Talent Management System - *Operational Plan*

> The talent management team identifies beliefs, competencies, skills, and certifications needed for various staffing positions.

PRACTICE 3

PREPARATION (Indicator 3a - Focusing of Recruitment for Staff Beliefs/Purpose)

GETTING AWARE
Building and district instructional leaders review information about educator beliefs (including personal and organizational growth, education as a career, student potential, and equity considerations) and develop collaborative definitions that will be used within the district to make selection decisions for staff relative to positions, roles, and groups.

GETTING READY
Building and district instructional leaders engage in instructional observation to look for ways to identify and document observable qualities of individuals and their work relative to district-based definitions of beliefs.

PROGRESS INDICATORS

GETTING STARTED
The talent management team identifies and documents individual and collective beliefs addressing issues relevant to the mission and vision of the district, including beliefs about the expectations of students, the ability of the school to support student needs, and expected role and actions of educators and other staff.

GETTING BETTER
The talent management team develops indicators and screening questions or observation protocols that demonstrate the documented set of beliefs relevant to the vision and mission of the district, and uses these for staff selection for specific roles.

KEEP IMPROVING
The talent management team utilizes belief statements within selection and screening for employment and placement of staff. Data from indicators around beliefs are reviewed regularly for refinement of beliefs and related tools.

PREPARATION (Indicator 3b - Focusing on Identifying Skills and Competencies)

GETTING AWARE	District and building leaders review information about relevant competencies and skills for educators and non-instructional staff. Strategies are identified for observing competencies and skills through examples of instructional and educator work.

GETTING READY	Building and district leaders use observation strategies for identifying skills and competencies and engage in an initial inventory of these qualities of current instructional staff within the district. Similar strategies are used to inventory such information for non-instructional staff as well.

PROGRESS INDICATORS

GETTING STARTED	The talent management team identifies a set of desired skills and competencies for each role. Relevant experiences are identified that contribute to the development of skills and competencies for use in recruiting and selection of new staff.

GETTING BETTER	The talent management team uses evidence-based indicators and observations to inventory skills and competencies among existing staff. Selection criteria for the skills and competencies is identified and used during the hiring and placement of new staff.

GETTING BETTER	The talent management team periodically reviews needs and existing capacity around desired skills and competencies among staff. Selection criteria for the skills and competencies is identified and used during the hiring and placement of new staff, and are annually reviewed for their effectiveness.

PREPARATION (Indicator 3c - Focusing of Screening for Certification Requirements)

GETTING AWARE	District leaders review current state laws and policies regarding staffing considerations and requirements for certification.

GETTING READY	District leaders develop an inventory of certification and endorsement information of all staff to be able to use in future selection and hiring scenarios.

PROGRESS INDICATORS

GETTING STARTED	The talent management team identifies the needed certifications and endorsements to meet state requirements for each administrative, instructional, and support role within the district.

GETTING BETTER	The talent management team identifies certifications and endorsements needed to meet state requirements, and inventory existing staff endorsements to ensure compliance, and identify potential adjustments to staffing that maintain or resolve compliance.

GETTING BETTER	The talent management team identifies and maps for existing and future staff the needed endorsements to meet state requirements. Leaders work with staff to develop and expand endorsements for future areas of need and use flexibility options to allow for staffing decisions based on other beliefs, skill, and competency considerations.

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