



The Pathway to the Promise.™

Empowering Effective Teachers Project Report: Rewards & Recognition

Education Committee Meeting
February 7, 2012

Teacher Performance Compensation Is Making National Headlines

USA TODAY
States push to pay teachers based on performance
Posted 4/8/2010 7:27 PM | Comment | Recommend

The Boston Globe
Boston gives bonuses to teachers at improving schools
Awards at schools showing progress

E-mail

The New York Times

In Washington, Large Rewards in Teacher Pay



Shannon Jensen for The New York Times

got a large raise after earning the rating "highly effective" for two years in a

...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

Overview of Pittsburgh Rewards & Recognition Opportunities

Pittsburgh Public Schools Rewards and Recognition Opportunities

Level	Opportunity	Description	Launched
District	Adequate Yearly Progress (AYP) Award	In each year that the District attains AYP, teachers at the top step of the salary schedule receive a \$1,000 reward.	2010-11
School	Students and Teachers Achieving Results (STAR)	All Pittsburgh Federation of Teachers-represented staff at schools achieving significant growth compared to schools statewide earn an award of up to \$6,000.	2011-12
Team	Promise-Readiness Corps (PRC) Cohort Award	Teams of teachers that move a cohort of 9 th graders to 11 th grade on track to graduate Promise-Ready earn an award upon completion of a two year "loop" with their students.	2010-11
Individual	Career Ladders	Roles for effective teachers to take on leadership responsibilities, discover unique career pathways and earn between a \$10,000 - \$14,000 differential.	2010-11
	New Teacher Salary Schedule	A new salary plan where earnings potential for new teachers exceeds \$100,000 for effective performance.	2010-11
	Voluntary Incentive Earnings at Work (VIEW)	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.	Launch delayed

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

Award	Status	Notable Implementation Details
AYP Award	<ul style="list-style-type: none"> • Paid – November 2011 	<ul style="list-style-type: none"> • Data validation, inquiry process, mass communication
STAR	<ul style="list-style-type: none"> • First payout – 2012 - 13 	<ul style="list-style-type: none"> • Individual/group outreach efforts to raise awareness – 36 schools held staff meetings, STAR Special Review Panel
PRC Cohort Award	<ul style="list-style-type: none"> • First payout – Spring 2012 	<ul style="list-style-type: none"> • High complexity of award administration (data, VAM), additional business rules developed, managing teacher expectations
Career Ladders (CL)	<ul style="list-style-type: none"> • 11-12 CL teachers earning differentials 	<ul style="list-style-type: none"> • 11-12 CL selection process launched, New roles (ITL2) offered, 5th Domain
New Teacher Salary Schedule (NTSS)	<ul style="list-style-type: none"> • 143 teachers on NTSS in 2011-12 • 14-15 Level Decisions 	<ul style="list-style-type: none"> • Thinking evolved re: timing / team to determine criteria for level decisions, working to develop or refresh other business rules
VIEW	<ul style="list-style-type: none"> • Launch delayed 	<ul style="list-style-type: none"> • Resequenced VIEW launch, engaging VIEW team in other applications of multiple measures for individual compensation

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

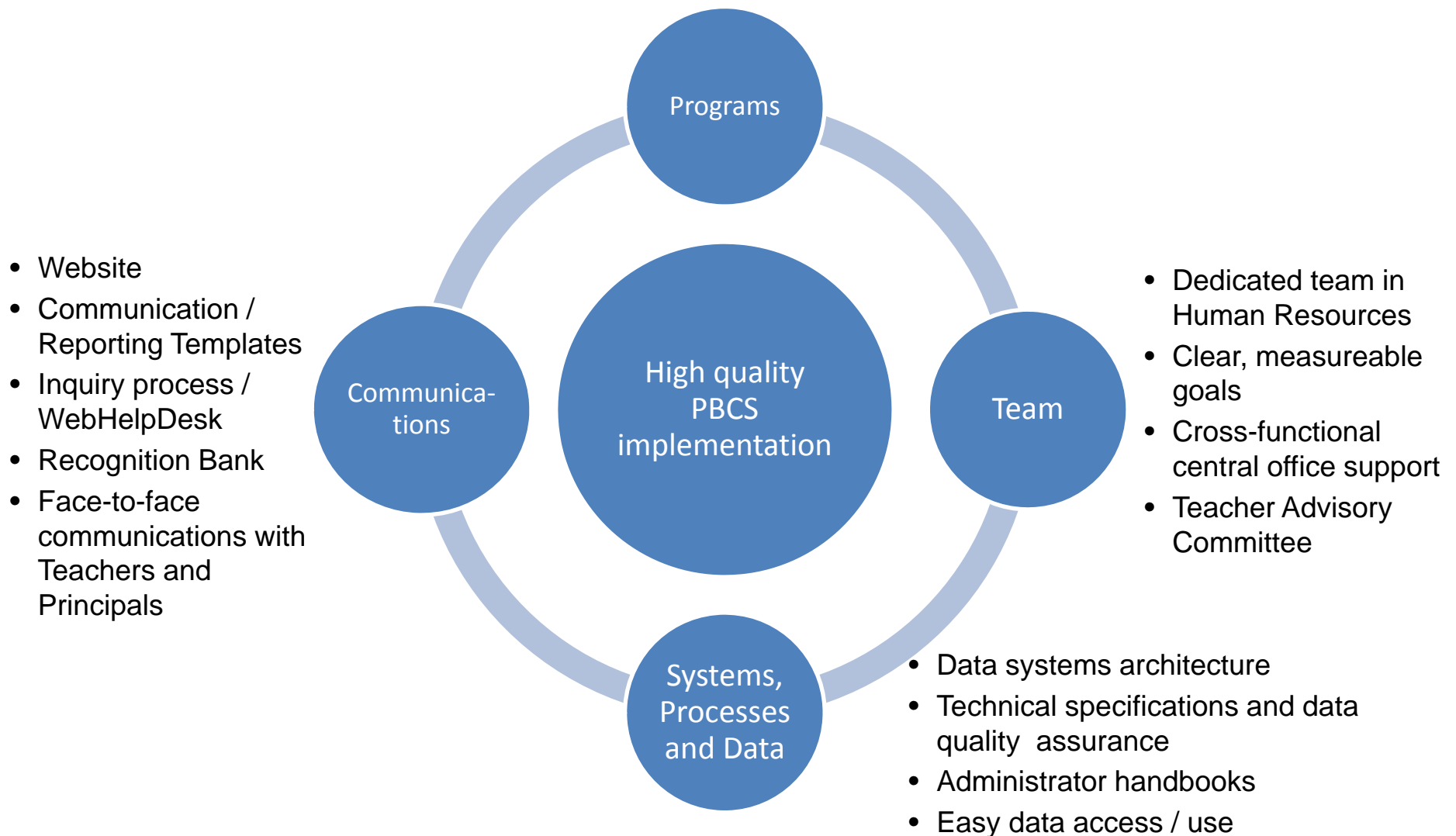
6-12 and Secondary Schools	
	Allderdice
	Brashear
	CAPA
	Carrick
	Langley
	Milliones
	Obama
	Oliver
	Perry
	Sci-Tech
	Westinghouse

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.



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

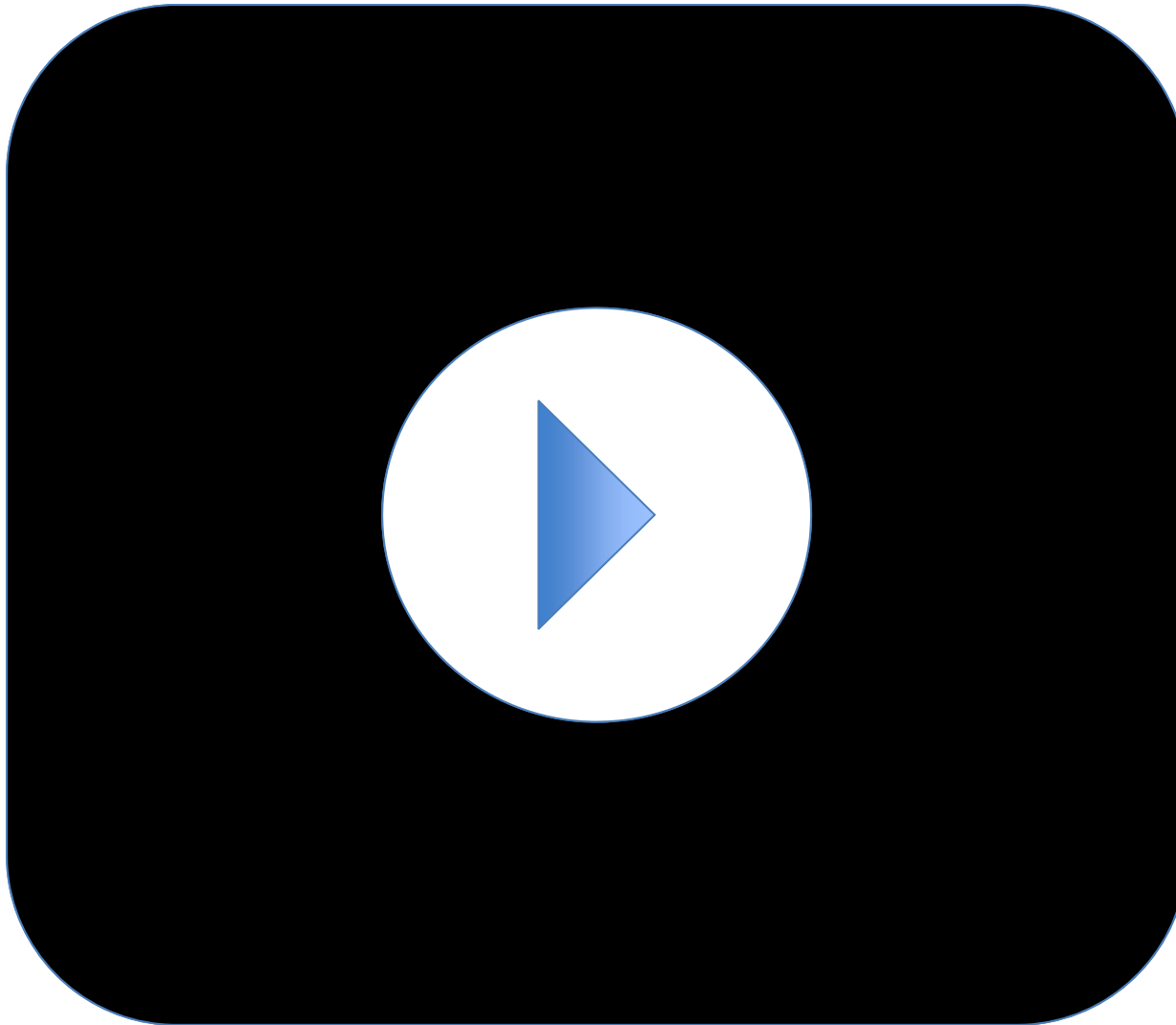
Current challenges:

- 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

Next Steps	Date	Milestone
	March 30	First PRC Awards paid
	June 14	Full Advisory Committee Meeting
	July 1	Second Annual Report to TIF (preliminary)
Priorities	Remainder of 2011-12	By Beginning of 2012-13
	<ul style="list-style-type: none"> • PRC Award payouts • Survey (awareness/perception data) • Business rule updates: Absences, AYP, Furloughs, New Salary Schedule 	<ul style="list-style-type: none"> • Electronic communications • Updated handbooks • STAR as motivational vehicle • Plan for level advancement on the new salary schedule