

# Performance-Based Dismissals: Cross-Sector Lessons for School Turnarounds

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# Research Overview

## Cross-Sector Lessons

- Findings and examples from research outside education about the practices that underlie successful staff dismissals in the turnaround context

## Implications for Leaders in Turnaround Schools

- Research-backed approaches to targeted staff dismissals for successful turnaround leaders in low-performing schools

## Policy Review

- Overview of the restrictions and freedoms that currently govern staffing decisions for education leaders in districts and states across the country

## Implications for State and District Leaders

- Recommendations to reform policies that limit principals' ability to successfully manage their staff in the interest of students

# Findings

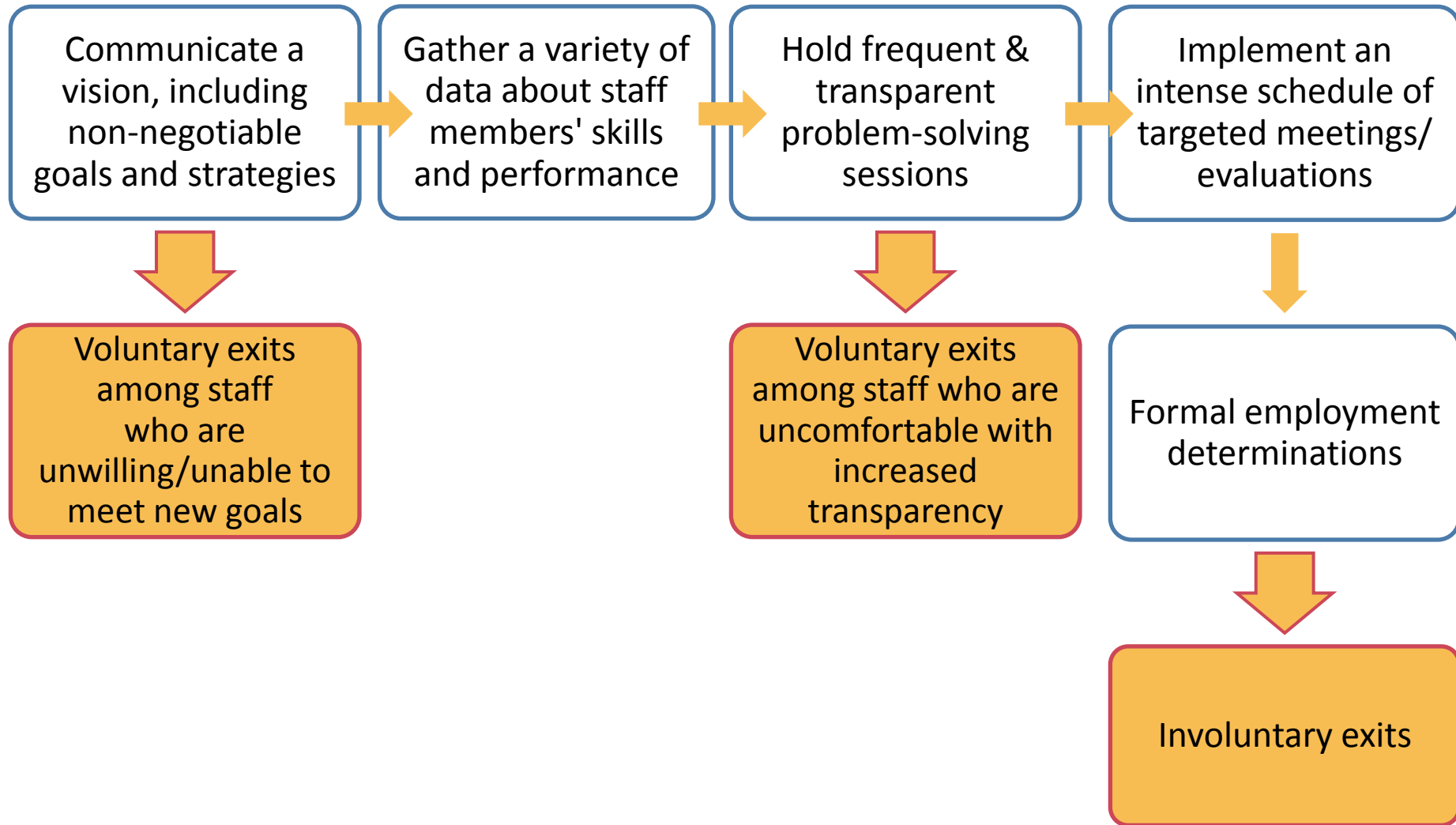
## Targeted Dismissals

- More common than wholesale staff replacement
- Relieves the organization of employees who cannot support the turnaround, while keeping valuable skills and experience among other staff
- Many dismissals are actually voluntary departures

## Policy Context

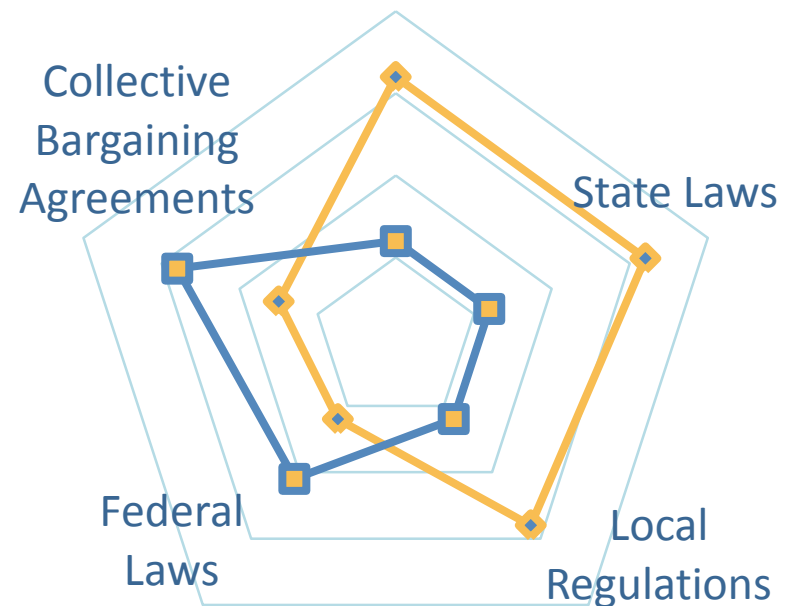
- In most states, school and district leaders have very limited ability to dismiss or transfer tenured and senior teachers
- Some states have special provisions for low-performing schools

# Key Actions for School Leaders

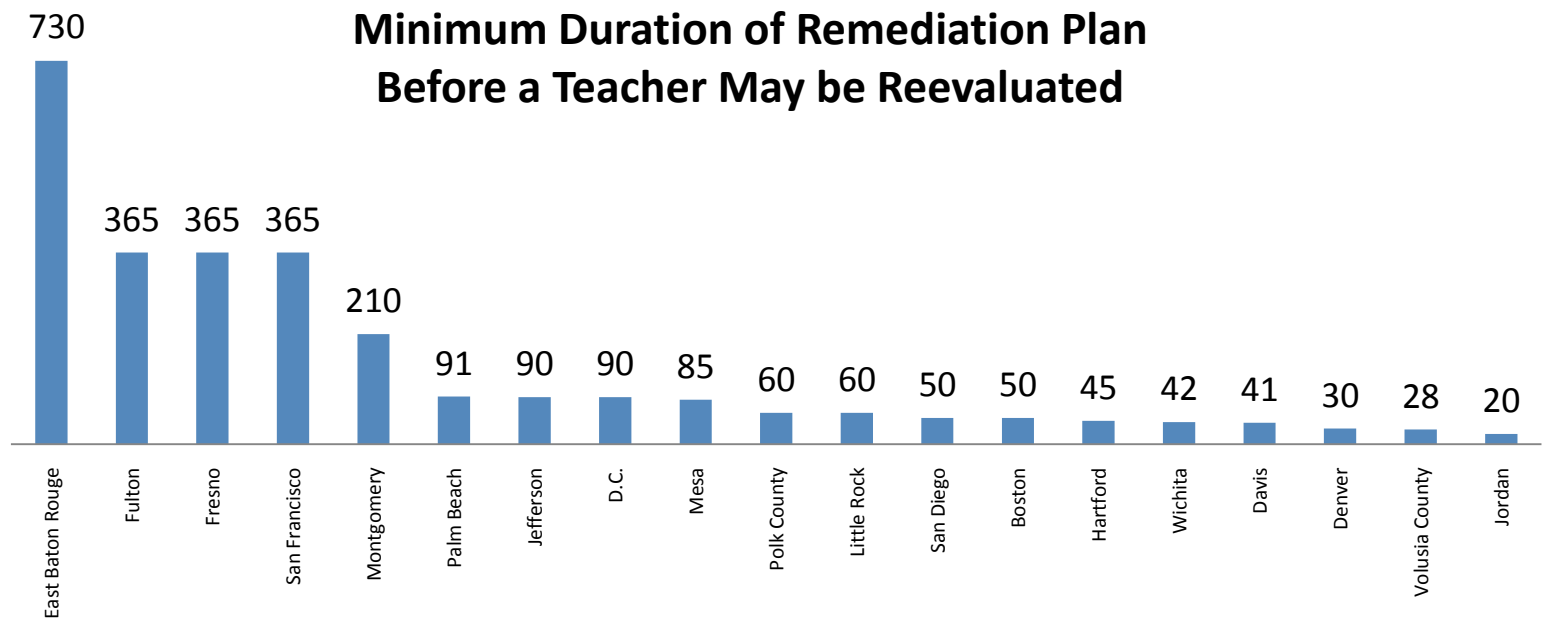


# Policy Review

- Federal, state and local policies often severely limit principals' ability to dismiss a low-performing teacher.
- But in some cases – such as chronically low-performing or restructuring schools – special policies may allow greater flexibility over staff placement and dismissal.



# Policy Review: Examples



One study estimates it can take 10 to 15 percent of a principal's time over several months just to bring one dismissal case to a hearing.

# Implications for State Leaders



Negotiate Expedited  
Dismissal Processes

# Implications for State Leaders



Enable Greater  
Staffing Flexibility

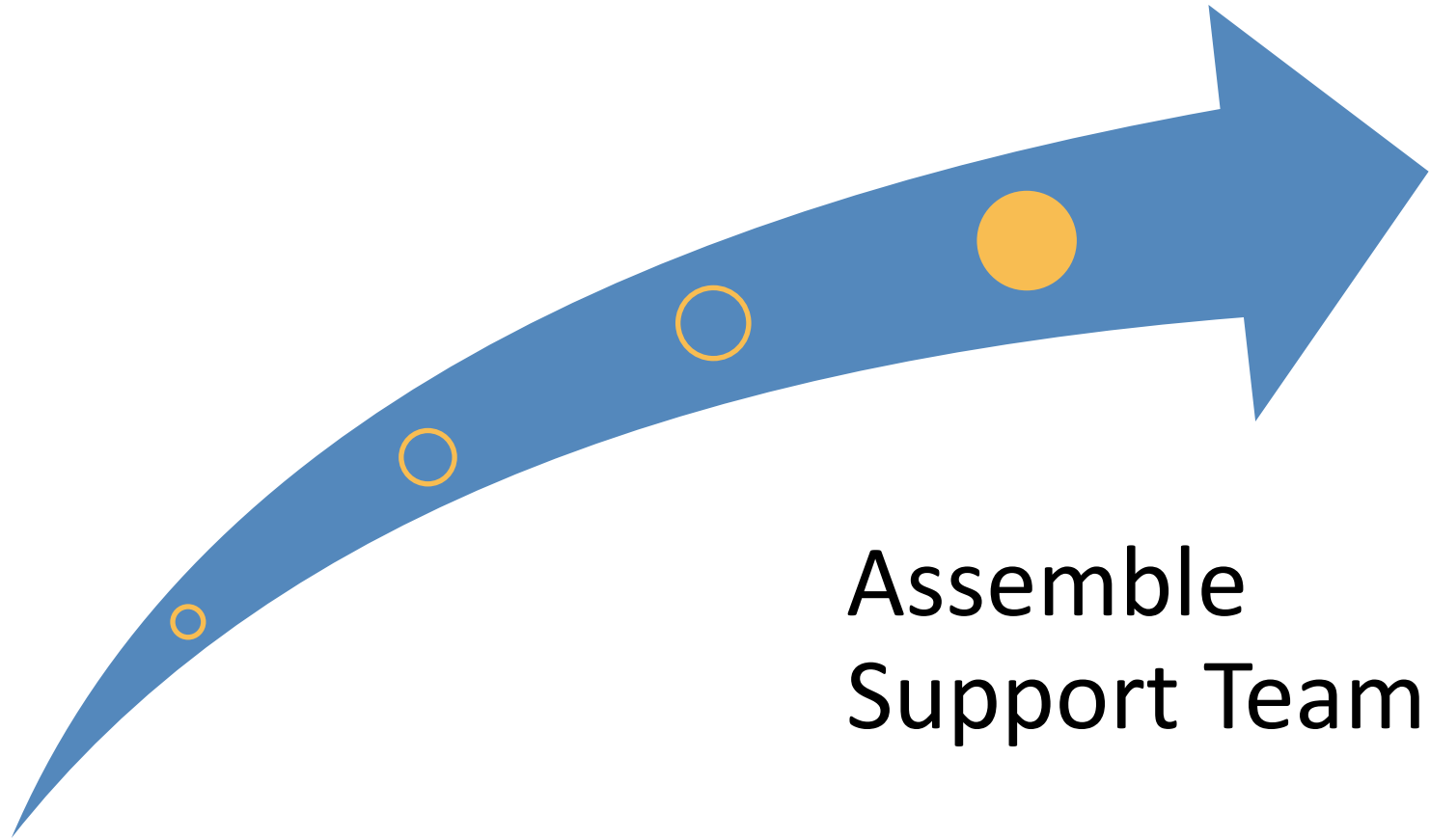


# Implications for State Leaders



Prioritize  
Recruitment, Hiring  
& Placement

# Implications for State Leaders



Assemble  
Support Teams



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