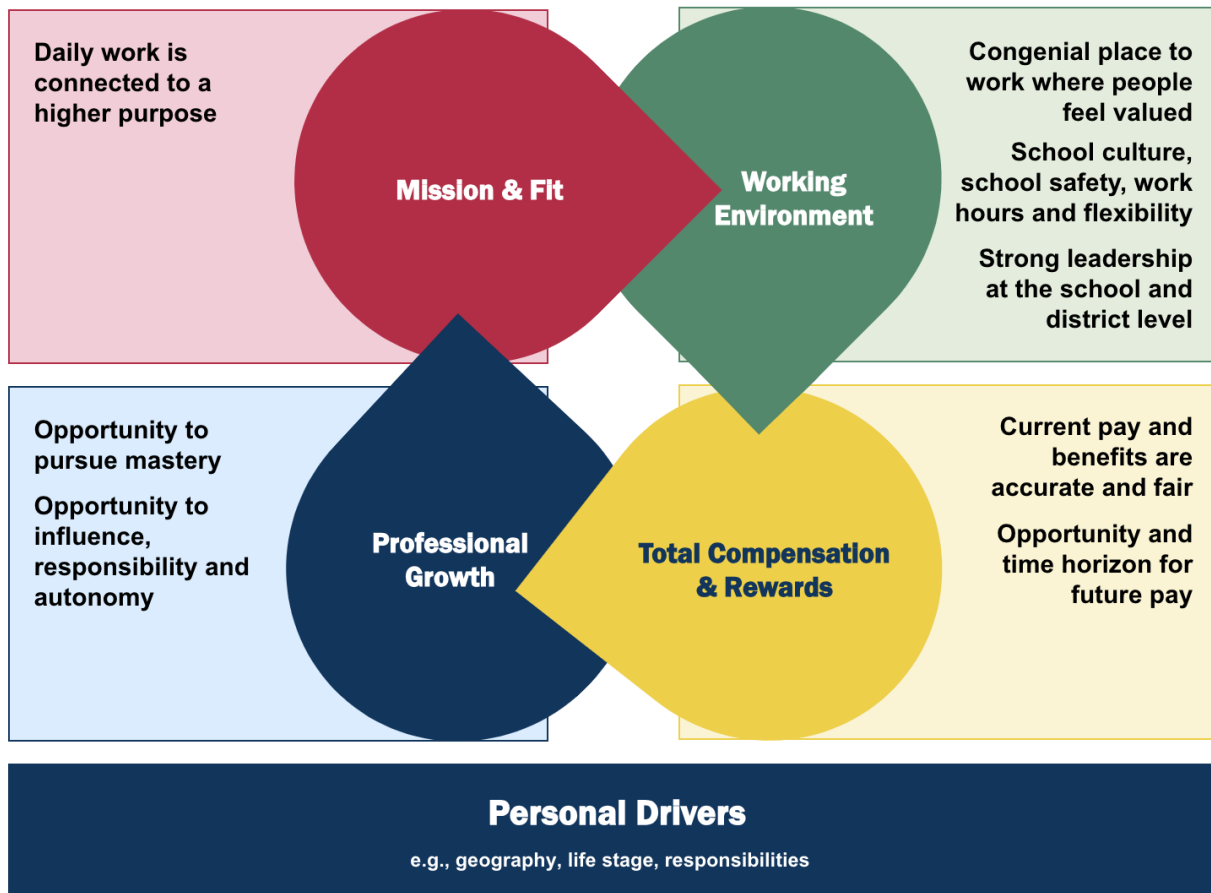


Refining Your Teacher Value Proposition

Overview

A teacher value proposition (TVP) is the collective set of factors that shape teachers' experiences, including the mission of and fit with the organization, working conditions, total compensation and rewards, and opportunities for professional growth.

When a system's TVP aligns with its talent strategy, reflects and supports the organization's mission, and fits with the broader labor market, attracting and retaining the right talent becomes much easier.



Below, we provide a set of guided steps for assessing, reflecting on, and improving your TVP. This process is applicable to both school and system leaders, and we recommend that leaders work through these steps collaboratively, in partnership with other leadership team members and stakeholders (like a teacher advisory panel). These steps will reveal areas of strength and areas of opportunity which can help systems take both strategic short-term steps and longer-term investments to improve teacher recruitment, experience, and retention.

Mission and Fit:	Working Environment:
<p>Why should teachers be invested in your mission? How do they experience and contribute to the mission? In their daily work, how do teachers further the mission and vision and how are they acknowledged and rewarded for these efforts? How are teacher goals, feedback, and evaluation aligned to the mission and vision?</p>	<p>What kind of staff culture and workplace can teachers expect? What leader actions do school and system leaders take to ensure this culture is built and maintained? How do leaders ensure teachers know they are valued? How do school operations contribute to safe and supportive working conditions? What flexibilities exist for teachers and how do teachers take advantage of these flexibilities?</p>

Professional Growth:	Total Compensation and Rewards:
<p>What career and development opportunities are available to teachers? How do teachers pursue these opportunities?</p> <p>What support and coaching do they receive? How are they made accessible to all teachers? What can this look like for teachers at various stages of their careers?</p>	<p>What is the benefits package? What emotional wellbeing and mental health benefits are available? What family benefits are available? How are teachers recognized and compensated for their contributions? What opportunities are there for teachers to increase their compensation? How does your system ensure that compensation is fair, equitable, transparent, and competitive? Consider using Edgility's Compensation Pillars of Equity Assessment for deeper reflection.</p>

Tie It All Together:

How would you summarize your TVP into a few headlines for potential and current teachers?

Part 2: Data and Stakeholder Feedback

Collect data and stakeholder input on the TVP you just revised, its alignment with your vision and mission, and how stakeholders are experiencing it. We recommend using both surveys and stakeholder interviews or focus groups to gather a range of data. Surveys could include a similar set of TVP-focused questions modified for different audiences – resigning teachers (exit surveys), newly hired teachers, and veteran teachers. You may also use existing data, such as school climate survey data, via a tool like [Insight](#).

After collecting survey data, prioritize a set of follow-up questions to investigate more in-depth via focus groups and/or one on one interviews. As with any stakeholder engagement effort, ensure you are hearing from a representative group that reflects the diversity of perspectives within your school/system (e.g., by tenure, race/ethnicity, gender, content area, etc.). It is important to understand where perceptions differ by identity – e.g., do teachers of color describe different experiences with the TVP than their white colleagues? Do newer teachers feel motivated by the mission and vision than more experienced teachers? This analysis will help identify opportunities to ensure the staff experience is consistent and equitable.

Sample survey/focus group questions include:

- What inspires you about our school/system mission and vision? Do you believe your daily work contributes to this mission and vision, why or why not?
- Describe your personal and professional values and priorities. How well does your work here align with and support those values and priorities?
- Review our TVP. What strikes you as true to your experience? What aspects of the TVP have you not experienced?
- Which aspects of our TVP should we focus on improving? What types of improvements would you like to see?
- What about our school/system drew you to apply (new hires)? What about our school/system keeps engaged in your work here (veteran teachers)? Is there any aspect of our TVP that could be strengthened to encourage you to stay (resining teachers)?



- How would you describe teaching at our school/system to a candidate? What are the advantages and drawbacks?
- How could our school/system better attract and retain talented teachers? What could school leaders do? What changes would you live to see at the district/network level?

Part 3: Analyze and Act on Feedback

Analyze your data and stakeholder feedback to identify:

- Current strengths. Celebrate these with your team and acknowledge the people and teams who contribute to them. These strengths should also be emphasized in recruitment and retention messaging.
- Components of your TVP to revise to make more clear, compelling, and/or accurate. Mainly editing language, this should be a short-term action item.
- Identify components of your TVP to address with longer-term, broader solutions. For instance, you may consider revising your compensation structure or establishing a mentoring program for teachers of color. These are longer-term plays that will require careful planning, stakeholder engagement, and iteration, as well as a financial investment, before fully implementing.
- Additional data to collect and/or monitor via other stakeholder engagement mechanisms.

We recommend sharing the revised TVP and longer-term action items back with stakeholders for their continued engagement. You may consider forming a stakeholder advisory group that will offer feedback on and contribute to this work going forward.

Part 4: Implement your Revised TVP

Put your revised TVP to work by embedding it into key resources and preparing staff to use it in their work with candidates and teachers. Writing a set of TVP talking points, overall, and aligned to each of the four components, could be a helpful starting place. From there, determine where this language is relevant and how it may be tailored to different audiences. For instance, in recruitment collateral targeted to new teachers, you may want to emphasize coaching and supports, and, for retaining top teachers, highlight leadership opportunities. Interview scripts should include a voice-over of the entire TVP.

Pay careful attention to your school/system website and social media to ensure your entire TVP is apparent, articulated in candidate-friendly language, and includes additional details candidates may be wondering about (e.g., link to the benefits page so that interested candidates can understand the entire benefits package). See [D.C. Public Schools' and YES Prep's TVP](#) pages for examples.

It may also be worthwhile to “pressure test” your TVP by thinking through how leaders would use it in scenarios like the following:

- You're having an especially challenging time filling an already hard-to-staff role. How would you present the TVP to a promising candidate for one of these positions?
- A strong candidate is weighing a job offer from your school/system with another offer from a nearby school district/network. How would you use the TVP to make a persuasive case for the candidate to choose your school/system?



- A top teacher is considering resigning to teach in a nearby district/network that offers slightly higher pay. How could the TVP be useful in trying to persuade that teacher to stay?
- A promising newly hired teacher is feeling frustrated, unsuccessful, and is considering quitting. How would you talk about the TVP with that teacher to convince them to stay?

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