



**HAMILTON**  
**COUNTY**  
**SCHOOLS**

# Future Ready 2023 Monthly Report

Keith Fogleman, Chief Talent Officer

January 17, 2019 - Hamilton County Board of Education

*Hamilton County Schools  
will be the **fastest improving**  
school district in Tennessee!*

# Future Ready 2023

☐ Accelerating Student Achievement

☐ Future Ready Students

☒ Great Teachers and Leaders

☐ Engaged Community

☐ Efficient and Effective Operations

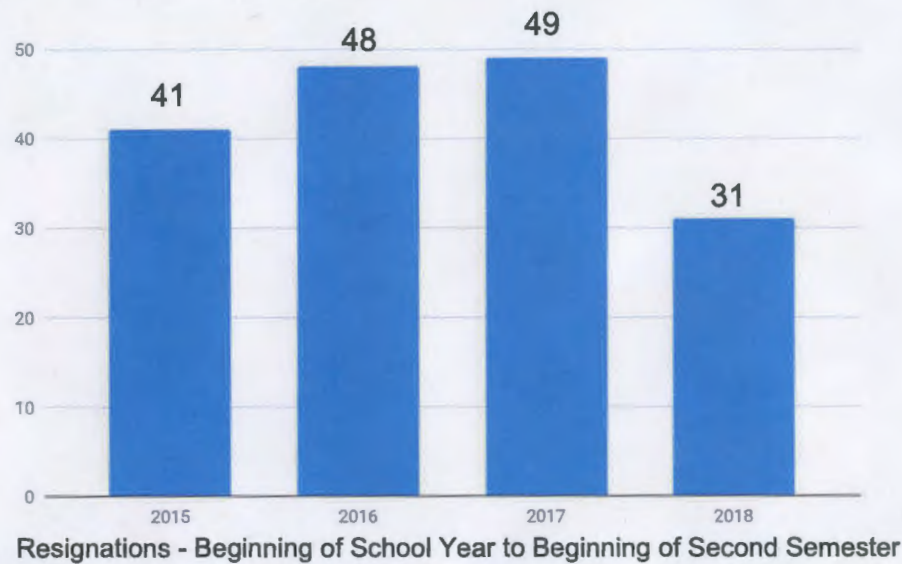


# Key Performance Indicators

Metric	Description
Teacher Satisfaction	% teachers indicating they are satisfied with their jobs on TN Educator Survey
<b>Time to Offer</b>	<b>Days from posting to job offer</b>
<b>Diversity Index</b>	<b>Teacher diversity compared to student diversity</b>
<b>1-year, 2-year and 3-year Retention Rates</b>	<b>% resigned/non-renewed</b>
Teacher Absenteeism	% average daily teacher attendance
Project COACH	% completion of annual PD plans % completion of mini-observations quarterly
Individual Teacher TVAAS Distribution	% of teachers at or above growth expectations % of teachers with qualitative scores more than two levels different from TVAAS score

# KPI Trends

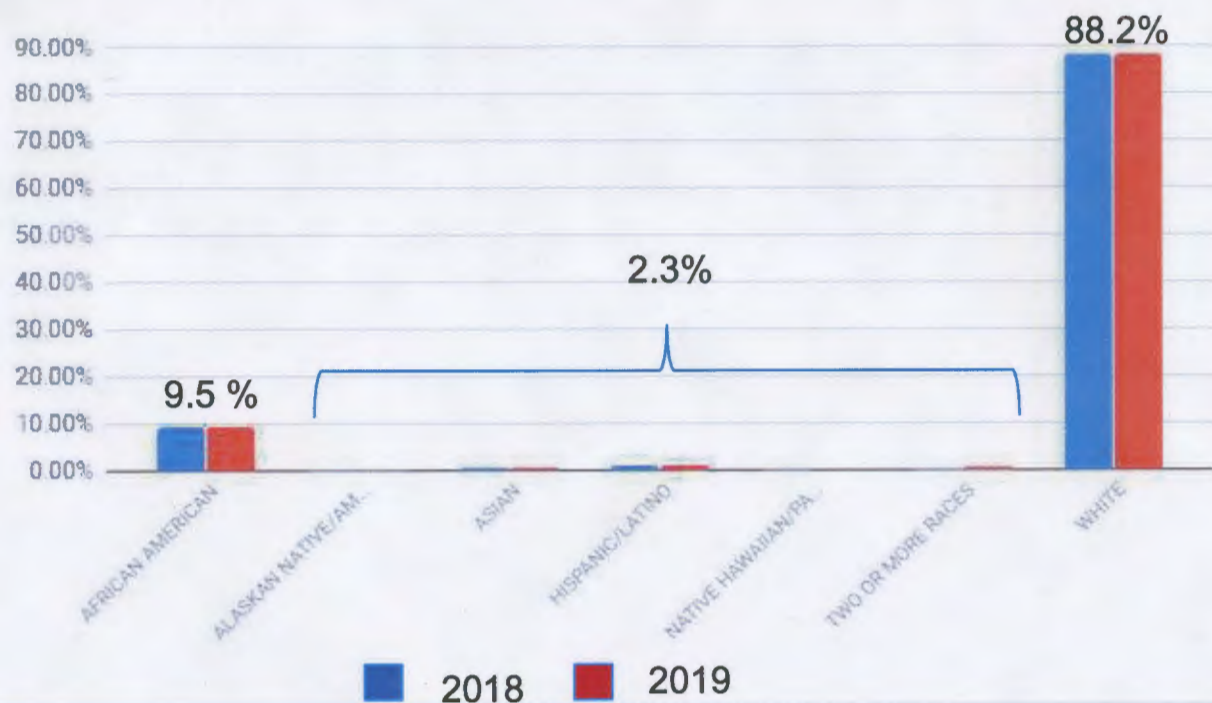
Teacher Retention - 1st Semester resignations are trending less than the previous 3 years



Time to Offer - Target is 32 days for 2019 YTD Average -21 days



# Teacher Diversity



Added 7  
Historically  
Black Colleges  
and  
Universities

Expanding  
Outreach to  
Experienced  
Teachers



# Great Teachers and Leaders

## Key Strategies:

- Recruit and Select Top Talent
- Retain Talent
- Provide Competitive Total Rewards
- Stimulate Professional Learning and Growth
- Identify, Develop, and Support Leaders
- Include Classified and Professional Employees in Talent Development

## Process & Technology Evaluation

- Community Foundation Grant
- Contract with The New Teacher Project (TNTP)

## Objectives

- Assess Current State of Talent Processes and Technology
- Identify Areas of Success and Opportunities for Improvement
- Provide Analysis and Recommendations for Improvements

## Project Focus Areas

- Brand Management
- Vacancy Management
- Recruitment and Talent Pipelines
- Retention and Attrition Analysis
- Staff Roles
- Effectiveness of Current Processes



# TNTP - Findings

1. Cultivating new and existing talent in HCS will require an increased focus on improving the **customer experience**.
2. Engaging in local and regional **partnerships** will broaden recruitment reach, enhance quality, and increase the diversity of the candidate pool - particularly in Opportunity Zone schools.
3. Solidifying the alignment between district **technology** and the HCS talent strategy will ensure talent is not lost due to process barriers.
4. Empowering **school leaders** as cultivators of talent can improve the teacher experience and lead to stronger retention.

# Customer Experience

- Develop a **formal customer experience strategy** as a core function of HR.
- Identify, develop, and launch necessary **customer tracking systems and practices**.
- Initiate an HR-led **customer experience training** series across other departments in HCS.
- Create a **targeted customer experience** for those who are interested in or who engage with Opportunity Zone schools.



# Partnerships

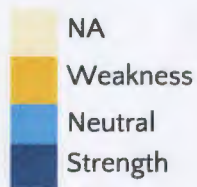
- Establish a **Talent Task Force** to enable partners to engage in joint strategies for attracting and retaining diverse talent in HCS.
- Negotiate data-sharing agreements with regional Teacher Education Preparation programs (TEPs) to create **stronger alignment between the supply and demand needs** of HCS.
- Build new recruitment narratives in **collaboration with local minority-serving institutions**.



# Technology

- Embark upon a formal vendor analysis for a **new applicant tracking system**.
- **Optimize existing features and functionality** within SearchSoft.
- Implement **interim or supplemental system solutions** to fill existing SearchSoft gaps.

# Technology Opportunity



Components	Summary	SearchSoft	Frontline	Jobvite	ICIMS
Lead management	Tracking, managing, and communication with pre-applicants	NA	Weakness	NA	Strength
Vacancy or requisition management	Vacancy identification, approval, and requisition process	Neutral	Neutral	Neutral	Strength
Recruitment & job posting	Web career portal, job posting, templates, social media integration	Weakness	Neutral	Neutral	Neutral
Application	Application process, portal, questions	Neutral	Strength	Weakness	Neutral
Tracking / applicant stages	Candidate statuses, workflow, viewing privileges	Weakness	Neutral	Neutral	Neutral
Screening / interviews	Custom forms, question banks, scoring systems	Weakness	Weakness	Neutral	Strength
Onboarding	Custom hiring forms, processing, digital signatures	Neutral	Neutral	NA	Strength
Communications	Email template manager, tracking, workflow triggers	Weakness	Neutral	Neutral	Neutral
Data & reporting	Real-time dashboards, analytics, reporting engine	Weakness	Neutral	Strength	Strength
Backend administration	Configuration options, search capabilities, custom field creation	Weakness	Neutral	Strength	Strength
Training & support	Support level history	Weakness	Neutral	Strength	Strength
Other	Ease-of-use, integrations, app store, and opportunities	Weakness	Neutral	Neutral	Strength

# Empower School Leaders

- Design and launch a **central selection model**.
- Launch a yearly **HR staffing support plan** for every school.
- Position school leaders to conduct **more early hiring**.

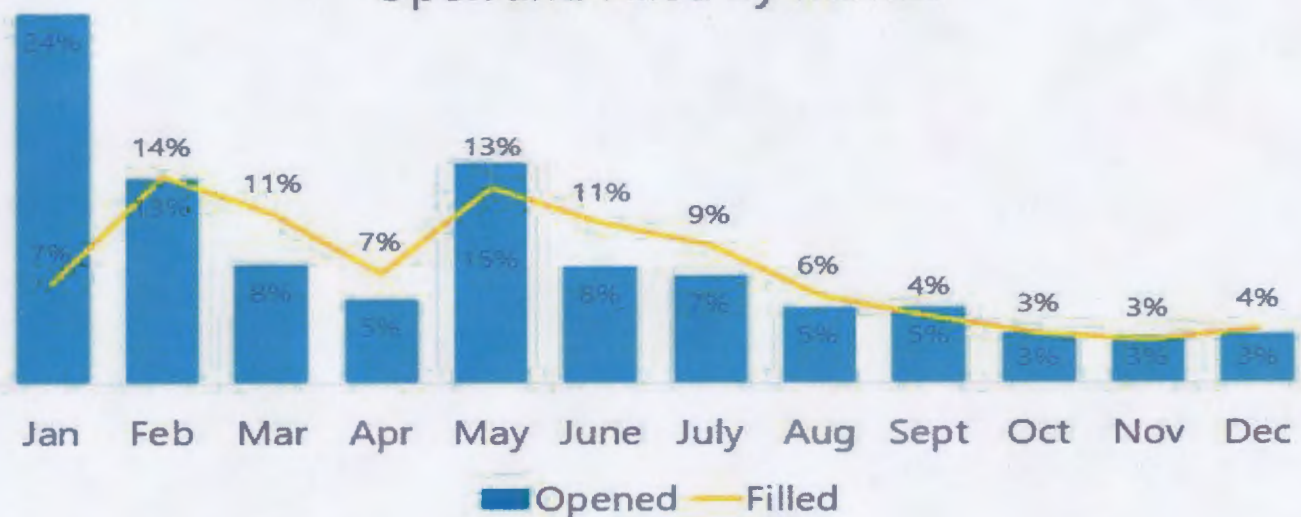


# Early Hiring

**53%**

of hires  
occurred after  
May 1

Percent of Teacher Vacancies  
Open and Filled by Month



# Staffing Timeline

✓ Nov. 1 - Dec. 14 - Post and select AP pool

✓ Nov. 1 - Pool Postings for Math and Science

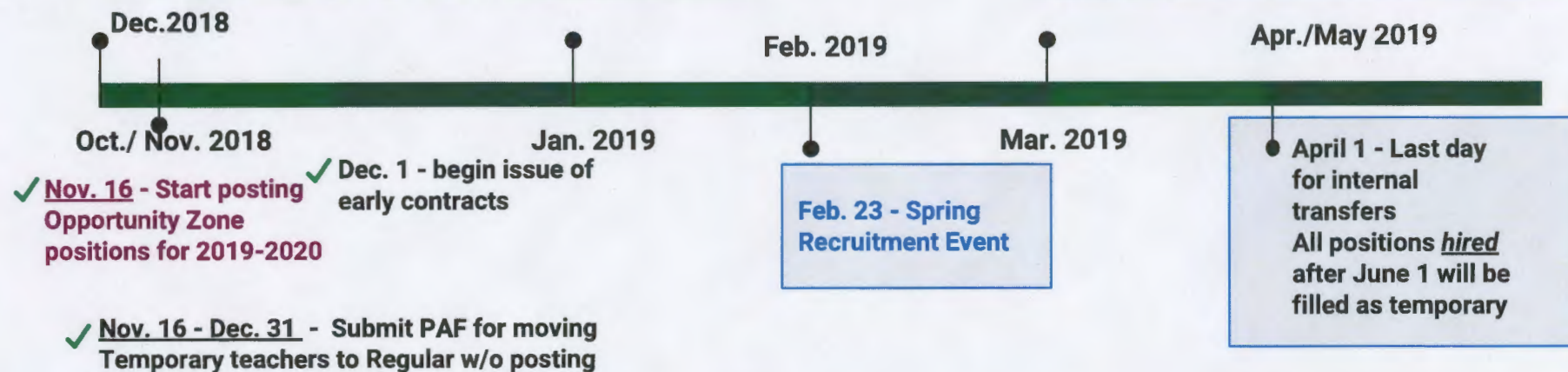
✓ Nov. 13 - Fall Recruitment Event

✓ Jan. 3 - Non Opp. Zone Postings begin

Nov 21-23 Thanksgiving

Dec 20 - Jan. 2 Winter Break

March 18-22 Spring Break May 24 - Last Day



# Recruiting

## Work to Date:

- ✓ Customer Service Plan
- ✓ Early Contracts
- ✓ Pool Postings - "Hard to Fill" positions
- ✓ Preview Days
- ✓ Social Media
- ✓ Teach for America
- ✓ Teacher Pipeline Expansions
- ✓ Tennessee Human Capital Network Workgroup

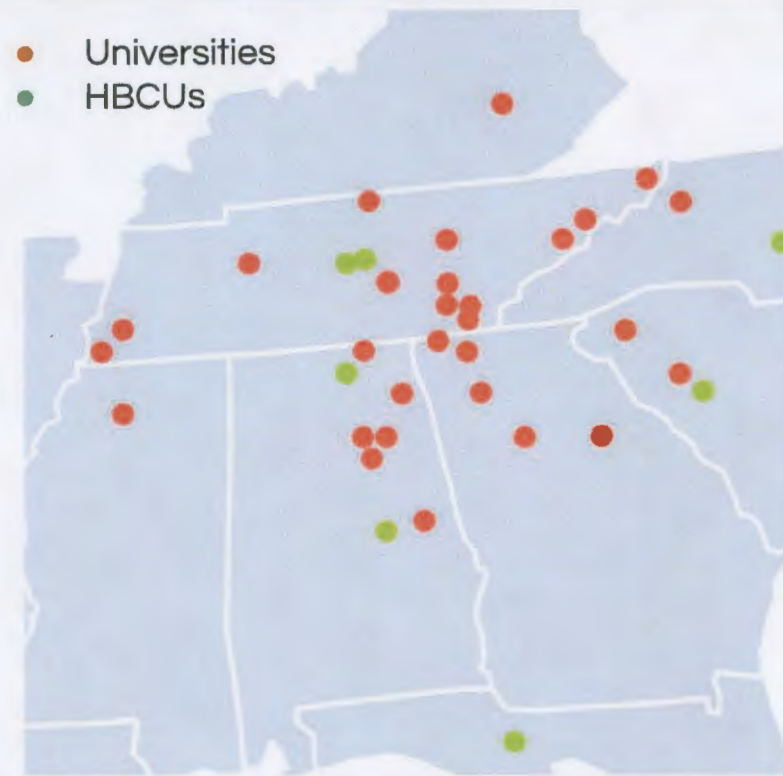
## Moving Forward:

- HCS "Candidate Experience"
- Teacher Referral Program
- Relocation Support
- Summer Internship Program
- Alternative Substitute Teacher Staffing
- Classified Recruitment



# Regional Recruitment 2018-2019

Increased Hamilton  
County School  
university partners to  
36 universities  
including  
7 HBCUs

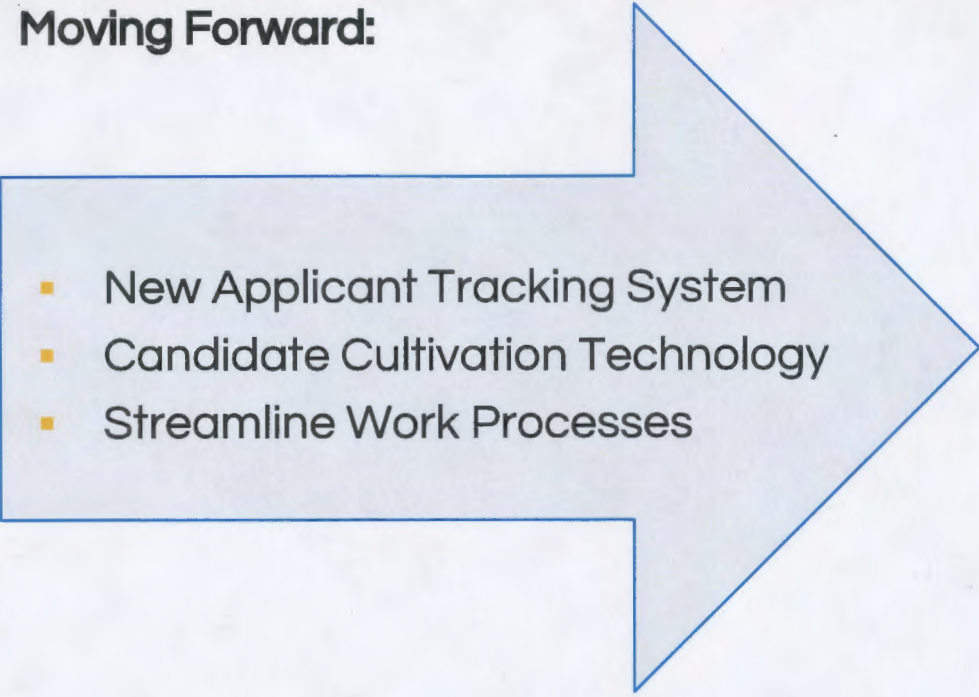


# Technology

## Work To Date:

- ✓ Previewing Applicant Tracking Systems
- ✓ Identifying ATS supplements
- ✓ Streamline information transfer
- ✓ SearchSoft to the Cloud
- ✓ Application revision
- ✓ New Teacher Forum
- ✓ Dashboards
- ✓ Online evaluations

## Moving Forward:

- 
- New Applicant Tracking System
  - Candidate Cultivation Technology
  - Streamline Work Processes

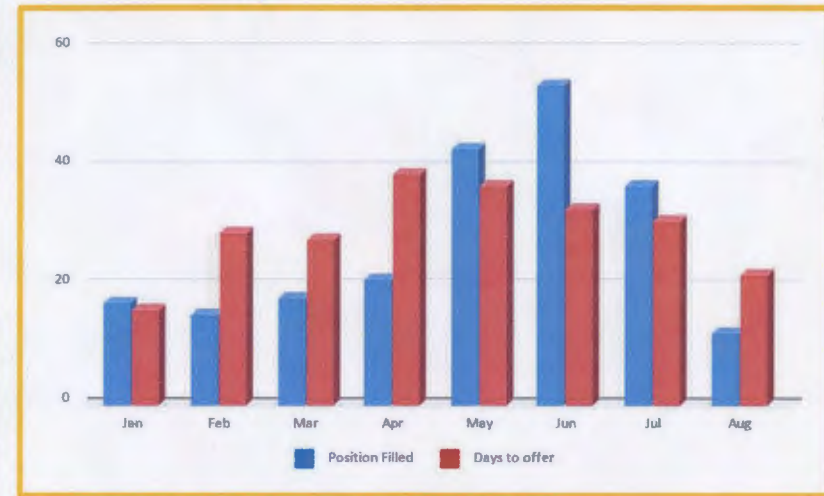
# Dashboards

Dashboard to manage the day to day staffing

Learning Community	School	Position	Open Date	Days Open
Learning Community A	High School	Electrical Instructor 17860 - 2018-2019	3/24/18	64
Learning Community A	Middle School	6th Grade Science Teacher 2018-19 - 18204	5/9/18	18
Learning Community A	Middle School	Reading/Language Arts Teacher - 2018-19 Temporary - 18138	4/16/18	42
Learning Community B	Middle School	8th Grade Science Teacher 18222 - 1/3/19-5/24/19	5/14/18	13
Learning Community B	High School	Math Teacher 18186 - 2018-2019	5/5/18	22



Analysis to identify improvements





# Retention

## Work To Date:

- ✓ New Teacher Network
  - Monthly Professional Development and Dinner
  - Daily Support from Mentors and New Teacher Coaches
- ✓ Retention Strategies
- ✓ Teacher Compensation
- ✓ Online Exit Interview

## Moving Forward:

- Expansion of Teacher Induction, Mentoring, & Supports
- Employee Wellness and Onsite Clinic
- Internal Leadership and Teacher Pipelines
- Classified Employee Development
- Customer Service Culture
- Enhanced Exit Interviews

# New Teacher Network

September: Student Engagement

October: Building Resiliency & Adaptability

November: Professional Responsibilities

December: "Pressing the Reset Button on Classroom Management"

PHASES OF FIRST-YEAR TEACHERS' ATTITUDE TOWARD TEACHING





# New Teacher Feedback

