

## Step 1: Tools and Resources to Conduct a Needs Gap Analysis

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Local Education Agencies (LEAs) must identify their student achievement and talent management needs by performing a gap analysis in order to design and implement a model that will result in meaningful change.

The following tools and resources are intended to help LEAs conduct a needs gap analysis.

### Resources to Assess Student and Talent Management Needs:

1. [New York State-Adapted Quality Framework](#)  
Through use of the Quality Framework districts are able to reflect on Annual Professional Performance Review (APPR) implementation at the local level, gauging system strength and determining priorities for improvement.
2. [Key Indicators for Talent Management Systems](#) (Located in Appendix A of the State's Equity Plan)  
This tool was developed in an effort to guide LEAs in the development and monitoring of their talent management systems. LEAs can use the indicators provided to assess the current state of each component of the Teacher and Leader Effectiveness (TLE) Continuum, as well as measure progress and summative evaluation of their efforts.
3. [Central Office Transformation Toolkit](#)  
The Central Office Transformation Toolkit is a set of three tools designed for district leaders engaging in a major reform of their central offices to strengthen the extent to which the office helps principals improve teaching and learning at scale. Resources within the toolkit include a readiness assessment, theory of action tool, and an evidence-gathering guide.
4. [Expectations for Effective Teams - Comprehensive Analysis Rubric](#)  
This framework is a rubric that serves as a guide to determine the effectiveness of teams of educators in several key areas such as: establishing structures that allow for productivity, using data to inform decision making, focusing on improved student learning, and communicating effectively.
5. [Survey Scales: Research Project](#)  
This tool is a rigorously developed, web-based set of survey scales that schools and districts can access online and administer to parents to assess family-school relationships in schools serving Pre-K to 12th grade students. The scales can be used to conduct a needs assessment, measure change over time, and evaluate an intervention.

This list of tools and resources was culminated by the New York State Education Department to support the design and implementation of robust career ladder pathways as part of the systemic use of the [TLE Continuum](#). Additional resources can be found in the [New York State Career Ladder Pathways Toolkit](#). The toolkit will continuously grow as new resources are developed and become available.

6. [The Great Principals at Scale: Creating District Conditions That Enable All Principals To Be Effective Report and Toolkit](#)  
This toolkit includes a rubric, survey, and guiding questions that can be used by principals to assess the current status of their conditions, and identify action steps to increase principal effectiveness.
  - [The Great Principals at Scale Report](#)
  - [The Great Principals at Scale Toolkit](#)

**Resources to Assess School and District Capacity for Career Ladder Pathways:**

7. [School Conditions that Support Informal and Formal Teacher Leadership](#)  
This tool helps districts assess and evaluate conditions in a school that help to ensure formal and informal teacher leadership roles can succeed. The document includes guiding questions and strategies for creating and supporting each criterion.
8. [Teacher Career Ladder Implementation: Sample School Readiness Criteria](#)  
This document contains a sample set of school readiness criteria that can help a district determine whether a school has the systems, structures, and capacity to implement the new teacher career ladder and specific teacher leadership roles.
9. [Rubric to Assess Career Ladder Pathways Implementation](#)  
This rubric can be used as a discussion tool to assess career ladder pathways implementation based on the Department's recommended steps.
10. [Tool for Assessing School and District Capacity for Teacher Leadership](#)  
School principals and other school and district leaders can use this tool to determine systems-level readiness to utilize the expertise of teacher leaders and support their work and development as leaders.
11. [Framework for Assessing Teacher Collaboration Rubric](#)  
This framework is a rubric that serves as a guide to determine how well schools use collaboration time and help them search for ways to improve that time.
12. [School Time Analysis Tool](#)  
This tool is a web-based application to assist schools with gaining a better understanding of how they are currently using time across a typical week and school year. Educators who use this tool engage in discovery and dialogue that can better inform decision making regarding increasing or expanding learning time for students and planning time for teachers.

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13. **Systems Thinking and Evolution of Practice Session Presentation and Materials**

These materials from the July 2014 Engage-Envision-Elevate: From Initiatives to Systems conference contain information and basic tools of systems thinking to inform and enhance school improvement efforts including: a summary of the habits of systems thinking; reflective tools and questions that uncover the power of mental models; graphics that can support high-leverage action steps; and tips for successful implementation.

- [Systems Thinking and Evolution of Practice Presentation](#)
- [Systems Thinking and Evolution of Practice Presentation – Video](#)
- [Habits of a Systems Thinker](#)
- [Ladder of Inference](#)
- [Iceberg - Seeing What's Below the Surface](#)

14. **Force Field Analysis Session Presentation and Materials**

These materials from the July 2014 Engage-Envision-Elevate: From Initiatives to Systems conference contain information on using force field analysis as a useful decision-making tool to identify and examine factors that can influence change.

- [Force Field Analysis Presentation](#)
- [Force Field Analysis Presentation - video](#)
- [Force Field Analysis Action Plan Template](#)

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