

Strategic Plan

Information and Advocacy Report



TO: Board of Education

FROM: Ms. Sara Errthum, Coordinator of Human Resources

DATE: January 18, 2021

RE: Information and Advocacy Report-Human Resources

Overview:

Board Goal II: Well-Being- We will provide support systems for our students and staff

- ⇒Objective: Support and retain faculty and staff
- ⇒Indicator 2: Quality of Applicant Pool
- ⇒Indicator 4: Employee Retention Rate

Indicator #2: Quality of Applicant Pool

The quality of the applicant pool is increasingly important as we fill vacancies on a continuous basis and to support our strategic plan's objectives. As of December 31, 2020*, we have had a total of 43 postings to fill for the 2020/2021 school year. We did see a decrease in the number of postings that we had from previous years based on YTD data. A couple of factors contribute to this decrease. First, we are providing this report earlier than in past years. Typically, we provide this report in February after our compensation report and after the deadline for employees to share their retirements. Additionally, the District has provided more flexibility due to the pandemic offering remote work when available and other flexibilities where possible. Lastly, given the nature of the pandemic and virtual school during the first part of the year, there were some support positions that may not have been backfilled right away.

Table #1, below, reflects the number of postings and applications for positions filled during the 2019/2020 school year as well as the year to date data for positions filled in the current 2020/2021 current school year. The data includes both full-time and part-time postings; certified, support, and administrative vacancies; and long-term substitute teacher vacancies. The data does not reflect co-curricular or coaching vacancies.

Data for the entire school year is based on the school year calendar dates (i.e. 07/01/19-06/30/20). Positions posted in January 2018 with a start date for the 2019/2020 school year are included as a recruitment effort for the 2019/2020 data. Year round positions are included in the school year for which the person starts. The full school year data will always be lagging; however, this will give us the opportunity to view trends from year to year from a more holistic perspective rather than a point in time only. We know that much can happen the second half of the year. Data from a point in time for the current school year will also continue to be included.

Table #1: Candidate Pool 2019-2020 and 2020-2021

Applicant Type	2019/2020	2020/2021(YTD*)
Certified Staff	560	372
Support Staff	254	68
Total Number of Postings	74	43
Total Number of Applicants	814	441

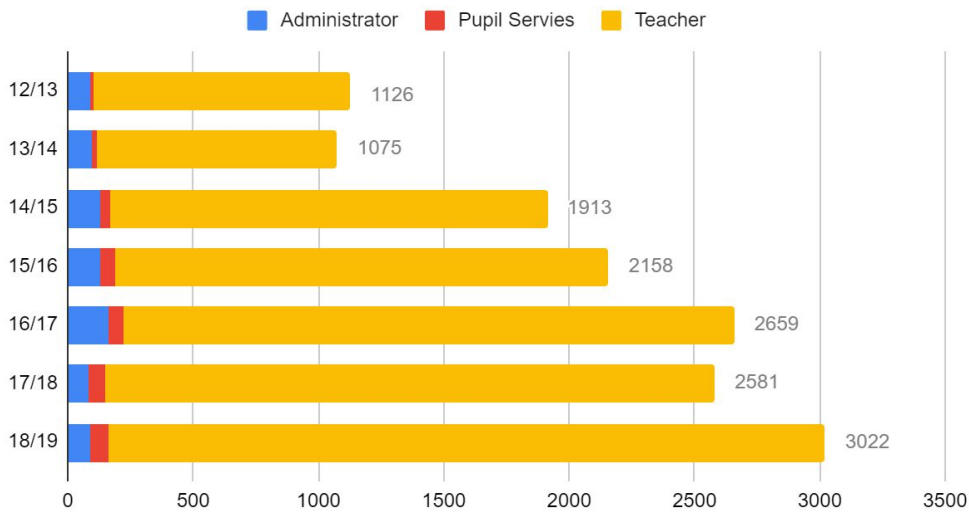
The unemployment rate in past years has typically been at a record low. During 2020, the national and statewide rate increased significantly, with it reaching 14.7% in April 2020. Since then there has been a gradual decrease. Even with the increase in the unemployment rate, we continue to experience a high level of competition between employers for talent. An additional challenge we experienced in finding talent related to the increased unemployment payment of \$600 which many individuals on unemployment were able to receive. According to the Bureau of Labor Statistics, the national unemployment rate was 6.7 % as of November 2020, and the unemployment rate in Wisconsin is 5.0 %. Furthermore, the unemployment rate in Dane County is 3.5%.

In 2019, the Board of Education approved a system that permitted employees an honorarium for referring quality candidates to our vacancies. The thinking behind this plan is to leverage our trusted and dedicated current employees to recommend other high performing applicants. Employees who recommend candidates who are hired are eligible to receive \$100 after six months of service or a substitute has completed 20 days. We will continue to communicate this program to employees.

As you can see in Table #2, there continues to be an increase in the need for emergency licenses due to the continued shortage of qualified applicants and individuals completing the appropriate preparatory programs to become an educator in Wisconsin. DPI has been reporting on this information since the 2012/2013 school year and the most recent data from the 2018/2019 school year demonstrates our need to continue to pivot and think creatively about our District's staffing needs and recruitment efforts. For example, we continue to attempt to identify our hiring needs much sooner (January) so that we may recruit candidates at job fairs, university expositions, and state conferences. In addition, we are utilizing social media, online sites geared towards education (Handshake), and other resources to publicize our district and build our candidate pools.

Table #2: Emergency Licensing Data (DPI Data)

Emergency Licensing Data

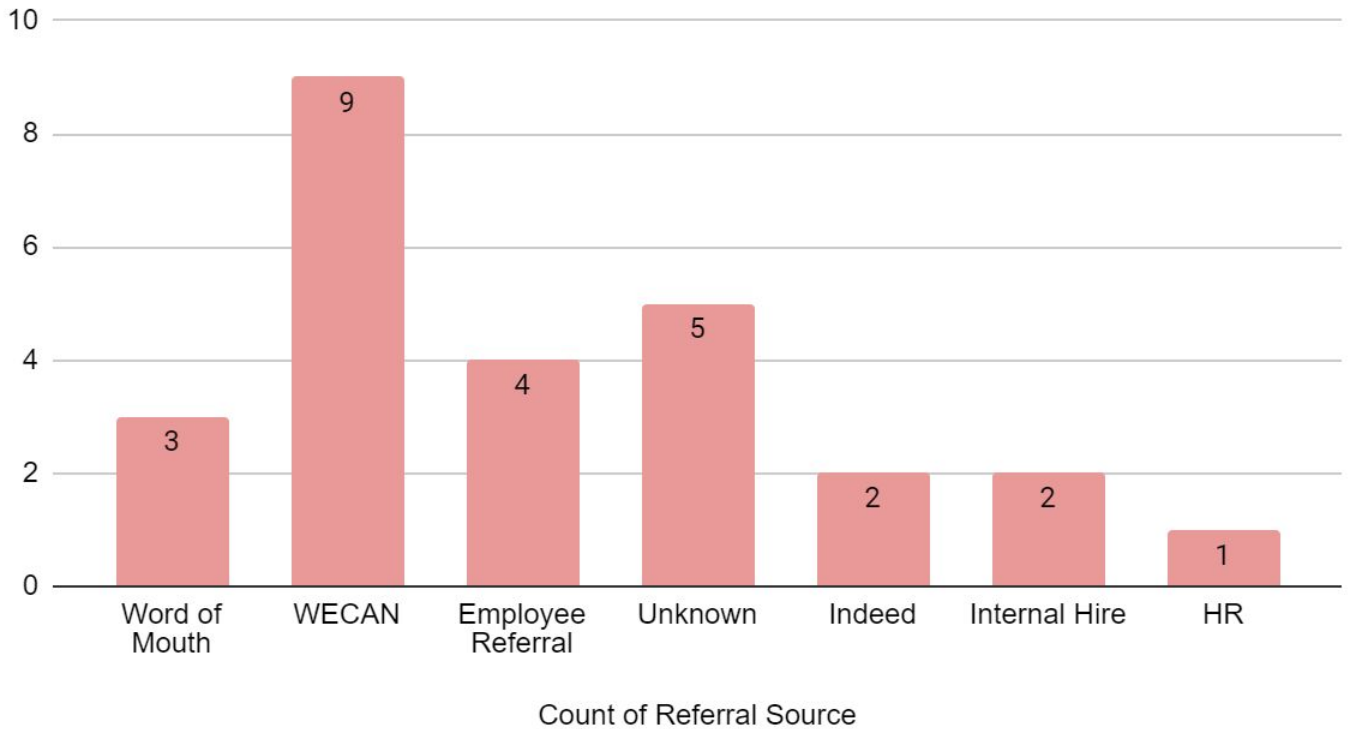


The unemployment data and requests for more emergency licenses help us understand why we are seeing a trend in our candidate pool.

As the data suggests, we are faced with a very competitive environment when we are finding and hiring qualified applicants for our district. Our Human Resources Team continues our strategic efforts to rise above the challenges. Table #3 reflects the sourcing methods used to notify the successful candidates (2020/2021 School Year) of our vacancies. The Wisconsin Education Career Access Network (WECAN) applicant system continues to be a main resource to bring candidates to our district for all positions; however, we continue to consider other systems that may be more user friendly and reach more candidates based on feedback, specifically for support staff positions. When candidates are sourced by Human Resources, we are conducting specialized talent searches, marketing our job opportunities, and connecting candidates to our application process through customized communications and tools. We are providing a higher touch and connecting with potential candidates before they apply by responding to questions to increase interest in joining our team. Potential candidates have shared that having language in our posting about who to contact for questions sets us apart from other districts and state that they appreciate the opportunity to explore their questions prior to applying.

Table #3: Recruitment Sources

Referral Source 2020/2021



Once our employees have successfully completed their onboarding experience, we ask them to complete a survey that gives us valuable feedback about their candidate experience and for improving our recruitment efforts. New employees rate their candidate experience on a scale of zero to five, with five being the highest value. Table #4, below, showcases the average ratings from the survey results. We continue to focus on the overall candidate experience, as it is an opportunity for us to stand out from our competition.

Table #4: Candidate Experience Rating

School Year	Average Rating (0 - 5 with 5 being the highest)
2016/2017	4.63
2017/2018	4
2018/2019	4.55
2019/2020	4.64
2020/2021 (YTD)	4.75

Average	4.51
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Indicator #4: Employee Retention Rate

Our district has received four (4) retirements and fourteen (14) resignations so far this school year. Last year, we had a total of 43 resignations and retirements. Based on the resignations (non-retirement) to date, this accounts for a teacher turnover rate of 1.57%. We understand that making the decision to retire is never an easy one and with the pandemic, we know that it can be even more difficult as this is not a typical year. The District did approve an extension to allow employees more time to consider what would be best for them and their families. Employees now have until the end of the day on February 1 to let us know if they should choose to retire. While the school year has not yet concluded, our year to date rate is showing about half of the amount of retirements reported as of the January 4, 2021 personnel transactions. “All Industry Average Turnover Rate” of 18%¹. Furthermore, the average non-retirement teacher turnover rate in Dane County was 6.1% in the 2017/2018 School Year and 6.75% in the 2016/2017 School Year.

Table #5 provides a reflection on the district’s resignations and retirements.

Table #5: Rates of Resignation and Retirement (Not Represented in FTE’s)

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021 (YTD*)
Total Number of Retirements	8	3	10	10	4
Total Number of Resignations	28	42	41	33	14

* As of January 4, 2021 Personnel Transactions

Table #6: Turnover Rate by Classification (Non-Retirement)

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021 (YTD*)
Teacher	2.09%	7.81%	0.51%	3.13%	1.57%
Paraprofessional	19.35%	18.75%	9.38%	21.21%	3.33%
Special Education Paraprofessional	19.44%	29.41%	6.25%	25.00%	6.67%
Food Service	20%	40%	0%	5.26%	5.56%
Custodians	16.67%	5.56%	5.26%	10.00%	26.32%

¹2017 Human Capital Benchmarking Report

<https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2017-Human-Capital-Benchmarking.pdf>

Other	--	--	--	13.04%	2.90 %
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* As of January 4, 2021 Personnel Transactions

Successful onboarding of employees at all levels is extremely important. We have a dedicated onboarding experience for our teaching staff at the beginning of each school year; however, we do not have a similar program for our non-teaching staff. We have an opportunity to improve ways of providing a similar experience to other staff at the beginning of the school year and throughout.

Table #7 provides a glimpse at the reasons for departure from the organization. To obtain this information, Human Resources implemented an exit survey beginning in 2017. There are a few limitations to this data: not every individual exiting the system elects to complete the survey (yet, all are provided information to do so); moreover, not everyone who participates answers every question on the survey. In effort to promote candid responses, the survey is anonymous. That noted, the data is still worthy of review. As you can see the number of participants completing or attempting to complete the survey doesn't allow for great data.

Table #7: Why Are Employees Leaving?

Reasons for Leaving	2018-2019	2019-2020	2020-2021
Retirement	30% (3)	0.0%	0.0%
Relocating	10% (1)	20% (1)	33% (1)
Dissatisfied with present pay	0.0%	40% (2)	0.0%
Family reasons	0.0%	0.0%	67% (2)
Personal reasons	20% (2)	0.0%	0.0%
Dissatisfied with present benefits	20% (2)	20% (1)	0.0%
Dislike management policies and practices	0.0%	0.0%	0.0%
Dislike fellow colleagues	0.0%	0.0%	0.0%
Returning to school	0.0%	0.0%	0.0%
Entering the military	0.0%	0.0%	0.0%
Dissatisfied with present job responsibilities	0.0%	0.0%	0.0%
Not enough work to do	0.0%	0.0%	0.0%
Dissatisfied with working conditions	0.0%	0.0%	0.0%
Dissatisfied with supervisor	0.0%	0.0%	0.0%
Dissatisfied with opportunities to advance here	0.0%	0.0%	0.0%
Inadequate job security	0.0%	0.0%	0.0%
Dissatisfied with current leadership's vision	20.0% (2)	0.0%	0.0%

Conclusion

We believe the Mount Horeb Area School District remains a destination district. Among the primary factors are: geographic location, district educational philosophy, working conditions, instructional support, respected and knowledgeable employees, and competitive employee benefits/salaries. The data presented in this report shows our cross-functional efforts to recruit and retain faculty and staff. Our focus remains to recruit and retain high quality staff.