ASPIRE

Accelerating Student Progress
Increasing Results & Expectations

Houston Independent School District

Performance Management

*All HISD employees increasing results
to accelerate student progress*

About ASPIRE

Every Houston Independent School District (HISD) employee plays an important role in ensuring all students graduate on time, college- and career-ready.

To maximize our impact in achieving this goal, HISD launched the ASPIRE model during the 2007–2008 school year. ASPIRE connects all of our improvement work and aligns expectations to focus on accelerating student progress and increasing results and expectations.

The next generation of ASPIRE

Since the district launched ASPIRE, we have achieved record-breaking successes in accelerating student progress and recognizing the excellent work of our campus-based employees. The next generation of ASPIRE recognizes that each and every district employee plays a vital role preparing our students to be college- and career-ready.

ASPIRE Core Components: Catalysts That Focus our Work and Achieve our Mission
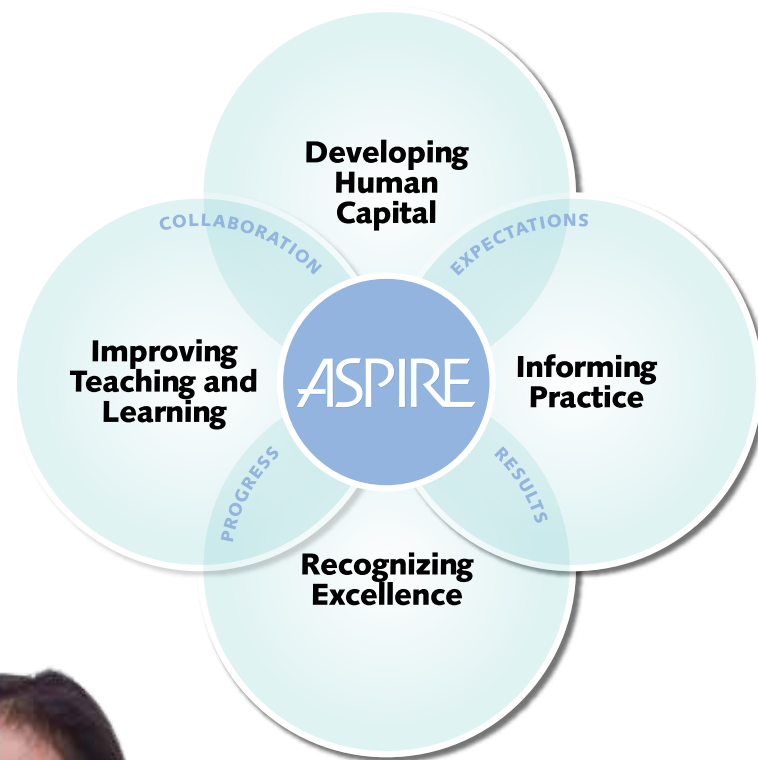
Performance Management

Performance management is a continuous process of aligning the goals of individuals and teams with the organization's strategic goals and harnessing the power of data to improve results and develop people.
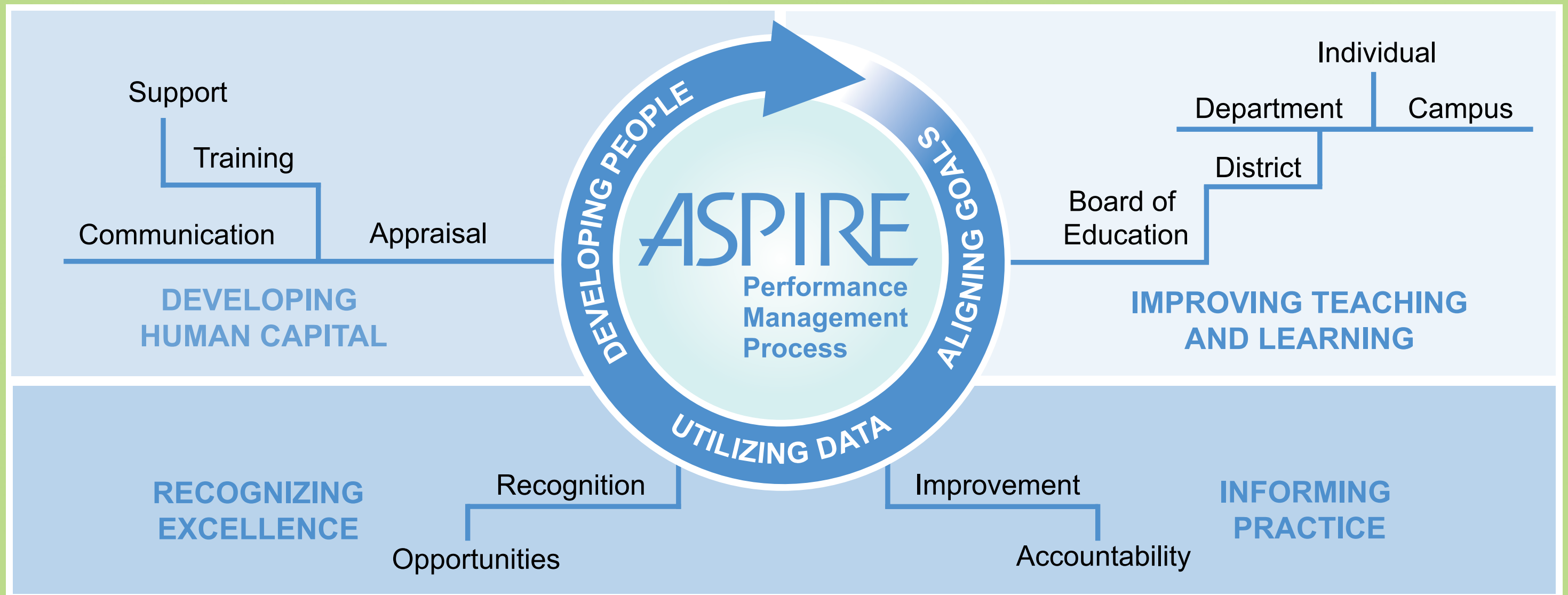
HISD's vision of ASPIRE performance management

We will know ASPIRE performance management is successful when all employees:

- Know the district's goals and how their department, campus, and/or team goals align
- Understand their role in improving students' academic achievement and progress
- Use data to continuously improve the performance and results of their department, campus, and/or team
- Understand the expectations for performance and receive feedback and support for ongoing improvement
- Recognize the importance of providing outstanding customer service
- Strive to maximize district resources by continually focusing on department, campus, and/or team efficiency

ASPIRE is all of us.

ASPIRE
Performance Management Process

DEVELOPING PEOPLE · ALIGNING GOALS · UTILIZING DATA

DEVELOPING HUMAN CAPITAL
- Support
- Training
- Communication
- Appraisal

IMPROVING TEACHING AND LEARNING
- Individual
- Department
- Campus
- District
- Board of Education

RECOGNIZING EXCELLENCE
- Recognition
- Opportunities

INFORMING PRACTICE
- Improvement
- Accountability

Frequently Asked Questions

Q: How will ASPIRE performance management impact/benefit me?
A: ASPIRE performance management will provide:
- A chance for every employee to have clear vision of what they do that has direct impact on student achievement
- An opportunity to "work smarter" by having the data that will inform every department of what we must do to produce even greater results
- A way to recognize and celebrate the exceptional work and contributions of every employee to our efforts to improve student achievement

Q: What is a scorecard?
A: A *scorecard* is a yearly report of results on the measures (metrics) that are necessary to identify a department's progress in achieving their objectives.

Q: Will ASPIRE performance management offer employees new opportunities to be recognized for excellence, including performance pay?
A: Recognizing excellence is a key component of the ASPIRE model. HISD is dedicated to creating many opportunities that highlight and celebrate the excellent work of employees throughout the district. Currently, campus-based employees have the opportunity to earn performance pay for their success in accelerating student academic progress and achievement. Before a model can be created for other departments and regional office employees, a valid system of measuring performance for all other types of work must be created. In the future, HISD can then consider how to align awards to the performance-management system.

Q: Do other school districts practice performance management?
A: Not many. Although not new to business, performance management is new to school districts. HISD is on a very short list of districts that are leading the way for other school districts across the country.

Q: How is ASPIRE performance management being rolled out?
A: As of the spring 2010, the departmental scorecards for the four pilot teams (Transportation Services, Human Resources, Strategic Partnerships, and Budgeting and Financial Planning) as well as for the K–12 campuses have been approved by the Executive Committee. Common measures for everyone across the district were approved. Scorecards have been approved for Chancery, Controller's Office, Food Service and Curriculum, Instruction and Assessment), HISD Police, Character Education, Student Engagement, Virtual School, External Funding, and Bond Fund (Construction) Services. Scorecard development is under way for departments in School Support Services, including Medical Services, Safe and Drug-Free Schools, and Junior ROTC in cohort four, with Library Services and After-School Programs in cohort five, joined by CFS Maintenance. Departments are participating in the six-week design process on a rotating basis based on data availability, district priority, and scheduling. HISD will continue to collaborate with its technology partners to operationalize the scorecards. Work has begun to incorporate the scorecard and the data into a revised School Improvement Planning process. A more robust, dynamic analysis tool will reduce the administrative burden of acquiring data from multiple sources for campus administrators and school improvement teams. HISD has populated sample campus scorecards for a feeder pattern to identify gaps in communication with key stakeholders. The team has begun to solicit parent and community feedback on design layout, delivery format, and timing. Early results indicate positive feedback as parents and community members embrace the consolidated reporting and visually rich graphic representations.

What's your statement?

We asked a few employees to share how they impact student success. Here's what they said:

I accelerate student progress because I...

Make sure I get kids to school on time, in a positive mood, ready to learn."
- HISD Transportation

I accelerate student progress because I...

Reduce the burden on school administration by solving problems and maximizing financial resources, which, in turn, allows for more time for schools to focus on student success."
- HISD Budgeting & Financial Planning

We want to hear from you.

Visit the ASPIRE portal to submit and share your statement about the ways you accelerate student progress.
www.houstonisd.org/ASPIRE

All employees working together to achieve the district's goals, increase results and expectations, and continue HISD's transformation into a truly authentic performance-driven system. That's what ASPIRE performance management can help us achieve.

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The Basics of Performance Management

What?
ASPIRE performance management is about measuring the performance of every department and campus to learn what's working across the district and how we can share and replicate these practices. Performance management will increase our results so we can focus every resource on preparing every student to be college- and career-ready.

Who?
All of us! Every staff member will have the opportunity to receive information about how their team is performing and how they can improve their results.

Why?
At the campus level, ASPIRE has dramatically improved students' academic performance. Involving every team and staff member across the district in aligning their work to achieve the district's goals will help maximize results in every department and campus.

How and When?
Over time, every department and campus will identify the goals they need to achieve as well as the data or metrics needed to determine whether or not they are achieving those goals. The results will allow us to recognize excellence, share what works, and provide people the feedback and support they need to build upon these results. Our focus on continuous improvement will ensure that we can do more for our students each year.

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