



Monthly Board KPIs: June 2022

Prepared by the Department of Research & Performance Management*

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Key Findings

- The average attendance rate for all employee groups decreased from 2020-21.
- COVID-19 accounted for more than 4% of all absences for all employee categories.
- The percentage of employees missing 10% of contracted days due to illness increased significantly since last school year for school based (+19.6 percentage points) and non-school based staff (+4.1 percentage points).
- The percentage of school based staff missing 10% of contracted days due to illness (26.5%) was greater than the percentage of school based staff missing 5% of contracted days (24.7).
- The number of long-term substitute placements decreased slightly since 2020-21.
- The total number of teachers on waiver increased from 45 to 47 in 2021-22.

Employee Absences

Data provided by the Department of Human Resources for fiscal years 2021 and 2022 were analyzed to determine the degree of absenteeism among Memphis-Shelby County Schools employees. Instructional staff, school administrators, and central office administrators comprised the employee sample population. Attendance rates and reasons for absence were examined. Data were grouped according to school-based and non-school-based instructional and non-instructional employees.¹

All employee types, except for non-school based instructional (91%) staff had average attendance rates below 90%. However, non-school based non-instructional staff had and used more vacation time than all other employee groups, contributing to lower attendance rates. The average attendance rate for instructional staff was slightly lower than non-instructional staff for both school (84.2%) and non-school based (83.3%) employees. The group with the highest attendance rate was non-school based non-instructional staff (91%) and the group with the lowest attendance rate was non-school-based instructional staff (83.3%). The full breakdown of attendance rates per group is below.

Work Base	Employee Type	Employees	Avg. Contract Days	Avg. Days Absent	Avg. Attendance Rate
School Based	Instructional	6119	168	12.3	84.2%
	Non-Instructional	3589	183	11.7	85.4%
Non-School Based	Instructional	128	149	9.1	83.3%
	Non-Instructional	2466	246	18.7	91.0%

* Data provided by the SCS Department of Human Resources

¹ Find a full list of how staff was categorized into Work Base and Employee Type [here](#)
Contract Days rounded to nearest full day



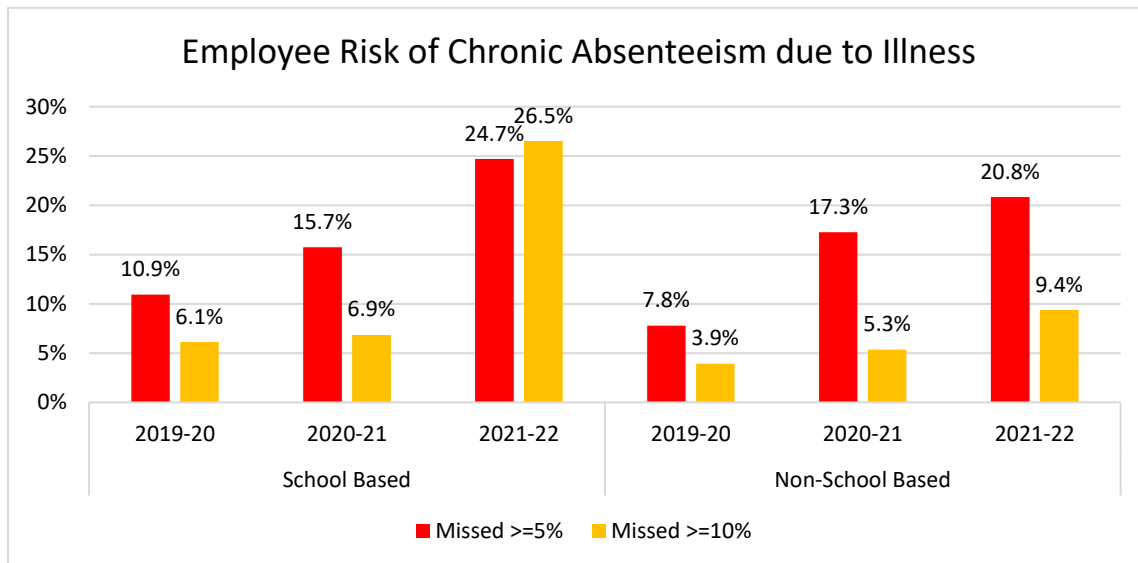
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The most frequent reasons for absences for all groups in 2021-22 were illness (68.3%), earned vacation (16.8%), and COVID-19 (8.5%). COVID-19 absences made up more than 4% of all absences across all employee types. The table below shows the comparison of all employee categories.

		COVID-19	Personal	Professional	Sick	Unpaid	Vacation
All Employees	All Employees	8.5%	3.7%	0.8%	68.3%	1.9%	16.8%
School Based	Instructional	10.3%	6.4%	1.3%	79.6%	1.8%	0.6%
	Non-Instructional	9.3%	2.2%	0.6%	72.6%	2.5%	12.9%
Non-School Based	Instructional	7.3%	6.7%	0.1%	77.1%	2.0%	6.9%
	Non-Instructional	4.8%	0.7%	0.2%	45.9%	1.4%	47.1%

The following figure shows how many employees may be at risk for absenteeism based on the percentage of sick days taken during the year. The percentage of school-based employees who missed 5% of contracted days due to illness (24.7%) is higher than non-school-based employees (20.8%). The percentage of employees missing 10% of contracted days increased significantly since last school year for school based (+19.6 percentage points) and non-school based staff (+4.1 percentage points). The percentage of school based staff missing 10% of contracted days due to illness (26.5%) was greater than the percentage of school based staff missing 5% of contracted days (24.7%).²



² Note that this data was updated from previous years to make more accurate comparisons as noted in Footnote 1



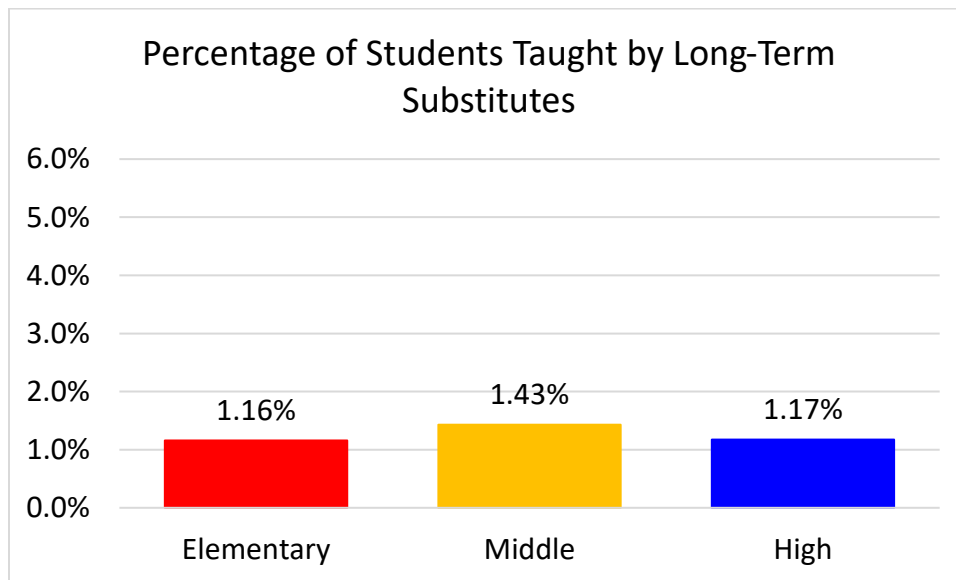
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Long-term Substitutes

Long-term substitute positions for K-12 regular classroom teachers were included in the analysis. Specialist positions such as counselors, librarians and special education staff were not included since they serve the whole school instead of a subset of students. The number of long-term substitute placements decreased during the 2021-22 school year, particularly at the elementary level (see table below). The figure below displays the portion of the District affected by long-term substitutes.³

Grade Band	Year	Long-Term Substitute Placements
Elementary	2019-20	50
Elementary	2020-21	25
Elementary	2021-22	20
Middle	2019-20	9
Middle	2020-21	7
Middle	2021-22	9
High	2019-20	7
High	2020-21	5
High	2021-22	3



³ Seven of 20 long-term substitute classroom teachers were not listed as teachers in PowerSchool and have been excluded in these student counts.



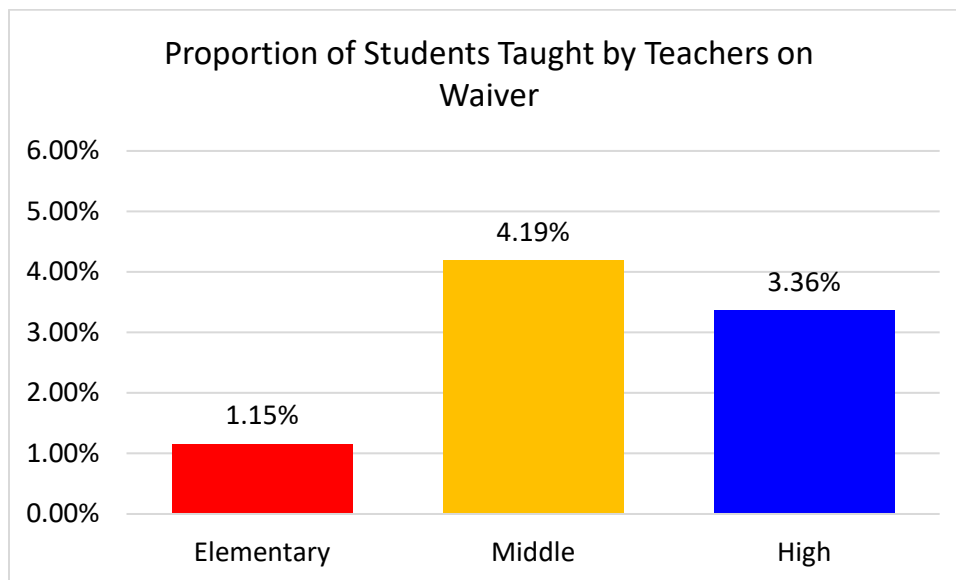
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Teachers on Waiver

In 2021-22, MSCS employed more teachers on waiver than in 2020-21. Elementary and high schools had a small increase in teachers on waivers (2 each), but they make up less than 1% of all active MSCS teachers. The total number of teachers on waiver increased from 45 in 2020-21 to 47 in 2021-22. Teachers on waiver were assigned most frequently to elementary schools but served the highest percentage of students at the middle school level (5.55%, 764 students).⁴

Grade Band	Year	Teachers on Waiver
Elementary	2019-20	3
Elementary	2020-21	25
Elementary	2021-22	27
Middle	2019-20	1
Middle	2020-21	11
Middle	2021-22	9
High	2019-20	4
High	2020-21	9
High	2021-22	11



⁴ Thirty-three teachers on waiver were not listed as a teacher in PowerSchool and have been excluded in student counts. They have not been excluded from overall counts in table above.



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District Strategies – HR Staffing and Retention Updates

- Implemented the Comprehensive Teacher Induction program which included 1:1 mentor support for teachers with zero years of experience and increased compensation for all new teacher mentors from \$500 to \$2,000
- Launched the New Teacher Academy (January 2022) to support the efficient onboarding of all new hires and the extended development of new teachers & substitute teachers
- Analyzed instructional culture data to provide targeted support for cohorts of school leaders falling in the bottom 20% of the district Insight survey
- Continued expansion of the Aspiring Teachers Program supports to retain and develop SCS employees seeking to earn or maintain their TN teacher license including (but not limited to) Praxis Tutoring, Online Study Guides, Relay Graduate School of Education Residency Program, Grow Your Own partnerships, Licensure Requirement Check Ins, and immigration sponsorship for hard-to-staff subject teachers
- Launched the Open Interviews Initiative to streamline the hiring process for school leaders and prospective teaching candidates resulting in 251 teacher recommendations being made within 7 business days at the onset of the Summer 2022 hiring season
- Invested \$5 Million in Emergency Paid Sick Leave for employees who tested positive for Covid-19 (provided up to 10 days for employees)
- Added an additional MSCS Family Care Clinic and hired a fulltime Psychologist to support with the mental health needs of district employees
- Increased the average daily fill rate from 30% (Fall 2021) to 70%+ (Spring 2022) with the implementation of an enhanced daily rate for certified and non-certified substitutes
- Invested over \$25 Million in strategic compensation efforts to include:
 - Teacher Compensation (Steps & Lanes)
 - SPED Assistant Pay Leveling
 - LPN & RN Market Pay Alignment
 - CDL Truck Driver Pay Increase & Signing Bonus
 - \$15/hour Living Wage Increase
 - Substitute Teacher Pay Increase
 - SPED Initiative Bonus
 - Select Maintenance Technician Signing Bonus

Strategies to Address Culture and Climate

- Background check project implemented within full compliance with state guidelines
- 100% compliance with federal programs background compliance
- Fingerprinting and Background Checks for SCS employees implemented within full compliance and state guidelines
- Administered Panorama Employee Engagement Survey
- Ensured MSCS employees and members of their household had access to free counseling sessions through the Methodist Employee Assistance Program (EAP)
- Ensured employee complaints and grievances were addressed timely and through the proper channels



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- Consistently engaged with Union leadership to address employee concerns
- Virtual and in-person benefits one-on-one sessions to educate employees and keep them well informed of their options throughout the year
- Virtual and in-person retirement sessions to help employees make decisions as it relates to retirement and retirement planning.
- Refreshed of the Omada program which is a digital lifestyle change program that promotes eating healthy and weight management
- Tuition I.O. helps employees identify strategies for managing and paying off college debt and help assist with navigating the teacher loan forgiveness and the public service loan forgiveness programs as well as help plan for future college expenses for employees and their family members.
- District communications submitted regularly to employees regarding health improvement and wellness initiatives
- Retirement, Resignation, and Employee Recognition Incentives offered at the end of the 2021-22 school year
- Benefits Fair to allow employees an opportunity to get questions answered and to receive important updates and information
- Created the Wellness Corner in the weekly District Updates newsletter that provides employees with wellness information, resources and events.
- MSCS Superheroes recognition to reward employees who exceed expectations
- MSCS Fitness in the Park to promote employee physical, emotional and social well-being
- Fitness challenges to keep employees engaged in health and wellness activities
- MSCS Virtual Breast Cancer Survivors Wall recognized breast cancer survivors and the hosted the Pink Friday event to offer breast cancer screenings and awareness
- Virtual recognition (Virtual Veterans Day Hero Wall) to celebrate MSCS Veterans and hosted an in-person event to honor all MSCS Veterans
- Celebrated the Holidays with an MSCS (10 Day) Countdown to the Holidays to celebrate and reward employees. All MSCS employees were rewarded with passes to Starry Nights at Shelby Farms. There were also several social media contests which included prizes for winners.
- Hosted the Inaugural MSCS Cares Farmers Market to promote nutrition and healthy eating for district employees
- Women's Health Summit address concerns specific to women's health, promote ways to live a healthier lifestyle, provide opportunity for health screenings.
- Employees in specific roles are recognized by receiving a special email from Superintendent Ray, along with a free meal voucher. The specific appreciation/recognition days are as follows: School Resource/Law Enforcement Officers, School Counselors, Maintenance Workers, School Social Workers, School Bus Drivers, Administrative Professionals, Assistant Principals, Teachers, School Nurses, and School Librarians.
- MSCS Employees are recognized at the conclusion of the school year with an MSCS Employees Rock Appreciation Day. Employees are given complimentary tickets and food vouchers to be used at the Memphis Redbirds game. Employees will also receive a backpack, t-shirt, and baseball cap as an appreciation gift.



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- MSCS Go Red promotes heart health and provide opportunities for health screenings during Heart Health Month.
- The Managing Your Own Health initiative provided free Covid testing kits for all MSCS employees.
- Hosted the Men's Health Event to encourage male employees to form healthy habits and provide an opportunity for employees to receive health screenings.
- Honored MSCS retirees with a Retirement Celebration event
- Lounging on the Lawn event will take place at the Overton Park Shell as a welcome back to school event for MSCS employees. Employees will be entertained with live music and activities. There will also be complimentary food and giveaways.
- Perfect Attendance Recognition-MSCS employees will be recognized for their perfect attendance for the 2021-2022 school year. Each employee will receive a perfect attendance lapel pin for their commitment and dedication to MSCS students and families.
- Eligible MSCS teachers were awarded for the distinction of tenure. They received a certificate, tenured lapel pin, and a complimentary meal for demonstrating outstanding leadership as an educator as reflected by the TNDOE Level of Effectiveness (TEM) score.
- MSCS employees are recognized for reaching years of service milestones (in 5-year increments) according to the Tennessee Consolidated Retirement System (TCRS) records. Employees who qualify for the years of service milestones receive a years of service lapel pin.