

Our Employees: Our Strength

Our commitment is to make San Antonio ISD a destination school district where educators and support staff come to perfect their skills.

Component V: Attract and retain a staff committed to our families' dreams for their children

<p>Component V: SAISD will be a rewarding and sought after place to work where our employees come to perfect their craft as educators, school and district staff, and leaders.</p>		
<p>Objective A: SAISD creates a teacher pipeline that ensures the district is able to recruit and retain highly skilled Teachers in every classroom within SAISD.</p>		
Activity	Timeline	Outcomes
<p>1. Create in-district opportunities (CTE P-Tech) that provide SAISD students a pathway from high school to teacher certification.</p>	<ul style="list-style-type: none"> ● First cohort begins Fall 2023. ● First graduating class to be given offer letters for future employment as Teachers expected Spring 2028. ● First certified thriving Teachers returning to the district expected Fall 2031. ● Identify a group of male teachers as role models by December 2023. 	<p>SAISD will create a readily available, healthy pool of future Teachers with ties to the district and community with a focus on men and teachers of color.</p> <p>SAISD will increase the number of high-quality teacher applicants annually.</p>
<p>2. Create an out-of-state college and university partnership in a region that has a teacher surplus.</p>	<ul style="list-style-type: none"> ● Beginning in 2023-24, research and develop relationships with potential colleges and universities. ● Develop the partnership plan with one or more colleges and universities during 2024-25. ● First cohort of Student Teachers beginning Fall 2025. 	<p>SAISD will create a readily available, healthy pool of future Teachers.</p> <p>SAISD will increase the number of high-quality teacher applicants annually.</p> <p>Increase the diversity of Teachers within the district that more accurately reflects our students.</p>

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Objective B: SAISD creates a non-teaching employee pipeline that ensures the district is able to recruit and retain highly skilled employees within every division within SAISD.

Activity	Timeline	Outcomes
<p>1. Create an in-house pipeline, including work study and paid internships, that provides a pathway from high school to skilled trade and/or non-instructional positions for SAISD alumni.</p>	<ul style="list-style-type: none"> ● First cohort begins Fall 2023. ● Conduct an inventory of current jobs. ● Study different methods to aggressively and intentionally recruit and retain highly qualified teachers to support this pipeline. 	<p>SAISD will create a readily available, healthy pool of future auxiliary employees with ties to the district and community.</p> <p>SAISD will increase the number of high-quality auxiliary applicants annually.</p>
<p>2. Partner with one or more universities to develop partnerships to identify, educate, and train specialized staff, such as speech language pathologists, licensed specialists in school psychology, counselors, librarians, etc.</p>	<ul style="list-style-type: none"> ● Beginning in 2023-24, research and develop relationships with potential colleges/universities. ● Develop the partnership plan with one or more colleges/ universities during 2024-2025. ● First cohort of master’s degree students beginning Fall 2025. 	<p>SAISD will create a readily available, healthy pool of future specialized non-instructional professionals.</p> <p>SAISD will increase the number of high-quality non-instructional professional applicants annually.</p>
<p>3. Re-imagine the district’s leadership development pipelines, including Aspiring Principals, Aspiring Assistant Principals, and Aspiring Instructional Leaders.</p>	<ul style="list-style-type: none"> ● Beginning in Spring 2023, review the current curriculum and update to reflect the current leadership needs of the district. ● First cohort beginning in Fall 2023. 	<p>SAISD will create a readily available, healthy pool of campus and district leaders.</p> <p>An effort will be made for At least 50% of the district’s new Principals, Assistant Principals, Instructional Coaches, and Specialists will be hired from the pool of candidates, who complete the applicable leadership development pipeline.</p> <p>SAISD will reduce the turnover rate of campus leadership to 10% or less annually by Fall 2026.</p>
<p>4. Create an in-house pipeline that provides a pathway for employees in ALL areas of SAISD for job progression within their current position and/or within the District.</p>	<ul style="list-style-type: none"> ● Conduct an inventory of current jobs and pathways available by ● Evaluate and modify pathways based upon the inventory, as needed, by ● Implement a process to fill the gaps by ● Assess process on an annual basis. 	<p>Increase the job progression opportunities for employees in ALL areas of SAISD</p> <p>Establish a job progression process for employees in ALL areas of SAISD designed to increase retention of highly skilled employees.</p>

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Objective C: SAISD creates a streamlined system that ensures efficiency and seamless communication with all facets of recruitment, hiring, and onboarding processes.

Activity	Timeline	Outcomes
<p>1. Conduct professional development for all Human Capital Management (HCM) staff surrounding core HCM competencies: Recruiting & Staffing, Employee Relations & Support, Compensation, Benefits, Policies & Procedures, Continuous Improvement, and Systems & Strategies.</p>	<ul style="list-style-type: none"> ● Begin in-house training Spring 2023. ● Offer at regular intervals throughout upcoming school years. ● Offer opportunities for human relations certifications beginning in Fall 2025. 	<p>Satisfaction of employees will improve as indicated on the surveys and through personal interactions.</p> <p>Empower HCM staff to share, collaborate, and present sessions to strengthen high-level skills for all employees.</p>
<p>2. Develop and conduct regular real-time Customer Service Surveys to collect feedback on key performance metrics.</p>	<ul style="list-style-type: none"> ● Real-time survey implementation beginning Spring 2023. ● Develop real-time survey metrics (dashboard) beginning Spring 2023. ● Use metrics in development of department goals beginning in Fall 2023 and beyond. 	<p>90% of respondents will indicate a favorable experience with the department.</p>
<p>3. Conduct professional development for campus/district-based administrators and other school-based staff in using HCM systems using the core HCM competencies listed in V.C.1 above.</p>	<ul style="list-style-type: none"> ● Beginning Fall 2023 ● Ongoing to support needs of campus/district leaders 	<p>All campus/district leaders implement best practices in coaching staff.</p> <p>All SAISD leaders operate with consistent, like practices and fundamental patterns of response.</p>
<p>4. Conduct ongoing reviews of HCM internal processes and revise processes, as needed, to allow for the collection and maintenance of centrally maintained data and to enhance the district's end-user experience.</p>	<ul style="list-style-type: none"> ● Beginning Spring 2023 ● Ongoing to support process revisions 	<p>Data accuracy and systems are all seamlessly integrated.</p> <p>An ongoing audit of existing data to validate accuracy.</p>
<p>5. Develop and maintain a hiring process that is streamlined and maintains constant communications with newly hired personnel, regardless of employee start date.</p>	<ul style="list-style-type: none"> ● Beginning Spring 2023 ● Ongoing to support the district's onboarding process 	<p>All employees are effectively onboarded and have all the necessary rights and credentials on day one of their employment</p>
<p>6. Develop and define processes, practices and procedures that make 'customer service' part of the fabric of SAISD operations.</p>	<ul style="list-style-type: none"> ● Beginning Spring 2023 ● Ongoing to support the the needs of the district's staff 	<p>Develop automated system templates to provide updates to staff when system changes are made.</p>

		90 percent of all district staff will provide a favorable response on the district satisfaction survey.
7. Develop a communications model that provides visibility in availability of services, systems and applications which provides alerts and provides current status information to staff.	<ul style="list-style-type: none"> ● Beginning Spring 2023 ● Ongoing to support system changes and needs 	<p>Staff requests to the district office will be reduced by 50 percent.</p> <p>Communications will be streamlined to achieve efficiency and optimize productivity.</p>

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Objective D: SAISD develops a retention model that sets the district apart from other urban school districts and ensures the district provides ongoing growth opportunities and career advancement.

Activity	Timeline	Outcomes
<p>1. Convene a Compensation Task Force to establish long term, sustainable strategic objectives that aligns pre-service and in-service career development opportunities with monetary and non-monetary incentives that will attract, reward and retain the best employees in ALL areas of San Antonio ISD.</p> <ul style="list-style-type: none"> ○ Employ the profiles of thriving students, employees and schools described in Section I.A above ○ Take into account the work done to date to implement performance-based compensation structure for Teachers (Master Teacher Initiative 3.0) in order to recruit and retain highly-effective Teachers ○ Review the work done to date to create a performance-based compensation structure for campus administrators (Master Principal Initiative) in order to recruit and retain highly-effective campus leaders 	<ul style="list-style-type: none"> ● Convene the Compensation Task Force by May 2023. ● Complete the Strategic Compensation Objectives by January 2024. ● Begin implementing compensation initiatives in pursuit of the Strategic Compensation Objectives as early as Spring 2024. 	<p>Objectives to guide the development and implementation of sustainable, strategic compensation district compensation initiatives that demonstrate the values of the district.</p> <p>Alignment between employee development initiatives and employee compensation, including monetary and nonmonetary incentives.</p> <p>Increased employee satisfaction and retention.</p>

<p>2. Create a service support system for all employees to address concerns with social-emotional wellness: to include possible Leave options under DEC (LOCAL) such as, FMLA, Other School Business or Intermittent Leave</p>	<ul style="list-style-type: none">● Beginning Spring 2023● Ongoing to support needs of employees	<p>Increased positive response to employee satisfaction surveys relating to Human Capital Management systemic responsibilities.</p>
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