS and LGDS) and develop systems for other employee groups.

Retention Sub-committee

Charge | How Do We Retain Our Most Effective Talent?

Recommendations

Build the capacity of OUSD leaders to be more effective people managers.

Year 1 Outcomes

Implement talent management coaching models for site based and central office managers in relationship to the Leadership Growth Development System Framework.

Provide **training series to build people management skills** in relationship to the Leadership Growth Development System Framework.

Retention Sub-committee

Charge How Do We Retain Our Most Effective Talent?

Recommendations

Develop structures and guidelines to support high quality teacher collaboration time.

Year 1 Outcomes

Research different models for collaboration time at all school levels to share with schools

Develop a **plan for protected collaboration time** during the school day at all schools for the 2016-2017 school year.

Provide a **plan for training teacher leaders in adult learning theory and social emotional learning (SEL) to make sure collaboration time is effective** in 2016-2017 school year.

Retention Sub-committee

Charge | How Do We Retain Our Most Effective Talent?

Recommendations

Develop career and compensation pathways.

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Year 1 Outcomes

Identify and **analyze gaps in current system and career and compensation pathway structures**.

Identify best practices from comparable districts across the nation for career and compensation pathways.

Engage labor partners in collaborative discussions on career and compensation pathway designs.

Initiate a multi bargaining unit task force to develop recommended pathways.

EVERY STUDENT THRIVES!

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Community Schools, Thriving Students

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