

Strategic Planning Community Input Session Five

Talent

September 24, 2019

Question 1 - Fostering Top Performance:

What do you see in other organizations relative to professional development and employee evaluation best-practices that could benefit Holy Family?

Professional Development

- Mentoring for new employees as well as existing.
- Self-taught learning programs that are available from an online program.
- Professional Development (PD) paid for teachers.
- Opportunities for teachers to have PD outside of local trainings (i.e. being sent to conventions - NCTM, NGSS, Solution Tree, etc.)
- Earning credits for these types of conventions/trainings.
- Summit training (summer) could be used for recertification credits (out of pocket again) but not since.
- When things are promised (i.e. extra personal days, extra pay, extra PD days to collaborate, etc.) but not received, who do we take these issues to?
- It really boils down to the direct line manager. In this case the school principal.
- One-on-one interactions and a desire to develop and reward, correct, etc. Employee plays on success.
- It's important that evaluations take into account the vision and goals Holy Family has developed for the system and then it's important to hold teachers accountable as appropriate.
- Recruiting is a critical component to success. It's so important to bring the right talent into the system. The next critical step is to have a strong onboarding process to get new teachers off to a strong start.

Employee Evaluations

- Self-evaluation (i.e. setting your own goals and self-assessment).
- Student surveys (especially in elementary) don't give valuable information. Students either don't understand concept/question or get click happy, which skews the info given to teachers. Also, it is just one more "test" they have to take in the spring.
- Peer observations that give immediate feedback (St. Anthony/Our Lady format).
- There is often a stigma that during observations (formal and informal) it is looked at with a critical vs. constructive eye. Move to more of a team with ongoing observations and conversations.

Strategic Planning Community Input Session Five

Talent

September 24, 2019

- Whatever tool is used, it's important to have clearly defined goals and objectives and teachers (employees) must be held accountable to those goals and objectives.

Question 2 - Recruitment of Faculty and Staff:

What are some creative ideas for employee recruitment?

- Build relationships with schools in a 200 mile radius.
- Extra resources spent on relationships with universities that are Catholic.
- Find out why someone didn't accept a job at Holy Family.
- Make sure we continue to have cutting edge teaching programs that professionals want to be a part of. Also, make sure those programs are communicated.
- Benefits - affordable! New teachers with college loans. Not sure what it is now, but several years ago insurance potentially took ½ of a paycheck for family coverage.
- Childcare discount - more than just minimum.
- Loan forgiveness - full
- Tuition free for children
- Opportunities to grow professionally.
- Teacher exchange opportunities that might entice some to stay (Amity Institute)
- For substitutes, initiate trainings for substitute training workshops with law change that only need a college degree.
- Focus on and emphasize the environment at Holy Family. I think this is the key differential vs. public schools.
- Reach out to those teaching in the Holy Family system to better understand "why" they've made the decision to build their career at a private school vs. a public school. Conduct survey.
- Have connections with the Chamber of Commerce, Economic Development Corp., etc. Connect with families moving to (or considering) Dubuque and recruit.
- Emphasize hours and vacation (time off).
- Tuition reimbursement

Strategic Planning Community Input Session Five

Talent

September 24, 2019

Question 3 - Recruitment of Faculty and Staff

What do you think are Holy Family's competitive advantages and how do we market them?

Competitive Advantage	How to Market
Teachers are here because they love teaching.	Since teachers have one goal/passion, which attracts other teachers with the same passion.
Catholic faith or faith-based teaching	Let potential teachers know they get a lot of one-on-one time with students through the Edge program.
Community/support family	Increase community building opportunities for staff (i.e. volleyball).
Academic "extras" - mock trial, engineering tracts, etc.	Get them in the news, not just on the Holy Family website.
Parent support - volunteers, follow through with behavior issues at school.	Volunteer highlights - inside HF (Humans) but also out (newspaper, radio).
Faith-based community	Job fairs at local colleges
Ability to teach values and principles that benefit students for their lifetimes.	
Fewer distractions on a daily basis for students (more stable home environments likely).	
Likely more parental involvement here.	

Question 4 - Retention of Faculty and Staff

What could Holy Family do to better retain faculty and staff?

- Pay and benefits
 - Might be able to have a professional development incentive.
 - See if there are business organizations that may sponsor a teacher by offering some incentive.
- Regular "check ins" (maybe every quarter) to see how the teacher is doing and where their heads at. Could also survey the students to get their feedback on teachers.

Strategic Planning Community Input Session Five

Talent

September 24, 2019

- Keep updating programs to stay on the cutting edge of education so the best teachers want to stay.
- Refocus staff who have lost passion.
- Give incentives for creativity and thinking outside the box.
- Affordable benefits
- Equity - be fair!
 - Why is seniority last? What is the incentive to stay?
- Rethink criteria of how to retain staff
- Support staff (special needs, tech, etc.) that is based on student need, not pulled by principals “when needed” especially at shared sites.
- Elementary is always the last thought of and we are the “feeders” to Mazzuchelli and Wahlert.
 - Let’s improve Mazzuchelli and Wahlert then close two elementary schools.
- Opportunities for professional advancement.
- E-day opportunities for staff on unexpected closings (i.e. snow day becomes online PD day for teachers that is then deducted from PD schedule at the end of the year).
- Support staff
 - More associate support
 - Special Needs Director - headed in the right direction
 - Instructional coaches
- Checkpoints with Phil through a teacher cohort team/leader so there is communication top to bottom. Example given - Summit outside mentor meets biweekly with principal to check in on progress to note the pulse/climate. Also gives resources to help support Summit teachers.
- Continue the tradition of strong principals and administration.