2018-19 Department Level Scorecard and Action Plan

Department: Human Resources	Director: Chris Sadler

Link to District Scorecard

Please look at OE-4 for more information that is related to our

Human Resources Scorecard				
Results Measures	**Q1**	**MY**	**Q3**	**EOY**
Diversification of workforce: ● In an effort to create a workforce mirroring the demographics of our student population, we will increase the number of applicants who identify as ethnically diverse/people of color.	12.4% of employees are racially diverse. ● Directly recruited and contacted teachers of color in other districts talking about our opportunities and benefits. ● Sun Prairie specific, onsite Job Fairs. ● Creation of marketing materials in collaboration with Communications and Engagement Officer. ● Engaged AAPN in conversations surrounding our hiring practices and ways they can support us. ● We focused on creating relationships and bridging gaps between their teaching role and the support we can provide from Human Resources (returning emails, calls, etc.in a timely manner). ● Created a Teachers of Color Advisory Board to improve the connection between the group and the decisions being made to improve the district. ● Working collaboratively with Stan Davis to support our employees of color through our Affinity group. ● We have integrated using job posting websites outside of WECAN to expand our ability to reach diverse candidates.	13.0% of employees are racially diverse (15% of total applicants that we were able to send survey to have identified as diverse). ● Continued pursuit of employing a diverse set of job posting sites to expose our job openings to a larger demographic, especially in our professional educator work group. ● Focused our recruiting efforts through universities that are graduating more diverse candidates (UW-Milwaukee, Alverno College). ● The small increase is from hires in the support staff area.	13.0% of employees are racially diverse (roughly 15% of applicants have been identified as diverse).	13.4%

Retention Rate				
Retention Rate ● In our effort to create a district where the needs of all students are met, we will maintain a retention rate in the 2018-2019 school year of 90% or higher (national average 84%).	12.1% attrition (end of the year) and 87.9% retention rate. ● Collaborated with the Compensation Committee in creating a Competitive Salary Schedule honoring the work of our educators. ● Continued to meet with Compensation Committee to discuss all compensation models (i.e. clubs/activities, add-on certificate pay) and find ways to better support our professional educators. ● Created a Teachers of Color Advisory Board to improve the connection between the group and the decisions being made to improve the district. ● We focused on creating relationships and bridging gaps between the various roles in our district and the support we can provide from Human Resources (returning emails, calls, etc. in a timely manner). ● We send out a bi-weekly/monthly HR newsletter to Leadership Collaborative specifically focusing on areas where we can better help our leaders support their employees. ● 4 schools are using Frontline as the platform for evaluation. Frontline streamlines the process and allows for the focus to be more on feedback than process. ● We have worked to build our substitute teacher pool by increasing our substitute rate, providing training so applicants can be certified, and have facilitated a substitute teacher job fair. ● Human Resources staff met with principals to get a better understanding of how to support them in leading their staff. ● Still attempting to find ways to consistently support school and district leaders to use adaptive school strategies in supporting staff engagement.	1.45% attrition rate and 98.55% retention rate. *(We looked at retention rate from October to the end of December as our data works on calendar year quarters. If we were to keep our rate at 2% or lower each quarter it would play out to a 92% retention rate, however we anticipate every year that our attrition rate during the fourth quarter of the year (April-July) will have an increased attrition rate and lower retention rate due to how our school calendar effects when people leave our system.)* ● Continued our work with our professional educator compensation committee as we work on how we would use referendum budget to bring our professional educator pay to a more competitive level among Dane County and beyond. This is an area that will have an effect on attrition through the late spring and summer months. ● Workforce Excellence Team continues to meet and discuss current issues and overall calendar for the 2020-2021 school year. The calendar discussion is centered around supporting the professional growth of staff. ● A focus on the differences in benefits among work groups has been identified as an area in need of focus to create more engagement. ● The attrition rate is largely connected to our support staff in this period of time.	7.65% attrition rate and 92.35% retention rate. (2017-2018 rate was 7.83%).	

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Workforce Focus Strategic Goal: Diversify Workforce

Proactively recruit, retain and engage talent that reflects and is responsive to our diverse community.

Diversification of workforce:
In an effort to create a workforce mirroring the demographics of our student population,
we will increase the number of applicants who identify as ethnically diverse/people of color
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Strategy Map: Recruit/Retain	Balanced Scorecard:		Action Plan			Q1	MY	Q3	EOY
Objectives	**Measurement**	**Target**	**Timeline (by when)**	**Supporting Initiative**	**Budget**				
Diversification of workforce	Overall and disaggregated % of diverse applicants and hires	Diversification of workforce: ● In an effort to create a workforce mirroring the demographics of our student population, we will increase the number of applicants who identify as ethnically diverse/people of color	August 2018- October 2019 December 2018- August 2019 August- September 2018 August-June (Ongoing) Spring 2019 August-June (Ongoing)	Create a baseline of our percentage of applicants who identify as ethnically diverse/people of color Sun Prairie specific, onsite Job Fairs with Historically Black Colleges and Universities (HBCUs) and universities with the best programs in shortage areas focused specifically in the midwest Creation of marketing materials in collaboration with Communications and Engagement Officer (Patti Lux-Weber) talking about our District, Sun Prairie community, and our vacancies to HBCUs and universities with the best programs in shortage areas Have a Sun Prairie Human Resources representative at all Sun Prairie hosted events for educators providing marketing materials for the attendees Attend and present at the Dual Language Immersion Job Fair in Chicago, IL in the spring of 2019 Directly recruit and contact teachers of color in other districts talking about our opportunities and benefits					

			August-June (Ongoing)	Attend Job Fairs targeting universities in the Midwest and nationwide, especially universities having a higher percentage of diverse teaching graduates					
			July 2018-January 2019	Collaborating with the Compensation Committee in creating a Competitive Salary Schedule honoring the work of our educators					
			August-November 2018	Create a process for early hire interviews for amazing candidates and make an early offer					
			January 2019-February 2019	Continue expanding our "New Teacher Workshop" in the winter of 2018, specifically connecting with colleges/universities graduating diverse candidates					

Workforce Focus Strategic Goal: Retention
Retain and engage talent that reflects and is responsive to our diverse community.

In our effort to create a district where the needs of all students are met, we will maintain a retention rate in the 2018-2019 school year of 90% or higher (National avg. 84%).

Strategy Map: Recruit/Retain	Balanced Scorecard:		Action Plan			Q1	MY	Q3	EOY
Objectives	**Measurement**	**Target**	**Timeline (by when)**	**Supporting Initiative**	**Budget**				
Maintain our retention rate	Overall and disaggregated retention data	In our effort to create a district where the needs of all students are met, we will maintain a retention rate in the 2018-2019 school year of 90% or higher (National avg. 84%)	From December 2018 - August 2019	Collaborating with the Compensation Committee in creating a Competitive Salary Schedule honoring the work of our educators					
			August 2018-August of 2019	Creating a Teachers of Color Advisory Board to improve the connection between the group and the decisions being made to improve the district					
			August 2018-August 2019	Teachers of Color Affinity Group: Share places that are important for them in Sun Prairie and nearby cities ● Working with Stan Davis on creating a structure that is both facilitated and member driven					

			July 2018-June 2019	Further defining Service Excellence for leadership and district office personnel specifically in areas as identified as growth areas based on summer one on one conversations with principals and directors						
			August 2018	Human Resources staff play an active role in Camp Cardinal						
			August 2018-June 2019	Our focus will be on creating relationships and bridging gaps between their teaching role and the support we can provide from Human Resources						
				Facilitating community social activities for staff in each school based on school liaison connections						
To become a school district where staff members believe our school district is a good place to work	School Perceptions Survey Results; Dipstick measure given 4 times a year using the goal question	In an effort to create an asset-based school district where staff feel engaged in our work as a school district, we will have an increase in the percentage of staff answering "agree" or "strongly agree" from 65.5% in the spring of 2018 to 71% or higher by the spring of 2019 to the survey item "All things considered, this District is a good place to work" End of year Result: 76.6% Underlying Measures: The average response to the survey item *"District administration is responsive to major concerns of employees,"* will have an increase in the percentage of staff answering "agree" or "strongly agree" from 28%	August-September 2019	School Leadership teams will set specific school goals (flexed) based on the following question in order to support our larger goal supporting retention of staff: *"How will our school include, and act on, all perspectives into improving staff responses to, 'All things considered this district is a good place to work,' that is in our control?"* ● Teams will connect their selected goal to an Adaptive Schools strategy/structure						
			August 2018-June 2019	Create a communication plan focused on transparency and removing barriers						
			July-August 2018	Continue to refine and improve our partnering with schools by visiting the schools monthly, combining formal and informal engagement						
			July 2018-December 2019	Perform a School Principals' Needs Assessment during the summer 2018, use the Needs Assessment to create actions focused on communicating clearly and having an open communication line with schools						

		in the spring of 2018 to 35% or higher by the spring of 2019 to the survey item End of Year Result 38.1% The average response to the survey item *"I trust the District's Leadership,"* will have an increase in the percentage of staff answering "agree" or "strongly agree" from 33% in the spring of 2018 to 40% or higher by the spring of 2019 to the survey item End of Year Result 47.6%	September 2018-June 2019	Provide time at Leadership Collaborative to communicate pieces of HR Toolkit, and provide updates/training on those areas principals show the need to improve on Working with Cabinet and Workshop Excellence Committee to focus on equity among workgroups concerning benefits		yellow	yellow	green	green
Centralize recruitment and selection of teachers (project management template)	Reduced # of applications for Principals to review	Create efficient processes and systems in the HR department related to hiring quality educators Increase teacher hiring quality by focusing on competencies based on our district's definition of a high quality culturally responsive teacher leading to higher retention rate of quality educators	From August 2018 - August 2019	Begin the process with our hard to staff areas as a "pilot" process Create and follow a model of recruitment and hiring where HR is the first point of screening and begins the relationship with applicants before recommending applicants for interview prior to hiring Collaborate with principals to ensure we understand the competencies that they are looking for in their teachers HR will conduct phone interviews to measure those competencies HR will collect references on candidates who do well in the phone interview HR will refer candidates that did well in the phone interview and whose references were positive to the school principal School principals will then interview candidates at the school level (Phase 2)		red	red	yellow	yellow

Streamline Educator Effectiveness process (project management template)	Transitioning our current structure of using Google Docs to track evaluations and feedback to teachers to an online format	Create a system that allows for the focus to be more on the feedback needed to support teachers and less on the actual structure of our Educator Effectiveness system	September 2018 into the 2019 school year	Create a dialogue with principals and teachers concerning what they see as strengths and areas for growth in our current system					
			August-October 2018	Create a connection with various platforms to guide us in streamlining the process					
			January-February 2019	Communicate a plan for integrating a new platform of Educator Effectiveness to administrators, and how to use this to improve teacher proficiency					
			April-May 2019	Provide building administrators with professional learning focused on the platform, and how we are going to communicate the change to educators					
			April 2019	Communicate a plan to professional educators concerning the new platform and how it will be used in the 2018-2019 school year, and the why concerning the change					

Tracking of OE-4 Data

Background Checks (Employee and Volunteer - Prior to Start Date)

Job Descriptions Updated on the Intranet

Hiring and Placement Timelines

Certification Requirements met for new hires

Receipt of Employee Handbook

# of Documented Grievances & Complaints (need this data for Safety Scorecard as well)

Harassment/Discrimination Training - Safe Schools

EAP Training

Market Study Data on Compensation Structure

Instructional and Student Services Personnel Evaluated On Cycle (# on cycle and evaluations completed) - Skyward Report

District Level Administrators Evaluated On Cycle (# on cycle and evaluations completed)

Support Personnel Evaluated On Cycle (# on cycle and evaluations completed)

Instructional Staff Appropriately Licensed by DPI (based on 1202 report)

Eligible Teachers Participating in the District Mentoring Program (information from Aloy)

New Employee Participation in New Employee Orientation (# of new employees and # participating in orientation)

Employee Engagement Survey (# and % of staff participating; tracking of % of staff who "agree" or "strongly agree")

Benefit and Compensation Framework Changes

Workers Comp Mod Rating (Data for Safety Scorecard)

Employee Accident (Numbers) - (Data for Safety Scorecard)

Employee Lost Time (Days) - (Data for Safety Scorecard)