2019-2020 Department Level Scorecard and Action Plan

Department: Human Resources	Director: Chris Sadler

District Scorecard

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

Human Resources Scorecard			
Results Measures	**Q1**	**MY**	**EOY**
Diversification of Workforce ● In an effort to work towards a workforce mirroring the demographics of our student population, the percentage of applicants who identify as ethnically diverse/people of color from 12% to 14%.			
Retention Goal ● In our effort to create a district where the needs of all students are met, we will maintain a retention rate in the 2019-2020 school year of 90% (National avg. 84%).			
Employee Engagement ● In an effort to create an asset-based school district where staff feel engaged in our work as a school district, an increase in the district mean to the survey question "All things considered, this District is a good place to work" from 3.76 to 3.87 or higher.			

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 work towards a workforce mirroring the demographics of our student population, the percentage of applicants who identify as ethnically diverse/people of color from 12% to 14%.

Strategy Map: Recruit/Retain	Balanced Scorecard:		Action Plan:			Q1 11/15	MY 1/15	EOY 6/30
Objectives	**Measurement**	**Target**	**Timeline (by when)**	**Supporting Initiative**	**Budget**			
Diversification of workforce Please look at OE-4 for more information that is related to our District Scorecard	Overall and disaggregated % of diverse applicants and hires	In an effort to work towards a workforce mirroring the demographics of our student population, the percentage of applicants who identify as ethnically diverse/people of color from 12% to 14%.	September 2019	Implement a referral bonus program where employees who refer an applicant that gets hired into our school district receives an incentive for the referral				
			October 2019-June 2020	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				
			September 2019-June 2020	Directly recruit and contact teachers of color in other districts talking about our opportunities and benefits				
			September 2019-June 2020	Facilitate our "Affinity Group" and rebrand the goals of the committee to be focused on both the support of our current employees AND the recruitment of employees of diverse backgrounds				
			August 2019	Restructure our Human Resources Department to better support our employees and support a continued move to centralized hiring, specifically focused on moving our Employee Relations Manager from a liaison role to specifically focused on recruiting and hiring process				

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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 2019-2020 school year of 90% or higher (National avg. 84%).
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<td colspan="2">Strategy Map:
Recruit/Retain</td>
<td colspan="2">Balanced Scorecard:</td>
<td colspan="2">Action Plan:</td>
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<td>MY
1/15</td>
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<td>Maintain our retention rate

Please look at OE-4 for more information that is related to our District Scorecard</td>
<td>Overall and disaggregated retention data focused on employees voluntarily exiting our school district</td>
<td>In our effort to create a district where the needs of all students are met, we will maintain a retention rate in the 2019-2020 school year of 90% (National avg. 84%)</td>
<td>August 2019-June 2020

September 2019-June 2020

July 2019-June 2020

August 2019

August 2019

September 2019</td>
<td colspan="2">Collaborating with the Administrator, Professional Educator, and Support/Admin Support Compensation Committees to continue work to ensure our compensation models are competitive with state and local comparison school districts

Facilitate our "Affinity Group" and rebrand the goals of the committee to be focused on both the support of our current employees AND the recruitment of employees of diverse backgrounds

Further defining Service Excellence for leadership and district office personnel specifically in areas identified as growth areas based on School Perceptions Survey results from 2018-2019

Implement evaluation process of Professional Educators using Frontline software allowing for a more efficient process of timely feedback paired with a clearly defined professional improvement process for individual employees

Restructure our Human Resources Department to better support our employees and support a continued move to centralized hiring, specifically focused on moving our Employee Relations Manager from a liaison role to specifically focus on recruiting and hiring process

Centralize recruitment and selection of teachers led by the Employee Relations Manager and Director of Human Resources in collaboration with hiring managers</td>
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<tr><td colspan="9">Workforce Focus Strategic Goal: Employee Engagement
Retain and engage talent that reflects and is responsive to our diverse community.

In an effort to create an asset-based school district where staff feel engaged in our work as a school district, an increase in the district mean to the survey question "All things considered, this District is a good place to work" from 3.76 to 3.87 or higher.</td></tr>
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Objectives	Measurement	Target	Timeline (by when)	Supporting Initiative	Budget			
Increase the number of staff members believing our school district is a good place to work Please look at OE-4 for more information that is related to our District Scorecard	School Perceptions Survey Results; Dipstick measure given 2 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, an increase in the district mean to the survey question "All things considered, this District is a good place to work" from 3.76 to 3.87 or higher	August 2019-September 2020	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_ (support staff, administrative support, professional educators, administrators) 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 or SAIL strategy				
			August 2020	Continue to refine and improve our partnering with schools by visiting the schools monthly, combining formal and informal engagement				
			September 2019-July 2020	Provide time at Leadership Collaborative to communicate pieces of HR Toolkit, and provide updates/training on relevant information in conjunction with a monthly newsletter to Leadership Collaborative concerning Human Resources information in an effort to be consistent and effective at all sites				
			September 2019-June 2020	Working with Cabinet and Workshop Excellence Committee to focus on creating clear and consistent handbook language				

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<td colspan="9">Community Engagement Strategic Goal:
In order to assure the flow of information and strategic two-way communication, we will increase Community Engagement.

Partner with community organizations and businesses to recruit and retain quality employees.</td>
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<td>Partner with Community Organizations (AAPN, Boys and Girls Club, Stan Davis Group, Rotary, Optimist) to provide information regarding our district hiring practices and to work together to bring diverse candidates to the Sun Prairie Area School District</td>
<td>Attendance at AAPN, Boys and Girls Club events

Attendance at community events where attendees can gain information regarding openings and employment opportunities in our school district</td>
<td>An HR representative will attend at least 10 community organization events or meetings

Provide recruiting materials at 10 community organization events or meetings</td>
<td>September 2019-June 2020</td>
<td colspan="2">Goal of increasing our percentage of racially diverse applicants to mirror our student demographics</td>
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<td>Further expand our Wellness Committee work to include community partnerships, opening a clinic specific to Sun Prairie Area School District employees (in collaboration with the City of Sun Prairie), and providing events and activities focused on creating connections among our employees</td>
<td>Number of specific partnerships supporting our wellness goals

School Perceptions Staff Survey Results</td>
<td>Provide at least 5 community events or partnerships for employees to participate in during the 2019-2020 school year

Set an opening date (January 2021) and begin planning steps for an employee wellness clinic in partnership with the City of Sun Prairie exclusively focused on our employee groups</td>
<td>September 2019-June 2020</td>
<td colspan="2">Increase our average rating of the staff survey item "All things considered this district is a good place to work."</td>
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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)