

New York City
Department of Education
Improvement Journey



NYC Context

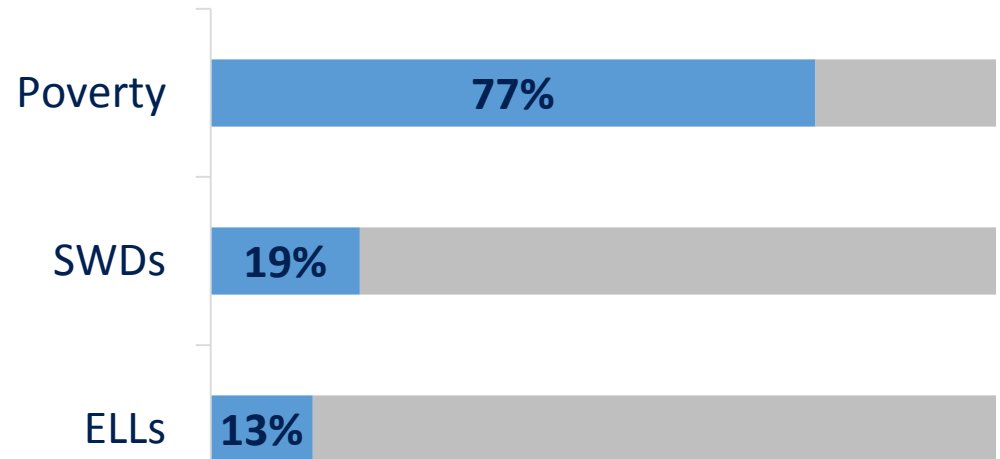
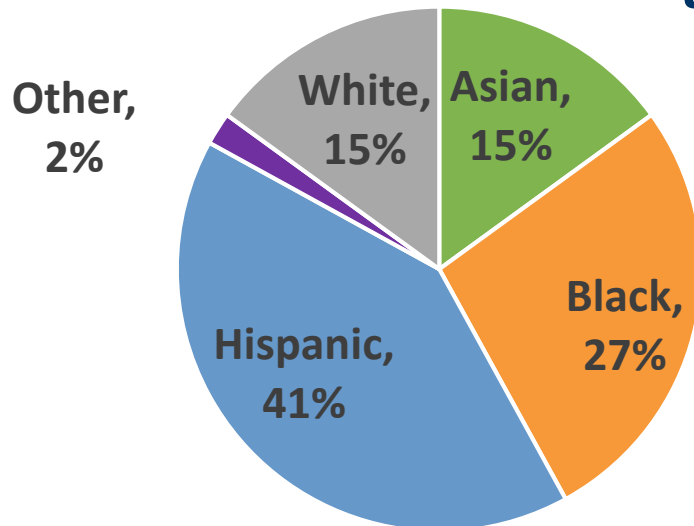
1.1 million students



1,800 schools

92,000 teachers

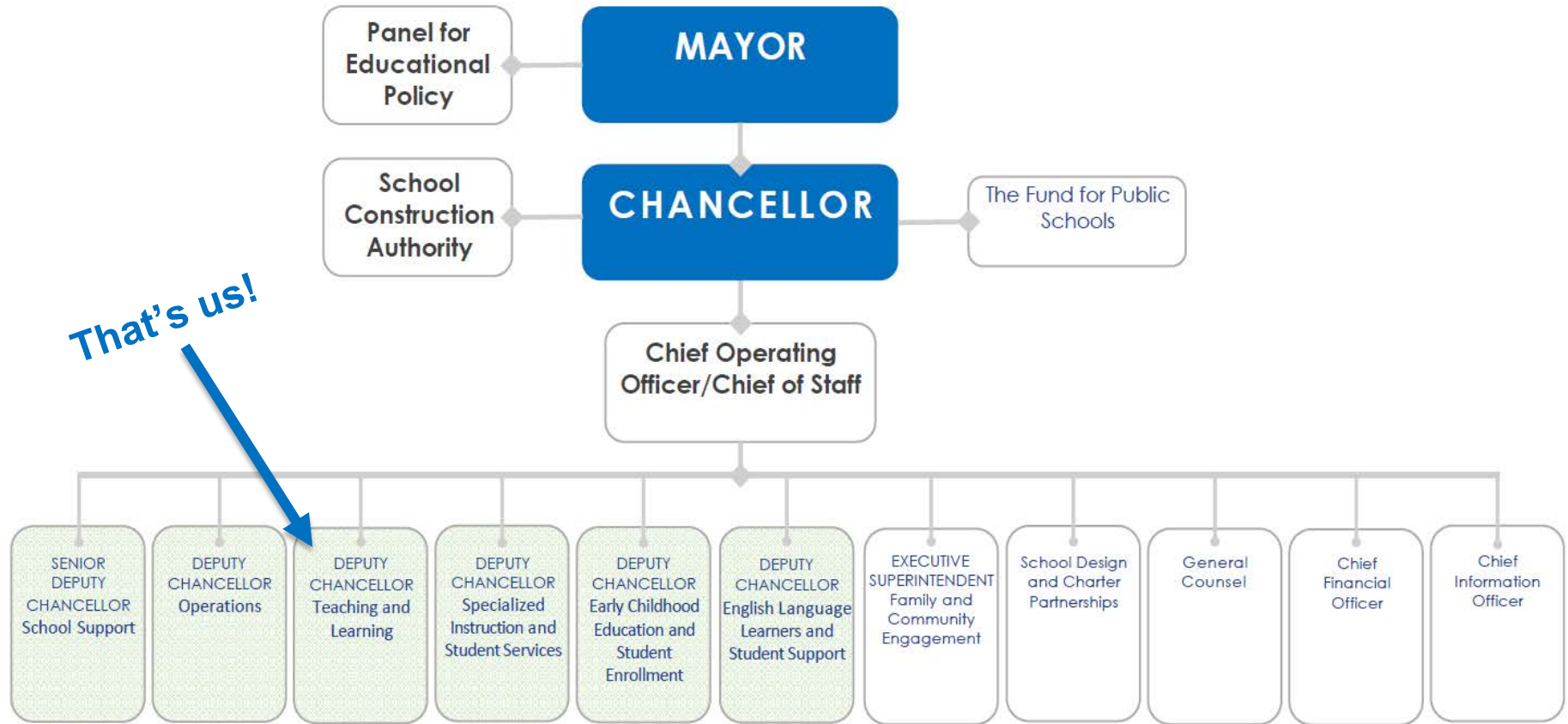
Demographics of Students



NYC DOE "Poverty" counts are based on the number of students with families who have qualified for free or reduced price lunch, or are eligible for Human Resources Administration (HRA) benefits.

Division of Teaching & Learning

New York City Department of Education Organizational Chart



7,000 Central Office Staff (862 DT&L Staff)

DT&L VISION & VALUES

We believe:

We must intentionally educate and empower all students to think and make choices for themselves, pursue questions instead of answers, cultivate an ethic of kindness and shared responsibility, develop a commitment to equity and freedom.

Schools improve by taking a disciplined and active approach to regular cycles of learning to solve authentic problems of practice and then sharing that learning.

In order for students to succeed, the work of educators at every level is to have the courage to identify problems and potential areas of improvement, make adjustments, and test changes to our practice.

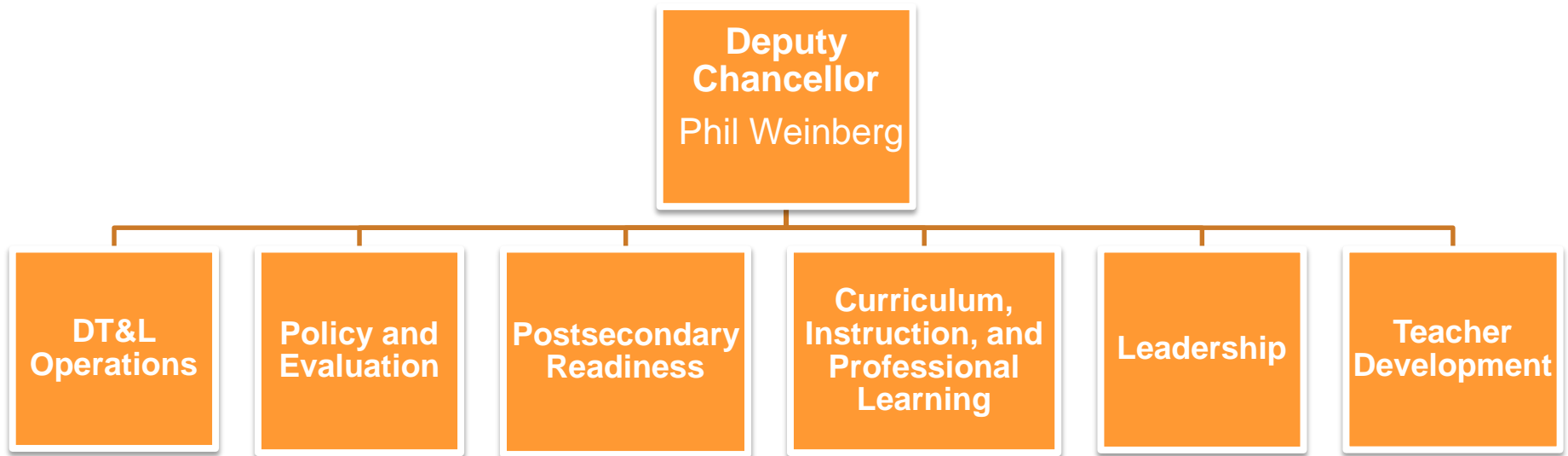
Equity

Continuous
Improvement

Collaboration

Coherence

Division of Teaching & Learning



862 DT&L Staff

Ambassador Improvement Journey

2015-16

Improvement Teams focus on **office-specific** aims

2016-17

Improvement Teams focus on office-specific aims geared toward **equity**

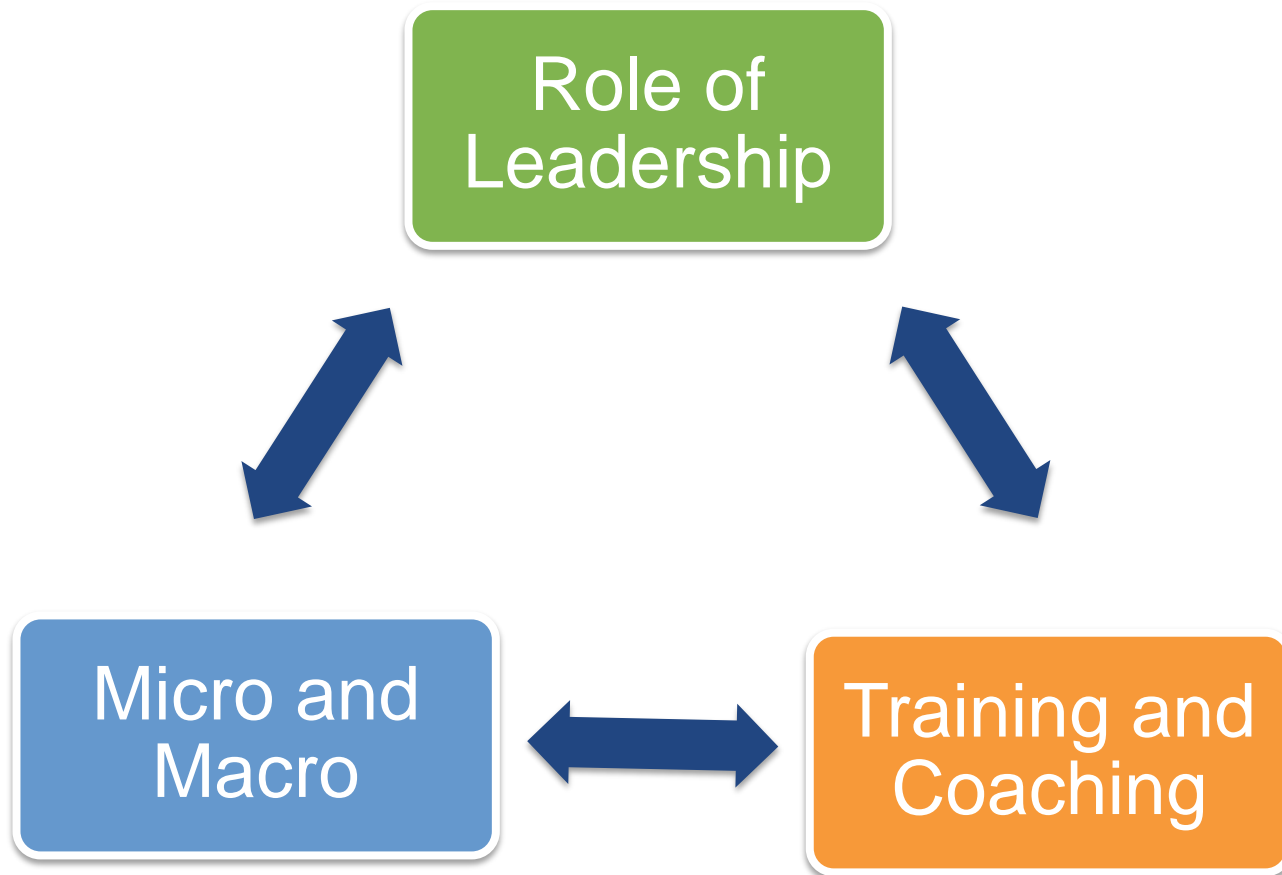
2017-18

Improvement Teams focus on **measuring and deepening impact** towards their office-specific aims

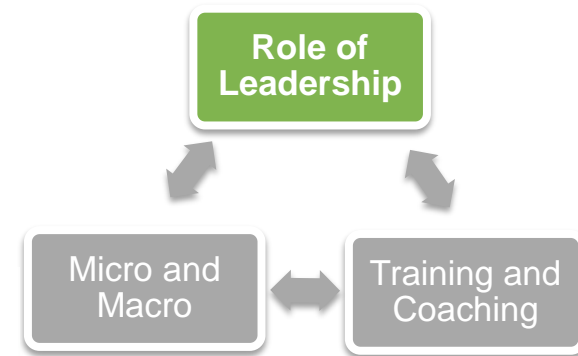
2018-19

Improvement Teams focus on **shared equity** aims and **shared measures**

Key Considerations in Building Improvement Capability



Key Considerations in Building Improvement Capability



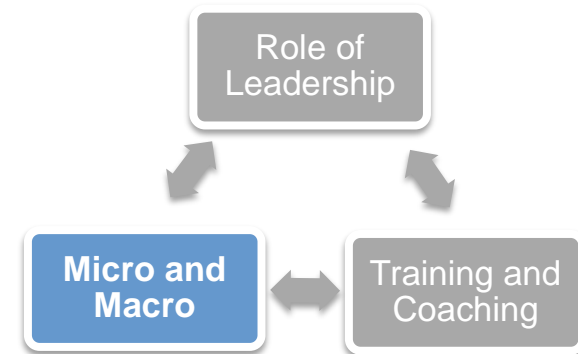
LEADERSHIP

at all

LEVELS

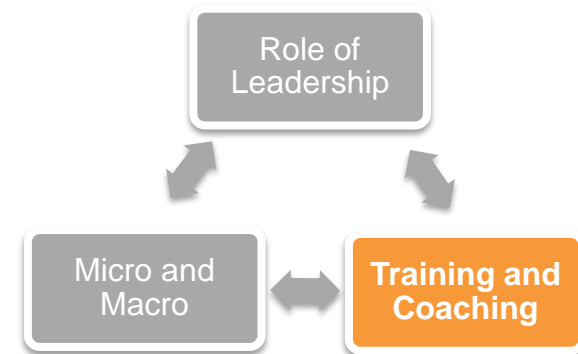


Key Considerations in Building Improvement Capability



Micro	Macro
<ul style="list-style-type: none">• Started with authentic job-embedded problems, self-identified by Ambassadors and office teams• Worked deeply in each office	<ul style="list-style-type: none">• Moved toward organizational value on equity in a sequenced way• Started in all offices• Division-wide supports<ul style="list-style-type: none">○ IS Labs○ All-Staff conferences○ Resources on the employee website

Key Considerations in Building Improvement Capability



	Sept - Oct 2017	Nov - Dec 2017	Jan - Feb 2018	Mar - Apr 2018	May - Jun 2018
Office Improvement Projects	Revise driver diagrams & resume testing*	Continue testing change ideas & developing measures	Continue testing change ideas & developing measures for impact	Continue testing change ideas & developing measures for impact	Continue testing change ideas & developing measures for impact
Sharing Learning		Ambassadors share with office leaders** Ambassadors share at office all-staff meetings** Ambassadors & office leaders share with Deputy Chancellor**			Improvement Science Lab
Ambassador PLCs	Ambassador Program Launch (Sept) PLC Meeting #1 (Oct)		PLC Meeting #2 (Feb)	PLC Meeting #3 (April)	PLC Meeting #4 (May)
Coaching	Ongoing Coaching Sessions				
Program Evaluation	Formative Data Collection (feedback forms, skill inventories, artifacts)				
<p>*New Ambassadors attend Foundations of Improvement Science PL Series in Brooklyn South in Sept & Oct</p> <p>**Timeline for sharing is dependent on the offices' schedule</p>					

Zooming in on one project: Operations Team

Division of Teaching & Learning

Problem of practice:
Hiring across the division

Deputy
Chancellor
Phil Weinberg

DT&L
Operations

Policy and
Evaluation

Postsecondary
Readiness

Curriculum,
Instruction, and
Professional
Learning

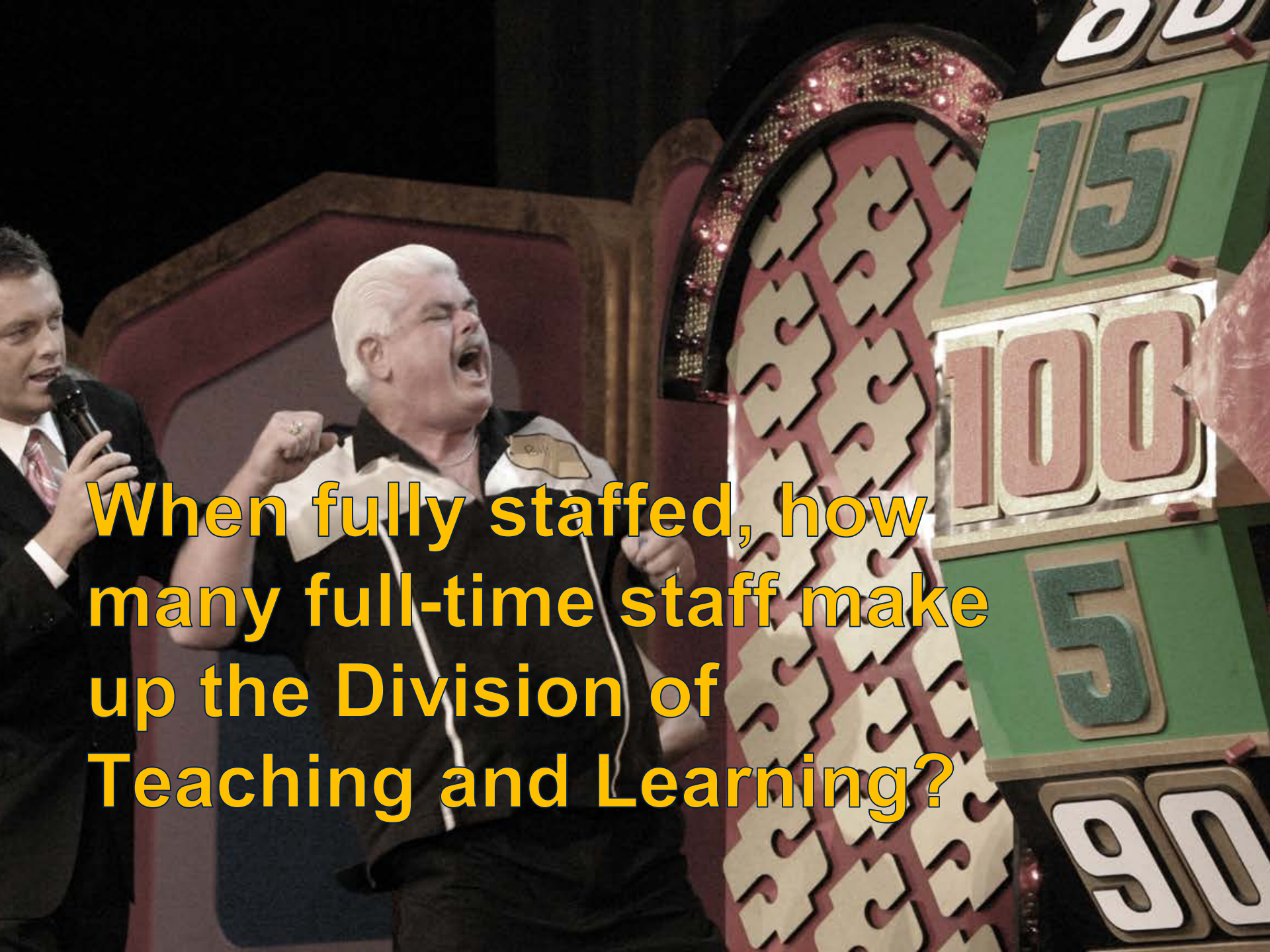
Leadership

Teacher
Development



DT&L Operations

the
PRICE
is
Right



When fully staffed, how many full-time staff make up the Division of Teaching and Learning?



862!

(584 full-time employees and 278 consultants)

The image shows a game show set for 'Lucky \$even'. The background is a purple wall with the title 'LUCKY \$EVEN' in large, gold, 3D letters. To the left, there is a large, stylized dollar sign graphic. In the center, a large number '1' is visible. The set is decorated with green and gold elements, including a checkered pattern and a flower-like design. Two people, a man in a suit and a woman in an orange top, are standing on the left side of the set.

LUCKY \$EVEN

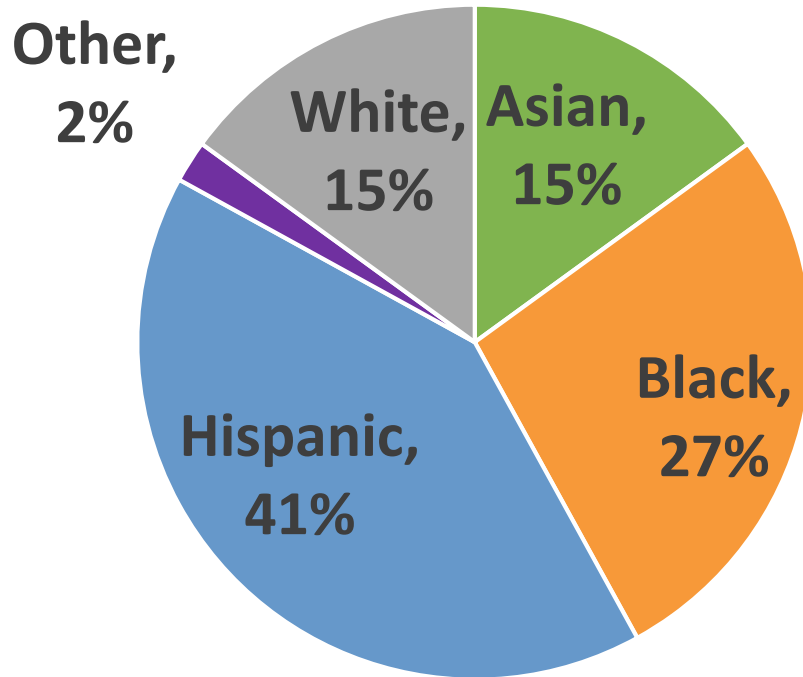
How many full-time positions has the operations team staffed since July 2017?



122!

A bit of context...

Our student demographics:



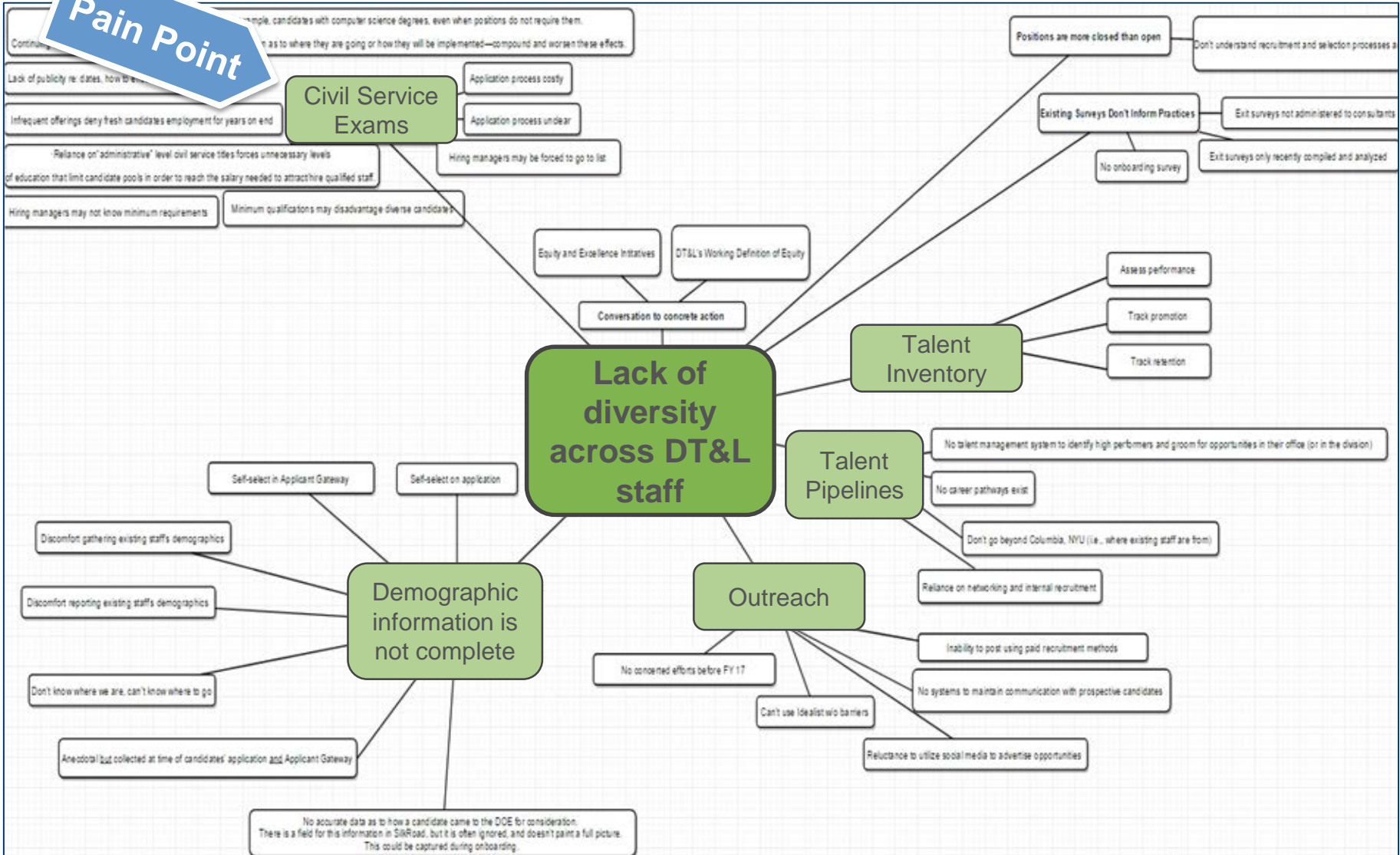
Our DT&L Demographics:

it's
Complicated

Problem of practice: We aim to increase the number of diverse staff at all levels, with an emphasis on leadership roles, across the Division of Teaching & Learning. Our goal is that DT&L becomes more representative of the NYC public school students.

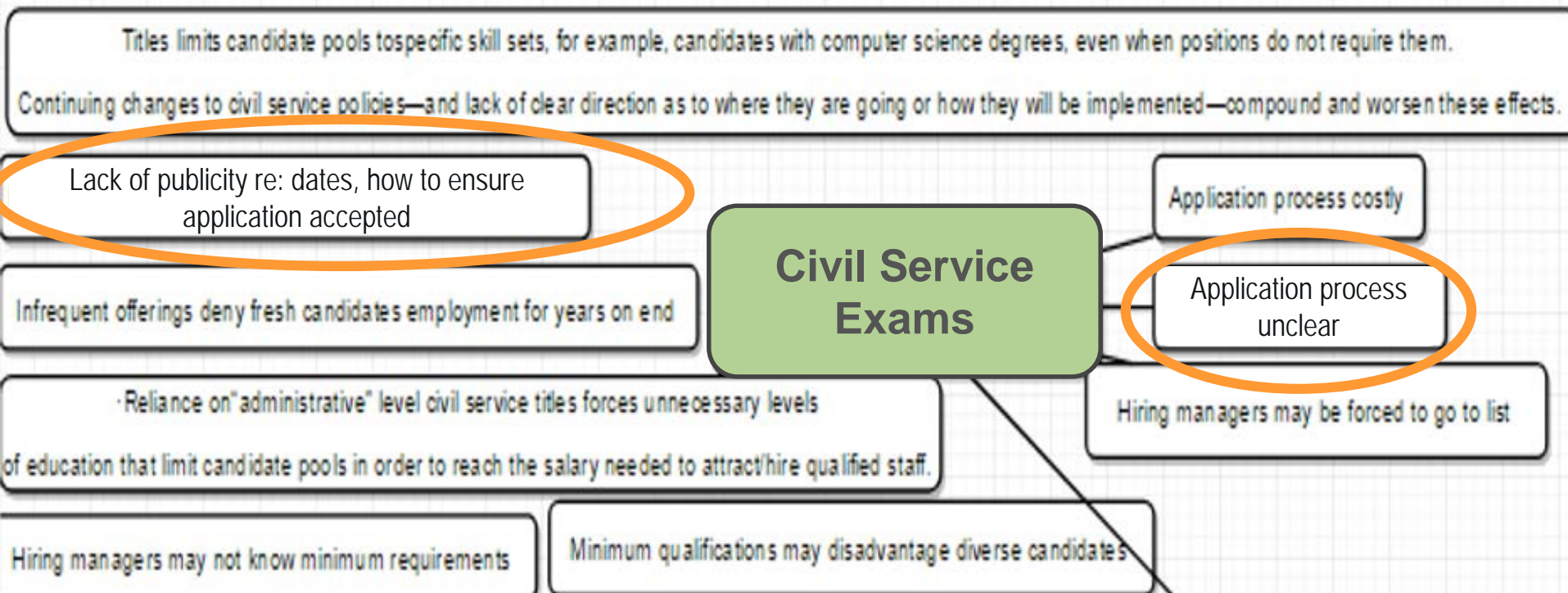
Tool: Collaborative Systems Mapping

Pain Point



Pain Point

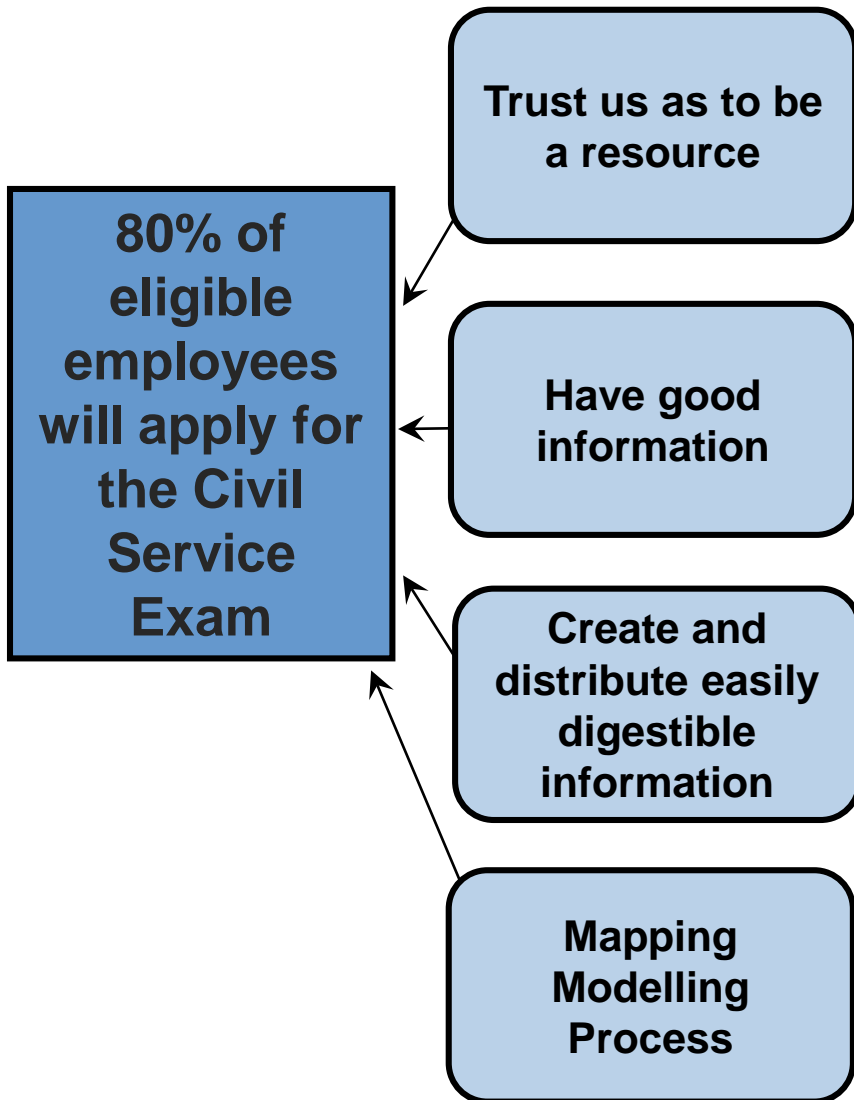
Tool: Collaborative Systems Mapping



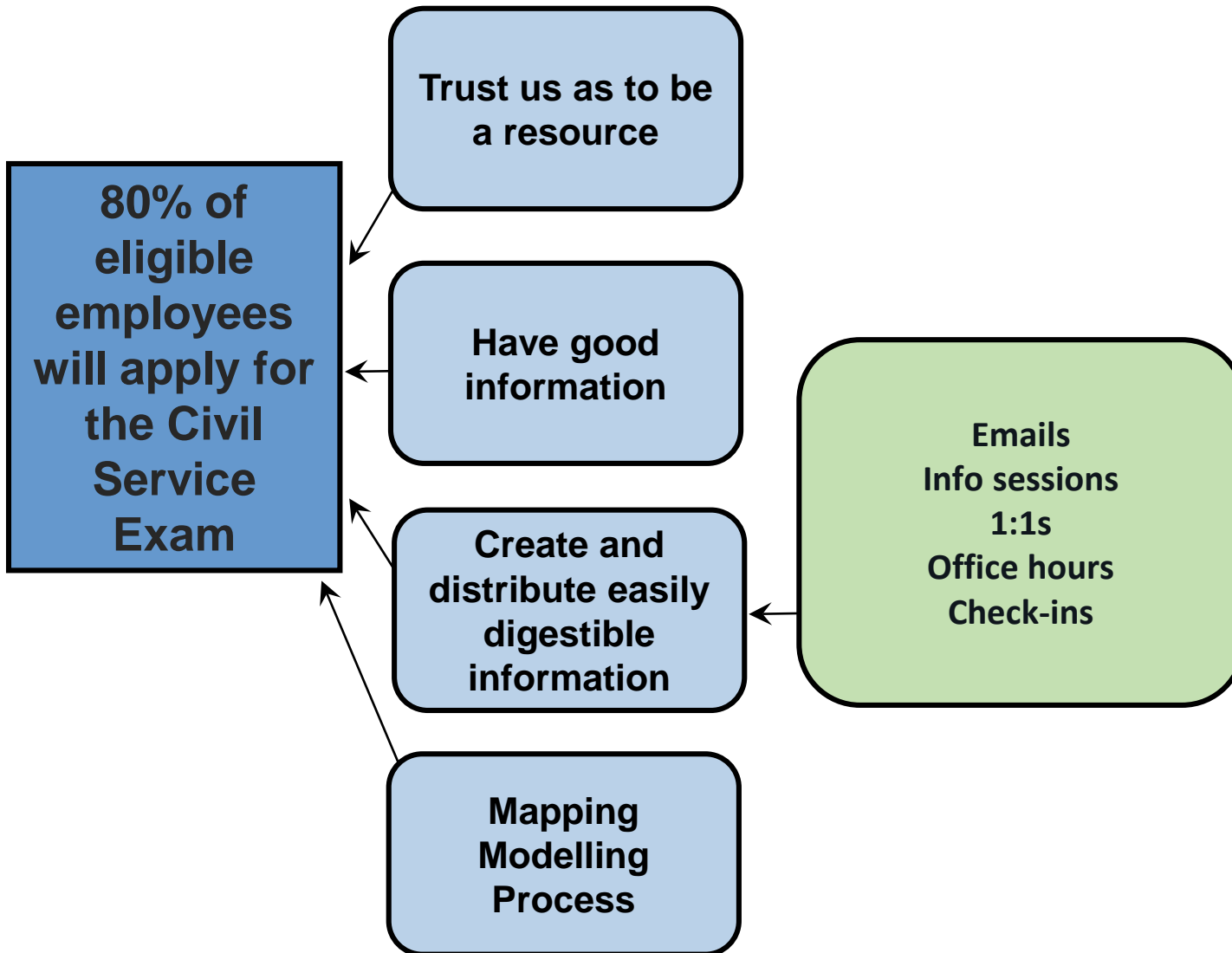
Learning and Returning to the Driver Diagram

**80% of
eligible
employees
will apply for
the Civil
Service
Exam**

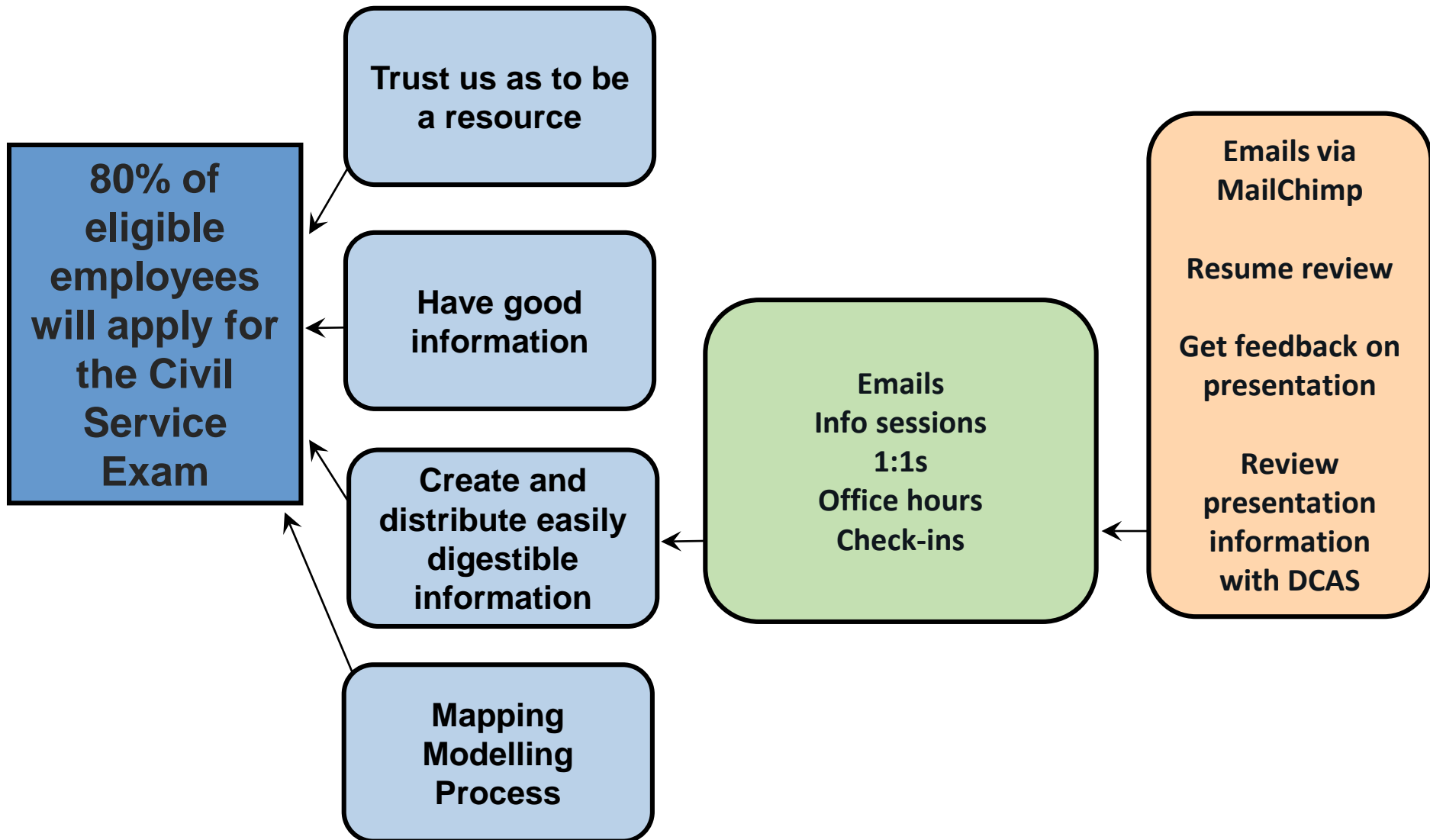
Learning and Returning to the Driver Diagram



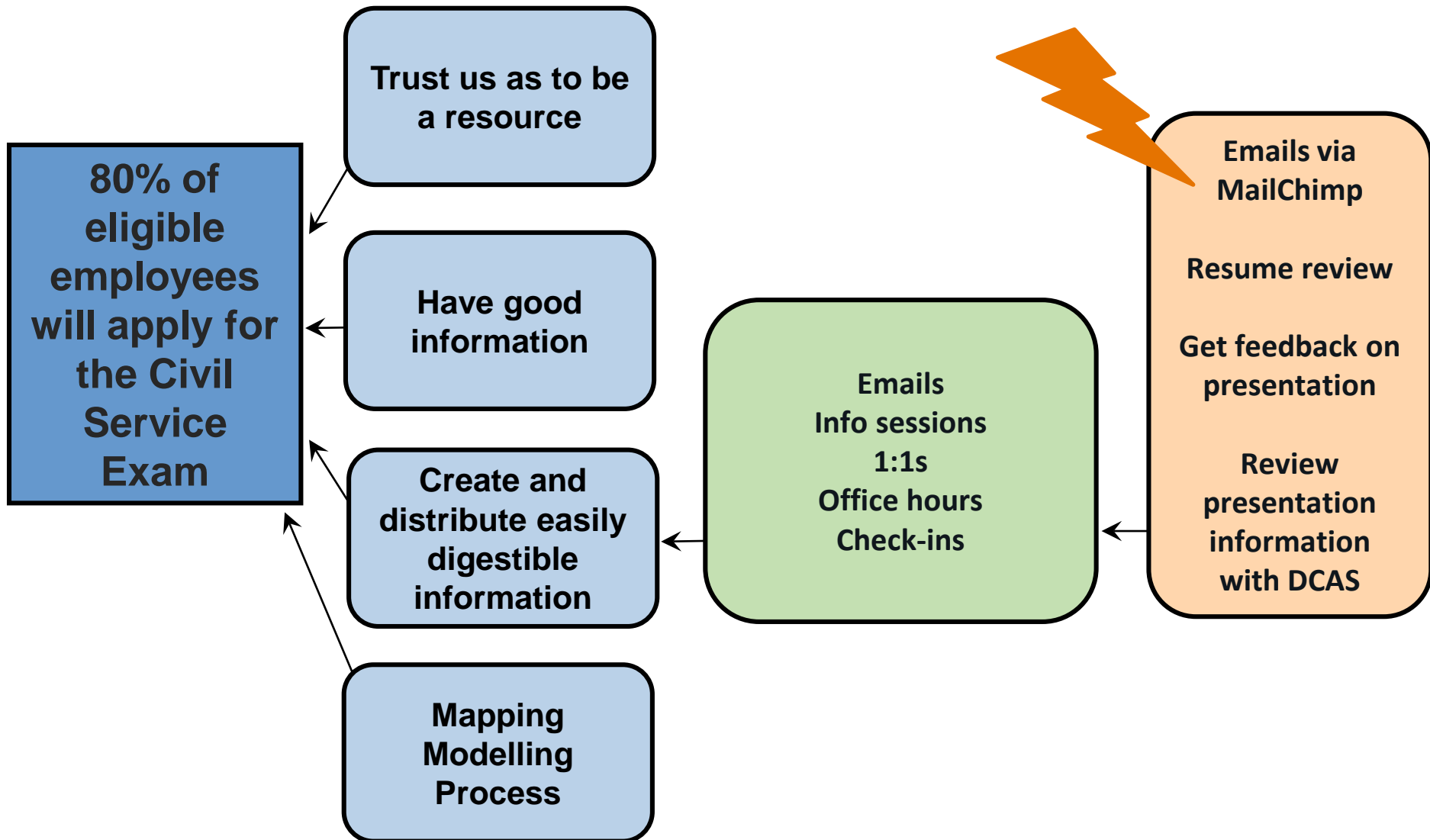
Learning and Returning to the Driver Diagram



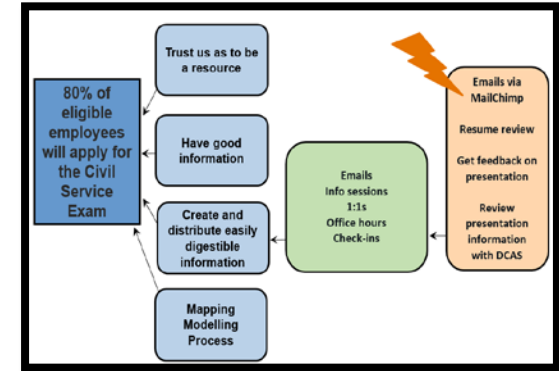
Learning and Returning to the Driver Diagram



Learning and Returning to the Driver Diagram



Testing Change Ideas



Change Idea: Send targeted emails to employees eligible for the Civil Service exam

Driver: Create and distribute easily digestible information

Data collection method: Emailed Google survey

Users: Eligible consultants and full-time staff

Data used to improve: Level of understanding and access to information on Civil Service Exam

Testing Change Ideas

From: Hartle Brian
Sent: Friday, December 08, 2017 4:34 PM
To: Hartle Brian
Cc: Davidson Verlene
Subject: (<5 Minute Action Requested) Provide Feedback re: Civil Service Communications

Happy Friday!

My name is Brian Hartle, and I'm the Associate Director of Talent for the Division of Teaching and Learning. Verlene Davidson, our Senior Analyst for Operations, and I want to congratulate you on two-plus years of service with the Division of Teaching and Learning, and meeting the eligibility requirements for the QIE 😊

As part of our FY2018 Improvement Science Project, Verlene and myself aim to improve our team's communication plan re: Civil Service Examinations to ensure that staff:

- enhance their understanding of the Civil Service Exam Process
- know the requirements and dates for different exam(s)
- apply for an exam that is most appropriate to their education and experience
- are successful in their application to ensure they continue to serve in their present role, and
- understand opportunities that subsequent examinations offer through civil service promotional trees

To this end, **please take 5 minutes to offer some initial feedback here.** Your candid feedback is welcomed, and will ensure our communications around subsequent exams are clearer to our less seasoned staff.

Testing Change Ideas

Have you already applied? *

Yes

No

If yes, what additional information do you wish you had before applying?

Your answer

If no, what additional information do you need in order to apply?
You have until Tuesday, January 30 at 11:59PM.

Your answer

Testing Change Ideas

Iterating further and embedding data from previous tests

From: Hartle Brian

Sent: Friday, December 15, 2017 5:21 PM

To: Hartle Brian

Cc: Davidson Verlene

Subject: RE: (<5 Minute Action Requested) Provide Feedback re: Qualified Incumbent Exam and Civil Service Communications

Team,

Thank you for the 27 responses (out of 92 recipients) to our earlier request below. If you have not already done so, **help Verlene and me rest easy this weekend by confirming that you completed the QIE examination [here](#).**

In case you have not completed the exam, **here some pieces of additional information your colleagues said would have been helpful to know in advance.**

- *"All the materials call it an exam [but] it is answering 3 yes or no questions and writing a sentence."*
 - I.e., you don't even need to upload a resume!
- *"I wish I knew it costs \$69."*
- *"It should be more explicit that you have to mail in the form to DCAS in addition to taking the QIE test."*

Remember: you have until Tuesday, December 19 at 11:59PM. Don't delay! And feel free to reach out to Verlene or myself with any questions or concerns.

Improvement Work in the Big Picture



Trees

Coaching support

PLC participation

Small changes to practice

Seeding improvement at the Central
office

Improvement Work in the Big Picture



Trees

Coaching support

PLC participation

Small changes to practice

Seeding improvement at the Central office

Forest

DT&L Continuous Improvement Value

DT&L Equity Value

Infusing their improvement mindset into this project, and living it out in the rest of their work

Helping us launch the ELL Achievement NIC of Brooklyn schools

Appendix: NYC Ambassadors' Driver Diagram (Abridged)

