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| <b>Strategic Plan Goal Area</b>             | Staff Efficacy and Excellence                                |
| <b>Strategic Plan Performance Objective</b> | Improve district processes to attract highly qualified staff |

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| <b>PLAN</b>  |
| <b>Review the goal area, performance objective, initiative(s), performance measures, and action steps that you are working on for this particular area. What have you completed? What can you celebrate?</b>   |
| HCM has worked diligently to increase the percentage of instructional vacancies filled within 20 instructional days during the school year. With the assistance of the SWSS waiver, HCM experienced some success in filling instructional vacancies within 20 instructional days during the past school year.  |
| <b>DO</b>  |
| <b>Describe the work of your team in achieving your performance objectives. Specifically address your initiatives and action steps.</b>  |
| The following steps were taken to achieve this specific performance objective: <ol style="list-style-type: none"> <li>1. Utilize the SWSS waiver</li> <li>2. Interview within HCM and place teachers in the school</li> <li>3. Monitor the vacancies and encourage the principal to make a recommendation for the vacancy</li> <li>4. Monitor PATS for qualified/certified teachers and send recommendations to the principals with vacancies</li> </ol> |
| <b>CHECK</b>   |
| <b>Are you getting the results needed to reach the performance targets? How are you monitoring and measuring to ensure results?</b>  |
| HCM is still working to achieve our goal in this area. We are requiring managers to report out weekly in regards to current vacancies and monitoring the timeframe in which a recommendation is made to HCM.   |
| <b>ACT</b>   |
| <b>What are the challenges or obstacles you are facing or anticipating? What needs to change and/or improve to reach your performance targets? How will these changes lead to progress?</b>  |
| Special Education vacancies are creating a challenge with meeting this goal. Both IRR and Self-Contained Special Education teachers have become challenging to recruit. The result of this challenge is filling the vacancy when a Special Education teacher chooses to resign/retire. We need to aggressively recruit Special Education teachers and possibly enter into an agreement with an employment agency.  |