



NON-INSTRUCTIONAL SERVICES: Non-Instructional Services

Performance Management System for Continuous Improvement

I. Purpose

To implement Board of Education of Baltimore County (Board) Policy 3170 by establishing guidelines for the implementation of a performance management system (PMS) for continuous improvement in Baltimore County Public Schools (BCPS).

II. Definitions

- A. *Performance Management System (PMS)* – A systemic approach to using data to continuously improve the effectiveness of an organization, business unit or team.
- B. *Continuous Improvement* – The ongoing collection and analysis of data and implementation of appropriate actions to fulfill requirements and achieve planned results of an organization, business unit or team.
- C. *Strategic Plan* – A document that describes the vision, mission and goals of an organization over a specified period of time.

III. Guidelines

- A. The PMS will be guided by the core values of equity, commitment and focus.
 - 1. Equity
In accordance with Board Policy 0100, ensuring that issues of institutional inequity are addressed, as appropriate, for students and staff; leaders and staff will understand and identify opportunities for all students to reach higher levels of achievement and to close achievement gaps.
 - 2. Commitment
Using data to identify issues or gaps in performance and developing a Theory of Action for improvement; implementing a plan for improvement throughout the year, monitoring progress and making adjustments to the plan as necessary.
 - 3. Focus
Doing fewer things and doing them well; aligning resources and activities to a focused Theory of Action.

- B. The PMS will be implemented by:
1. Developing a multi-year strategic plan for the school system that will establish its goals and standards for performance;
 2. Establishing a framework (*Continuous Improvement Framework*) and guide (*Performance Management Implementation Guide*) for managing continuous improvement activities in a department or school;
 3. Building capacity in staff to use data to measure performance and to inform decisions about continuous improvement efforts;
 4. Establishing annual plans in offices, schools, programs and centers, aligned with the strategic plan, that include measurable goals for improving performance;
 5. Collecting quarterly reports from offices, schools, programs and centers on progress made toward achieving the goals established in their improvement plans and communicating results to the Superintendent's cabinet; and
 6. Reporting to the Board at least semi-annually on the system's progress toward achieving its objectives and the goals of the strategic plan.

IV. Responsibilities

- A. The Department of Research, Accountability and Assessment shall establish, implement and maintain the PMS.
- B. All employees who work in offices, schools, programs and centers within the defined scope of the PMS are responsible for demonstrating that all work is performed in accordance with the guidelines established in the *Performance Management Implementation Guide* and other documentation applicable to their position.

Related Policies: Board of Education Policy 0100, *Equity*
 Board of Education Policy 0200, *Precepts, Beliefs and Values of the Baltimore County Public Schools*
 Board of Education Policy 3000, *Non-Instructional Services*

Rule
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Superintendent of Schools