

## **Basic Steps for Using the BSCP Rubric to Assess and Improve the Performance Management of a State System of Recognition, Accountability and Support (SRAS)**

### **Building State Capacity and Productivity (BSCP) Center**

[www.bscpcenter.org](http://www.bscpcenter.org)

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#### **Role of the State Education Agency**

A strong state system of recognition, accountability, and support (SRAS) will prune away ineffective programs, policies, and regulations and create effective initiatives to spur district and school improvement by aligning a State Education Agency's (SEA) internal organization, resources, and staff to fulfill its performance-driven mission. Fine tuning the SRAS's processes and system components in response to operational and outcome data is a continuous performance management task.

Striving for coherence and clarity of purpose is a prime factor in improving the state system, and achieving efficiencies is another. Designing, managing, and evaluating the SRAS enables the SEA to not only do its work better, but also more efficiently.

BSCP provides a documented systems approach to improve the SRAS through the use of a comprehensive assessment rubric in combination with other resources. The following paragraphs briefly outline the approach BSCP uses while working with SEAs.

#### ***1. Establishing the Technical Assistance Project***

The SEA indicates its interest in technical assistance to assess and improve its SRAS by contacting its Regional Comprehensive Center (RCC) or the BSCP Center directly (Dr. Tom Kerins: [tkerins@adi.org](mailto:tkerins@adi.org)). BSCP and a representative from the RCC then schedule a meeting with the Chief State School Officer (CSSO) to gain direction from the CSSO and establish a project timeline. The CSSO designates an SEA Leadership Team, including decision makers in areas relevant to the SRAS. The CSSO, RCC director, and BSCP director sign an agreement outlining the responsibilities of each party.

#### ***2. Assessment of the Current System***

The Building State Capacity and Productivity (BSCP) Center staff as well as a representative from the Regional Center meets with the SEA Leadership Team for two days to conduct an assessment of the current SRAS using the 52 rubric-based essential indicators (see the 2-day agenda below). The CSSO may also invite other SEA staff, not on the Leadership Team, to participate in the two-day assessment meeting. At the conclusion of the two days, the SEA

Leadership Team records the results of this assessment in the IndiSEA™ system improvement tool, including a prioritization of indicators to be initially addressed.

### **Using the IndiSEA™ System Improvement Tool with the SRAS**

Indistar® is a web-based tool that guides an LEA or school team in charting its improvement process along a series of indicators based on effective practice. These indicators are specific guideposts that can be easily assessed, clearly aligned with people responsible for implementation, set to timelines, coached, and tracked for high-quality implementation. Indistar® includes Wise Ways® research briefs to support the indicators of effective practice. The system also includes a state administrative page that allows for convenient monitoring of each LEA's and school's progress and access to electronically submitted reports. Finally, Indistar® includes a coaching feature that allows an external coach to offer feedback to the team's work and video demonstrations of 144 school indicators.

Although it was originally designed to guide school and LEA improvement, Indistar® has been customized by BSCP for use by an SEA Team in assessing, planning, and implementing improvements to the SRAS. The customized version is called IndiSEA™.

The IndiSEA™ system improvement tool, (the Indistar® version for the SRAS), includes 52 rubric-based indicators of best practice from *Managing Performance in the System of Support*.

During the two-day assessment meeting, the SEA Leadership Team assesses its current implementation of each of the 52 indicators and assigns it a score from 1 to 4, where a "1" indicates little or no implementation of the indicator and a "4" indicates a full level of implementation and evidence of impact. The IndiSEA™ system improvement tool asks the SEA Team to provide evidence if they assign a "4." If the team assigns a score less than "4," they are asked to describe the current status of implementation of the indicator and then give it priority and opportunity ratings that indicate how important it is to work on that indicator immediately and how easy the indicator will be to address. If the team assigns a score of "1" to an indicator, they have the option to temporarily exclude that indicator from consideration, but they must provide a rationale. All of the ratings and other information are entered into the IndiSEA™ system improvement tool.

The final indicators selected by the SEA Leadership Team appear in the planning phase as objectives to be addressed, and the team creates a plan to bring each objective to full implementation, including tasks, target dates, and persons responsible. The plan is then monitored by recording the completion of tasks until the objective can be shown as fully implemented with evidence provided and a statement made as to how implementation will be sustained. The key point here is that there is no time limit. In other words, this is not an annual plan, but rather one that stays in motion in a cycle of continuous improvement. Some implementation occurs almost immediately, and for other indicators it takes more time. In other

words, implementation of improvements to the SRAS begins upon completion of the assessment and plan and proceeds through the project year and beyond.

### Agenda for 2-Day Meeting with the SEA Team and Other SEA Personnel

An agenda for the two-day assessment of the current system by the SEA Leadership Team and other SEA personnel is provided below. Both the timing and the actual wording of the agenda are negotiated with each SEA’s leadership. Participants engage in the following activities during the 2-day meeting:

**Goals of the SEA Team Meeting**

**Goal 1**—Document the SEA’s capacity to assist LEAs and schools to increase student achievement.

**Goal 2**—Complete the SRAS Performance Management Rubric in order to provide an accurate description and evidence of what the SEA currently does and to identify areas where it can improve.

- **Activity 1**—The SEA Leadership Team reviews and, using the four-point rubric, conducts a self-assessment of the status of their state in meeting the 52 Indicators in the BSCP Center document, *Managing Performance in the System of Support*.
- **Activity 2**—The SEA Leadership Team determines the priority for each indicator by using “3” as the highest priority, “2” as medium priority, and “1” as lowest priority.
- **Activity 3**—The SEA Leadership Team determines an opportunity score for each indicator by using “3” as relatively easy to address, “2” as something that can be accomplished within current policy and budget conditions, and “1” for something that requires changes in current policy and budget conditions. The product of the priority and opportunity scores are a guide for the SEA team to use as it selects a subset of indicators to initially address.

#### Agenda for Assessment of the Current System

| Time   | Agenda Item  |
|--|--|
| <b>Day 1: Initial Assessment of Indicators</b> |  |
| 9:00   | Overview—State Team Leader   |
| 9:10   | Introductions  |
| 9:15   | Microsoft™ PowerPoint presentation to provide an overall picture of the SRAS Performance Management Rubric Framework |
| 9:40   | SEA teams (as two small groups) begin the rating process of <i>Part A: Design and Evaluation of the SRAS</i>         |
| 10:50  | Break  |
| 11:00  | Each SEA team displays its ratings and begins the process of merging the judgments of the two teams                  |
| 12:00  | Lunch  |
| 12:30  | The complete SEA Team begins the rating process of <i>Part B: Resources and Services Provided</i>                    |

| Time   | Agenda Item   |
|--|---|
|  | <i>to LEAs and Schools</i>  |
| 2:00   | SEA Team begins its self-assessment of indicators in <i>Part C: Implementation</i>  |
| 3:00   | Break   |
| 3:10   | SEA Team begins its self-assessment of indicators in Part D: <i>Outcomes for LEAs and Schools Served by the SRAS</i>  |
| 4:10   | Preliminary Review of Ratings using the EXCEL file completed by SEA staff during the day's deliberations  |
| 4:30   | Review of Day 1   |
| 4:45   | Questions and answers   |
| 5:00   | Adjourn   |
| <b>Day 2: Establishing One Year Priorities</b> |   |
| 9:00   | Review of Day 1 and Tasks for Day 2   |
| 9:15   | The SEA team decides its top indicators to work on initially (other indicators are added later as some are brought to full implementation)  |
| 10:00  | Team selects its top indicator and begins to discuss how they would improve it  |
| 10:30  | Break   |
| 10:45  | Introduction of IndiSEA™ system improvement tool to plan, implement, and monitor improvements. SEA Team uses the selected indicator to place into the IndiSEA™ system and practices how to thoroughly complete it |
| 12:00  | Lunch   |
| 12:30  | Other of the Team's high-priority indicators are entered into IndiSEA™, with initial planning tasks determined  |
| 3:00   | Schedule the twice-monthly SEA team meetings and monthly conference calls   |
| 3:15   | Review of both days; questions and answers  |
| 3:30   | Adjourn   |

### **3. Planning and Implementing Improvement to the SRAS**

The SEA Team meets twice each month, for about an hour, with facilitation by the Regional Center representative, to develop and implement its plan for improving the SRAS in accordance with the initial rubric assessment. The plan, including tasks, timelines, and names of staff responsible for completing the tasks, is documented in the IndiSEA™ system improvement tool.

### **4. Ongoing Support from the BSCP Center**

The BSCP Center holds a monthly call with the SEA Team and RCC representative to offer supportive consultation and to ensure that the SEA Team maintains its momentum.

### **5. Milestones and Deliverables**

The SRAS Performance Management Rubric process is designed for continuous assessment and improvement of the SRAS. Therefore, it is not a process that ends at a particular point in time. However, the one-year mark is a time to review the process itself and determine alterations to be made in moving forward with the process. The BSCP Center staff and a Regional Center

representative meet with the SEA Team for a day, approximately one year from the beginning of the process. During this meeting, using documentation from the IndiSEA™ system improvement tool, SEA staff presents a status report to their Chief State School Officer.

Prior to this year-end meeting, BSCP staff arrange for periodic conference calls with the Chief and the leader of the SEA Team to provide a status report on progress of the Team.