

## Strategic Talent Management Syllabus

### **Course Description:**

The Strategic Talent Management course offers best practices, suggestions, and resources to help school principals more efficiently and effectively manage their teacher workforce. Specifically, participants will gain a comprehensive understanding of principles and practices associated with strategic talent management, delivered through four course modules: (1) strategic hiring, (2) strategic assignment, (3) teacher support and professional development, and (4) strategic retention. Each course module will focus on the principles, phases, and key questions of strategic talent management, with a particular emphasis on using data for talent management decision making. By the end of this course, participants should have a better idea of evidence-supported practices and how to implement them in their schools.

The course is divided into four online modules with required readings, self-reflection, and summative activities. The goal is to apply lessons from the readings into the activities to have you leave the course with a portfolio of documents to support applying strategic thinking to your school context. Honest, genuine reflection is desired as it will add depth to setting and achieving goals. Try to relate as much of the reading to your own experience and context whenever possible.

### **Learning Objectives:**

<b>Module</b>	<b>After this module, participants will be able to:</b>	<b>Questions to think about during this module</b>
Module 1: Strategic Hiring	<ul style="list-style-type: none"> <li>• Describe the key principles of strategic hiring</li> <li>• Analyze data on grade-level or subject area teacher effectiveness to identify hiring needs</li> <li>• Establish hiring goals for their school</li> <li>• Develop a hiring protocol for their school</li> </ul>	<ul style="list-style-type: none"> <li>• What information do principals normally use to make hiring decisions?</li> <li>• When and how might principals determine their hiring goals for a school year?</li> <li>• What strategic questions do effective principals use to hiring effective teachers?</li> </ul>
Module 2: Strategic Assignment	<ul style="list-style-type: none"> <li>• Describe key principles of strategic assignment</li> <li>• Identify and articulate assignment goals and priorities for their school</li> <li>• Analyze teacher evaluation data to identify if there is:               <ul style="list-style-type: none"> <li>○ An inequitable distribution of teachers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• How are teachers assigned to grade-levels, subject areas, and/or students in your school?</li> <li>• What types of data do principals generally use when making</li> </ul>

	<ul style="list-style-type: none"> <li>○ A concentration of novice teachers in particular grade-levels or subject areas</li> <li>○ Differential performance by grade-level or subject area team</li> </ul>	<p>teacher assignment decisions?</p> <ul style="list-style-type: none"> <li>• How do principals and leadership teams evaluate teacher assignment decisions?</li> </ul>
Module 3: Strategic Support and Professional Development	<ul style="list-style-type: none"> <li>• Use teacher evaluation indicators to identifying needs for individual teacher, grade levels/subject areas, and the whole school</li> <li>• Develop data-informed plans for creating “job-embedded professional learning”</li> <li>• Evaluate teacher professional development sessions</li> </ul>	<ul style="list-style-type: none"> <li>• How are teacher evaluation indicators used to support individual teachers in your school?</li> <li>• How are teacher evaluation indicators used to support grade level or subject area teams in your school?</li> </ul>
Module 4: Strategic Retention and Intervention	<ul style="list-style-type: none"> <li>• Develop a plan to strategically retain highly effective teachers.</li> <li>• Assess teacher support needs and identify teachers in need of strategic intervention using multiple sources of data.</li> <li>• Construct and implement intervention plans that include evidence-based areas of challenge or struggle, recommended actions, a timeline and monitoring plan, and expected measurable outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• What strategies do you use to retain your most effective teachers?</li> <li>• How do you intervene when you notice a teacher is struggling?</li> <li>• How do you use teacher evaluation and effectiveness data to identify teachers who are performing well and teachers who need additional support?</li> <li>• How do you provide ongoing and constructive feedback to your teachers to ensure they feel supported? OR How do you provide ongoing and constructive feedback and support to your teachers to ensure that they are developing (or growing)?</li> </ul>

### **Course Structure:**

Begin the course by reviewing the information on the Course Overview page. Each Module should take roughly the same amount of time with an estimated 3 – 5 hours of concentrated time over the span of 1 week. Even though you can work through the Modules in any order, we recommend going through them in the order they are presented. We also strongly recommend completing the assignments for each Module in order as they build upon one another and prepare you for the summative activity.

Each Module has the following:

- Learning Objectives: Each module begins by stating the learning objectives and presenting questions to consider throughout the module.
- Animated Video Introduction: There will be a video previewing the big lessons of the module.
- Overview of Principles: Each module has guiding principles that inform the strategic thinking for the particular process.
  - Quick Read: There will be a mixture of either briefs or short articles that explain specific aspect of a principle.
  - Reflection: There will be assignments usually requiring participants to reflect on their own school and experience.
- Summative Activity: Each module ends with a summative activity applying the lessons of the module.

### **Recommended Pacing Assignment Schedule**

<b>Week</b>	<b>Module and Topic</b>	<b>Formative Activities</b>	<b>Summative Assignment</b>
1	Strategic Hiring	<ul style="list-style-type: none"><li>• Hiring Timeline</li><li>• Self-Assessment Tool: Hiring</li><li>• Case Study</li><li>• Creating a hiring committee</li><li>• Creating strategic interview questions</li><li>• Picking indicators for teaching observations</li></ul>	<ul style="list-style-type: none"><li>• Creating a strategic hiring plan for your school</li></ul>
2	Strategic Assignment	<ul style="list-style-type: none"><li>• Self-Assessment Tool: Assignment</li></ul>	<ul style="list-style-type: none"><li>• Using data to assign teachers more equitably</li></ul>
3	Strategic Professional Development and Support	<ul style="list-style-type: none"><li>• Strategic Support and Professional Development Reflection</li></ul>	<ul style="list-style-type: none"><li>• Using data to identify areas for professional development and support</li></ul>
4	Strategic Intervention and Retention	<ul style="list-style-type: none"><li>• Strategic Intervention and Retention Reflection</li></ul>	<ul style="list-style-type: none"><li>• Case study on intervention and retention</li></ul>