

D.A.T.E. Program Management

**HOSTED BY:
D.A.T.E. TECHNICAL ASSISTANCE CENTER**

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Agenda



- Today's webinar will address the following topics:
 - Importance of program management at the district level.
 - **Common** challenges and best practices for managing performance pay programs.
 - Proactive planning for ongoing management of D.A.T.E. program over the course of Cycle 1, Year 2.

What is Program Management?



The process of managing multiple organizational components to improve organizational performance.

Performance Award Program Management



- District program management involves synchronizing various activities across organizational levels with the purpose of increasing student achievement.
- Performance award program management involves working across various district departments, including:
 - Campuses
 - Human resources;
 - Curriculum and instruction;
 - Professional development; and
 - Data management.

Why is Performance Award Program Management Important?



- **To align district activities with program goals and outcomes.**
 - For example: Professional development and mentoring programs; HR/hiring and performance awards).
- **To align district activities to teacher and staff supports.**
 - For example: Induction and professional development is formulated on teacher and student instructional needs.
- **To inform stakeholders and manage the change process.**
 - Strong program management and communication is essential for program success.

Program Management Structure



Who should be included in the D.A.T.E. Program Management Structure?

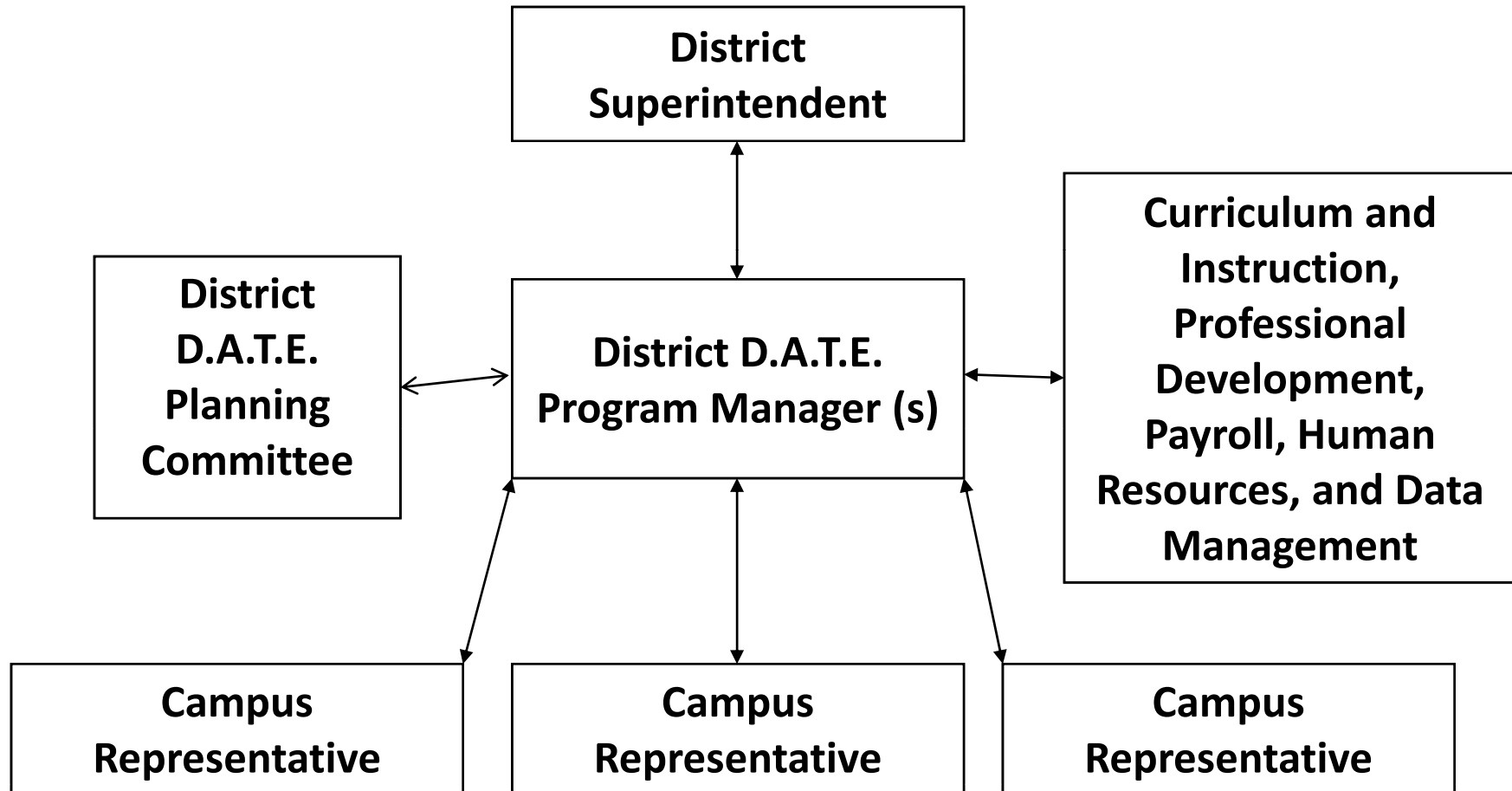
- D.A.T.E. program manager (s), working out of central administration, who will serve as the contact for all questions.
- The program manager (s) should:
 - ✦ Have direct access to the superintendent and his/her cabinet to garner commitment to program success;
 - ✦ Be accessible to campus representatives to address questions and/or concerns throughout the school year;
 - ✦ Serve as the link between various district-level departments to coordinate actions; and
 - ✦ Have access to the D.A.T.E. planning committee to continually update stakeholders on program implementation.

Program Management Structure (continued)



- **Campus level contacts that serve as a representative of the program manager:**
 - Serve as the D.A.T.E. “expert” on each campus.
 - Help manage the program on the campus level.
- **District level D.A.T.E. planning committee:**
 - Represent various internal and external stakeholders in program design, implementation, and monitoring.
- **Various district departments:**
 - Coordinate with the program manager to implement various parts of the program.

Program Management Structure



Program Management Processes



- **A district's program management processes should :**
 - Maximize stakeholder skills, beliefs, and practices (communication, buy-in, instructional practices)
 - Minimize disruptions in district processes (payroll, student assessment, data collection, etc.).
- **District processes include:**
 - Communication norms (frequency, expectations, etc.) between program manager (s) and contacts among all district representatives;
 - Standardized forms and procedures for adherence to program expectations (student achievement measurement, grievance process, etc.); and
 - Checks and balances to ensure all stakeholders receive and understand their responsibilities.

Program Management Structure and Processes



- **On a scale of one to five:** (1 being very uncomfortable, 5 being very comfortable)
 - How comfortable does your district feel about your current program management structure and processes? [does this mean DATE program or overall?]

To respond, please complete the poll that will pop up on your screen.

- **What do you think your district can do better to manage your program?**

Please press the * button on your phone to raise you hand.

We will call on you to share.

Best Practices Program Management



- **Program management involves engaging across multiple departments in:**
 - Communication;
 - Data management; and
 - Progress monitoring;

Best Practices Program Communication

Common Challenges

- Internal and external stakeholder buy-in.
- Ensuring stakeholders receive/understand the correct message.
- Maintaining communication throughout implementation year with stakeholders.

Voices From the Field

What communication challenges have your districts encountered?

Best Practices

Program Communication



- Develop communication plan at the beginning of the school year to ensure that program goals and structure is clear to all stakeholders.
- Engage, update, and inform all stakeholders throughout the entire implementation year of program progress and direction.
- Set up forums and other processes for feedback on program implementation and modification of practices throughout the school year.
 - You cannot change your performance measures but you can change what you're doing!
- Establish program communication contacts on each D.A.T.E. campus to serve as program representatives so all questions are answered quickly and correctly.

Best Practices Program Communication



Does anyone have any communication best practices to share?

**Please press the * button on your phone to raise you hand.
We will call on you to share.**

Best Practices Data Management

Common Challenges

- Capturing all necessary data to determine awards under the performance award program.
- Building capacity to collect and analyze data.
- Interpreting data for both current awards and future program designs.
- Ensuring accuracy and fairness of data.

Voices From the Field

What data management challenges have your districts encountered?

Best Practices

Data Management



- Purchase and/or build data systems at beginning of school year to capture all data listed in your district's D.A.T.E. performance measures.
- Disseminate information to teachers at the beginning of the school year to explicitly state how data will be collected and measured throughout the school year.
- Verify collected data with all campus staff to address discrepancies in advance.
- Ensure that your district data systems are able to account for student/teacher links, departmentalized instruction, instructors on multiple campuses, students with multiple teachers in the same subject, etc.

Best Practices Data Management



Does anyone have any data management best practices to share?

Please press the * button on your phone to raise your hand. We will call on you to share.

Best Practices Program Monitoring

Common Challenges

- Tracking student achievement and other activities throughout school year.
- Measuring program effectiveness among teachers and campus staff.
- Meeting all requirements regarding timelines and logistics.
- Operating ahead of the implementation curve.

Voices From the Field

What program monitoring challenges have your districts encountered?

Best Practices

Program Monitoring



- Determine and publicize how program and teacher progress will be tracked throughout the grant year and by whom. Standard forms will make the job easier and more manageable.
- Familiarize all parties involved with TEA grant timelines and expectations and determine who will be responsible for meeting these expectations.
- Create a “district operations team” that includes leaders from across the district that meet frequently to discuss program implementation and continued progress towards end goals.

Best Practices

Program Monitoring (continued)



- Develop action plans for individual student, teachers, groups, campuses, and the district to meet the goals of the program.
- Establish both formative and summative evaluations, of both student achievement and teacher behavior, of the D.A.T.E. program within your district and make changes as necessary.
- Conduct forums with campus staff to assess program's effect on campus culture and solicit feedback on ways to strengthen program effectiveness.

Best Practices Program Monitoring



Does anyone have any program monitoring best practices to share?

**Please press the * button on your phone to raise you hand.
We will call on you to share.**

Overall Program Management Best Practices



- Determine who will serve as the primary D.A.T.E. Program Manager. Communicate this throughout the district.
- Develop an implementation plan at the beginning of the year.
 - Create a timeline.
 - Delineate responsibilities (*who* will do *what* and *when*).
- Delegate program management and monitoring tasks to the campus level.
- Communicate, communicate, communicate!

Additional Resources



- Resources are available on our Technical Assistance Website to address many of the concerns listed here. Below are links to a few of these topics:

| Topic | Website Link |
|-----------------------|---|
| Data Management | http://txeducatorawards.org/datacap.html |
| Program Communication | http://txeducatorawards.org/stakeholder.html |
| Program Monitoring | http://txeducatorawards.org/implementation.html#monitoring |

Questions?



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