Empowering Effective Teachers
Project Report: Rewards & Recognition

Education Committee Meeting
February 7, 2012
Teacher Performance Compensation Is Making National Headlines

Tonight Is An Opportunity to Learn More About Performance Compensation in Pittsburgh

In Washington, Large Rewards in Teacher Pay

States push to pay teachers based on performance

The Boston Globe
Boston gives bonuses to teachers at improving schools

Awards at schools showing progress

...Tonight Is An Opportunity to Learn More About Performance Compensation in Pittsburgh
Rewards & Recognition Overview

**Our challenge:** Over 85% of our teachers said that student growth is one of many indicators of teacher effectiveness. However, less than 50% of teachers surveyed said that the District does a good job of recognizing and rewarding teachers hard work in growing student achievement.*

**Goal:** Strategic compensation is a powerful lever in transforming the teaching profession. Pittsburgh now offers a portfolio of opportunities (Rewards & Recognition) that recognize educators for exemplary results at four different levels: District, School, Team and Individual. These opportunities:

- Enhance the earnings potential for teachers who demonstrate student growth results or take on differentiated responsibilities;
- Improve retention, career satisfaction, and the recruitment of effective teachers;
- Inspire teachers to collaborate in new and different ways.

Owner: Jody Spolar & Cindi Muehlbauer

Lead: Marni Pastor

Key Support Resources: R&R Project Specialist (Ashley Varrato), Rewards & Recognition Advisory Council, Mathematica, Battelle for Kids

*April 16, 2011 RISE Survey of 1,600 PPS teachers
## Overview of Pittsburgh Rewards & Recognition Opportunities

### Pittsburgh Public Schools Rewards and Recognition Opportunities

<table>
<thead>
<tr>
<th>Level</th>
<th>Opportunity</th>
<th>Description</th>
<th>Launched</th>
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<tbody>
<tr>
<td><strong>District</strong></td>
<td><strong>Adequate Yearly Progress (AYP) Award</strong></td>
<td>In each year that the District attains AYP, teachers at the top step of the salary schedule receive a $1,000 reward.</td>
<td>2010-11</td>
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<td><strong>School</strong></td>
<td><strong>Students and Teachers Achieving Results (STAR)</strong></td>
<td>All Pittsburgh Federation of Teachers-represented staff at schools achieving significant growth compared to schools statewide earn an award of up to $6,000.</td>
<td>2011-12</td>
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<td><strong>Team</strong></td>
<td><strong>Promise-Readiness Corps (PRC) Cohort Award</strong></td>
<td>Teams of teachers that move a cohort of 9th graders to 11th grade on track to graduate Promise-Ready earn an award upon completion of a two year “loop” with their students.</td>
<td>2010-11</td>
</tr>
<tr>
<td><strong>Individual</strong></td>
<td><strong>Career Ladders</strong></td>
<td>Roles for effective teachers to take on leadership responsibilities, discover unique career pathways and earn between a $10,000 - $14,000 differential.</td>
<td>2010-11</td>
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<td></td>
<td><strong>New Teacher Salary Schedule</strong></td>
<td>A new salary plan where earnings potential for new teachers exceeds $100,000 for effective performance.</td>
<td>2010-11</td>
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<td></td>
<td><strong>Voluntary Incentive Earnings at Work (VIEW)</strong></td>
<td>Teachers who choose to participate earn awards up to $8,000 per year by demonstrating their ability to grow student achievement. Up to 225 teachers will participate in VIEW through the duration of the pilot.</td>
<td>Launch delayed</td>
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2010-11 Rewards & Recognition Recap

- Pittsburgh teachers ratify new Rewards & Recognition Opportunities in the 2010 Collective Bargaining Agreement
- PPS awarded Teacher Incentive Fund grant of $37 million…and completed a planning year
- Advisory Committee of over 50 teachers met monthly to design awards
- Determined approach to include four Special Schools in STAR
- Resequenced VIEW program launch to 2012-13
- Celebrated progress in July Showcase
# 2011-12 Progress – Bringing Awards from Design Phase to Implementation

<table>
<thead>
<tr>
<th>Award</th>
<th>Status</th>
<th>Notable Implementation Details</th>
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<tbody>
<tr>
<td>AYP Award</td>
<td>Paid – November 2011</td>
<td>• Data validation, inquiry process, mass communication</td>
</tr>
<tr>
<td>STAR</td>
<td>First payout – 2012 - 13</td>
<td>• Individual/group outreach efforts to raise awareness – 36 schools held staff meetings, STAR Special Review Panel</td>
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<tr>
<td>PRC Cohort Award</td>
<td>First payout – Spring 2012</td>
<td>• High complexity of award administration (data, VAM), additional business rules developed, managing teacher expectations</td>
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<tr>
<td>Career Ladders (CL)</td>
<td>11-12 CL teachers earning differentials</td>
<td>• 11-12 CL selection process launched, New roles (ITL2) offered, 5th Domain</td>
</tr>
<tr>
<td>New Teacher Salary Schedule (NTSS)</td>
<td>143 teachers on NTSS in 2011-12</td>
<td>• Thinking evolved re: timing / team to determine criteria for level decisions, working to develop or refresh other business rules</td>
</tr>
<tr>
<td>VIEW</td>
<td>Launch delayed</td>
<td>• Resequenced VIEW launch, engaging VIEW team in other applications of multiple measures for individual compensation</td>
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Schools are talking about STAR!

### K-5 Schools
- Allegheny
- Arsenal PreK-5
- Banksville
- Beechwood
- Concord
- Dilworth
- Faison
- Fort Pitt
- Fulton
- Grandview
- Liberty
- Lincoln
- Linden
- Miller
- Minadeao
- Morrow
- Phillips
- Roosevelt
- Spring Hill
- Weil
- West Liberty
- Whittier
- Woolslair

### K-8 and Middle Schools
- Allegheny
- Arlington
- Arsenal 6-8
- Brookline
- Carmalt
- Classical
- Colfax
- Greenfield
- King
- Manchester
- Mifflin
- Montessori
- Murray
- Northview
- Schaeffer
- Schiller
- South Brook
- South Hills
- Sterrett
- Stevens
- Sunnyside
- Westwood

### 6-12 and Secondary Schools
- Allderdice
- Brashear
- CAPA
- Carrick
- Langley
- Milliones
- Obama
- Oliver
- Perry
- Sci-Tech
- Westinghouse

### Special Schools
- Conroy
- McNaugher
- Pioneer
- Pittsburgh Gifted Center
- Student Achievement Center

### Key
- 🌟 36 schools have taught their staff about STAR
- 🌟 18 schools shared plans to teach their staff about STAR
- 🌟 7 schools have not shared a plan to teach their staff about STAR
Many Districts have tried to implement a performance pay system...and failed. Great programs are important, high quality systems/processes are also required.

- Website
- Communication / Reporting Templates
- Inquiry process / WebHelpDesk
- Recognition Bank
- Face-to-face communications with Teachers and Principals

High quality PBCS implementation

- Dedicated team in Human Resources
- Clear, measureable goals
- Cross-functional central office support
- Teacher Advisory Committee

Team

Systems, Processes and Data

- Data systems architecture
- Technical specifications and data quality assurance
- Administrator handbooks
- Easy data access / use

Communications

Programs
Challenges and Risks: Communications, communications, and did we mention communications?

Both the perception of Rewards & Recognition opportunities and their potential to transform culture hinge on good communications and engagement.

Current challenges:
- VIEW decision
- Achieving full awareness of STAR
- Delayed payout of PRC awards
- Implementing performance pay during a budget crisis (i.e., messaging, award payouts for furloughed staff)

Anticipated challenges:
- Promise-Readiness Corps value-added and award payouts
- Establish STAR as a motivational vehicle for schools, teachers
- Potential PA AYP Target Freeze
- Level advancement on the new teacher salary schedule
- Long-term program sustainability
We’ve learned a lot this year

http://www.youtube.com/watch?v=K7DCcFw0itM
## Next Steps and Priorities

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<tr>
<th>Date</th>
<th>Milestone</th>
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<tbody>
<tr>
<td>March 30</td>
<td>First PRC Awards paid</td>
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<tr>
<td>June 14</td>
<td>Full Advisory Committee Meeting</td>
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<td>July 1</td>
<td>Second Annual Report to TIF (preliminary)</td>
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<th>Remainder of 2011-12</th>
<th>By Beginning of 2012-13</th>
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<tr>
<td>• PRC Award payouts</td>
<td>• Electronic communications</td>
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<tr>
<td>• Survey (awareness/perception data)</td>
<td>• Updated handbooks</td>
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<tr>
<td>• Business rule updates: Absences, AYP,</td>
<td>• STAR as motivational vehicle</td>
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<tr>
<td>Furloughs, New Salary Schedule</td>
<td>• Plan for level advancement on the new salary schedule</td>
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