



## Monthly Board KPIs: June 2021

Prepared by the Department of Research & Performance Management\*

*Author: Danielle Cupit*

### Key Findings

- On average, both instructional school-based employees and administrative certified school-based employees were present 95% of contracted days, missing an average of 6-8 days this school year.
- On average, non-school-based administrative employees were present 93% of contracted days, missing an average of 11-14 days this school year.
- The percentage of school-based employees that missed 10% or more of contracted days doubled since the 2018-19 school year.
- The number of long-term substitutes decreased by 29 (nearly half) since the 2019-20 school year.
- The total number of teachers on waiver increased from eight in 2019-20 to 45 in 2020-21.

### Employee Absences

Data provided by the Department of Human Resources for fiscal years 2020 and 2021 were analyzed to determine the degree of absenteeism among Shelby County Schools employees. Instructional staff, school administrators, and central office administrators comprised the employee sample population.<sup>1</sup> Other staff classified by Human Resources as Class Instructional Support, Clerical, Food Service, Plant Maintenance, and Transportation were not included in this analysis. Charter schools were excluded from these analyses because teacher staffing is not managed by the District for these schools. Attendance rates and reasons for absence were examined. Data were grouped according to school-based and non-school-based instructional and administrative employees.

The attendance rates for all groups were consistently above 92% for all employee groups in 2020-21. The average attendance rate for school-based staff was slightly higher (94.65%) than non-school-based staff (94.15%). The group with the highest attendance rate was school-based certified administrators (95.86%) and the group with the lowest attendance rate was school-based non-certified staff (92.57%). The full breakdown of attendance rates per group is below.

Employee Type	Work Base	Employees	Average Contract Days	Average Days Absent	Average Attendance Rate
All Groups	Non-School-based	1,100	185	10.87	94.15%
	School-based	5,383	164	8.74	94.65%

\* Data provided by the SCS Department of Human Resources

<sup>1</sup> Administrative Certified Employees defined as "EmployeeType" = Admin Certified  
 Administrative Non-Certified Employees defined as "EmployeeType" = Admin Non-Certified  
 Instruction Staff defined as "EmployeeType" = Instruction  
 School-based Staff defined as "LOCATION TYPE" = School-based  
 Non-School-based Staff defined as "LOCATION TYPE" = Non-School-based



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Admin Certified	Non-School-based	168	190	11.06	94.16%
	School-based	419	179	7.67	95.86%
Admin Non-Certified	Non-School-based	871	208	13.59	93.40%
	School-based	290	167	12.35	92.57%
Instruction	Non-School-based	61	157	7.96	94.88%
	School-based	4674	144	6.2	95.52%

The most frequent reasons for absences for all groups in 2021 were illness (68.72%), vacation (19.69%), and Board Approved absences (4.75%). The tables below show the comparison of school-based, non-school-based, administrative, and instructional staff. Illness was the most frequent reason for absence for all school-based staff (54.91%, 86.61%) and non-school-based instructional staff (76.39%). Vacation was the most frequent reason for absence for non-school-based administrative staff (56.09%).

All Employees	
Type	% of Total
Sick	68.72%
Vacation	19.69%
Board Approved	4.75%
Personal	4.71%
Professional	0.36%
Unpaid	0.56%

School-based Administrators	
Type	% of Total
Sick	54.91%
Vacation	29.17%
Board Approved	12.15%
Personal	2.65%
Professional	0.09%
Unpaid	0.17%

School-based Instructional	
Type	% of Total
Sick	86.61%
Vacation	0.21%
Board Approved	3.16%
Personal	7.16%
Professional	0.46%
Unpaid	0.80%

Non-School-based Instructional	
Type	% of Total
Sick	76.39%
Vacation	18.14%
Board Approved	0.00%
Personal	5.15%
Professional	0.00%
Unpaid	0.00%

Non-School-based Admin	
Type	% of Total
Sick	37.60%
Vacation	56.09%
Board Approved	4.62%
Personal	0.56%
Professional	0.31%
Unpaid	0.29%

The following chart shows how many employees may be at risk for absenteeism based on the percentage of sick days taken during the year. The percentage of employees missing contracted days due to illness was notably lower during the 2019-20 school year than the 2018-19 school year, but returned closer to normal levels in 2020-21.<sup>2</sup> The percentage of school-based employees who missed 5% of contracted days due to illness is notably higher than non-school-based employees.

<sup>2</sup> Potentially due to the COVID-19 pandemic and shortened school year.

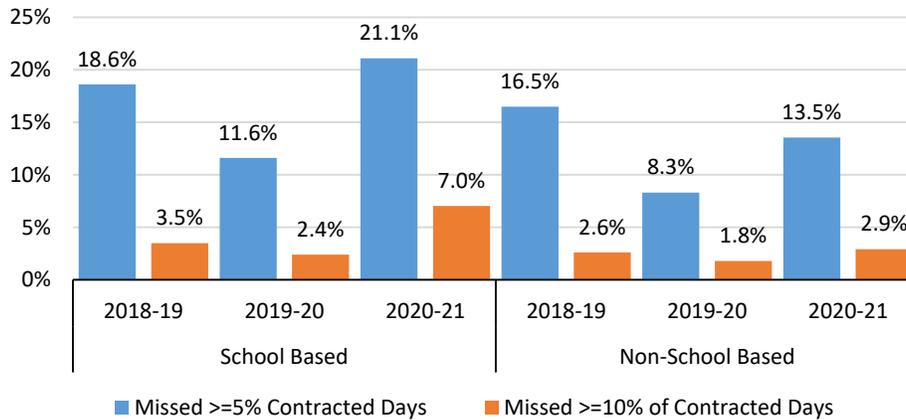


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The percentage of employees missing 10% of contracted days doubled since 2018-19 for school-based staff but remained relatively stable for non-school-based staff.

Employee Risk of Chronic Absenteeism due to Illness



### 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 substitutes decreased notably during the 2020-21 school year, particularly at the elementary level. The graph below displays the portion of the District that was affected by long-term substitutes.<sup>3</sup>

Grade Band	Year	Long-Term Substitutes
Elementary	2018-19	49
Elementary	2019-20	50
Elementary	2020-21	25
Middle	2018-19	3
Middle	2019-20	9
Middle	2020-21	7
High	2018-19	8
High	2019-20	7
High	2020-21	5

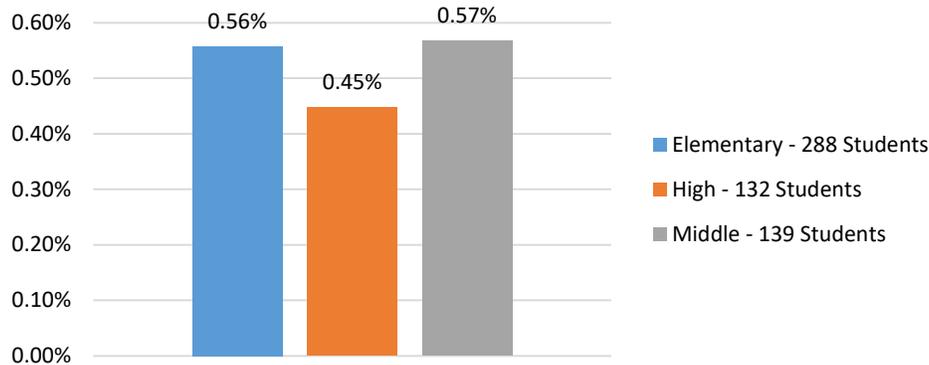
<sup>3</sup> Thirteen out of 25 long-term substitute classroom teachers were not listed as teachers in PowerSchool and have been excluded in these student counts.



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Portion of District Affected by Long Term Substitutes



### Teachers on Waiver

In 2020-21, SCS employed more teachers on waiver than in 2019-20. All three grade bands had an increase in teachers on waivers, though they make up less than 1% of all active SCS teachers. The total number of teachers on waiver increased from eight in 2019-20 to 45 in 2020-21. Teachers on waiver were assigned most frequently to elementary schools but served the highest percentage of students at the middle school level (5.22%, 1,281 students).<sup>4</sup>

Grade Band	Year	Teachers on Waiver
Elementary	2018-19	9
Elementary	2019-20	3
Elementary	2020-21	25
Middle	2018-19	3
Middle	2019-20	1
Middle	2020-21	11
High	2018-19	4
High	2019-20	4
High	2020-21	9

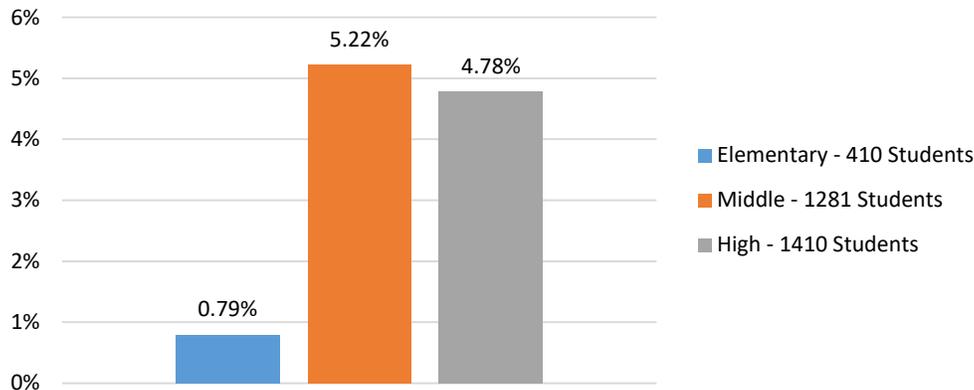
<sup>4</sup> Four teachers on waiver were either not listed as a teacher in PowerSchool or were listed in PowerSchool at a school that did not match HR data and have therefore been excluded in student counts.



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Portion of District Affected by Teachers on Waiver



### District Strategies – HR Staffing and Retention Updates

- Created a taskforce aimed at recruiting and retaining a more diverse instructional staff
- Broadened Aspiring Teachers Program supports to retain and develop SCS employees seeking to earn or maintain their TN teacher license. Supports include Praxis Tutoring, Online Study Guides, Relay Graduate School of Education Residency Program, Grow Your Own partnerships with University of Tennessee Knoxville and Tennessee State University, Licensure Requirement Check Ins, and immigration sponsorship for hard-to-staff subject teachers
- Launched a virtual platform for teacher and principal interviews via Microsoft Teams due to COVID-19 Pandemic
- Hosted (11) successful virtual hiring events via Microsoft Teams to facilitate Teacher and Principal interviews
- More than (1,126) candidate RSVP's to all (11) SCS sponsored hiring events
- Over (414) successful principal recommendations made at (11) SCS sponsored hiring events
- Over (300) principal or designee RSVP's to attend and represent their individual school at the (11) SCS hiring events
- Implemented paperless student perceptions survey for all students across the District
- Established the Non-Instructional Evaluation certification program for supervisors
- Re-launched professional online learning platform for supervisors via STAR12
- Designed off-boarding process to be used by hiring managers
- More than 1,160 teacher vacancies (internal & external) filled
- Seamless opening of school with employees appropriately on-boarded and compensated on time during first pay run in a virtual environment
- Restructured ATS workflow to streamline the applicant onboarding process
- Implemented Virtual Orientation for all SCS new hires
- Implemented vacancy management for compliance assurance

### Strategies to Address Culture and Climate

- Created a telework agreement for SCS employees to set new work expectations and facilitated training due to the COVID-19 pandemic



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- Background check project implemented within full compliance with state guidelines
- 100% compliance with federal programs background compliance
- Provided Microsoft TEAMS training for substitute teachers to ensure a quality and consistent virtual instruction
- Fingerprinting and Background Checks for SCS employees implemented within full compliance and state guidelines
- Restructured the CNC HR Department for an enhanced strategic partnership with SCS Nutrition Services
- Panorama Employee Engagement Survey
- Ensured SCS Employees and members of their household had access to free counseling sessions through the Methodist Employee Assistance Program (EAP)
- Collaborative Conferencing with Union Reps
- Separation of Duties involving Investigation Team and Review Team
- Implemented virtual benefits sessions to educate employees on regular basis
- Refreshed of the Omada program which is a digital lifestyle change program that promotes eating healthy and weight management
- Refreshed the Tuition I.O. program that provides one-on-one counseling to employees, help employees manage student loans, optimize loan payoffs and provide additional resources to help understand options that are available
- Families First Coronavirus applications submitted from 4/1/2020 - 12/31/2020 - total of 593 applications received, reviewed and processed
- District communications submitted weekly to employees regarding health improvement
- Successfully implemented and offered STD/LTD benefits to employees with lower premiums
- Flexible spending account balances are allowed to rollover into the next year
- Retirement and employee recognition incentives offered 2020-21 school year
- Open Enrollment (OE) - virtual sessions and OE drive-thru
- Redesigned the Department of Human Resources website to serve the needs of SCS employees. This was especially significant due to the pandemic for employees to have a self-service website to service SCS employees.
- Implemented the SCS Cares platform to increase SCS staff morale
- Developed SCS Superheroes to recognize and reward employees who exceed expectations
- Created SCS Fitness in the Park to promote employee physical, emotional and social well-being
- Developed fitness challenges to keep employees engaged in health and wellness activities
- Implemented virtual recognitions to celebrate SCS Breast Cancer Survivors
- Implemented virtual recognitions to celebrate SCS Veteran's on Veteran's Day
- District Teacher Advisory Council (DTAC)- selected SCS teachers provide authentic teacher feedback and solutions to help drive student success in the district's decision-making process and empower the Superintendent with teachers' insights, suggestions, and perspectives on critical educational issues
- Created the SCS (10 Day) Countdown to the Holidays to celebrate and reward SCS employees during the holidays which included 2-nights at Starry Nights, Slim & Husky's Pizza, SCS virtual holiday party and social media contests.