

Human Resources Department Balanced Scorecard 2016-17



Teaching & Learning	Workforce Focus	Community Engagement	Facilities & Operations	Quality
<p><u>5 Year Goal:</u> All students surpass their annual academic growth targets and graduate ready for success.</p>	<p><u>5 Year Goal:</u> Proactively recruit, retain and engage talent that reflects and is responsive to our diverse community.</p>	<p><u>5 Year Goal:</u> Excel in how we serve all stakeholders and build relationships with families, community members, and businesses that promote positive outcomes for students.</p>	<p><u>5 Year Goals:</u> Use district resources effectively and efficiently Facilities and services meet the needs of our diverse and growing student population and community.</p>	<p><u>5 Year Goal:</u> Measures of operational effectiveness by department.</p>

Department Annual Target

Annual Goals are to be approved by Senior Leadership Team.

	<p>Maintain an employee retention rate that is best-in-class among benchmark districts, currently at 10%.</p> <p>Increase percentage of employees with racially and ethnically diverse backgrounds from 10% to 11%.</p> <p>Increase the participation rate on Well Being Assessments (WBA) for insured staff from 93% to 95%.</p> <p>Increase the mean on the District Office - Other Employee Engagement Survey from 3.86 to 3.96.</p>		<p>Increase the mean on the District Services Survey for Human Resources from 3.55 to 3.7.</p>	<p>Strategically align the classification/compensation system with industry/peer comparators and best practices.</p>
--	---	--	---	--

Interim Executive Director of Operations: Clark Luessman
Approval Date: August 22, 2016

Progress Monitoring Report

Progress Monitoring Report for each department will be collected, recorded, and reported in this document at mid and end of year.
 Spotlight: Green = On track to meet goal; Yellow = In danger of not meeting goal; Red = Not likely to meet goal

Teaching & Learning	Workforce Focus	Community Engagement	Facilities & Operations Goals
<p><u>What specific data will be provided to demonstrate growth in this goal?</u></p>	<p><u>What specific data will be provided to demonstrate growth in this goal?</u></p> <p>Turnover Data</p> <p>Employee Engagement Survey Data</p> <p>AESOP Absence data</p> <p>Skyward Employee Demographic Data</p> <p>WBA Participation</p>	<p><u>What specific data will be provided to demonstrate growth in this goal?</u></p>	<p><u>What specific data will be provided to demonstrate growth in this goal?</u></p> <p>District Services Survey</p>
<p><u>Quarter 1 Data Summit Report</u> <i>(Enter data and outcome report here)</i></p>	<p><u>Quarter 1 July-September Data Summit Report</u> <i>(Enter data and outcome report here)</i></p> <p>Turnover Data: Goal: 10% Admin Support - 2/4.7% Administrators - 0/0% Prof. Educators - 2/0.3% Support Staff - 7/1.7% Overall - 11/0.94%</p> <p>Demographic Data: Goal: 11% 1155 - Total EE's 111 - Staff of Color = 9.6% - Diversity</p> <p>WBA: Goal 94%</p>	<p><u>Quarter 1 Data Summit Report</u> <i>(Enter data and outcome report here)</i></p>	<p><u>Quarter 1 Data Summit Report</u> <i>(Enter data and outcome report here)</i></p>

<p><u>Quarter 2 Data Summit Report</u> <i>(Enter data and outcome report here)</i></p>	<p><u>Quarter 2 October-December Data Summit Report</u></p> <p>Turnover Data: Goal: 10% Admin Support - 0/0.0% Administrators - 1/2.56% Prof. Educators - 4/0.6% Support Staff - 8/1.9% Overall - 13/1.11%</p> <p>Demographic Data: Goal: 11% 1163 - Total EE's; 110 - Staff of Color = 9.5% - Diversity</p>	<p><u>Quarter 2 Data Summit Report</u> <i>(Enter data and outcome report here)</i></p>	<p><u>Quarter 2 Data Summit Report</u> <i>(Enter data and outcome report here)</i></p>
<p><u>Quarter 3 Data Summit Report</u> <i>(Enter data and outcome report here)</i></p>	<p><u>Quarter 3 January-March Data Summit Report</u> <i>(Enter data and outcome report here)</i></p>	<p><u>Quarter 3 Data Summit Report</u> <i>(Enter data and outcome report here)</i></p>	<p><u>Quarter 3 Data Summit Report</u> <i>(Enter data and outcome report here)</i></p>
<p><u>Quarter 4 Data Summary Report</u> <i>(Enter data and outcome report here)</i></p>	<p><u>Quarter 4 April-June Data Summary Report</u> <i>(Enter data and outcome report here)</i></p> <p>WBA: Goal 95%</p>	<p><u>Quarter 4 Data Summary Report</u> <i>(Enter data and outcome report here)</i></p>	<p><u>Quarter 4 Data Summary Report</u> <i>(Enter data and outcome report here)</i></p>

Strategic Actions

Proposed Strategic Actions:

- Will be listed for each goal at the beginning of the year,
- May be revised as a result of what is learned through progress monitoring, and
- Will be approved by the Interim Executive Director of Operations.

Stoplight: Green = Completed; Yellow = In Progress; Red = Not Started

Workforce Focus Annual Goal: Increase the mean on the District Office - Other Employee Engagement Survey from 3.86 to 3.96 Proactively recruit, retain and engage talent that reflects and is responsive to our diverse community.						
Goal	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
Increase percentage of employees with racially and ethnically diverse backgrounds from 10% to 11%	Build and expand teacher pipeline by partnering with professional educators and administrators/managers to attend recruitment events	Tracey Caradine	June 2017	<ul style="list-style-type: none"> ● Each dept/school informed of diversity data w/target goal, including quarterly updates of progress ● Calendar of recruiting events developed ● Number of administrators participating in recruitment events ● Number of positions filled and total open positions 		QT 1 -Dane County Job Fair (2) -Substitute Job Fair (7) -Urban League Informational Fair (1) -MATC Part-time Fair (1) QT 2 UW Madison K12 Career Fair (3) NABSE Career Fair (2); Urban League ParaEducator Fair (3)
Increase percentage of employees with racially and ethnically diverse backgrounds from 10% to 11%	Build and expand teacher pipeline by partnering with Edgewood's Grow Your Own Program to establish and fund a pipeline of African American and Latino teachers	Tracey Caradine	June 2017	<ul style="list-style-type: none"> ● Partnership agreement with Edgewood signed ● Progress on timeline and selection process developed ● Student selected and enrolled in program 		QT 1 - Designing a timeline for the selection process of the GYOP and making sure that it will coincide with Edgewood's admission process for the ACE and ASP programs - Continuing to work with Edgewood to finalize what is needed from the District both monetarily as well as

					<p>due dates for selection process and enrollment criteria.</p> <ul style="list-style-type: none"> - Meeting with appropriate people to walk through the process on Edgewood's side to make sure nothing is missed. <p>QT 2 Met with the first GYO participant to discuss highs and lows of the program to prepare for the first committee meeting on January 12, 2017. Three staff members have expressed interested in the program. Program materials developed: Program Overview, Timeline, criteria, FAQ Document, Flyer</p>
Increase percentage of employees with racially and ethnically diverse backgrounds from 10% to 11%	Engage in targeted recruitment efforts: <ul style="list-style-type: none"> • Conduct Substitute Job Fair • Conduct Support Staff Job Fair 	Connie Sobczak / Staci Abrahamson Tracey Caradine	September 2016 Spring 2017	<ul style="list-style-type: none"> • Number of registrations and # of actual participants • Percentage of participants hired • Plan developed 	<p>QT 1 Substitute Fair-September 15 -21 pre-registrations -30 participants -7 administrator interviewers -57% hired</p> <p>QT 2 Still hiring for Substitute teachers and support staff. Reviewing possible dates to conduct a support staff job fair</p>
Increase percentage of employees with racially and ethnically diverse backgrounds from 10% to 11%	Explore on-the-spot hiring (letter of intent) for professional educators	Tracey Caradine	May 2017	<ul style="list-style-type: none"> • Percentage of informational survey completed by job fair participants • Percentage of participants hired from job fairs 	<p>QT 1 -Researched other districts and what their success is with on-the-spot-hiring. -Created potential letter of intent for on-the-spot hiring of candidates; -Met w/principals to discuss form and process</p> <p>QT 2 Attended the Urban League Job</p>

						Fair. On the spot hiring done for F & G and School Nutrition support staff positions. Hired at least 2 people. Helping F & G hire student workers from PPA & the High School.
Maintain an employee retention rate that is best-in-class among benchmark districts, currently at 10%	Work with Administrators to improve employee attendance rate for Professional Educators and Support Staff	Staci Abrahamson/ Heather Gronke	June 2017	<ul style="list-style-type: none"> • Develop baseline data • Monthly absenteeism reports shared with administrators • Quarterly reports shared with job-alikes groups • Strategies to address and curb absenteeism identified 		<p>QT 1</p> <p>-Skyward reports reviewed to determine data formation and baseline data</p> <p>Q2</p> <p>-Pilot plan for F&G and School Nutrition developed and discussed with Cabinet members.</p> <p>-Pilot started in November. F&G and Nutrition met with staff and sent an email about absence tracking.</p>
Maintain an employee retention rate that is best-in-class among benchmark districts, currently at 10%	Conduct exit survey with employees leaving the district; Identify and discuss patterns as necessary with managers	HR Recruitment Liaison	June 2017	<ul style="list-style-type: none"> • Turnover data provided quarterly to schools/depts. • Percentage of exit interviews conducted and completed • Track patterns in survey results 		<p>QT 1</p> <p>-Turnover data compiled and provided to managers</p> <p>-10 exit interviews completed</p> <p>QT 2</p> <p>-6 Exit Interviews completed</p> <p>-Turnover data compiled and provided to managers</p>
Maintain an employee retention rate that is best-in-class among benchmark districts, currently at 10% Increase the participation rate on Well Being Assessments (WBA) for insured staff from 93% to	Develop and implement a wellness program that enhances the wellbeing of our employees/retirees and their families	Heather Gronke/ Malika Evanco	October 2017	<ul style="list-style-type: none"> • All sites and employee groups are represented on committee • Roles and responsibilities defined and expectations outlined • Committee Mission statement developed • 2016-17 program goals developed and tracked 		<p>QT 1</p> <p>-Committee formed with school and administrative representatives</p> <p>-Roles, responsibilities and expectations discussed</p> <p>-Mission statement and program goals developed with committee members</p> <p>-First meeting held</p> <p>Qt 2</p> <p>-1st Staff Wellbeing Bingo Campaign. Kick off 11/14/2016. 220</p>

95%						employees participated
Maintain an employee retention rate that is best-in-class among benchmark districts, currently at 10%	Provide learning opportunities for Support Staff employees to increase knowledge and skills	Malika Evanco	August 2016	<ul style="list-style-type: none"> • Training evaluation results, agendas, sign-in sheets, materials and handouts • 1 training conducted 		<p>QT 1</p> <ul style="list-style-type: none"> -Survey used to determine training content -Speakers, materials, handouts developed -Over 100 support staff in attendance -Evaluations completed by attendees -Secretaries trained 8/10/16 -F&G and Nutrition Staff trained 8/30/16
Maintain an employee retention rate that is best-in-class among benchmark districts, currently at 10%	Continue to improve and streamline HR processes and infrastructure through the integration of technology to: <ul style="list-style-type: none"> • Online Benefits Enrollment • Explore summer school agreements and Professional Educator contracts • New hire paperwork and Onboarding checklist data 	Heather Gronke Connie Sobczak Andrea Ramirez	June 2016	<ul style="list-style-type: none"> • Progress on development of online module for benefits enrollment • Progress on development of Skyward forms for agreements and contracts • Progress on the development of new hire electronic forms • Monthly report of hires with checklist completion provided to managers 		<p>QT 1</p> <ul style="list-style-type: none"> -Summer School Plan started in Skyward -Researching Professional Educator Contract templates -Insurance tracking module reviewed in Skyward -New hire electronic forms developed and made into fillable format <p>Q2</p> <ul style="list-style-type: none"> -Entered a sampling of summer school assignments in Skyward to test how they will work
Increase the mean on the District Office - Other Employee Engagement Survey from 3.86 to 3.96.	Identify major strengths and opportunities for improvement for employee engagement; Develop strategies to build on strengths and address opportunities for improvement	Malika Evanco	Fall 2016, Spring 2017	<ul style="list-style-type: none"> • Increase the HR Employee Engagement survey mean score to 3.96. Employee Engagement Survey (Fall, Spring) • Progress is monitored and reported 		Q2 - 3.49

Facilities & Operations Annual Goal:

Increase the mean on the District Services Survey for Human Resources from **3.55** to **3.7**

Use district resources effectively and efficiently. Facilities and services meet the needs of our diverse and growing student population and community.

Goal (s)	Leadership Actions	Process Owner(s)	Timeline	Measures	Stop Light	EOY Stop Light
Maintain an employee retention rate that is best-in-class among benchmark districts, currently at 10%	Review and modify staffing allocation formula for elementary level "Specials" to reflect current state funding and revenue Art PE Health Music Playground Aide	Malika Evanco	June 2017	<ul style="list-style-type: none"> ● Timeline and plan developed w/leadership ● Workgroup assembled ● Staffing data for benchmarking (Forecast Five) ● Formula data for benchmarking (Dane County districts) ● Progress on formula updates/changes ● Staffing formula approved ● Finalized staffing allocation plan ● Percentage of 1:1 meetings with principals to discuss process and ensure understanding 		<p>QT1</p> <ul style="list-style-type: none"> -Timeline and plan completed -Work group assembled -Meeting held with work group to discuss recommendations <p>Q2</p> <ul style="list-style-type: none"> -Meetings held with work group to develop recommendations -Recommendations reviewed with principal group with additional recommendations added by principal group

Quality Annual Department Target

Maintain an employee retention rate that is best-in-class among benchmark districts, currently at 10%

Goal(s)	Leadership Actions	Process Owner(s)	Timeline	Measures	Stoplight	EOY Stop Light
<p>Maintain an employee retention rate that is best-in-class among benchmark districts, currently at 10%</p>	<p>Conduct market-based wage study for Administrators that strives for external market comparability and competitive wages in the labor market</p>	<p>Malika Evanco</p>	<p>June 2017</p>	<ul style="list-style-type: none"> ● Signed contract with QTI, third party consultant ● Job questionnaire completed by all administrators ● Job descriptions updated ● Recommendations developed for salary plan with salary ranges ● Progress on completion of wage study 		<p>QT 1 -Meetings held with SLT and QTI to determine wage study timeline, scope of duties and deliverables</p> <p>QT 2 -Provided status update to School Board on timeline, scope of duties and deliverables</p>