Believe & PREPARE
LOUISIANA'S NEXT GENERATION EDUCATORS

Program Performance Management in Teacher Preparation

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What is Program Performance Management (PPM)?

PPM is a set of processes and actions

to foster and sustain a culture of continuous improvement

within all teacher preparation programs

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Effective PPM strategies

- Establishing systems for monitoring performance
  - *Systems include people, processes, and regular routines*

- Using data to answer key questions about the program
  - *Qualitative and quantitative data from internal and external sources [the 'five why' questions]*

- Acting on findings from data analysis and discussion
  - *Taking immediate action to identify and implement changes*

- Assessing the impact of program improvements
  - *Start a new cycle of monitoring, data analysis, and action steps*

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Why is this work important?

Because we all believe in the value of good teaching …

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*From a study of 2.5 million students
and their outcomes in later life...*

"Students assigned to high value-added teachers are more likely to attend college, attend high-ranked colleges, earn higher salaries, live in higher SES neighborhoods and save more for retirement"

--Chetty, Freedman, and Rockoff (2011)

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But not all children will succeed unless we make some big changes

2015 NAEP Reading: Percent *NOT* Proficient Nationally		
	Grade 4	**Grade 8**
All Students	64	66
White Students	54	56
Black Students	82	84
Hispanic Students	79	79
Asian Students	43	46
American Indian/ Alaska Native	79	78

2015 NAEP Mathematics: Percent *NOT* Proficient Nationally		
	Grade 4	**Grade 8**
All Students	60	67
White Students	49	57
Black Students	81	87
Hispanic Students	74	81
Asian Students	35	39
American Indian/ Alaska Native	77	80

Source: http://www.nationsreportcard.gov/reading_math_2015/

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PPM in Teacher Preparation: Core Ideas

- **Full engagement** of all members of the organization in continuous improvement activities

- **Regular use** of multiple sources of quantitative and qualitative information by **all members** of the organization **working together**

- **Prompt action steps** taken as a result of careful performance monitoring

- Using data to **assess the effectiveness of changes** made by the program

- **Ongoing cycle** of monitoring, acting on results, and assessing impact of changes **embedded in the culture** of the program

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Continuous Improvement in a Business Setting

Kaizen—the belief that *everything* can be improved

- *Good processes bring good results*

- *Go see for yourself to grasp the current situation*

- *Speak with data, manage by facts*

- *Take action to contain and correct root causes of problems*

- *Work as a team*

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Kaizen and the Toyota Production System

- Quality control at the heart of design and production

- 14 principles guide quality control through continuous improvement

- A fundamental concept is believing that "if you don't confront your problems, you can't improve your processes"

- *Every problem is an improvement opportunity*

- The result is constant continual improvement

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Continuous Improvement in the US Healthcare System
Plan-Do-Study-Act Cycle
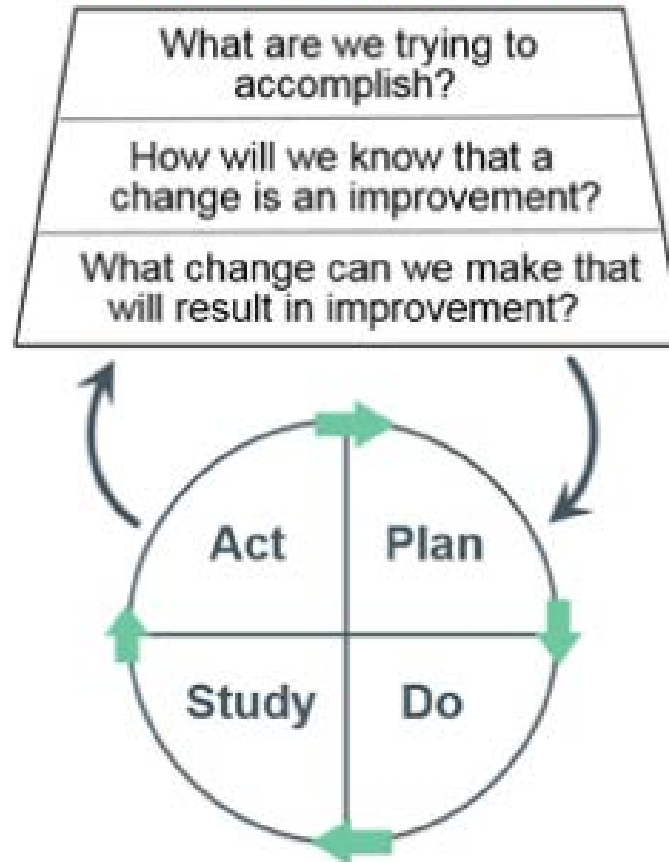
Discussion on teacher preparation
Identifying a focus for improvement planning

- Pick a challenge or area for improvement – **3 minutes**

- Who should be involved in deciding on what to improve? – **2 minutes**

- What to do next? – **5 minutes**

  - Act on data – which information?
  - Act on findings – how and when?
  - Assess results of the improvement – how and when?

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"The Toyota Way"

Keeping it simple—four tools
that apply to almost every complicated process

- To understand program performance, first *go and see* so that program leaders and others involved in teacher preparation will understand first-hand how well teacher candidates perform and how well the program overall is preparing cohorts of new teachers.

- Toyota says that "you cannot be sure that you understand…until you go and see for yourself."

"The Toyota Way"

Second, analyze the situation by using good quality data

- As quoted in a history of Bell Labs where the transistor was invented in 1947 and whose scientists have won more than ten Nobel prizes, the use of data is critical:

- "Measurement devices that could assess things like loudness, signal strength, and channel capacity didn't exist, so they, too, had to be created—*for it was impossible to study and improve something unless it could be measured*"

  --(*The Idea Factory*, Jon Gertner, 2012, p. 48)

"The Toyota Way"

Third, surface problems by bringing them into the open so they can be analyzed and solved

- The Institute for Healthcare Improvement puts it this way in a commitment to transparency:

- "*We work in the daylight*. We tell the absolute truth about ourselves and our work, reporting both failures and successes with equal discipline to accelerate the learning on how best to improve."

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"The Toyota Way"

Use the five questions method to get down to root causes

[Focus on the cure, not the symptoms]

The problem of rework on the car factory floor

- Up to **20% of factory floor space** in US auto assembly plants was devoted to rework

- This factory floor space was for cars that came directly off the assembly line

- Fixing these just-built cars consumed as much as **25% of worker time**

Value of the five questions approach

- Each question intended to bring us deeper into the organization

- Main point of the technique is to keep asking 'why' until root causes are identified

- Once root causes are known
    - Implement a countermeasure to address the root cause
    - Evaluate impact of the change

Is there a word for **rework** *in education?*

Is there a **rework analogy** *in teacher education?*

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Using the 5 questions strategy to understand root causes

Example of current challenge for some programs

Some/many teacher candidates unable to pass the state required content knowledge test

- First question: why are candidates not able to pass the test?

- Question 2: ??? [next level of analysis]

- 3rd Question: ????

- Next question???

Getting to root causes as a program management strategy

Question 5--???

- Do we have the root cause that will allow us to solve **the "real" problem**?

- What's next to develop and implement a solution?

Continuous Improvement and Our Healthcare System

To Err is Human: Building a Safer Health System (1999)

- 98,000 hospital deaths as a result of preventable medical errors
- Need for systemic and comprehensive response at all levels of the system

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Institute for Healthcare Improvement

"We believe that every system is perfectly designed to achieve the results it gets…

"and only through continuous innovation and improvement of systems will we make a difference in the quality of health and health care the world over."
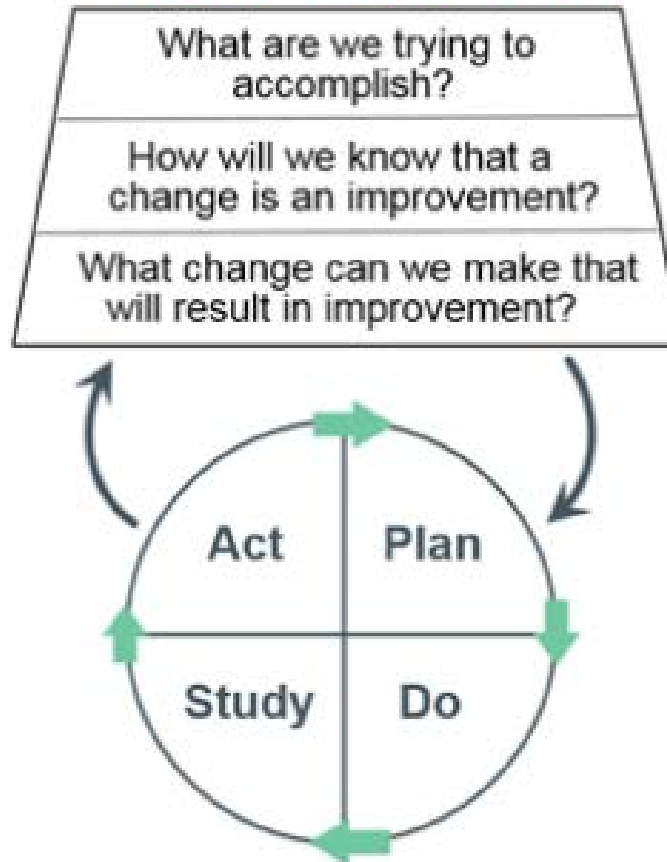
Institute for Healthcare Improvement

Their response

- The 100,000 Lives Campaign– design and implement 6 patient safety practices in US hospitals

- 5 Million Lives Campaign—Involve 4,000 US hospitals in national effort to prevent 5 million preventable adverse events of medical harm

How to make systemic changes in healthcare?

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

Act | Plan

Study | Do

Science of Improvement

- Clear aim for improvement

- Measurement plan

- Changes intended to foster improvement

- Study impact of changes

- Refine and scale up

Transparency and honesty are core values

"***We work in the daylight***. We tell the absolute truth about ourselves and our work, <u>reporting both failures and successes </u>with equal discipline to accelerate the learning on how best to improve." -- *[Institute for Healthcare Improvement]*

Toyota example: shutting down the assembly line—Every team member has the responsibility to stop the line when they see something so that problems are not covered up

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Making Improvements
through Program Performance Management

Brainstorming Time!!

- Think of areas or issues needing change in a program – 5 minutes

- Imagine you have qualitative or quantitative data at your table to identify these areas for improvement

- Brief report out on the areas for improvement – 5 minutes

Who should be involved in performance management related to your topic?

- For data analysis

- In discussions

- In action planning

How will you get them to the table?

How will you keep them involved?

*How will **you** get to the table?*

Brainstorm and discuss

- What data will you need to understand the challenges?

- What about the quality of your data—how will you know?

Let's use the 5 questions strategy

Volunteer an area for improvement--???

- What's the first question you want to ask?

- Question 2—next level of analysis

- 3rd Question:

- Question 4?

- Are we getting closer to root causes?

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Next Steps

- Formulate an action plan

- ID technical assistance or support that might be needed

- Continue the improvement cycle by assessing the impact of changes that have been put into place

- **Rinse and repeat**—continue into the next phase of the improvement cycle

Gathering Feedback for Your Own Work

- List the topics that program-school-district partnerships can work on together as areas for program improvement

- Governance meetings as a strategy to ensure that people and partners who should be involved are at the table

- Identify sources of data to understand the issues

- Create/use measures to assess impact of your improvements

- Think about how the partnership will really know whether improvements are taking place

Thank you!!!