

Part Two: Individual Behavior in Organizations

10 Teachers and Performance Incentives

00:58:38:19 --:--:--:--

kids: ♪ Five, ten ♪

00:58:39:20 --:--:--:--

♪ 15, 20 ♪

00:58:40:10 --:--:--:--

- Two years ago,

00:58:41:08 --:--:--:--

Sulphur Springs Elementary
School in Tampa

00:58:43:09 --:--:--:--

received an F rating under
Florida's school grading system.

00:58:46:00 --:--:--:--

- It always says "druh."

00:58:47:08 --:--:--:--

- The school district responded

00:58:48:25 --:--:--:--

by bringing in a new principal,
Christi Buell,

00:58:50:28 --:--:--:--

who replaced 29 out
of 43 teachers,

00:58:51:08 --:~:~:~:~:~

more than 60% of her staff.

00:58:52:18 --:~:~:~:~:~

- It was a very dire situation.

00:58:54:03 --:~:~:~:~:~

We were told that the school

00:58:55:15 --:~:~:~:~:~

could potentially
be closed down.

00:58:57:07 --:~:~:~:~:~

- Very nicely written.

00:58:58:13 --:--:--:--
- Buell managed to bring
in fresh blood in part

00:59:00:18 --:--:--:--
by utilizing the district's
merit pay program,

00:59:02:25 --:--:--:--
which pays teachers more

00:59:04:04 --:--:--:--
when their students
pull better grades.

00:59:06:02 --:--:--:--
- Performance incentives
do make a difference.

00:59:08:09 --:--:--:--
It helps to attract
the teachers to your school.

00:59:10:16 --:--:--:--
- What word do you think
that is, Michael?

00:59:12:14 --:--:--:--
- But it also motivates them
to do their very best.

00:59:14:22 --:--:--:--
- It was a "ah",
now it's a...

00:59:16:05 --:--:--:--
kids: Oh!

00:59:16:26 --:~:~:~:~:~
- Teachers can earn \$5,000 extra

00:59:18:13 --:~:~:~:~:~
if their students
are among those

00:59:20:03 --:~:~:~:~:~
who show the most improvement
on test scores

00:59:22:06 --:--:--:--
within the school year.

00:59:23:14 --:--:--:--
Fourth grade writing teacher
Donna Caldaroni

00:59:25:19 --:--:--:--
got a merit-paid bonus
last year.

00:59:27:09 --:--:--:--
- Because that's what you've got
to convey to the reader.

00:59:29:25 --:--:--:--
A teacher incentive pay
is the cure.

00:59:31:18 --:--:--:--
It is a positive at the end
of a year of hard work.

00:59:33:23 --:--:--:--
Absolutely.

00:59:34:18 --:--:--:--
- But does it lead
to brighter students?

00:59:36:15 --:--:--:--
There are critics
of merit pay

00:59:38:01 --:--:--:--
who say there's little research
proving it works,

00:59:40:11 --:--:--:--
is hard to administer fairly,

00:59:41:26 --:--:--:--
and can create ill will
among teachers.

00:59:43:23 --:--:--:--
- If a compensation system
creates competition

00:59:46:00 --:--:--:--

between individual teachers
in the building,

00:59:48:05 --:--:--:--
that is not good
for the students.

00:59:49:25 --:--:--:--
- The criticism hasn't stopped
president Obama

00:59:52:02 --:--:--:--
from embracing the idea.

00:59:53:11 --:--:--:--
- Too many supporters
of my party

00:59:55:00 --:~:~:~:~:~
have resisted the ideas of
rewarding excellence in teaching

00:59:57:21 --:~:~:~:~:~
with extra pay,

00:59:58:19 --:~:~:~:~:~
even though we know it can make
a difference in the classroom.

01:00:01:11 --:~:~:~:~:~
- Please set
the continental plates...

01:00:03:08 --:~:~:~:~:~
- There's no question
that teacher incentive pay

01:00:05:16 --:~:~:~:~:~
is a controversial thing, okay?

01:00:07:03 --:~:~:~:~:~
- MaryEllen Elia
is the superintendent

01:00:09:00 --:~:~:~:~:~
of the Hillsborough
School District,

01:00:43:12 --:~:~:~:~:~
which includes

Sulphur Springs Elementary.

01:00:45:16 --:--:--
Her district has received
a \$100 million grant

01:00:47:21 --:--:--
from the Bill
and Melinda Gates Foundation

01:00:49:22 --:--:--
in part to study
and fine-tune

01:00:51:08 --:--:--
the effectiveness of the pay
for performance approach.

01:00:58:23 --:--:--
- We're committed to make sure
that we get the program right,

01:01:01:15 --:--:--
that it's fair,
that it's equitable.

01:01:03:09 --:--:--
- In fact, it appears
to have worked here.

01:01:05:09 --:--:--
That F Sulphur Springs
Elementary School

01:01:07:07 --:--:--
got two years ago
became a B this school year.

01:01:09:10 --:--:--
- Ultimately, what we're
shooting for is student success,

01:01:11:28 --:--:--
and if the money helps us
get there,

01:01:13:20 --:--:--
then it's a great motivator.

01:01:15:03 --:--:--

- One...

01:01:15:23 --:--:--:--
kids: Two, three.

01:01:16:24 --:--:--:--
- Three people said yes.