



Briefing report

Education Review Office (ERO): Update on the implementation of the Schools Operating Model across all schools

Date	
Security Level	N/A
ERO Priority	Medium
ERO Reference	M21-16
Date requested	ERO initiated
Date due	ERO initiated
Proactive release	

Addressee	Action sought	Deadline
Minister of Education	<p>It is recommended that you:</p> <ul style="list-style-type: none"> a) note the decision-making process and consultation activities to this point. b) note that ERO has moved from the trial research and development project to full implementation across all schools over the next two years. c) note this briefing is recommended for proactive release. 	



Attachments:

***Education Review Office
(ERO): Update on
implementation of the Schools
Operating Model across all
schools***

Minister's Office to complete

Noted	<input type="checkbox"/>
Seen	<input type="checkbox"/>
Approved	<input type="checkbox"/>
Referred to:	
Date signed by Minister:	



Comments:



Our Ref: M21-16

5 March 2021

Hon Jan Tinetti
Associate Minister of Education

Update on the implementation of the Schools Operating Model across all schools

Purpose

1. To update the Minister on progress in implementation of ERO's School Operating Model (SOM) across all Schools
2. To provide a projected timeline that leads to all schools to be included in the new approach to reviewing.

Background

3. The background to the process and decision making involved in developing a new operating model to reviewing schools can be found in previous briefings to the Minister of Education's Office:

M20-4 Education Review Office response to Supporting all Schools to Succeed: Review of our current operating model for school reviews (Feb 2020)

M20-14 Proposed New Operating Model for School Reviews (June 2020)

M20-37 Proposed Operating Model for School Reviews (November 2020)

M20-55 ERO RI National Forum (December 2020)

4. From March to August 2020 ERO Review and Improvement Services, when it was unable to engage in traditional reviews due to COVID 19, undertook an extensive range of professional learning to the strengthen skills, knowledge and practices required to deliver the SOM.
5. During this time systems and processes were extensively updated and modernised, in line with ERO's Strategic Intentions, including moving from paper-based approach to reviewing to being totally digital.
6. In July 2020 15 evaluation partners (review officers) were selected from across the three regions to deliver a pilot project to trial the new SOM in English medium schools.
7. A prototype of the SOM was established, following extensive consultation with a sector reference group, to support a collaborative approach to developing improvement-oriented evaluation practices.

8. A group of 75 schools agreed to take part in the pilot programme (Tranche 1). The sample included schools of a range of sizes, types, contexts and reviewing history from across New Zealand.
9. The research and iterative approach engaged with the sector and communities to understand how best to enhance the model as we work in partnership for continuous improvement with schools.
10. Information sharing meetings delivered by road shows, where regional directors and reviewers met with large groups of school leaders and trustees across the country, provided opportunities to socialise the SOM and gather feedback and views from the sector.
11. Evaluation partners working alongside principals and school leaders in tranche 1 have together been able to evaluate how well the model is being received and how effective are the initial phases.
12. The 15 reviewers from Tranche 1 have designed and delivered professional learning, based on the learning from the research and development pilot/trial, for their colleagues and managers in preparation for all reviewers to deliver the SOM for the next group of schools beginning in Term 1 2021 (tranche 2).
13. We commissioned an external evaluator* to independently evaluate the development of the new SOM with the first 75 schools. This external evaluation has been designed to provide feedback at key phases of the development and implementation process. Her report is due for public release in June.
14. The Review and Improvement Services National Forum in professional learning and development shared the development of frameworks, methodologies and practice guidelines for all evaluation partners. Other school-based evaluation partners are now supporting the professional learning and development of the next tranche of evaluation partners.
15. Following the learnings from the prototype, and to continue with ERO's work programme of reviewing all schools within three to four-year period, the decision was taken by the Review and Improvement leadership team in November 2020 to notify the next group of schools that would be involved in the SOM during Term One, 2021. This tranche of schools would be mostly those schools who would have expected a review in 2020. At the time of this briefing there are 350 schools involved in the new approach.
16. The scope of this SOM implementation includes all state funded or integrated English medium schools, (teen parent units, special schools for children with additional needs and connected activity centres). Other types of schools are currently out of scope of the implementation plan (private, home schools, Te Kura and others).
17. The decision was by the Review and Improvement Leadership that during 2021 further groups of approximately 350 schools at time would be notified and initiated into the SOM
18. Schedule of initiating schools into the SOM are as follows

Schedule of initiating schools into SOM			Total (Estimate)
2020	Term 4	75 Schools in the Prototype	75
2021	Term 1	Approx. 275 added	350
	Term 2	Approx. 350 added	700
	Term 3	Approx. 350 added	1050
	Term 4	Approx. 350 added	1400
2022	Term 4	Anticipated all schools initiated in SOM	2400+

19. ERO external communications channels have been updated and used to convey important messages and information about methodology changes to our key stakeholders.
20. Feedback loops that inform changes to the SOM implementation or the model are being developed.
21. The 75 schools have the opportunity to provide feedback about their experiences via a survey that will be developed and distributed from mid-March to mid-April. In addition, a sample of schools from the first 75 schools will be selected for a deep dive case study highlighting their experiences of about the SOM from mid-April.
22. ERO's approach will continue to be iterative as all schools are introduced to SOM, allowing us to additionally gain wider and real-time feedback from all schools and our own evaluators. Schools can feedback about their experience direct to their regional ERO staff or through the evaluation partner working with their school. In the same way schools are also able to raise issues or concerns.
23. ERO will continue to inform the Minister about future developments and decisions in relation to the SOM.

Footnotes

**Delwyn Goodrick, PhD, (The Evaluators Institute- Claremont Graduate University) is a psychologist who has been working as an academic and as an evaluation practitioner for the past fifteen years. She has extensive experience in teaching evaluation and social research to academics and to public sector practitioners. She conducts evaluations of small and medium size programs and policy initiatives and offers workshops to enhance the capacity of public sector workers in evaluation.*

Recommendations

24. It is recommended that you:

- a) **note** the decision-making process and consultation activities to this point
- b) **note** will move to full implementation of the Schools Operating Model across all schools over the next two years.
- c) **note** this briefing is recommended for proactive release.

Noted

Noted

Noted

Nicholas Pole
Chief Executive

NOTED/APPROVED



Hon Jan Tinetti
Associate Minister of Education

10/03/2021