TALENT MANAGEMENT:

The Key to Enhancing Educator Effectiveness

Executive Summary

American education is at a crossroads. Nationwide, districts are struggling with economic constraints, preparing for increased retirements within the workforce, and managing ever greater demands placed on individual educators and their schools. Simultaneously, student performance data is being measured and analyzed to a degree not seen prior, and results across the nation show the need for significant improvement in student outcomes.

School officials largely agree ensuring a great teacher in every classroom is a critical step toward addressing student achievement. Yet, amid budget cuts and increased federal and state regulations, the nation is also witnessing a teacher exodus. Research shows one in three teachers is considering leaving the profession, in part because of cuts to resources. [1]

Given these multiple challenges, how can districts stem attrition and improve teacher effectiveness? Federal grant programs, including Race to the Top (RttT), Teacher Incentive Fund (TIF) and Investing in Innovation (i3), point to the value of effective and efficient educator development as a key solution. Likewise, legislative initiatives in many states, as well as Federal ESEA flexibility waivers, also require innovation in talent management.

Educators who are empowered and engaged are more effective in the classroom and more likely to stay in the profession. Yet delivering these opportunities can be challenging, given the complexity of comprehensive talent management. One way to meet these demands is for districts to apply an integrated approach to talent management. Integrated talent management is a proven method that empowers educators, which in turn serves to improve achievement in the classroom. With integrated talent management, districts can deliver learning opportunities, track and manage performance, and turn dispirited educators into engaged and effective teachers.

[1] MetLife Inc. The MetLife Survey of the American Teacher. March 2012.

Education at the Crossroads

Teachers are the single most important school-related factor in student achievement, a district's very *raison d'etre.* Research and practical experience bears this out time and time again: among the short list of common themes in a McKinsey & Company 2007 analysis, *How the World's Best-Performing School Systems Come Out on Top,* the most important common denominator was that "the quality of an education system cannot exceed the quality of its teachers." According to research in the *2012 MetLife Survey of the American Teacher,* "teachers are widely acknowledged as the most important school-related factor influencing student achievement."[2]

Yet the outlook for teachers—and districts—is troubling:

- Every year, an estimated **157,000 teachers leave the profession.**

- Every year, **232,000 teachers change schools.**

- **Job satisfaction has dropped to its lowest level** in more than 20 years.

- Nearly **one in three teachers is considering leaving the profession,** in part because of cuts to resources.[3]

The statistics for turnover among new teachers are just as frightening. Some 20 percent of all new hires leave the classroom within three years. In urban districts, close to 50 percent of newcomers leave the profession during their first five years of teaching.[4] These predictions come at the same time as total public elementary and secondary enrollment in the United States is projected to set new records every year until 2019.[5]

[2] *Ibid.*

[3] *Ibid.*

[4] *The High Cost of Teacher Turnover. National Commission on Teaching and America's Future, 2007.*

[5] *U.S. Department of Education, National Center for Education Statistics. Digest of Education Statistics, 2010 (NCES 2011-015).*

Engaged Teachers Are Effective Teachers: Expanding Use of Differentiated Instruction

What do these statistics tell us? First, they speak to the fact that teachers face tremendous pressure today, from increasing disciplinary issues in the classroom to frozen salaries. Second, this educator exodus illuminates a level of unhappiness in the classroom that isn't being sufficiently mitigated by existing engagement and empowerment strategies. Third, this unhappiness threatens not only a district's continuity but effectiveness in the classroom—and thus student achievement.

There is hope, however. While districts can't control funding or parental attitudes toward discipline, they can change how they empower, engage, and retain teachers. Just as it's often difficult to see the forest through the trees, the key to engagement—and effectiveness—is already in use in the classroom. The

methodology of differentiated instruction, which has improved student achievement nationwide, provides the thinking, tools, and opportunities that can also empower and engage educators.

Like students, educators vary greatly in their backgrounds, interests, readiness, and preferred method of learning. Differentiated learning allows for personalized instruction whereby students—and now educators—can maximize growth and success via individualized content, product, process, and learning environment. New technology is key to making differentiated instruction both efficient and cost effective: software, video streaming, and online courses and forums allow instruction to more easily transcend the paradigm of "one size fits all" instruction and review.

Delivering Empowerment and Engagement Opportunities

Districts are embracing the differentiated instruction model as a way to engage and empower their educators—and subsequently improve both retention and classroom achievement. Yet some districts may be hesitant to do so because of concerns about the time, cost, and labor investment required to practice personalized learning and engagement. And rightly so: personalization can be more resource intensive—*if districts continue to rely on in-person and onsite learning opportunities, manual competency and professional development tracking, and paper-intensive processes.*

Instead, districts are turning to powerful technology to make differentiated instruction both effective and efficient. Technology, long considered the epitome of the impersonal, now offers one of the most effective ways to personalize empowerment and instruction opportunities. Differentiated instruction is feasible today, even amid stricter budgets and fewer resources, precisely because of technology's capability to provide one-on-one learning and personalized engagement opportunities.

Vanguard districts have discovered that *using software systems designed specifically for talent management* can provide these personalized, differentiated development opportunities. The learning management component of a talent management system allows districts to deliver highly customizable training, identify skill gaps, and create development plans that inspire and motivate.

However, talent management software offers more than just learning opportunities. Most effective talent management systems are integrated suites that cover the entire employee life cycle. They span an employee's development from the day they are hired, through ongoing training and performance measurement, all the way through planning for their future with the school or district. Like differentiated instruction programs, effective, integrated

talent management systems allow an organization to create, deliver, and manage personalized development programs that gather targeted feedback and recommendations for each employee.

With an integrated talent management system, a district can more efficiently engage and empower employees during all four stages of the career lifecycle:

- **Recruiting.** A talent management system's recruiting component allows districts to **more efficiently identify and assess highly qualified candidates, build skills and competencies** required for critical roles, **reduce time-to-effectiveness** for new hires, and **engage new education leaders** faster through social networks.

- **Developing.** With a learning management system, a key part of a talent management system, districts can **create, manage, and deliver personalized training and development programs** that bring together targeted, blended learning programs for every individual; **maintain compliance** by delivering and tracking mandatory training; **connect educators, coaches, and mentors;** and **grow future school and district leaders.**

- **Rewarding.** Compensation and performance tracking and management components help districts **conduct performance evaluations and observations** aligned to competency frameworks; **align individual goals with school, district, and state objectives;** and **reward top talent** with both compensation and development incentives.

- **Retaining.** Comprehensive talent management systems also **provide visibility into career paths, empower educators to create individual development plans** along the career lattice, and **help systematically identify and retain top talent** for critical district roles.

The result? Educators are nourished and engaged from day one in the classroom. Clear goals, career paths, training opportunities, and performance feedback serve to engage, motivate, and inspire teachers, who then do the same for students. Administrators easily gain insight into teacher performance as it relates both to student achievement and advancement, and HR departments can track compensation and competencies with little paperwork and in real time.

One District's Story:
San Francisco Unified School District

The San Francisco Unified School District (SFUSD) had a contract-based requirement to provide eight hours of professional development per year specifically for clerical staff and a compliance-based mandate to provide significant professional development to special education teachers and paraprofessionals. Challenges included the following:

- The district had no system in place to manage or track educational development programming.

- District leaders lacked an on-demand, consistent, or reportable system for determining which professional development modules had been started or completed.

- Administrators could not easily determine which employees were enrolled in programs, what an employee's progress was in a particular program, or who had completed programs.

- All of the necessary development programs were instructor-led (i.e., live) programs. Without an online method for registration and tracking, managing and reporting was cumbersome and not always up to date.

Working closely with Cornerstone OnDemand, SFUSD implemented a talent management system to address the challenges of compliance and educator empowerment in its special-education program.

SFUSD implemented Cornerstone OnDemand's Learning Cloud, transforming the way nearly 800 special education teachers and an equal number of paraprofessionals register for, complete, and track their training. Since its launch, the cloud-based learning management system has

- **empowered district leadership to track, in real time,** each teacher and paraprofessional's program participation and completion

- **helped SFUSD meet compliance requirements,** including being able to collect evidence that a specific employee was trained in a particular strategy, strengthening the district's legal defense in case of future compliance challenges

- **made reporting more efficient and effective**

- **given administrators greater insight** regarding necessary program adjustments

According to Cecelia Dodge, SFUSD's former assistant superintendent of special education, "The Cornerstone OnDemand platform helped us improve the skills and capabilities of our special education teachers and paraprofessionals in the district. Extending these proven development opportunities to all teachers and other employees in the district could help to improve educational outcomes for more students."

Summary: The Case for Talent Management Software

American education has a demonstrable need for an integrated approach to talent management to empower and retain teachers and address classroom performance. Integrated talent management, when applied to create learning, performance, and career opportunities, can help stem attrition and disengagement—thus improving teacher effectiveness and student achievement.

Expanding integrated talent management to include use of a software solution can greatly enhance a district's efficacy in supporting educators throughout their entire career lifecycle. Integrated talent management software reduces paperwork, streamlines learning, and provides the one-on-one connection designed to ultimately empower each employee. It can be configurable to meet a district's specific needs, easy to use, and accessible from any web browser, anytime, anywhere. Because its interface is designed to work as simply as a typical consumer website, a truly effective talent management solution for education systems can be used without any training.

The Next Step: How Can Cornerstone OnDemand Help Your District Empower Your Educators?

Cornerstone OnDemand has been empowering people worldwide since the introduction of web-enabled learning and talent development systems. Regardless of your organization's individual mission and unique focus, Cornerstone OnDemand can have an impact on—and help it begin to measure—several areas to improve the path toward greater educator effectiveness. These benefits can include:

- Elevated teacher and leadership performance

- Reduced administrative burden
- Minimized compliance risk
- Personalized development plans for administrators and teachers
- Quantified effectiveness of key staff development initiatives
- Greater compliance in delivering and reporting on mandated training

- Alignment of school and district goals with achievement tracking
- Increased impact of performance reviews for school leaders
- Boosted teacher and staff retention
- Increased knowledge-sharing within schools and across campuses and districts
- Informed data-driven decision-making about staff development
- Increased effectiveness of support teams that surround classroom instruction

Cornerstone welcomes the opportunity to continue the conversation and help you learn more about how an integrated talent management solution can empower your teachers, leaders and support staff to greater effectiveness.

About Cornerstone OnDemand

Cornerstone OnDemand is a leading global provider of a comprehensive learning and talent management solution. We enable organizations to meet the challenges they face in empowering their people and maximizing the productivity of their human capital. Our integrated software-as-a- service (SaaS) solution consists of the Cornerstone Recruiting Cloud, the Cornerstone Performance Cloud, the Cornerstone Learning Cloud, and the Cornerstone Extended Enterprise Cloud. Our clients use our solution to source and recruit top talent, develop employees throughout their careers, engage all employees effectively, improve business execution, cultivate future leaders, and integrate with their external networks of parents, volunteers, and partners. Visit us on the web at www.csod.com.