

Wilson School District #7
5 Year Strategic and Tactical Plan 2021-2026

Strategic Plan

Statement of Issue: *Why?*

The Wilson School District Human Resources Department strives to employ and retain the best qualified personnel in our schools.

Statement of Goal: *What?*

Ensure that every classroom has a high-quality, effective educator, supported by high-quality, effective administrators and support staff

Innovation Area

Human Capital

Date to be Completed:

Ongoing

Responsible Party:

Human Capital Committee

Tactical Plan of Action

Objectives –Sub Goals <i>What?</i>	Critical Work Activities CWA <i>How?</i>	Responsible Person(s) <i>Who?</i>	Human Resource/ Physical Resource Required	FTE / Materials - Estimated Cost	Start (S) Completion(C) Date <i>When?</i>	Evidence of Accomplishment
<p><u>Recruitment and Retention</u></p> <p>Goal 1: The Human Resources Department will recruit, hire, and retain the very best employees who are committed to the district's overarching goal of increasing academic achievement for all students.</p>	<ol style="list-style-type: none"> 1. Hire high-quality and diverse teachers and principals, and reduce their turnover through mentoring, compensation, leadership development, and other incentives. 2. Organize central administration to support schools and enable campus leadership to focus on the classroom. 3. Develop a performance-based compensation system for all district employees. 4. Develop Substitute Teacher pool. 5. Develop New Employee Orientation program. 	<p>Director of Human Resources</p>	<p>HR, Admin/Cabinet staff and Grade Level Teachers (if available)</p>	<p>\$5,000 or less for any job fair registration or out of state recruiting and any necessary supplies/job fair displays</p>	<p>Annually by February 1 and ongoing as needed.</p>	<p>Increasing the number of teacher hiring while also decreasing the number of vacancies, Maximum utilization of the Substitute Teacher pool</p>
<p><u>Evaluation</u></p> <p>Goal 1: All employees' will have a professional growth plan & participate in professional development based on their performance evaluation.</p>	<ol style="list-style-type: none"> 1. Review and enhance evaluation instruments for all staff. 2. Strengthen systems, processes, procedures, and training for high quality employee performance. 3. Set clear performance expectations for all employees. 	<p>Director of Human Resources and other staff as needed. Directors, Supervisors and Campus Admin.</p>	<p>HR, Admin/Cabinet Staff and Supervisors/Managers</p>	<p>\$0</p>	<p>Annually by March 15th and ongoing as needed.</p>	<p>Employees will be evaluated and based on their evaluation and job performance will be recommended for renewal the following year</p>

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Statement of Goal:

Ensure that every classroom has a high-quality, effective educator, supported by high-quality, effective administrators and support staff

Objectives –Sub Goals	Critical Work Activities CWA	Responsible Person(s)	Resource Required	Cost	Completion Date	Evidence of Accomplishment
<p><u>Professional Development</u></p> <p>Goal 1: Provide job-embedded, professional development for instructional leaders, support staff, and teachers based upon teacher & leader evaluations.</p> <p>Goal 2: Establish a PD video bank for staff training.</p>	<ol style="list-style-type: none"> 1. Develop training opportunities to allow employees to acquire new skills to help them remain competitive and successful in their current position. 2. Review and enhance mentor program for new educators and classified staff in new environments. 3. Review ways employees can broaden and deepen their career experience through professional transitions and position transfer which may include a change in pay grade. 	<p>Director of Human Resources and other staff as needed. MTSS Instructional Coaches, Campus Admin.</p>	<p>HR, Admin/Cabinet Staff, Supervisors/Managers and local colleges and universities, professional organizations (i.e., AASBO, etc.)</p>	<p>\$5,000 or less annually for Professional trainers</p>	<p>Annually on or before July 1st and ongoing as needed.</p>	<p>Identify baseline number of activities and increase over the course of 5 years then maintain attained level of activities based on employee feedback</p>
<p><u>Awards and Recognition</u></p> <p>Goal 1: To create a positive work environment, to inspire high performance and to be creating a culture of recognition where employees feel stimulated and appreciated.</p> <p>Goal 2: Create a staff survey pre/post.</p> <p>Goal 3: Establish an incentive to award Certified and Classified staff for attendance.</p>	<ol style="list-style-type: none"> 1. Improve culture by using input from staff and supervisors. 2. Develop recognition programs to celebrate employee performance (newsletter, website, annual recognition ceremonies, etc.) 3. Improve employee satisfaction and retention. 	<p>Director of Human Resources and other staff as needed.</p>	<p>HR, Admin/Cabinet Staff and Supervisors/Managers.</p>	<p>\$5,000 or less annually for retirement clock, years of service pins, certificates, gift cards, etc. End of year potluck sponsored by Climate Committee How much is spent? Cost Incentive amount</p>	<p>Annually on or before August 1st and ongoing as needed July 2023</p>	<p>If survey results reveal needed improvements in employee awards and recognition activities, annual survey results will reveal at least a 2% increase in satisfaction the following year</p>

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<p><u>Benefits</u></p> <p>Goal 1: To help the district contain the costs of health insurance, increase employee satisfaction, and maximize the efficiencies of the district health plan.</p>	<p>1. Continue to provide a robust health benefits package that is competitive, affordable, and cost effective to both staff and the district. This in-turn will help with employee retention, attract new employees, and increase staff productivity.</p>	<p>Director of Human Resources</p>	<p>HR, School Medical Insurance Trust Insurance (SMIT) and Segal Consultant</p>	<p>\$0</p>	<p>Annually by March 30 and ongoing as needed.</p>	<p>Benefits rates remain the same or below the national average increases.</p>
<p><u>Health and Wellness</u></p> <p>Goal 1: To provide health and wellness that encompasses the employee’s entire mind, body and lifestyle, and their health and wellness goals are benchmarks that they can set to become an overall healthier, better person.</p>	<p>1. Develop methods to help improve employee participation by reinforcing the importance of individual health and personal well-being for all employees while laying the foundation of community and positive social support.</p> <p>2. Help achieve higher levels of productivity amongst employees while also decreasing absences from work.</p> <p>3. Help decrease health care costs and preventable medical issues.</p>	<p>Director of Human Resources and other staff as needed</p>	<p>HR, Community Center, School Nurse, Primary and Elementary School</p>	<p>\$0</p>	<p>Annually by August 1 and ongoing as needed.</p>	<p>Surveys and exit interview. After baseline data is collected, there will be an increase in the number of participants by 10% each following year.</p>

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<p><u>Policies</u></p> <p>Goal 1: Ensure that all policies articulate the district’s Vision and mission reflecting high expectations for all school community stakeholders</p>	<ol style="list-style-type: none"> 1. Review policies to ensure careful deliberation by the Governing Board that they are adopted. 2. Ensure the Governing Board and Administration evaluate the effects of the policies, regulations and exhibits and revise them as necessary. 3. Ensure that the policies are accessible to all staff and general public to review. 	Director of Human Resources and other staff as needed. Governing Board, Superintendent	HR, Arizona School Board Association (ASBA), Governing Board, Superintendent, Admin/Cabinet Staff	\$5,000 or less for Arizona School Board Association (ASBA) advisory services	Annually by June 30th and ongoing as needed	Policy addition/revision are approved by the Governing Board upon 2 nd reading and is forwarded to all staff