

**Vision for Excellence in
Talent Management**

2021-2024
Approved April 2021



SWALLOW SCHOOL DISTRICT
INSPIRING EXCELLENCE SINCE 1844

Introduction

Talent management is an essential component of the Swallow School District's Long Range Plan. The utmost care must be paid to actively and continuously recruiting, selecting, developing, and retaining our employees for the benefit of our students and school community. Attracting and retaining highly qualified and engaged employees are the foundation for student and in turn, district success.

Research shows that nearly 20% of teachers leave the profession within the first five years of entering the field while teachers become most effective at just this turning point in their career. School districts often employ four to five different generations who may view employment and career goals differently. The advent of anywhere, anytime learning and collaboration is not only of benefit to students, but school staff as well. All of these considerations have been taken into account in the development of this action plan.

To ensure Swallow is a destination district for staff and families alike, the two strategic objectives below serve to grow our focus on each step of the employment progression and to deepen employee engagement and qualifications to meet ever-changing student and district needs.

Overview of Action Plan

Strategic Objectives	Employee Engagement & Retention	Professional Learning and Growth
Key Performance Indicators	<p>KPIs goal percentages will be placed onto a Scorecard which can be annually reviewed and updated based on progress.</p> <ul style="list-style-type: none"> ● Percentage of staff with multiple licenses in areas of district need ● Ongoing relationships with Higher Education Partners and a pipeline of Student Teachers ● Number of presentations to other schools and business organizations ● Site visit requests from other schools and business organizations ● Employee retention rate ● Employee tenure at Swallow ● Number of student co-curriculars led by Swallow staff member ● Percentage of participants in Wellness program activities ● Assessments: Practice, Formative, Summative, benchmark, district level, and state/national ● Staff Report of EE Process Valuable to Professional Growth ● Percentage of staff participating in Open Door Program ● Favorable responses in perceptual data gained via Annual Satisfaction Surveys <ul style="list-style-type: none"> ○ Workload Index ○ Culture of Educational Excellence Index ○ Communications Index ○ Support-Trust Index ○ Trust in Leadership Index ○ Affirmation Index ○ Equipped Index ○ Planning/Improvement Process Index ○ Collaboration/Teamwork Index ○ Overall Satisfaction Index 	
Key Questions	<p>How are relationships nurtured and leveraged to achieve outcomes?</p> <p>What communication is needed at what points in this action plan to ensure stakeholder understanding, buy in, and feedback are part of the success in achieving outcomes.</p>	

<i>YEAR</i>	<u>Foundational Year (2020-21)</u>	<u>Year One (2021-22):</u>	<u>Year Two (2022-23)</u>	<u>Year Three (2023-24)</u>
			In addition to the goals and expectations outlined for 2021-22, the following will be achieved:	In addition to the goals and expectations outlined for 2022-23, the following will be achieved:
Employee Engagement & Retention	<p>Review opportunities for shared leadership via district committees and professional learning community teams with all staff and invite participation.</p> <p>Review of employee recognition program which rewards performance and service to Swallow.</p> <p>Ensure there are ample chances for staff to develop interpersonal relationships through formal and informal means.</p> <p>Benefit education and check-ins to ensure understanding.</p> <p>Ongoing evaluation of school culture.</p>	<p>Implement strengthened orientation and mentoring process for new employees</p> <p>Continue application and implementation process for Wisconsin Schools of Character Awards.</p> <p>Use staffing plans for both teaching staff and support staff to develop list of desired licenses, skills, and expertise to be considered with future hires.</p> <p>Provide varied offerings to support social/emotional, mental/intellectual, and physical wellness of all employees.</p> <p>Decisions and education around employee recognition program which rewards performance and service to Swallow.</p>	<p>Create succession planning documents for teaching, support staff, and administrative positions at Swallow to be shared with the Board, also noting any areas to focus on for future hiring.</p> <p>Staff will score employment satisfaction measures highly on annual surveys and recruit acquaintances when there are employment opportunities.</p>	<p>Review of employee recognition program which rewards performance and service to Swallow.</p> <p>Swallow designated as a Top Workplace by employees.</p> <p>New hires will successfully transition to Swallow and desire to remain employed at Swallow for the duration of their career.</p>
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			In addition to the goals and expectations outlined for 2021-22, the following will be achieved:	In addition to the goals and expectations outlined for 2022-23, the following will be achieved:
Professional Learning and Growth	<p>Implement PLC framework which allows for Student Services Team meetings and common assessment creation and analysis of student work weekly.</p> <p>Use CANVAS for staff learning and growth to provide anywhere anytime PD aligned to defined needs and expectations.</p>	<p>Review and refine SLO and PPG development process to ensure they support both student learning and professional growth over the longer term.</p> <p>Develop framework for peer coaching and modeling through an Open Door program.</p> <p>Provide offerings aligned to Student Growth & Engagement Action Plan that allow for whole group shared learning and personalized components for those needing more or different learning in specific areas.</p>	<p>Implement a personalized approach to professional learning and growth for all employees at Swallow which emphasizes personal choice and accountability.</p> <p>Implement such that 80% of all staff participate in peer coaching and modeling through an Open Door program.</p> <p>Common student assessment and analysis of work cycle embedded in the weekly instructional process.</p>	<p>Complete implementation such that 100% of staff participate in peer coaching and modeling through an Open Door program.</p>

	Adhere to Swallow's Curriculum and Programmatic Review Process which will largely drive professional learning and growth.
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