

# Forsyth County Schools

## 2022-2027 Strategic Planning

### Goal Area: Staff Recruitment and Development

**Performance Objective A:** Acquire & retain excellent staff

**Cabinet Leader:** Cindy Salloum

**Initiative #1:**

- Recruit highly qualified staff

**Performance Measures:**

- Increase the percentage of candidates hired as a result of recruitment efforts by 3% of the gap from 50.46% to 51.95%.

#### Checkpoints

#### December

- Recruitment Fairs Attended (YTD): 13 planned for 1/23-4/23: 23
- Initial partnership with Teaching as a Professional Pathway (CTAE)
- Recruiting conversations for retired educators in high-needs areas
- 58 hires with a Provisional, Waiver or Permit Certificate; 42 are in high-needs areas.
- Established UNG partnership - inaugural class of residency candidates baseline: 13 (2022)
- Named to GaDOE Advisory Council District for State Induction Taskforce (2022)
- Opened enrollment to teachers on permits to attend FTA seminars (1)

#### March

- Recruitment Fairs Attended (8/2022-12/2022): 13; 31 Planned for 1/2023-4/23/2023
- Recruitment Fairs Attended (2021-2022): 34
- HBCU Fairs Attended (8/22-04/25/23): 8 (all in-person)
- Forsyth First Attendees: 71
- Number of new hires from Forsyth First: 25 (as of 4/25/2023)
- FCS Job Fair Attendees: 362
- Number of new hires from FCS Job Fair: 105 (as of 4/25/2023) FCS Virtual Fair Attendees: 137
- Number of new hires from FCS Virtual Fair: 10 (as of 4/25/2023)
- Initial partnership with Teaching as a Professional Pathway (CTAE) Future Educators Signing Day (and recognitions)
- Number of provisional hires for 22-23 (YTD) (separate into: total, by high needs areas, then by FTA)
  - 2/2022-12/2022
    - 58 hires with a Provisional, Waiver or Permit Certificate
    - 42 are in high-needs areas.
  - 2/2023 - 4/2023 (YTD data)
    - 14 hires with a Provisional, Waiver or Permit Certificate
    - 9 are in high needs

#### Year-end Results

- Attended a total of 44 job fairs in 2022-2023 (increased by 10 from 2021-2022)
- Number of new hires from Forsyth First (new job fair for new teachers) = 28
- Number of new hires from FCS Job Fair = 88
- Number of new hires from FCS VIRTUAL Job Fair = 17
- Number of provisional hires for 2023-2024 = 41
- 17,167 miles traveled by vehicle during 22-23

**Performance Measurement:** The percentage of candidates hired as a result of recruitment efforts = 50.1%

**Reflection on Results:**

The recruitment goal was not met this year; however, the number of certified hires has decreased from 480 certified hires in the 22-23 school year to 339 total (as of 6/8/23) for the 23-24 school year. Our retention rate has also improved from 91.49% to 92.97%.

Although our recruitment efforts have increased in terms of the volumes of job fairs attended, the HR team will be creating a communication document with school administrators for quicker access to candidates with the goal of connecting with candidates in a timely manner.

The HR team would like to expand travel to job fairs outside of the southeast region in 23-24 and would also like to attend 3-4 new job fairs in 23-24.

## Forsyth County Schools

### 2022-2027 Strategic Planning

#### Goal Area: Staff Recruitment and Development

**Performance Objective A:** Acquire & retain excellent staff

**Cabinet Leader:** Cindy Salloum

**Initiative #2:**

- Increase compensation opportunities

**Performance Measures:**

Increase the percentage of retained staff in high needs areas by 3% of the gap from 91.24% to 91.5%

#### Checkpoints

December	March
<p>FY 23:</p> <ul style="list-style-type: none"><li>• Increased year:year matching for CTAE educators</li><li>• Salary increases for all staff \$4000 increase for all teachers</li><li>• \$2,000 increase for all other certified staff</li><li>• \$2,000 increase for all classified staff</li><li>• School nurse - ending bands added (17+ to 24+) year matching</li><li>• Custodians moved from X band to W (base rate increased from \$13.29/hr to \$15.15/hr)</li><li>• Food and Nutrition Assistants increased from \$11.14/hr to \$15.15/hr</li><li>• Admin Support moved from S band to R (base rate increased from \$14.11/hr to \$16.37/hr)</li><li>• Paraprofessionals - 5 bands reduced to 2 bands (PA/P-B) moving from a starting pay of \$11.30/hr to \$16.09/hour without bachelor's degree and from \$16.06 to \$17.95 with bachelor's degree</li><li>• Substitutes - increase non-certified daily rate from \$85 to \$120 and certified daily rate from \$85 to \$145</li><li>• \$2100 supplement for iFocus Paraprofessionals</li><li>• \$1300 supplement for all staff (December 2022)</li><li>• Instructional Extension paid at true hourly rate vs. state base hourly rate</li><li>• Extra Days paid at true daily rate vs. state base daily rate</li><li>• Certified Educators compensated for using planning periods to cover absences not filled by substitutes</li></ul>	<p>FY 24 - Recommended for the FY 24 budget:</p> <ul style="list-style-type: none"><li>• Compensation increases across all pay bands.</li></ul>
<p><b>Year-end Results</b></p> <p><b>The percentage of retained staff in high needs areas increased from 91.24% to 91.55%</b></p>	

**Reflection on Results:**

Forsyth County Schools has emphasized the value of employee experience with school leaders working directly in the areas of recruiting, onboarding/hiring, employee engagement, performance management, and career development.

FCS has proposed an increase in salary to stay competitive with the metro-Atlanta area including Fulton, Gwinnett, and Cherokee County. The board has also approved an increase in the number of personal leave days from three to five to allow more flexibility in work/life balance.

During the 2023-2024 school year, the Human Resources will continue to improve in the following areas:

- Emphasis on retirement education help make educators aware of these benefits.
- Crucial Conversations Training will continue to expand across other areas of leadership including café and custodial leaders.
- Initiate training using Working Genius model with leaders to help develop cohesive and high functioning administrator teams.
- Continue to develop school level leaders in Employee Experience benefits



# Forsyth County Schools

## 2022-2027 Strategic Planning

### Goal Area: Staff Recruitment and Development

**Performance Objective B:** Build & develop individual staff capacity

**Cabinet Leader:** Cindy Salloum

**Initiative #1:**

- Expand capacity-building programs for school and system staff

**Performance Measures:**

- Increase the percentage of retained staff by 3% of the gap from 91.49% to 91.75%.

#### Checkpoints

December	March
<ul style="list-style-type: none"><li>• Crucial Conversations Training (YTD): 157<ul style="list-style-type: none"><li>○ Planned for 5/2023-9/2023: 44</li></ul></li><li>• Increased Forsyth Teacher Academy GaTAPP enrollment by 121.4%<ul style="list-style-type: none"><li>○ 2023 Enrollment still in progress (18 accepted candidates as of 4/20/23)</li></ul></li><li>• Continued FTA endorsements for high-needs areas: ESOL, K-5 Math, Teacher Support &amp; Coaching</li><li>• 2023-2024 Endorsement enrollment TBD (Expanded endorsement offerings in response to new legislation - dyslexia)<ul style="list-style-type: none"><li>○ MetroRESA partnership</li></ul></li><li>• Expanded district leadership capacity to include supervisory roles for FTA candidates / 15 new leaders</li><li>• Professional learning for 70+ Instructional Coaches</li><li>• Aspiring Leader Enrollment Baseline: 19 (2022)</li><li>• Aspiring Principal Enrollment Baseline: 7 (2022)</li><li>• Class A Leadership Enrollment Baseline: 26 (2022)</li></ul>	<ul style="list-style-type: none"><li>• Aspiring Principal enrollment dates adjusted for 2023 (due to new allotment/principal interview schedule)<ul style="list-style-type: none"><li>○ 2023 cohort: 10</li></ul></li></ul>
Year-end Results	
<ul style="list-style-type: none"><li>• The overall percentage of FCS retained staff (as of 6/1/2023) has increased from 91.49% to 92.97%.</li></ul>	

#### Reflection on Results:

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# Forsyth County Schools 2022-2027 Strategic Planning

## Goal Area: Staff Recruitment and Development

**Performance Objective B:** Build & develop individual staff capacity

**Cabinet Leader:** Cindy Salloum

**Initiative #2:**

- Provide leaders professional development opportunities

**Performance Measures:**

- Increase the number of participants in leadership development

### Checkpoints

December	March
<ul style="list-style-type: none"><li>• Aspiring Leader Enrollment Baseline: 19 (2022)</li><li>• Aspiring Principal Enrollment Baseline: 7 (2022)</li><li>• Class A Leadership Enrollment Baseline: 26 (2022)</li></ul>	<ul style="list-style-type: none"><li>• Aspiring Principal enrollment dates adjusted for 2023<ul style="list-style-type: none"><li>○ 2023 cohort: 10</li></ul></li></ul>
<p><b>Year-end Results</b></p> <ul style="list-style-type: none"><li>• 100% of Aspiring Leader participants (19) completed the program – all attended at least 80% of the sessions.</li><li>• 100% of Aspiring Principal participants (7) completed the program – all attended at least 80% of the sessions.<ul style="list-style-type: none"><li>○ 5 of the 7 participants were promoted to the role of principal for the 2023-2024 school year.</li></ul></li><li>• Enrollment into the Aspiring Principal program increased from 7 participants in 2022 to 10 participants in 2023.</li><li>• 100% of the Class A Leadership Program participants (26) completed the program.</li></ul>	

### **Reflection on Results:**

The leadership capacity programs in Forsyth County Schools established a baseline for future programming and enrollment.

The Aspiring Principals Program, which started the 2023 cohort earlier in order to keep pace with the new staff allotment and principal interview schedules, saw an increase from 7 participants in 2022 to 10 in 2023.

As 100% of the participants in each completed their program, 2022-2023 would be considered a successful year.