

From bottlenecks to breakthroughs:

Insights from a teacher workforce initiative evaluation



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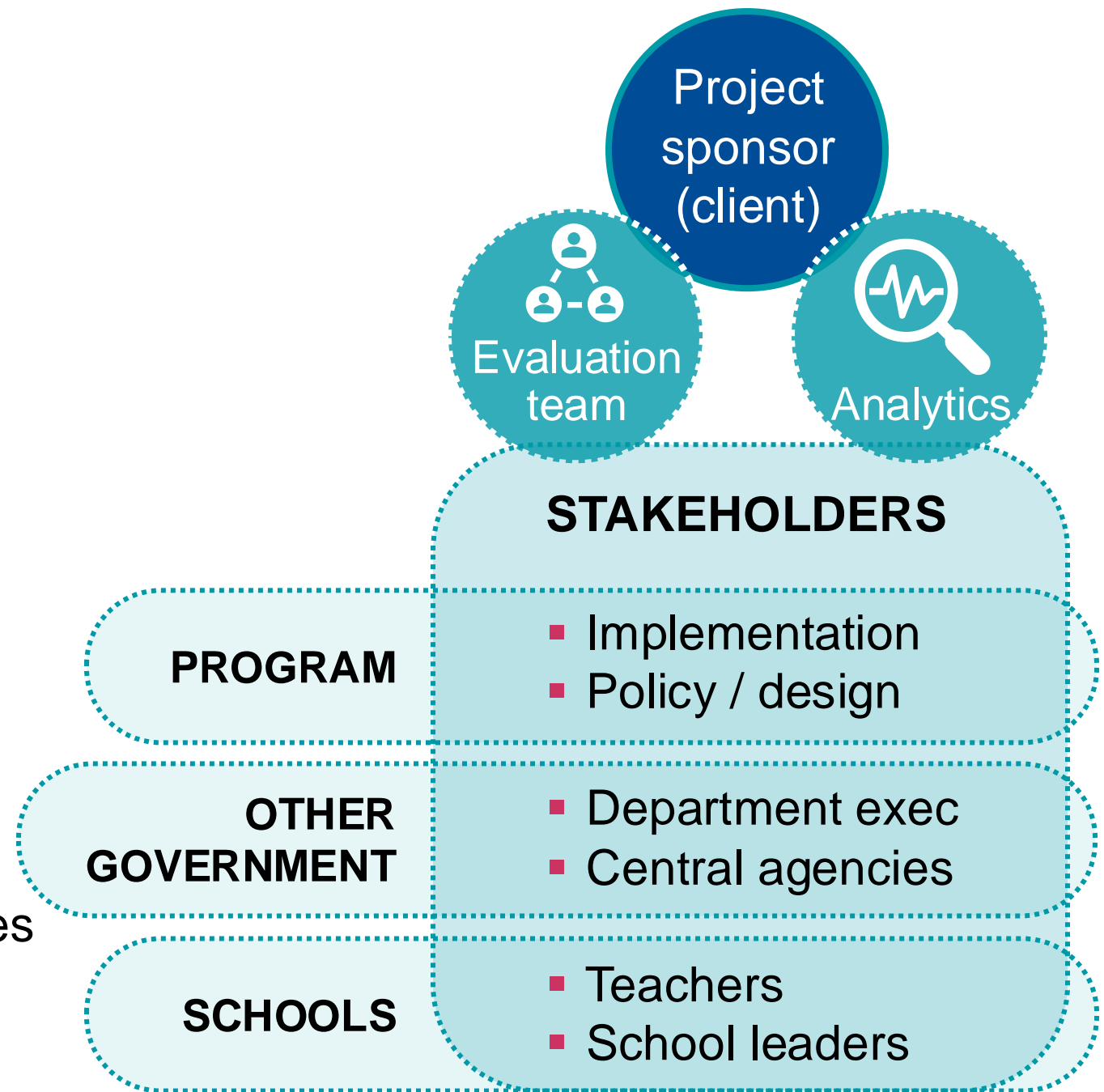
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Overview

- ▶ **WHO WE ARE**
- ▶ **WHAT WE WILL COVER**
 - **Background**
 - **Balancing** rigour and adaptability
 - **Meeting central agency needs** through a novel quasi-experimental design
 - **Being adaptive** to investigate emerging implementation challenges



Overview and evaluation objectives

Initiative overview

This teacher supply initiative aimed to attract and retain suitably qualified teachers in hard-to-staff positions in Victorian government schools.

Evaluation objectives

- determine effectiveness of the incentives and wraparound supports
- identify opportunities for improvement
- understand the influence of contextual factors on implementation



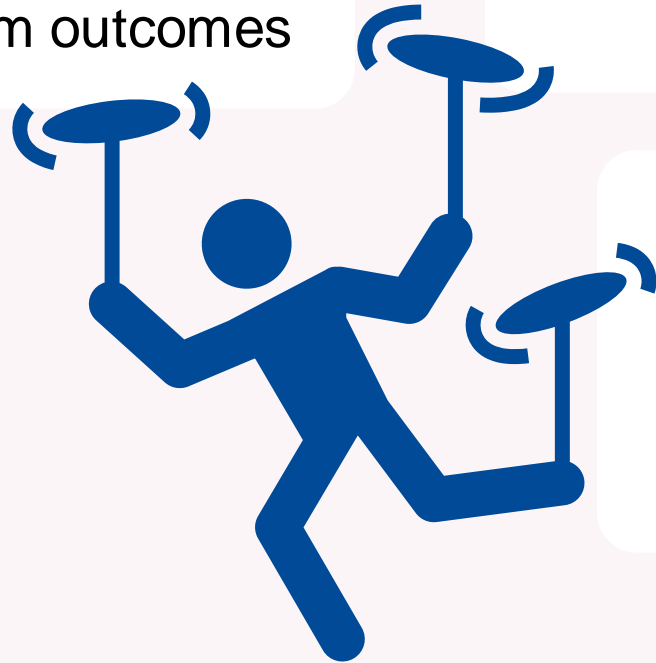
Balancing rigour and adaptability

The evaluation needed to:

Meet central agency requirements for rigorous measurement of program outcomes

Address the **needs and focus of the department**

Inform implementation refinements in the context of a 'pilot' style mentality



This required:

- a mixed-methods approach
- an adaptive method of enquiry

Meeting central agency needs through a novel quasi-experimental design

Innovative data use:

Administrative recruitment and payroll datasets leveraged to measure outcomes

Comparative analysis:

Outcomes compared between program participants and a matched sample

Key outcomes measured

Attraction

- Number of applicants to advertised vacancies
- Probability of a successful appointment

Recruitment

- Teacher movement into roles, analysed by:
 - School system (within or outside government)
 - Staffing difficulty (harder-to-staff, less hard-to-staff, same)
 - Remoteness classification (more remote, less remote, same)

Retention

- Retention in school for 2 years

Being adaptive to investigate emerging implementation challenges

Anecdotal feedback indicated teachers moving to incentivised roles from already hard-to-staff settings – a potential challenge to investigate

To explore this we...



Keys to evaluation success

The enablers for successfully evaluating this large-scale government program were:

1

An engaged policy area

- ownership and engagement
- influence implementation and policy based on the evaluation evidence

2

An implementation team receptive to evaluation findings

- valued the contribution of evaluation to provide evidence-based recommendations

Keys to evaluation success

3

Access to system data to robustly quantify impact

- rigorous measurement
- iterative refinement to the method
- investigate emerging areas of interest

4

A robust and varied methodology

- qualitative, quasi-experimental and other quantitative methods, cost analysis

Keys to success

5

An adaptive, responsive evaluation approach

- provide real-time reporting to inform adjustments
- early identification of issues and opportunities

6

A strong authorising environment

- timely access to data
- approval to contact schools

Questions

Acknowledgement

- This evaluation was conducted by the Evaluation and Program Impact branch and Analytics and Insights branch
- Thanks to our lead Senior Data Analyst, Miriam Marembo, for her invaluable contribution to the complex analysis, particularly in developing innovative methods for data manipulation and translation of findings