



PERFORMANCE MANAGEMENT: YEAR-END REVIEW



KAREN DODD
December 2019



Vision

Ensure each and every student is empowered and equipped to pursue a successful future.

Mission

To partner with districts, schools, families, students, business and industry, and communities to provide leadership and support to ensure success for each and every student.

About

The Kentucky Department of Education is a service agency of the Commonwealth of Kentucky, and part of the Education and Workforce Development Cabinet. The department provides resources and guidance to Kentucky's public schools and districts as they implement the state's P-12 education requirements. The department also serves as the state liaison for federal education requirements and funding opportunities.

INTRODUCTION

The following graphs reflect the Kentucky Department of Education's (KDE) progress toward annual goals. The department began administering new surveys in fall 2018 to employees, customers and partners. Based on initial data, five-year goals were established by the KDE leadership team in fall 2019. The leadership team consists of the commissioner, deputy commissioner, associate commissioners, chief performance officer, chief communications officer, KBE executive director and director of government relations.

RESULTS

STRATEGIC PRIORITY: STRATEGIC PARTNERSHIPS

OBJECTIVE: Effective Use of Partnerships

FIVE YEAR GOAL: Maintain partner satisfaction rate of 90% or higher.

ANNUAL TARGET: Maintain partner satisfaction rate of 90% or higher.

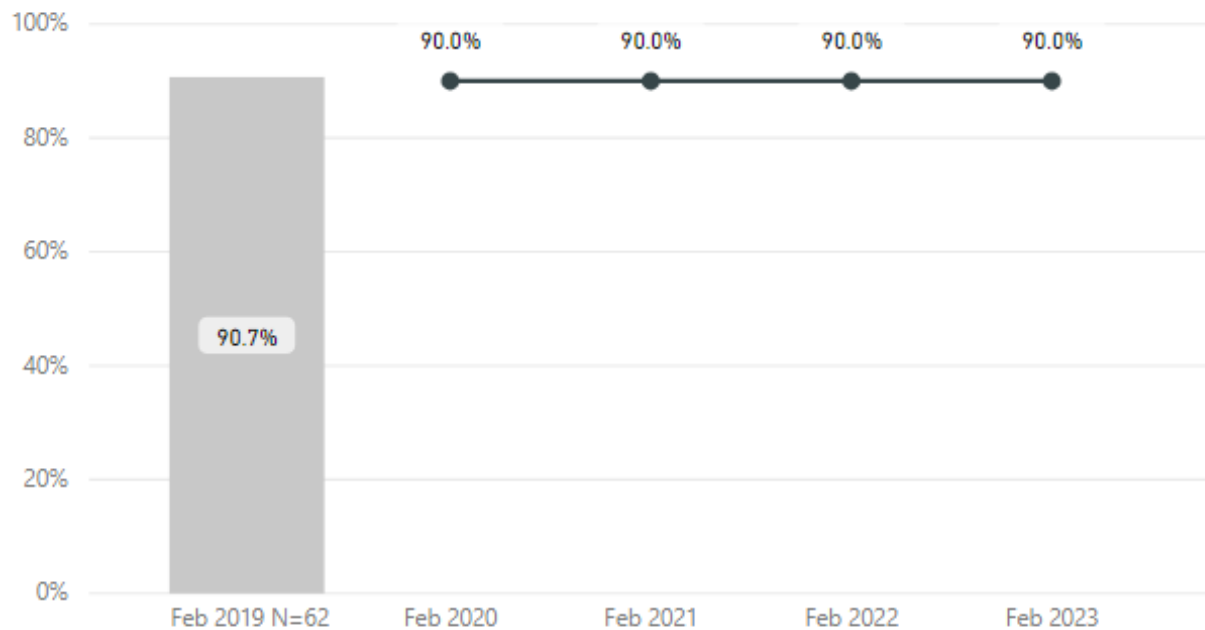
POPULATION SURVEYED: Strategic partners, as identified by the KDE leadership team included 106 partners.

MEASURE: This survey had six questions which were asked. Responses were averaged together to yield an overall satisfaction rate.

FREQUENCY: Survey conducted annually in the spring.



Partner Satisfaction



Lines represent annual targets, columns represent results.

Green - annual target met or exceeded, on track to meet five year goal, Yellow - annual target not met, but result within .2 of target
Red - annual target not met, not on track to meet five year goal, Gray - baseline setting data

OBJECTIVE: Effective Use of Partnerships

ANNUAL TARGET: Maintain partnership effectiveness rate of 80% or higher.

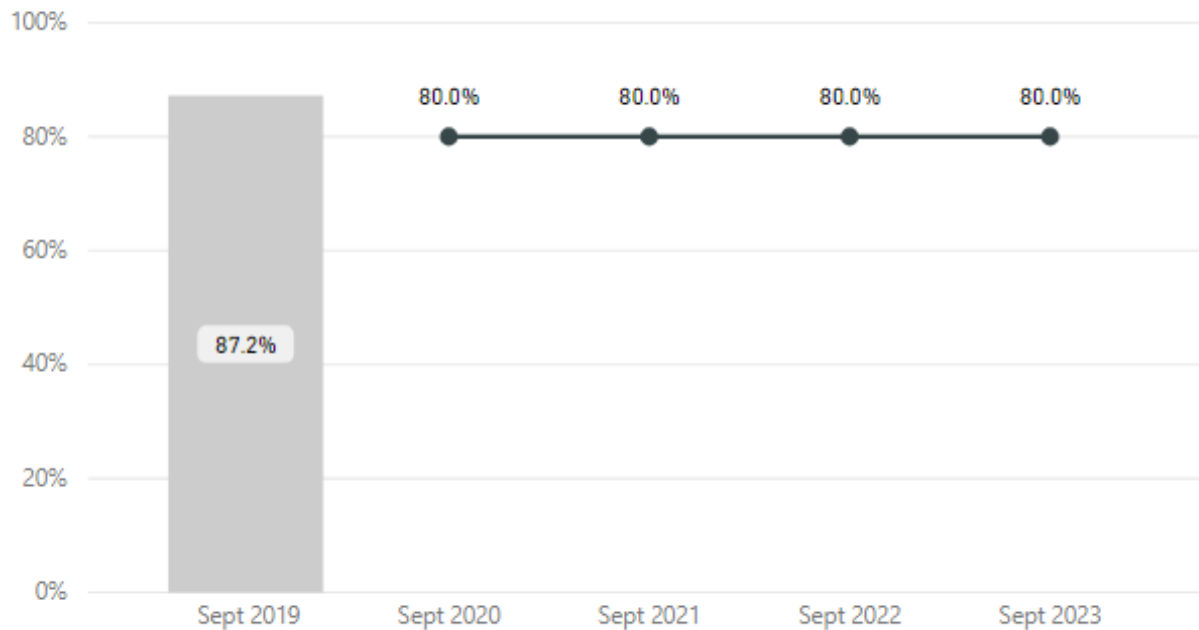
FIVE YEAR GOAL: Maintain partnership effectiveness rate of 80% or higher.

POPULATION SURVEYED: KDE partner liaisons, for each of KDE's 106 partners, a KDE employee was identified as the partner liaison.

MEASURE: This was a lengthy survey which inquired about time spent in support of the partnership, financial cost of the partnership and overall satisfaction with the partner. Much of the data was used for internal analysis; however, the question regarding overall satisfaction was used for the purpose of this measure.

FREQUENCY: Survey conducted annually in the fall.

Partnership Effectiveness



Lines represent annual targets, columns represent results.

Green - annual target met or exceeded, on track to meet five year goal, Yellow - annual target not met, but result within .2 of target
Red - annual target not met, not on track to meet five year goal, Gray - baseline setting data

“One of the best parts of being commissioner is having the opportunity to travel across Kentucky, talking with and spending time with students, educators, parents and community stakeholders.”

-Dr. Wayne D. Lewis

OBJECTIVE: Improve Support Services

FIVE YEAR GOAL: Improve overall customer satisfaction to 60%.

ANNUAL TARGET: Improve overall customer satisfaction to 49.4%.

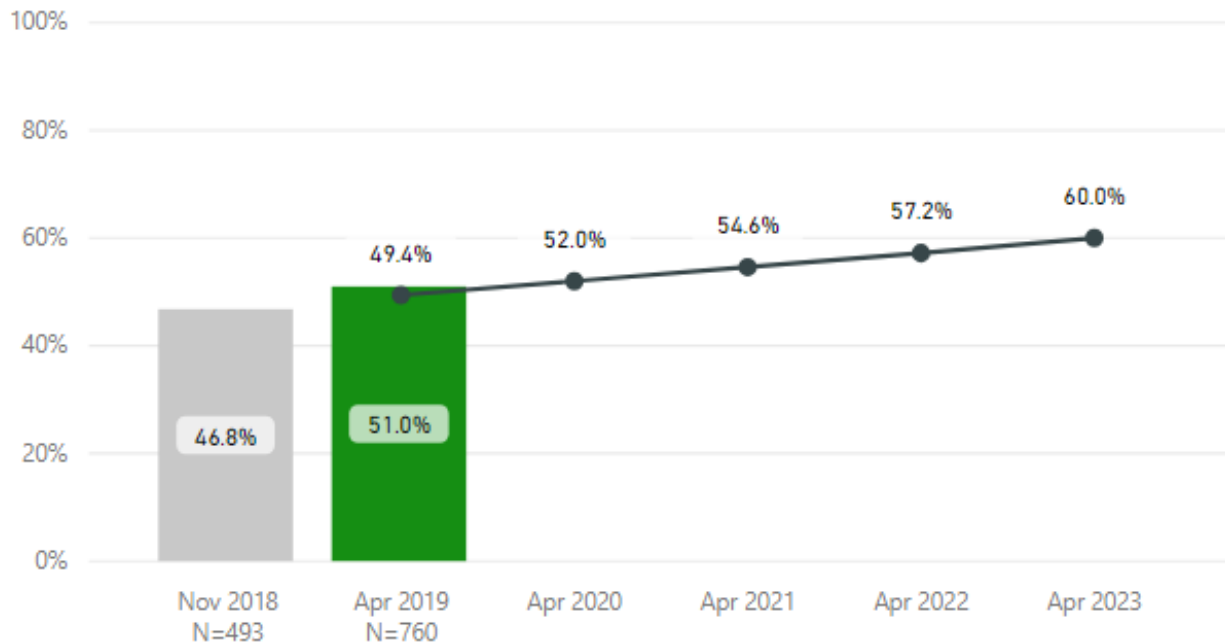
POPULATION SURVEYED: Customers, as identified by KDE, included superintendents, district central office staff and principals. This survey was sent to the superintendent who was instructed to forward the survey to central office staff and principals. As tracking who actually receives the survey is difficult, an exact participation rate for this survey cannot be determined.

MEASURE: This survey had three domains: leadership, communication and quality of service. Responses to all three domains were averaged together to determine overall customer satisfaction.

FREQUENCY: Survey conducted annually in the spring.



Customer Satisfaction



Lines represent annual targets, columns represent results.

Green - annual target met or exceeded, on track to meet five year goal, Yellow - annual target not met, but result within .2 of target
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STRATEGIC PRIORITY: OPERATIONAL EXCELLENCE

OBJECTIVE: Improve Internal/External Communication

FIVE YEAR GOAL: Improve external communication to 60%.

ANNUAL TARGET: Improve external communication to 49.6%.

POPULATION SURVEYED: Customers (described above).

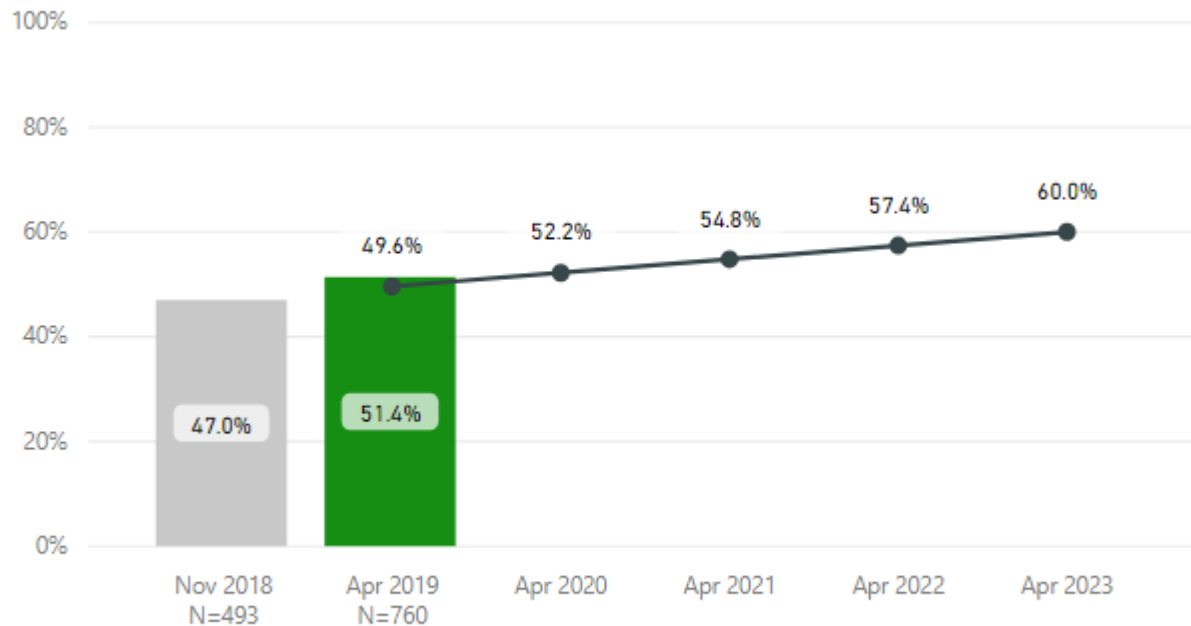
MEASURE: Results from the communication domain in the customer satisfaction survey were averaged to determine the external communication rate of satisfaction.

FREQUENCY: Survey conducted annually in the spring.

“There is no more important element to providing high quality learning experiences for students than ensuring all students have a high quality and effective teacher.”

-Dr. Wayne D. Lewis

External Communication



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Green - annual target met or exceeded, on track to meet five year goal, Yellow - annual target not met, but result within .2 of target
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OBJECTIVE: Improve Internal/External Communication

FIVE YEAR GOAL: Improve internal communication to 85%.

ANNUAL TARGET: Improve internal communication to 75.8%.

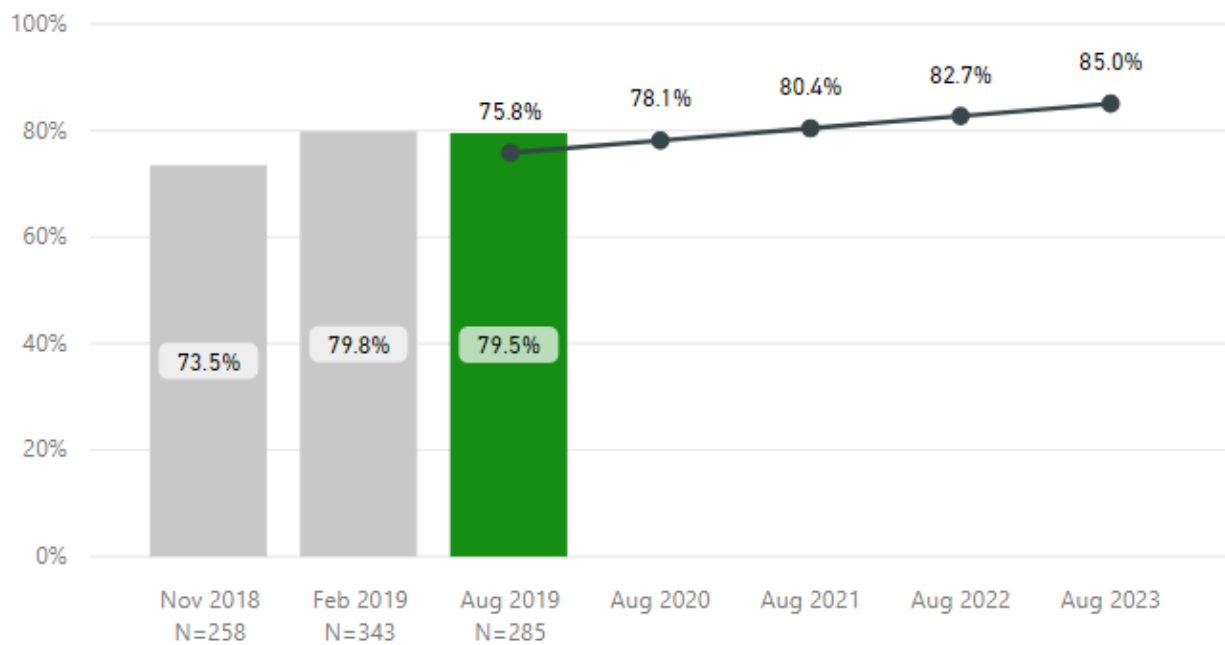
POPULATION SURVEYED: KDE Frankfort-based employees which included contractors and MOAs (working for KDE but paid through a district or education cooperative). Approximately 578 people received this survey.

MEASURE: This survey had three domains: leadership, communication and skills and expertise. Results from the communication domain were averaged to determine the internal communication rate of satisfaction.

FREQUENCY: Survey conducted biannually in the winter and summer.



Internal Communication



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Green - annual target met or exceeded, on track to meet five year goal, Yellow - annual target not met, but result within .2 of target
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OBJECTIVE: Promote Systematic Operations

FIVE YEAR GOAL: Improve strategic management maturity to level 4.

ANNUAL TARGET: Improve strategic management maturity to level 2.9.

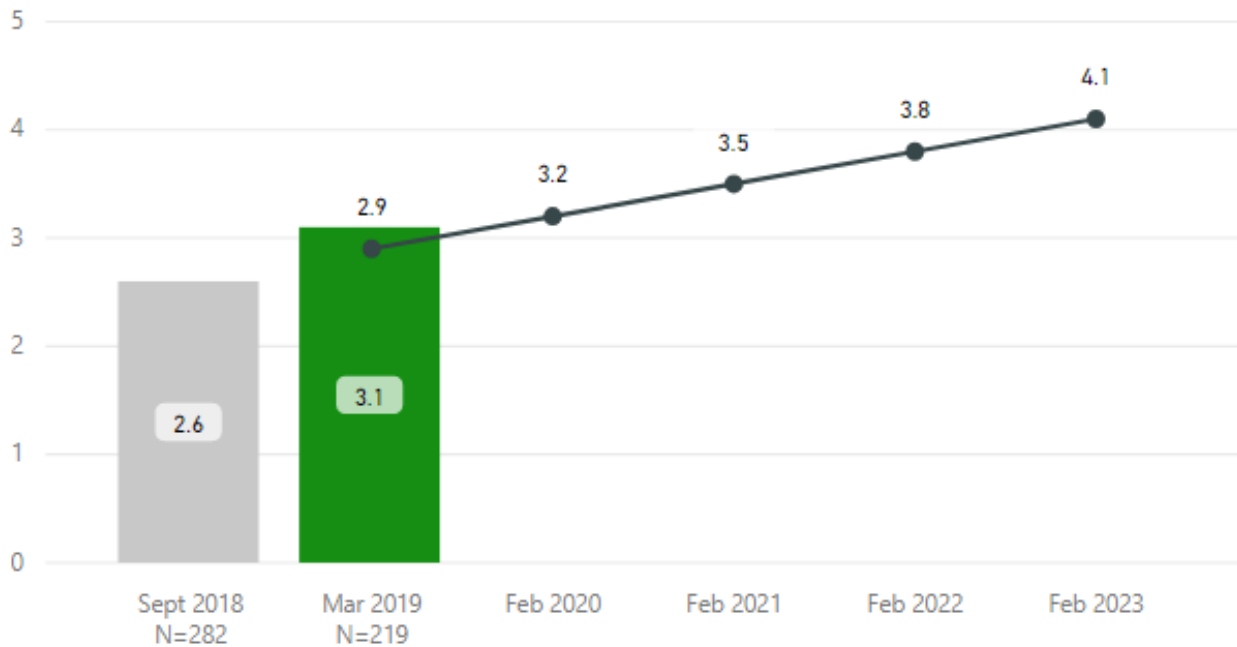
POPULATION SURVEYED: KDE Frankfort-based employees as described above.

MEASURE: This survey was designed in a matrix format. There were eight domains including leadership, values and culture, strategic thinking and planning, alignment, performance measurement, performance management, process improvement and sustainability. For each domain five descriptions were given ranging from ad hoc to continuous improvement (what must be exhibited to move to the next level). The average of all domains was used to determine KDE's overall strategic management maturity.

FREQUENCY: Survey conducted annually in the spring.



Strategic Management Maturity



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OBJECTIVE: Maintain Effective Leadership

FIVE YEAR GOAL: Improve leadership effectiveness to 80%.

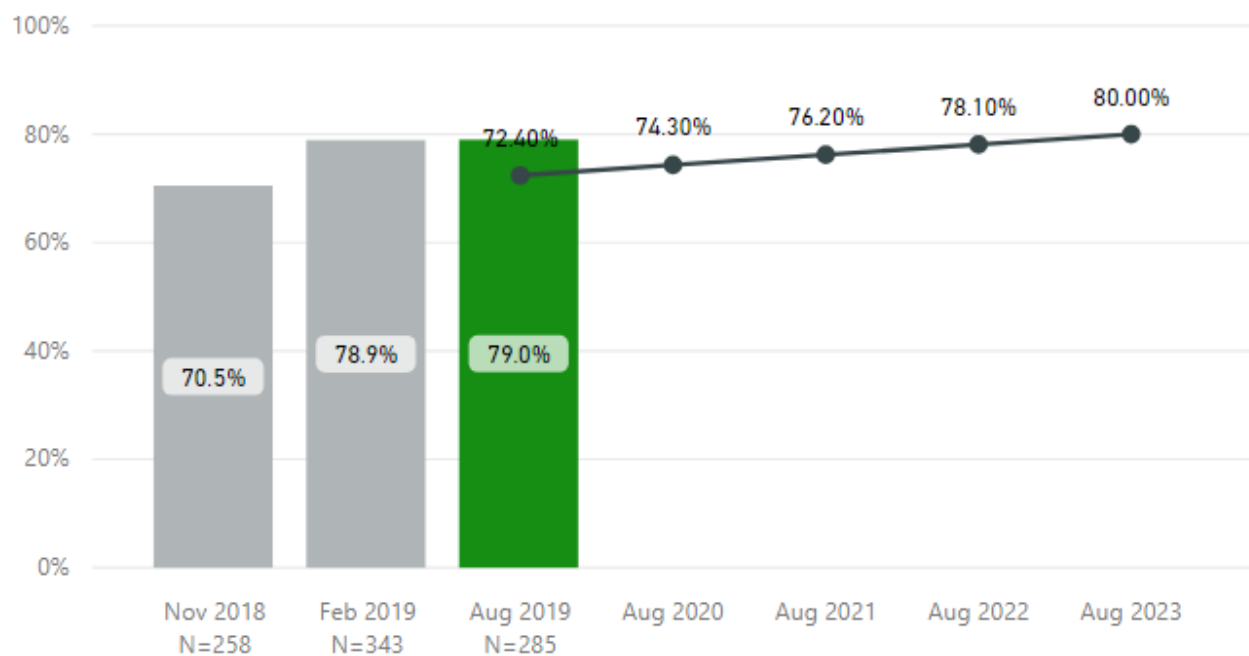
ANNUAL TARGET: Improve leadership effectiveness to 72.4%.

POPULATION SURVEYED: KDE Frankfort-based employees as described above.

MEASURE: This survey had three domains: leadership, communication and skills and expertise. Results from the leadership domain were averaged to determine the rate of satisfaction with KDE leadership (directors and associate commissioners).

FREQUENCY: Survey conducted biannually in the winter and summer.

Leadership Effectiveness



Lines represent annual targets, columns represent results.

Green - annual target met or exceeded, on track to meet five year goal, Yellow - annual target not met, but result within .2 of target
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“Effective instruction matters. Exposure to grade level content matters. High expectations for all students regardless of their background matters. Leadership committed to addressing gaps, not minimizing or ignoring them matters.”

-Dr. Wayne D. Lewis

OBJECTIVE: Maintain Effective Leadership

FIVE YEAR GOAL: Maintain commissioner's performance rating at 80% or higher.

ANNUAL TARGET: Maintain commissioner's performance rating at 80% or higher.

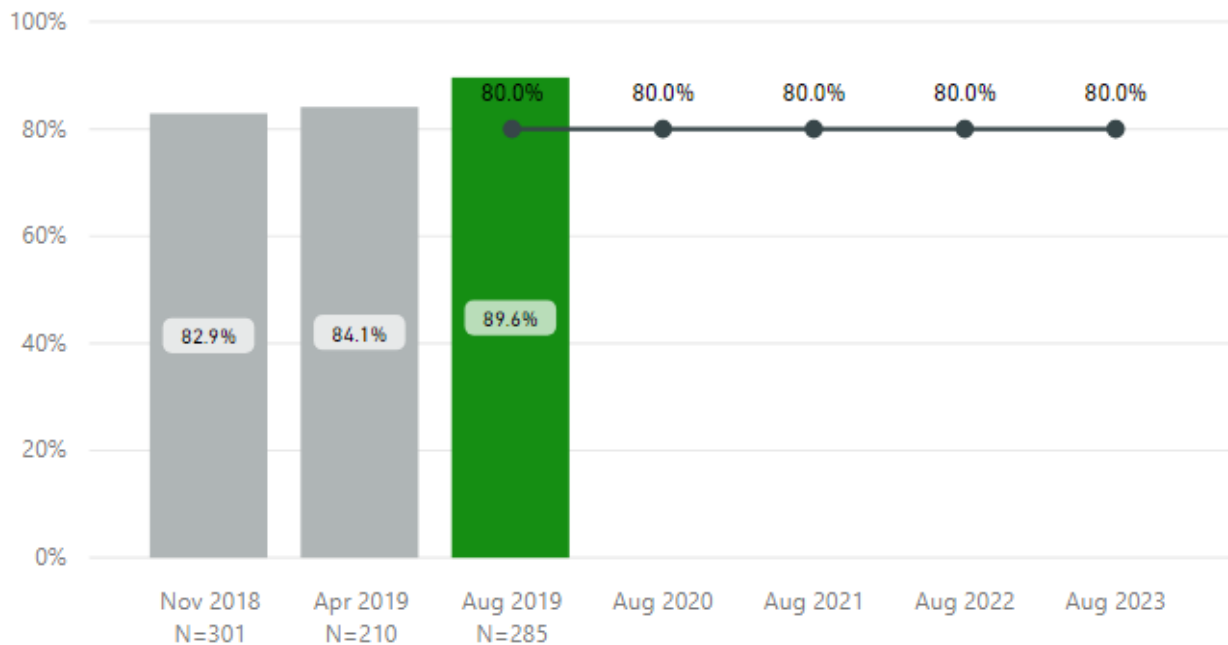
POPULATION SURVEYED: KDE Frankfort-based employees as described above.

MEASURE: This survey had six questions regarding the commissioner's performance. Results were averaged to determine the rate of satisfaction with the commissioner's performance.

FREQUENCY: Survey conducted biannually in the winter and summer.



Commissioner's Performance Rating



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Green - annual target met or exceeded, on track to meet five year goal, Yellow - annual target not met, but result within .2 of target
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OBJECTIVE: Cultivate Quality of Skills and Expertise of KDE Staff

FIVE YEAR GOAL: Improve quality of skills and expertise to 90%.

ANNUAL TARGET: Improve quality of skills and expertise to 85.6%.

POPULATION SURVEYED: KDE Frankfort-based employees as described above.

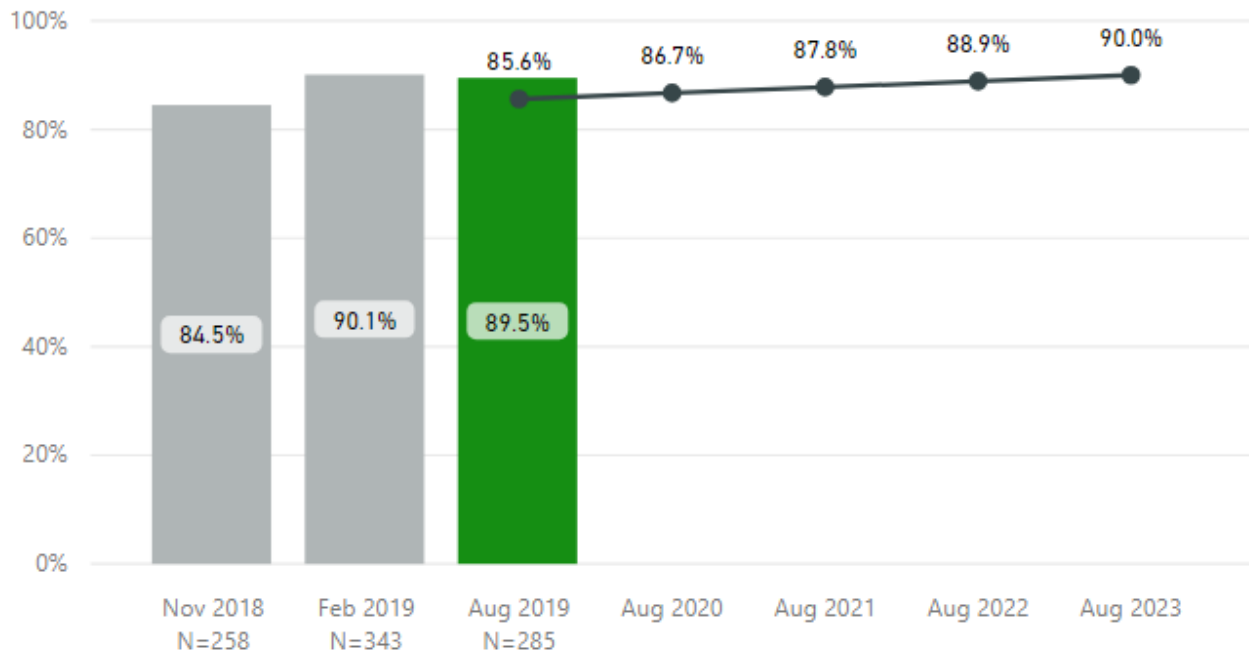
MEASURE: This survey had three domains: leadership, communication and skills and expertise. Results from the skill and expertise domain were averaged to determine the rate of satisfaction with employee skills and expertise.

FREQUENCY: Survey conducted biannually in the winter and summer.

“It is also true, however, that for many children who face significant challenges at home, public schools are their best hope for academic achievement and professional success.”

-Dr. Wayne D. Lewis

Employee Skills & Expertise



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Green - annual target met or exceeded, on track to meet five year goal, Yellow - annual target not met, but result within .2 of target
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STRATEGIC PRIORITY: STUDENT SUCCESS

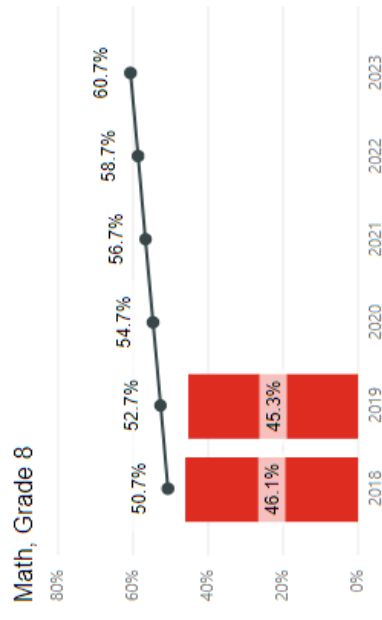
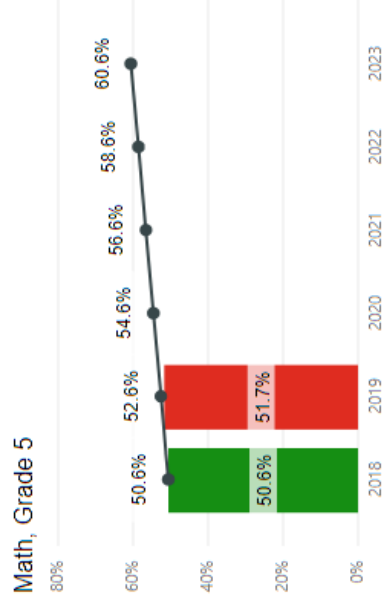
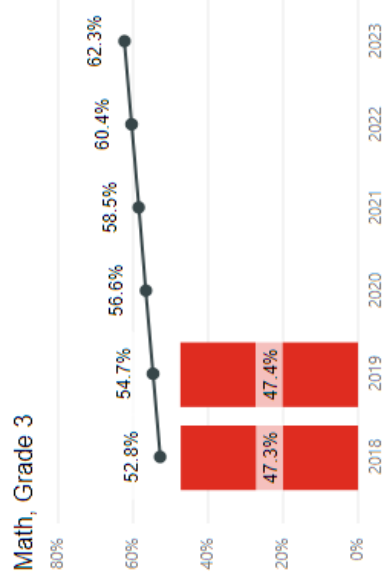
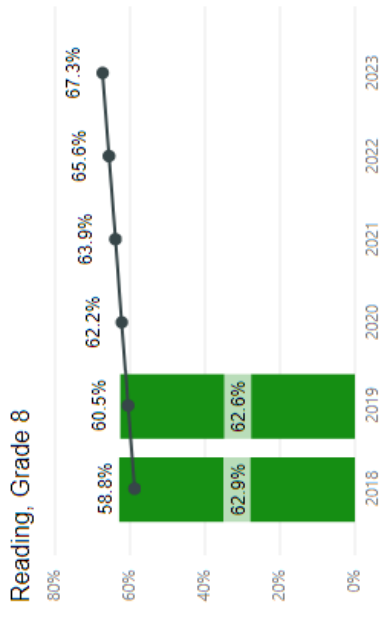
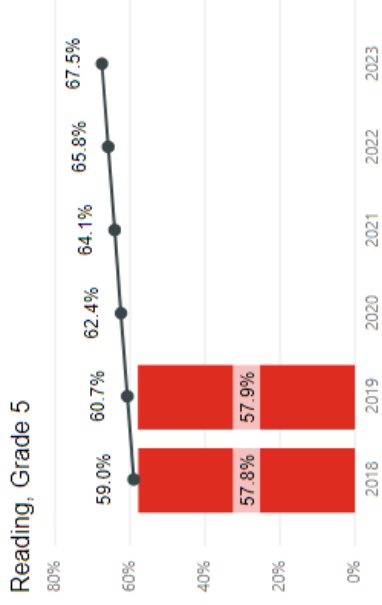
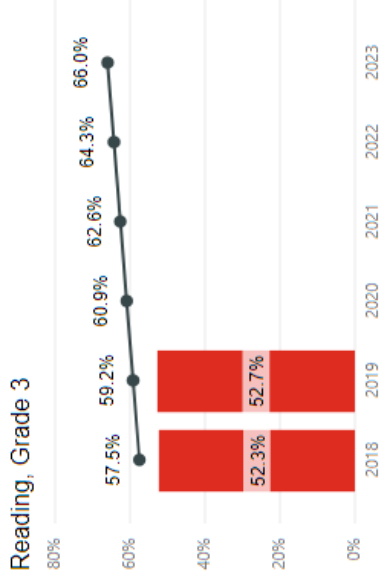
OBJECTIVE: Improve Student Outcomes

FIVE YEAR GOAL: **Improve proficiency** for all students in grade 3 reading (66.0%) and math (62.3%), grade 5 reading (67.5%) and math (60.6%) and grade 8 reading (67.3%) and math (60.7%).

ANNUAL TARGET: **Improve proficiency** for all students in grade 3 reading (59.2%) and math (64.7%), grade 5 reading (60.7%) and math (62.6%) and grade 8 reading (60.5%) and math (62.6%).

MEASURE: Results are collected from statewide K-PREP tests.

FREQUENCY: Results available annually in October.



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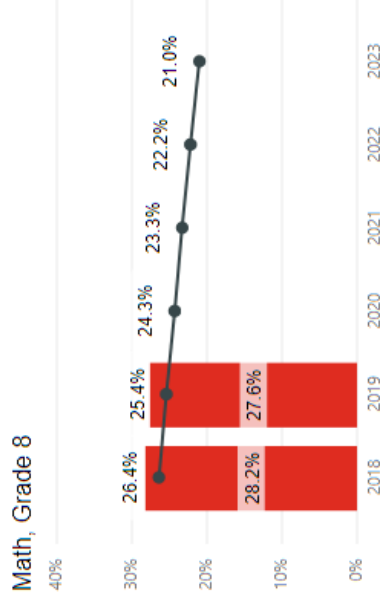
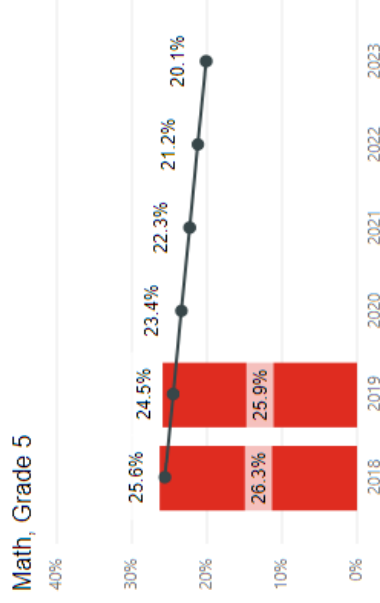
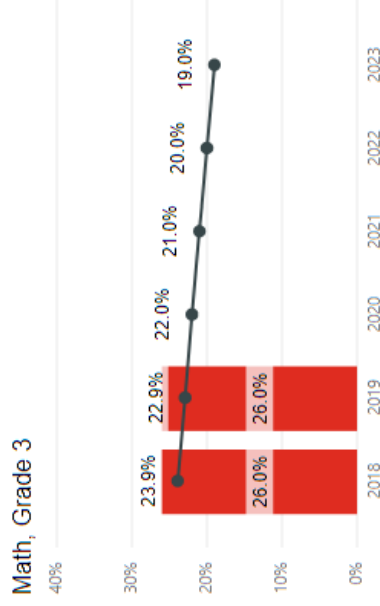
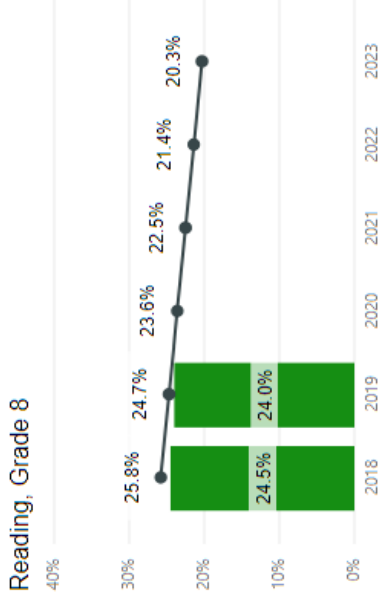
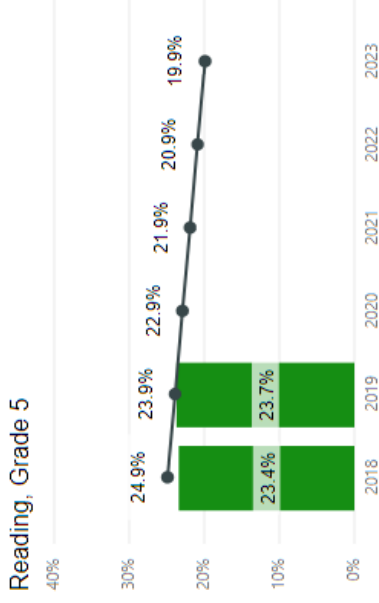
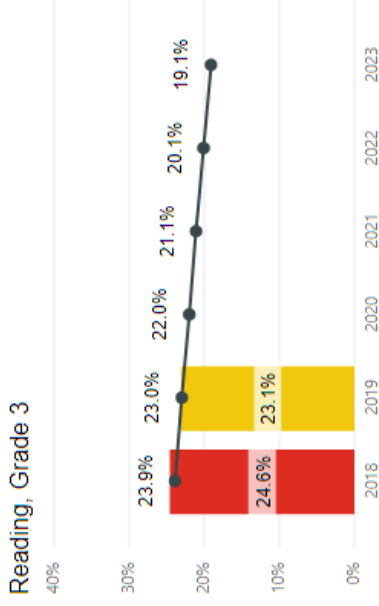
OBJECTIVE: Improve Student Outcomes

FIVE YEAR GOAL: **Decrease the gap** between students who qualify for free and reduced priced meals and students who do not qualify for free and reduced priced meals in grade 3 reading (19.1%) and math (19.0%), grade 5 reading (19.9%) and math (20.1%) and grade 8 reading (20.3%) and math (21.0%).

ANNUAL TARGET: **Decrease the gap** between students who qualify for free and reduced priced meals and students who do not qualify for free and reduced priced meals in grade 3 reading (23%) and math (24.6%), grade 5 reading (23.9%) and math (24.5%) and grade 8 reading (24.7%) and math (25.4%).

MEASURE: Results are collected from statewide K-PREP tests.

FREQUENCY: Results available annually in October.



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OBJECTIVE: Improve Student Outcomes

FIVE YEAR GOAL: Increase Transition Readiness to 71.2%.

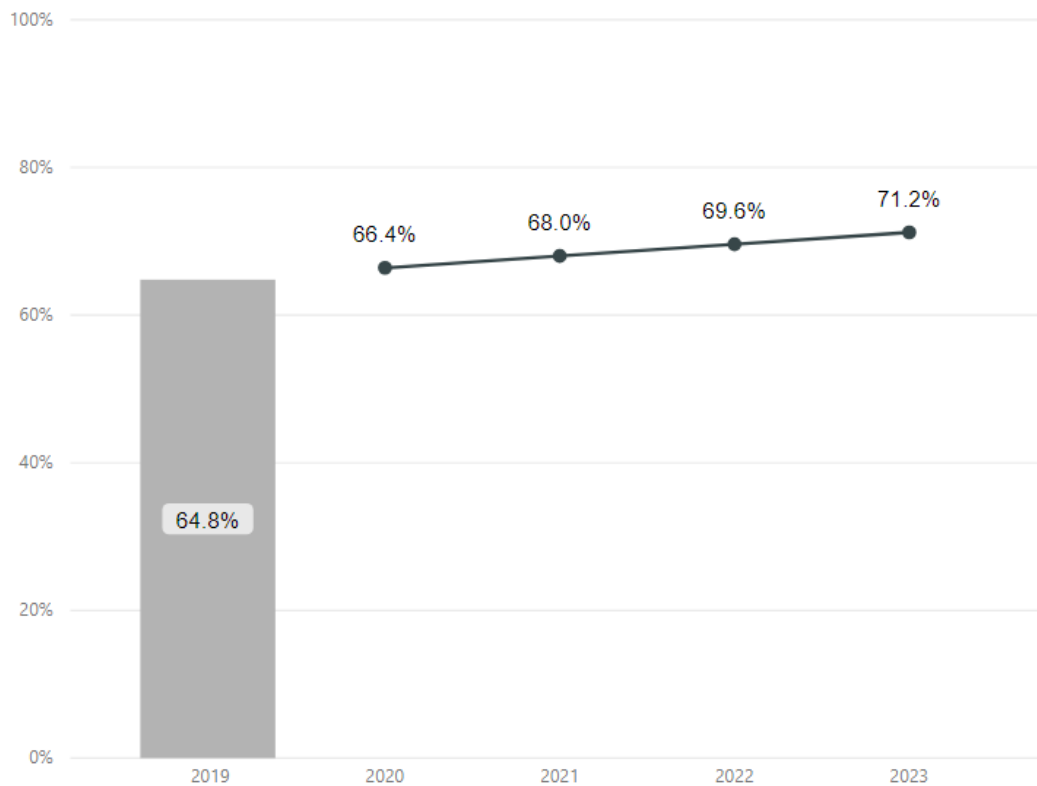
ANNUAL TARGET: Increase Transition Readiness to 66.4%.

MEASURE: Results are collected from the statewide accountability model.

FREQUENCY: Results available annually in October.



Transition Readiness



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Green - annual target met or exceeded, on track to meet five year goal, Yellow - annual target not met, but result within .2 of target
Red - annual target not met, not on track to meet five year goal, Gray - baseline setting data



OBJECTIVE: Improve School and District Operations

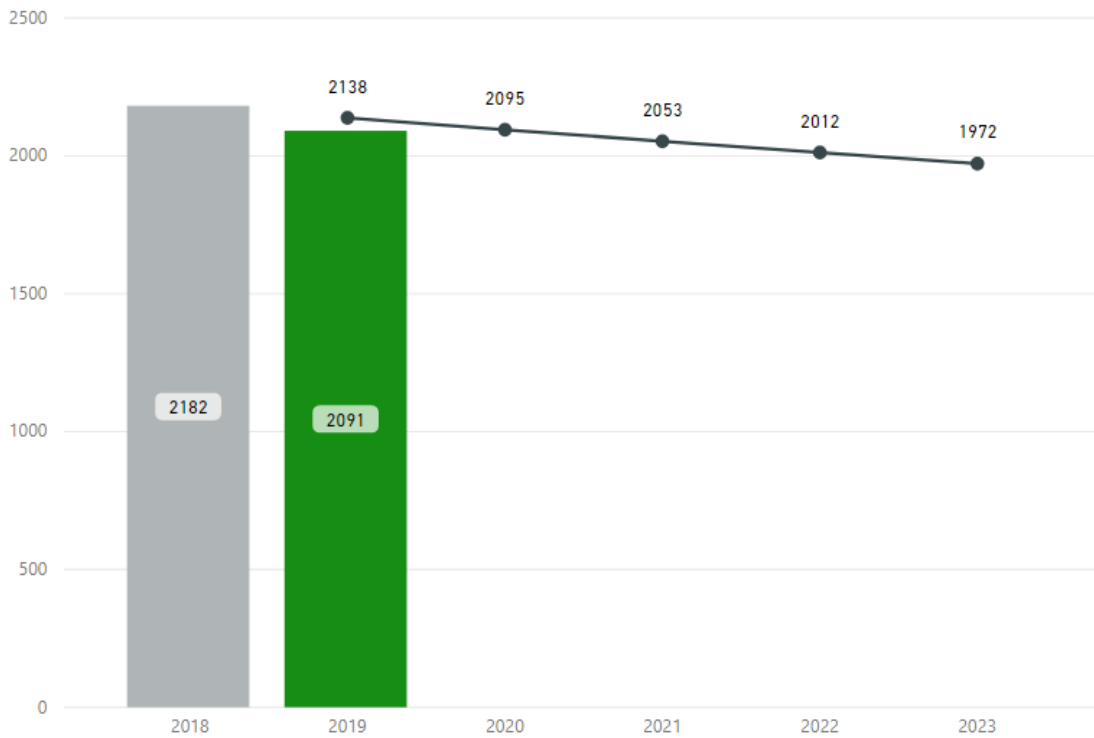
FIVE YEAR GOAL: Decrease district financial audit findings to 1,972.

ANNUAL TARGET: Decrease district financial audit findings to 2,138.

MEASURE: Results are collected from district annual financial audit reports, which are submitted to KDE.

FREQUENCY: Results available annually in June.

District Financial Audit Findings



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Green - annual target met or exceeded, on track to meet five year goal, Yellow - annual target not met, but result within .2 of target
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Program information:
Office of the Commissioner
300 Sower Blvd
Frankfort, KY 40601