



# Principal Webinar

*Principal as Human  
Capital Leader  
February 26, 2024*



# Session Outcomes

- Learn what Principal as Human Capital Leader represents and why it's important
- Learn about the Principal's HR Bill of Rights
- Learn what supports are needed for Principals to be Human Capital Leaders
- Learn where to find tools and resources

# Guiding Questions to Consider

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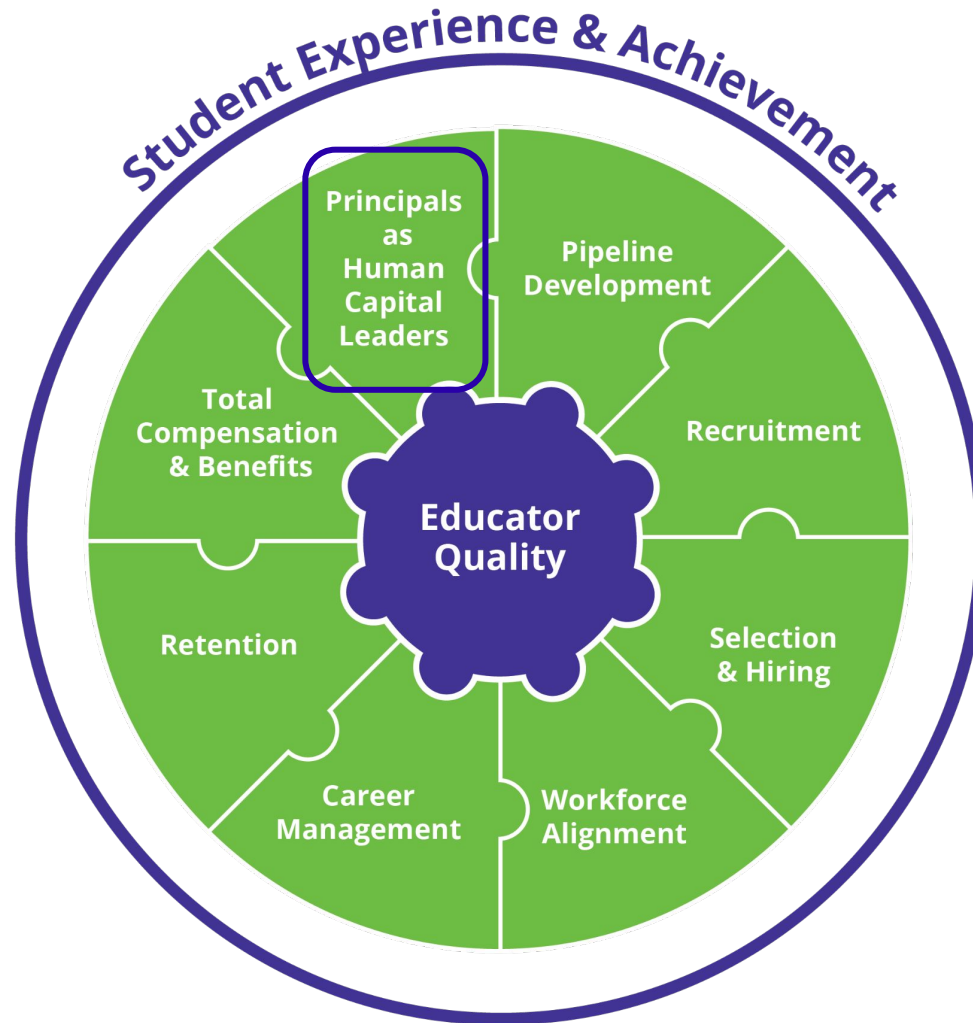
1. Which human capital functions do principals show the most success in: e.g., selection, assignment, development, retention?
2. What are the gaps between how principals describe their workforce during and the actions they actually take back at their school?
3. How well-defined are the roles for the principal, the district and HR for human capital work such as recruitment, selection, and retention?
4. What data and information do principals have 24/7 access to?
5. How much time during principal meetings and training is dedicated to improving the human capital skills of principals and discussing key challenges or problems of practice?
6. How satisfied are principals with the support provided by the district on HR/HC issues?



# Definitions



# Puzzle Pieces: The Strategic Work of HR



# The Face of HC Management for Teachers

## Principals

*“The Principal is not only responsible for many **day-in, day-out interactions** with staff that influence their decisions to stay or leave and their choices about how they will direct their efforts, but **s/he is responsible for translating district management actions that become what teachers experience as human capital management.** Thus, the principal is a key link in district strategic talent management efforts.”*

*– Odden, Milanowski & Kimball*

# The Many Roles of a School Leader

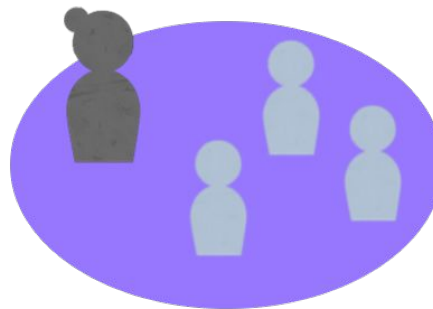
Principals must make many difficult decisions to ensure teachers have what *they* need—so that *students* succeed

**Hiring the best staff**  
who fit the school culture

**Encouraging retention**

among the most highly effective teachers

**Adapting the teacher career path**  
to provide opportunities for leadership and advancement



**Selecting job and team assignment**

that match teacher skills and student needs

**Measuring teacher effectiveness**  
fairly and consistently

**Planning job-embedded professional development**  
based around expert support for teams and individuals

# What Is Principal as HC Leader?

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Principal as HC Leader refers to a principal's essential role actively managing the talent in their school in service of student learning

Principals are the key customer of an HR team

The district's HR work must shift *from* command & control *to* service & support





# Stop & Reflect

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**Type into the chat or share verbally**

**What % of Principals in your school system are effective Human Capital Leaders?**





# Research



# The Research

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## *How Do Principals Influence Student Achievement?*

UChicago Consortium on School Research - 2019

### **Principals influence school achievement primarily through changes in the school climate**

- Principals most influenced student learning by fostering safe supportive environments with high, consistent, and clear expectations for students
- Principals created a strong learning climate by supporting teacher leadership around school-wide goals

# The Research

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## *How Principals Affect Students and Schools*

-Wallace Foundation, 2021

- **Replacing a below-average principal with an above average principal results in 2.9 months of additional math learning and 2.7 months of additional reading learning**
  - Engaging in instructionally focused interactions with teachers
  - Building a productive school climate
  - Facilitating productive collaboration and professional learning communities
  - Managing personnel and resources strategically
- **This is the same effect size as teachers on student outcomes but, of course, principals affect the whole school**

# The Research

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- **Great interview experiences** lead to accepted offers
  - 87% said a positive interview experience changed their mind
  - 53% said most important interview is with **prospective manager**
  
- **“School administration”** is the single greatest factor in teacher retention
  - 40% of teachers who left cited dissatisfaction with school leadership

# So now we know

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## *Human capital leadership precedes instructional leadership*

- ❑ Build a workforce
- ❑ Deploy that workforce in the best interests of students
- ❑ Develop & retain that workforce
  - ✓ Focus on instructional interaction among teachers
  - ✓ Foster collaborative structures that create shared accountability
  - ✓ Create & sustain a supportive, but focused, school climate
- ❑ Be strategic in use of resources

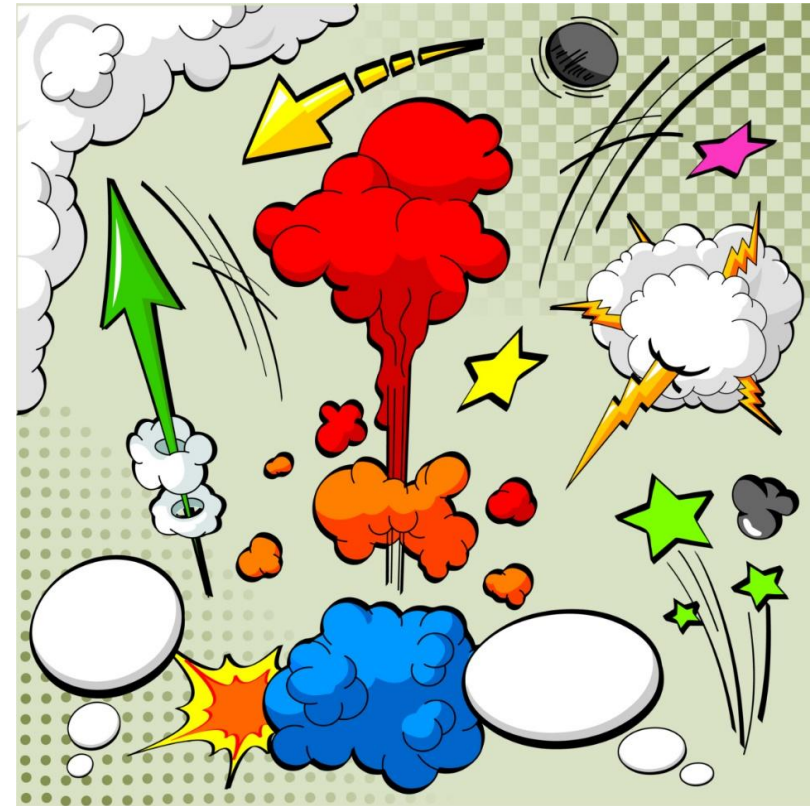


# Supporting Principals as Human Capital Leaders



# Principals' HC Pain Points

- Recruitment and getting the right talent
- Little to no control over selection
- Inducting and mentoring new teachers
- Chronic absenteeism and leaves
- Evaluating staff
- Developing or dismissing poor performers
- Motivating and retaining high performers
- Understanding labor contract and policies
- Inadequate support and service





# Barriers from Principals' Perspectives

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Confusion about who makes what decisions



Lack of support or coaching



Poor or no data



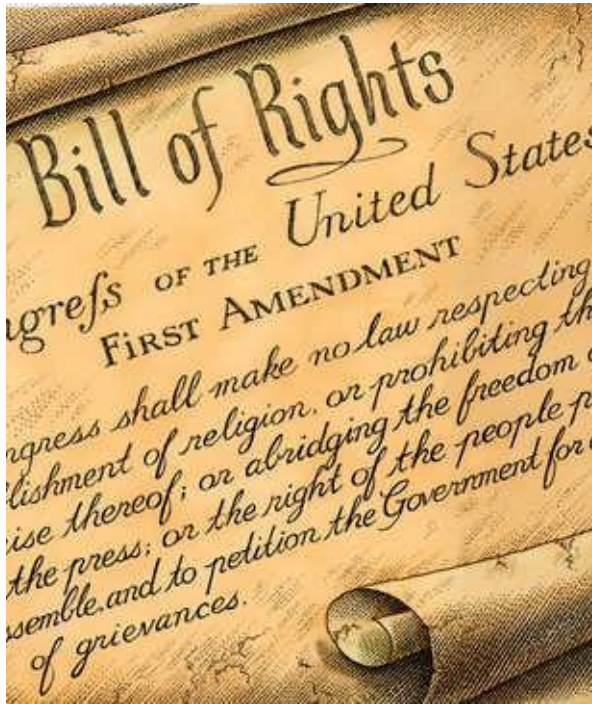
Policy, practice, or contractual constraints



No sense of what is possible

# Principal's HR Bill of Rights

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1. One-stop shopping
2. Timely, accessible & accurate data on their staff
3. Regular school visits & interactions
4. Collaboration between HR and the principal-manager
5. Direct access to pool of strong candidates
6. No forced placements
7. All vacancies filled for school opening
8. Streamlined processes, all online
9. Support to improve or exit low performers
10. Annual satisfaction surveys to get principal feedback

# Stop & Reflect

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**Type into the chat or share verbally**

**Which of the Principal's HR Bill of Rights is a strength? Which is an area of improvement?**



# Key Mindsets for HR/ Talent Teams

*HR enables a Principal's instructional vision via talent alignment*

District-centric	Principal-centric
Siloed, discrete actions	<b>Aligned, holistic experience</b>
Standardized, Top-down	<b>Differentiated, Personalized</b>
Efficiency for HR	<b>Ease for Principals</b>
HR as Protector	<b>HR as Enabler</b>

*You can make the role of the principal easier, not harder*

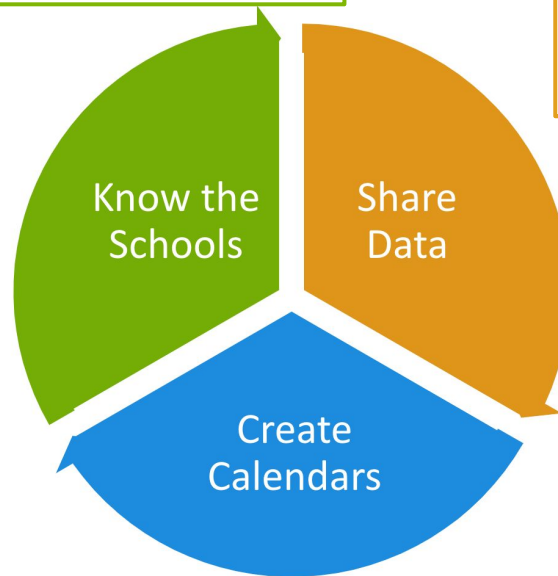
# Supporting Principals as HC Managers

## KNOW THE SCHOOLS

Regular contact, including site visits  
Scanning for future needs  
Support with performance issues

## SHARE DATA

Experience/Effectiveness/Licensure  
Attendance & performance  
Retention & attrition



## CREATE CALENDARS

Recruiting & hiring  
Induction & new teacher experience  
Teacher retention activities



# Elements of Your Strategy



# Hiring & Selection

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## Partnering with a principal

- Continually scan for upcoming vacancies & leaves
- Discuss the principal's goals, plan, and timeline for each vacancy
- For hard-to-fill positions, differentiate the announcement and recruiting plan

## When principals are together

- Conduct a 'best fit' activity to identify the skills and attributes of the best hires
- Co-create a bank of interview prompts based on 'best fit' attributes
- Create a common interview scoring guide & use it to check the quality of each selection

## At the district

- Create a master calendar for recruiting & hiring
- Continuously improve the candidate experience
- Hire early – start by reducing the voluntary transfer period

# Induction & New Teacher Experience

## Partnering with a principal

- Use the New Teacher Experience checklists
- Emphasize the “Starting Strong” period
- Check in directly with new teachers & discuss their feedback with the principal

## When principals are together

- Teach the “Starting Strong” lesson plan
- Establish cycles of principals’ work with new teachers especially at the very beginning and the end (retention) of the year
- Discuss ways of distributing leadership for new teacher success at the school level

## At the district

- Streamline onboarding and get most of new teacher experience away from district “sit-n-gets” and into the schools
- Be explicit about the timeline, steps and standards for making retention decisions
- Use a new teacher experience tracking survey, sharing the results with principals



# Teacher Retention

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## Partnering with a principal

- “Bucket” teachers based on effectiveness & plan specific action steps for each group
- Role-play “Irreplaceable” conversations
- Collect effective retention practices

## When principals are together

- Share & discuss cross-school retention data
- Set clear expectations & cycles for retention activities
- Share effective practices or communication materials

## At the district

- Ensure HR is coding exits in useful ways
- Administer the Stay Survey
- Identify district policies that contribute to attrition

# Talent Management

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## Partnering with a principal

- Be data-driven: collect & use high-leverage metrics, set targets
- Be intentional: consistently focus on workforce improvement
- Be strategic: engage HR, the principal and the supervisor in joint problem-solving

## When principals are together

- Include talent management (~30 minutes) as a PD topic at every meeting
- Share & discuss cross-school data
- Share effective practices and materials; use problem of practice protocols

## At the district

- Share and routinely report on metrics and progress-to-targets
- Build and widely share calendars for hiring, new teacher experience & retention
- Advocate for policy and contract changes based on what you see in schools

# Stop & Reflect

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**Type into the chat or share verbally**

**Where do you see opportunities for more engagement with principals in your school system?**



# Tools You Can Use



## HumanResourcesinEducation.org

Want more information? Interested in working with us? Contact us at [info@theushca.org](mailto:info@theushca.org).

**District Site** **State Site**

**USHCA**  
URBAN SCHOOLS HUMAN CAPITAL ACADEMY

Strategic HR to recruit & retain the best teachers and principals for best student results

Find resources, tools & more


Examples: teacher recruitment, job descriptions, metrics

Visioning & Assessing    Planning & Organizing    **1** **Implementing Strategies**    Reference Materials

**Metrics and tools to drive visioning, planning and organizing**

Recruiting and retaining the most effective principals and teachers at every public school across our nation is the core mission of the Urban Schools Human Capital Academy. Throughout this website, those leading Human Capital work will find promising resources to help you on this journey.

“Be strategic by abandoning work that does not help improve the quality of the workforce and starting human resources services that truly make an impact.”

 -Elizabeth Arons, USHCA CEO

### Guide My Learning

What would you like to explore today?

Select one of the following  ▼

Want more information? Interested in working with us? Contact us at [info@theushca.org](mailto:info@theushca.org).

**District Site** **State Site**

**USHCA**  
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Visioning & Assessing    Planning & Organizing    **2** **Implementing Strategies**    Reference Materials


**Principal as HC Manager**

- Recruitment & Selection
- Recruitment & Selection: Principals
- Recruitment & Selection: Diversity
- Induction & Assignment
- Staffing & Deployment
- Differentiation for High-Needs Schools
- Compensation & Benefits
- Linking Professional Development to HR
- Performance Management/Evaluation
- Retention & Career Management
- Labor Contracts & Agreements

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### Guide My Learning

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Select one of the following  ▼

# Human Capital Handbook Overview

**Purpose:** *To provide relevant knowledge that school systems can use to implement a strategic Human Capital (HC) approach to ensure that school systems have a quality workforce, particularly effective teachers and principals*



Summary Overview



Why is this work important



Important Data Points



Key Steps to Take



Story of Impact

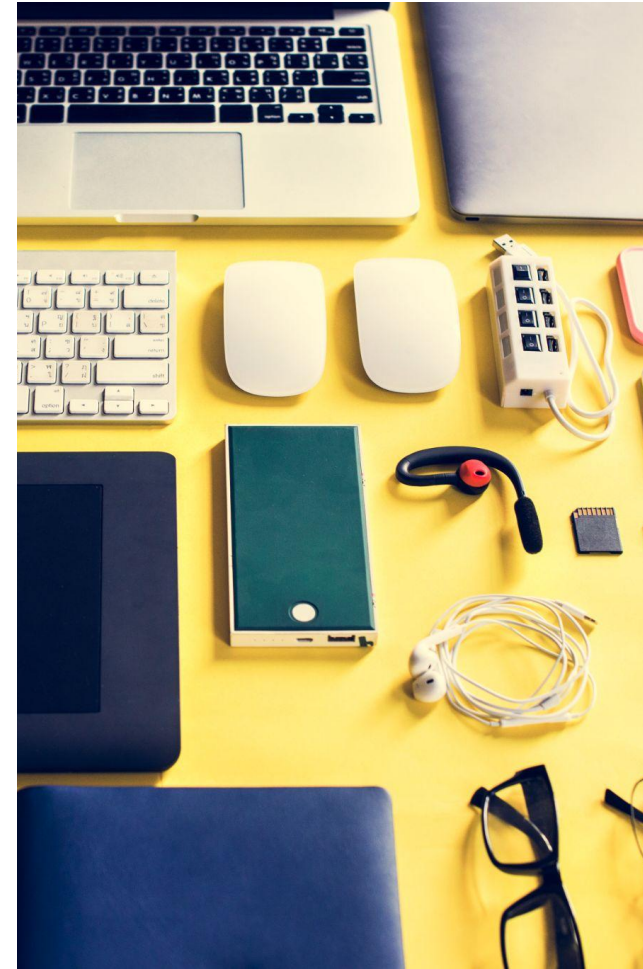
# Human Capital Handbook Chapters

Chapter	Content
1	Introduction
2	Using data to drive decision-making
3	Recruiting strategies
4	Hiring & selection
5	New Teacher Support & Induction
6	Principal as Human Capital Leader
7	Retention & Career Management Strategies
8	Sustainable Staffing Strategies
9	Cycle of Driving Improvement



# Accessing the Handbook

The [Human Capital Handbook](#) is updated monthly with a new chapter.



# Closing Questions and Reflection

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**Type into the chat or share verbally**

**Please share a quick learning or takeaway**







THANK YOU!

## Contact Information



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