

Classified Representative Meeting Notes January 24, 2023

Jeanine Johnson, Chief Human Resources Officer: Questions of the Month

What can the district do to improve its retention efforts?

What are some of the reasons you continue to work for CMCSS?

See pages 10-14 for responses.

Patti Koloski, Employee Relations Specialist: Retention Recruitment Strategy

See pages 15-33 for presentation.

Jeanine Johnson, Chief Human Resources Officer: Classified Staff Appreciation Day

January 18th - SROs, Substitutes, Warehouse and Book Processing

February 15th – Maintenance

Sharing a positive story from your school/location

West Creek Middle: We had a faculty Christmas party that was successful and fun, a lot of the faculty attended.

Questions and Concerns

I know this question has been asked about Duo security. No answer was given for those of us who do not have a phone or smart phone. How will we be kept informed during school closer, inclement weather and summer break ect. if we cannot access our email? I check my email during the summer to find out when and where to report for school meetings ect. For myself and other employees we will be left out. What can or will be done about this? Some of us cannot afford a phone, or want the expense of a phone.

Anthony Johnson, Chief Communications Officer: If we have any school or district closure in addition to the text, phone call and email, I post the closure on social media and the website. If you encounter issues with receiving the notifications work with your supervisors, they can text employees who live far out and their internet does not work well.

What is the district policy for being paid when schools are closed? Do you have to use leave for days schools are closed?

Jeanine Johnson, Chief Human Resources Officer: Refer to [Leave Due to Inclement Weather and Other Emergencies](#) policy.

Can new employees set up DUO during orientation?

Anthony Johnson, Chief Communications Officer: Something we can look into with David Holman in Technology.

Can Spring Break be scheduled later in the calendar or actually in the spring?

Dr. Sean Impeartrice, Chief Academic Officer: When the state Department of Education expanded the testing window to April and May, it made it very difficult to schedule Spring Break later in the second semester. One of the working rules for the Calendar Committee is to provide enough time after Spring Break for academic review to take place. With the TN Ready windowing

beginning the second week of April and ACT testing in March it limits us to that early to mid-March time frame. We have roughly a two week window. APSU has in the past requested that we align Fall and Spring Break with APSU which falls in that two week window. So the committee has chosen to honor that request the last few years.

**What happens to acquired sick leave if not used, and employee resigns before age of retirement?
Example: Classified employee works for CMCSS 8 years, has 300 sick leave hours unused and resigns at age of 51.**

Jeanine Johnson, Chief Human Resources Officer: When you resign, sick leave stays with CMCSS. In the example, the employee is invested in the retirement system when they leave they are not eligible to draw that pension yet. When they turn 60 and apply with TCRS the sick time will be reported by CMCSS to TCRS. TCRS will convert the hours to service time. If you are not vested in the retirement system and come back to CMCSS the balance will be added.

Are the school board members allowed to come in and observe the schools they represent? If not, then how will they be able to represent for their schools?

Dr. Jean Luna-Vedder, Director of Schools: School board members frequently visit schools within their zoned district. This may vary depending on the school and the board member. Some may choose to attend extracurricular events or awards ceremonies to show their support. We encourage building principals to invite school board members to any special events occurring throughout the year at the schools, and many of them do attend as allowed by schedules. School Board Appreciation Week is the week of January 23rd, and several principals have invited board members to attend visits and events throughout the week.

Additionally, board members may also coordinate with the district to go on walk through classroom visits with the Director of Schools. We do ask for the board members to coordinate with the Director's office for uninvited visits prior to going to buildings to ensure building administrators are aware of the visit. Since the CMCSS school board operates on policy governance, the school board members are not responsible for day-to-day operational decisions of the school system. It is not the role of the board members to hire, formally evaluate, discipline, or dismiss any employee other than the Director of Schools.

If the 5% raise is approved, will the entire classified salary schedule be adjusted 5% (i.e., each step in every grade)?

Chris Reneau, Chief Financial Officer: Yes.

When is the next step increase?

Chris Reneau, Chief Financial Officer: We are currently in the budgeting cycle and putting those numbers together. We are currently waiting on revenue numbers from the state. I anticipate being able to forecast that sometime in April.

What is the status of the Market Analysis review?

Jeanine Johnson, Chief Human Resources Officer: Market Analysis of all classified job descriptions and pay scale is still ongoing.

Received a Grant will that come back? (I did not get what grant was asking about.)

Anthony Johnson, Chief Communications Officer: It was a 5 year grant that did go away in 2017.

Does the district consider what they pay into insurance as a form of employee compensation?

Jeanine Johnson, Chief Human Resources Officer: It is included to educate employees on the value of their benefits and to show what the district pays on their behalf for health insurance.

I received my annual evaluation in October, I was recommended to have a step increase, but I won't see this until July 2023 (at which point I may only receive the COLA, because you only receive whichever is higher); why aren't step increases budgeted for (throughout the SY) and imposed at a timely manner (at evaluation time)?

Chris Reneau, Chief Financial Officer: When you get your annual evaluation it means you are eligible for the step increase the next school year. Steps are not guaranteed. When we are doing the budget we take into consideration the employees who have been recommended for a step increase. You don't just get step or COLA, whichever is higher. If you get the step upon budget approval you will also get the COLA.

Is there a process for evaluations?

Jeanine Johnson, Chief Human Resources Officer: Yes, the Principle will receive notification when someone needs an evaluation. This will be an automatic email until the evaluation is complete. This is done on employee's birthday.

Why are EA's now acting as teachers in classrooms and not being compensated at all for it?

Dr. Sean Impeartrice, Chief Academic Officer: EA's should not be acting as teachers in the classroom on an ongoing and consistent basis. There may be a need for an EA to cover a classroom on occasion based on sub shortages and teacher absences, but it should not be on an ongoing and consistent basis. Some of our Teacher Residents during their last year of residency may help in a consistent way to teach a period, but they are not teacher of record. Those situations are analyzed by the Teacher Residency Pathway team and must be agreed on by all parties as part of the gradually release model that their competencies are based on.

When will we receive a raise?

Chris Reneau, Chief Financial Officer: Hoping for a raise on July 1st pending budget availability and approval. Five percent COLA was added to classified salary schedule January 2023.

EBS aides should be making hazard pay due to regular exposure to violence and other hazards. I personally have been assaulted more than once.

Dr. Erica Christmas, Classified Employees and Substitutes Coordinator: Thank you - This is an important concern. Instruction and HR are aware of the challenges in their positions and are taking that into consideration when providing resources and supports. Not only in compensation but also in school level help in times of need.

Will the district fully considered paying us for Federal Holidays e.g. Veterans Day?

Jeanine Johnson, Chief Human Resources Officer: If you look at your calendar, the number of holidays you receive is based on the number of days in your calendar. Those who work 12 months receive 13 holidays. If additional holidays are added there will be a budget impact.

Does retirement look at your calendar days and sick leave?

Jeanine Johnson, Chief Human Resources Officer: To use sick leave if your calendar is 180 days, you will need 180 days for 1 year of retirement credit. Just like you need to work 180 days to earn 1 years of retirement credit.

Will TCRS look at the last year of working?

Jeanine Johnson, Chief Human Resources Officer: Yes. Set up [TCRS self-serve account](#) to view your information. CMCSS does not have access to TCRS information.

With the new proposal of having the lowest paying position bumped up to \$15 an hour. Does this mean that all others will receive the rate increase as well? That seems only fair for all classified employees to have a rate increase as well.

Chris Reneau, Chief Financial Officer: To start out yes that is our goal to get to this next fiscal year that no district employee would make less than \$15 an hour, 99.3% of all employees make more than \$15 an hour. The market analysis will tell us what we need to do with are classified salary schedule. The lowest starting wage now besides substitutes is \$14.61, so when you add 2% to that we will be above the \$15 an hour.

Dr. Erica Christmas, Classified Employees and Substitutes Coordinator: As part of compensation review, combating the challenge of compression is another part of what our market analysis consultant is advising us on.

It has been said that the district will be starting new classified Ed's with something like \$15.00. What incentives are there for those that have been there, been loyal to their jobs, and this district?

Dr. Erica Christmas, Classified Employees and Substitutes Coordinator: As part of compensation review, combating the challenge of compression is another part of what our market analysis consultant is advising us on.

If we, permanent substitutes, are teaching in a classroom do we have access to purchase items needed with BEP money?

Chris Reneau, Chief Financial Officer: The answer is yes and no. The BEP money is a state law that we have to give \$200 per licensed teacher across the district. No permanent subs cannot get an allocated \$200 but we send that school the money for the open positions. I would suggest the permanent subs go to their bookkeeper/Principal and tell them they would like to use some of the BEP pool fund because that is where it goes if it is not allocated to a specific teacher. I also encourage them to use resources available at the Education Foundation Teacher warehouse.

What is the policy for using comp time for days out of calendar? Our classified employees are encouraged to use up the comp time each year, so is it possible to use comp time for these days?

Jeanine Johnson, Chief Human Resources Officer: No, this would impact the budget as employees would be paid for more than number of calendar days.

Why when we got our last raise we had to get bumped back 2 steps? I've worked my position for 6 years and people with 1 year in are only making .30cents less from me. I should be making more just a .30 cent difference.

Dr. Erica Christmas, Classified Employees and Substitutes Coordinator: Essentially, the district would not be able to afford giving promotional increases or market analysis adjustments without a compensation policy in place. The step adjustment is to be able to afford to continue reviewing classified positions on a cycle. When we do this, compression occurs and we get questions like the one presented this month. We recognize this is an important concern. In our classified position review for this year, we have asked our market analysis consultant to provide appropriate suggestions to combat the compression issue.

Who processes Market Analysis?

Jeanine Johnson, Chief Human Resources Officer: Job descriptions are reviewed by a consulting firm we have used for at least 15 years. Refer to [Classified Employee Compensation Plan](#) policy.

Why is it becoming difficult to get paid for working extra curriculum activities? Meaning why do we have to clock in/out when an email should be enough?

Chris Reneau, Chief Financial Officer: It is the Comptroller's office and to prevent fraudulent activity. Comptroller's office doesn't like to see emails, they like to see time-in and time-out. It takes the responsibilities and liability off the team members, supervisors and payroll. Going to be some flexibility with our new Kronos and automated stipend programs.

How hard would it be to add an a la carte option for school lunch?

Norm Brumblay, Chief Operations Officer: Following COVID, CMCSS was faced with both a staffing shortage and increased participation due to free meals for all children over the age of 18. As we return to a normal operation we will be adding limited A La Carte offerings. Managers are coordinating this work now and communications to Administrators are under way.

Is there a way to block lunch accounts from being used?

Anthony Johnson, Chief Communications Officer: There is an alert that can be set up on [schoolcafe.com](#). There is not a way to put a block on lunch accounts.

Shane Tarkington, Child Nutrition Director: Parents are guided through their options when they sign up for the online payment system [schoolcafe.com](#). They have the ability to set up low fund alerts, view student purchases and load funds. They do not have to load funds to see meal/a' la carte purchases. Additionally, they can reach out to their student's cafeteria manager and request their child(ren)'s prepaid account be restricted from a' la carte purchases. It should be noted that if their child(ren) want to purchase a' la carte then they will need to bring in cash for the purchase.

Venders are calling. Can school get vending machines?

Chris Reneau, Chief Financial Officer: Refer the call to my office. We are highly regulate by FDA guidelines.

When will the push locks be installed on the doors at WCHS?

Norm Brumblay, Chief Operations Officer: Operations staff has worked in conjunction with Safety Department staff to assess safety enhancements at our schools. These enhancements include upgrading doors to push button locks. WCHS was designed at a time when best practices recommended key function locks to prevent students from locking teachers out of their classrooms. We have moved away from keyed locksets due to active shooter safety best practices,

and have bid out a System Wide Lockset project to address the 12 schools with various keyed locksets. One pallet of push button cylinders was delivered to our warehouse on Jan 2 but we are still awaiting delivery from the other manufacturer. Installation at the 12 remaining schools will be scheduled with the contractor once we can work through the lingering supply chain issues.

Why can't every employee have a key card for their building?

Norm Brumblay, Chief Operations Officer: Every employee can have a key card for their building. The card allotment is based on school employee count and key holders can only be CMCSS employees. It is the policy of CMCSS that all cards are properly accounted for and it is up to the schools Administrator to determine who receives a key based on the policy/process ([OPS-A008/OPS-P014](#)). If you have any concerns or know of any shortages please have your administrator contact Kevin Scott, Maintenance Manager.

Will we get id with key cards soon? I sub frequently in portables on campus and I can't even let the students back into the building after class.

Norm Brumblay, Chief Operations Officer: The card allotments are based on school employee count and key holders can only be CMCSS employees. Schools are provided with spare key cards for use by substitutes and end-of-year card audits often reveal discrepancies in issuing these cards. It is the policy of CMCSS that all cards are properly accounted for and it is up to the schools Administrator to determine who receives a key based on the policy/process ([OPS-A008/OPS-P014](#)). If you have any concerns or know of any shortages at specific schools please have your administrator contact Kevin Scott, Maintenance Manager.

Can someone explain (in simple terms) why the schools are ultimately responsible for the unpaid lunch charges? If we don't share in the income from Child Nutrition, and as we are always told they are a separate entity from the school itself, why is it we have to cover the debt?

Norm Brumblay, Chief Operations Officer: Federal guidelines prohibit the Child Nutrition Department from writing off bad debts as a result of charged meals in accordance with policy [CHN-A001](#). The district reimburses the Child Nutrition Department for any bad debts as a result of charged meals at the end of the year to cover food, supplies, and other costs associated with providing low cost meals.

It is the policy of CMCSS that ([BUS-A003](#)) parents are held accountable for all charges. The District will pursue collection of debt through various types of notification based on the type of debt that has been incurred. Communication may be sent via phone calls, mailed notices, email notifications, invoices, and statements. Schools are provided with charge reports daily for follow-up.

At the end of the year, accounts are reconciled and any outstanding meal debt (becomes the responsibility of CMCSS ([CHN-P005](#))). Schools are responsible for twenty-five percent of any outstanding debts remaining at the end of the school year. The district takes responsibility for the remaining seventy-five percent of outstanding debt.

Will the permanent substitute positions be folded into the budget for next year?

Jeanine Johnson, Chief Human Resources Officer: We are working on the budget for next year and do realize how important the permanent substitute position are. Dr. Impeartrice and I have talked about it from an HR and Instruction prospective. These employees at the schools have become extremely valued. They have been paid this year from the ELC grant which does end in June. We are currently looking to see if we can add this to ESSER 3.0 or to the general budget.

When will Red Rover and Kronos import? We are having to manually enter each certified pay period.

Joe Williams, Senior Computer Programmer: Beginning with the December 1 pay period, the leave information for the teacher or designated classified employee (SPED Assistants, for instance) is imported from the Red Rover system into Kronos. We do ask that bookkeepers or other designated staff at the schools continue to review the data for accuracy each pay period.

When will 1:1 get more training to better be prepared to do our jobs legally to the benefit of our students? Why are students allowed to destroy classrooms without consequence?

Dr. Sean Impeartrice, Chief Academic Officer: On February 8th, educational assistants that have been hired for the purpose of supporting students for behavior will attend the 3rd session of a series of professional learning that has been offered by the behavior consultants alongside the Special Populations Department. The training has focused on equipping staff with practical strategies for preventing student's negative behaviors and increase student's positive behaviors.

Behavior plans for students that display behaviors such as destroying a classroom should be a starting point for school teams to determine appropriate supports that the student requires to be successful as well as consequences that should be delivered when the student engages in a negative behavior. Our district is working to equip all staff with more knowledge and resources to support students with extensive behavior needs.

What classes or informational reads do you recommend to help the student/staff relationship? For example: The Power Struggle class we took during the staff development day had a lot of valuable information and tools we could easily apply to day-to-day situations.

Dr. Sean Impeartrice, Chief Academic Officer: A wonderful resource for learning more about building relationships, promoting positive behaviors, and strategies for supporting students with diverse needs is Vanderbilt TRIAD. You can use the link below to register for TRIAD learning modules for free. Once registered, they will send you a link to login. When you login, you will scroll to and click on the icon that says "Click here for School-Age Services (K-12)". From here, it pulls up classroom supports trainings that are very informative and applicable.

- <https://www.vkclearning.org/User-Registration>

In the future, can they bring any in-services to the south side of the river?

Dr. Sean Impeartrice, Chief Academic Officer: When planning summer professional learning activities for employees, we do our best to select locations that are centrally located in the district. That was part of the rationale behind selecting Rossview and Clarksville High for the Engage 23 Professional Learning Conference locations.

Professional learning activities that occur during the school year for classified employees are typically offered virtually to allow employees the greatest flexibility to fit the learning into their schedules, and in-person learning activities are typically scheduled at Central Services South which is centrally located as well as being a close training facility for employees located south of the river.

On Staff development days when Ed Assts are required to attend trainings at other locations where they cannot clock in and out, can we get some sort of proof or documentation that lists who, when and where and time they attended those trainings? (I had 4 aides attend the same training and list 3 different start and end times.) If we have to manually enter it can we get some sort of documentation to back it up please?

Dr. Sean Impeartrice, Chief Academic Officer: Beginning with the February 8 staff development day, classified employees attending training at an administrative location (e.g., Central Services South) will be able to clock in and out from that building. The classified attendees will be advised to clock in if their day begins and/or out if their day ends at the training location. Classified employees attending training at locations other than administrative buildings on staff development days will be directed to complete a classified timesheet.

Training times can be verified by referencing the comprehensive [list of learning opportunities](#) published in the monthly newsletter found on the [classified professional learning webpage](#). Email jaime.holder@cmcss.net if you have questions about a classified employee's time or attendance during a staff development day.

If drills such as fire, earthquake, and tornado are practiced monthly, can we please receive regular training and practice for active shooter drills?

Jeanine Johnson, Chief Human Resources Officer: CMCSS schools are required to complete 4 Lockdown/Intruder Drills each year during disruptive times. They are also required to watch the Active Threat Plan Video 4 times per year with faculty and students. Elementary students do not watch the video. In addition, Civilian Response to Active Shooter Events C.R.A.S.E is required at every school every other year. This training is completed by Law Enforcement.

My concern is regarding the role of the Attendance Clerk. Considering the position and the nature of the job, why doesn't the district require all attendance clerks to have a private office to work from? It is difficult to complete the daily task when they are so easily accessible to everyone that enters the main office.

Dr. Sean Impeartrice, Chief Academic Officer: I think that could be best case scenario, but I do not know that every school would have such a space. I will pass this information on as we conduct annual principal and attendance clerk training prior to the start of the school year.

Since Football and Cheerleading are being added to Middle school for next school year 23-24 will the part-time employee be added as full time or will they extend their hours?

Jeanine Johnson, Chief Human Resources Officer: Please speak with your Principal regarding these concerns, they need to share concern with their Level Director.

Most of us, nurses, RARELY get a lunch, even part of a lunch. If we close our office teachers still send students, we still have to give meds and we have to be available at a moment notice for an emergency or parent dropping off medications. We get in trouble for any comp time we earn; that we can't use it anyway-never any time to use it. Teachers, EA's, AA's, etc. all make sure they get their 30 min of uninterrupted lunch. We are lucky to be able to go to the bathroom. How is it right for us to "have to be deducted the 30 min that we rarely ever get?" Can we just get bumped up to 8 hours of pay instead of 7.5 hours to make up for it?

Jeanine Johnson, Chief Human Resources Officer: If you are not receiving your 30 minute lunch break please speak with your Principal to discuss options that may be available that have not been considered. If an emergency occurs and you are not able to take your lunch please speak with your Principal or Accounting Tech to ensure you receive comp time. If you continue to face this challenges please reach out to the nurse supervisor for assistance.

When will the district start to hire more People of Color in Leadership positions (Principals, Assistant Principals, Head of Elementary etc.) That reflect what our schools look like?

Jeanine Johnson, Chief Human Resources Officer: CMCSS continues to focus on diversity recruitment for all positions at CMCSS. Candidates are selected based on qualifications and best fit for the specific position.

Why doesn't the district award appreciation gifts for years of service?

Jeanine Johnson, Chief Human Resources Officer: CMCSS currently recognizes employees service based on increments of 5 years with a certificate and a pin. The current employee recognition budget does not cover the cost of gifts.

Questions of the Month

What can the district do to improve its retention efforts?

- Compensation
- Student behavior
- Being able to do the job you were hired for.
- Consistency across the school district especially among the schools for example dress code.
- Support for management.
- Livable wage would be nice, not allowing parents to dictate how employee's jobs are done would also be great.
- I would like to not to be hit, punched, kicked, pinched, bit, tripped, scratched from responding to BR calls on the same frequent "flyers". I do not understand why these violent attacks are not reported or categorized as assaults.
- Discipline bad student behaviors. No amount of money will matter if teachers/staff continue to be abused by students and parents.
- Better pay
- I think the 6 months' probation period for new hires should be decreased to 30-90 days max. I know certified and admin don't have a probation period so not sure why classified does.
- More pay
- Do more training for classified employees
- Pay everyone for 12 months. It's difficult to make ends meet in the summer, even with the summertime deduction we can use. If we w/hold too much during the school year, we are shorted then and can't pay bills. If we don't w/hold during the school year, we can make ends meet until the summer. It's difficult to get a job for just 2 months. We should ALL get paid for every Federal holiday -- we don't ask for those days off or for the 'days out of calendar'
- Simply answered...retain more people...more adults CONSISTANTLY in classrooms helps provide more calm / less disruptive student behavior and thus adults that want to continue doing what they like to do.
- Increase our pay to livable wage levels.
- Have admin support teachers and staff when behavior problems are overwhelming. Have consequences for students destroying classrooms. The other students deserve a safe classroom to learn in. Listen when someone comes with a valid complaint about inappropriate behavior.
- Compensate in proportion to the job.
- We can't help that the kids are out of school, but why aren't we getting paid during those days we aren't at school? Getting paid for the breaks and more hours would be beneficial.
- Step increases should happen throughout the year, based on evaluation / performance.
- I feel very undervalued because I have to wait 9 months between my evaluation and my step increase/COLA.
- It begs the question, of "why work hard and stay loyal to a company who doesn't care about me and my effort?"
- I think many positions feel that the pay is not enough for the amount of work/task that the administration has us doing. There are SO MANY extra tasks that are put on our plates by admin that it feels almost impossible to keep up most of the time. Things that they don't want to take the time out to do or are responsible for are being pushed off to us. Also, possibly consider paying employees for federal holidays or letting us use our time. With inflation, people just need more pay. More consistent jobs.
- Value staff input and concerns
- Higher pay, better training.

- Allow teachers to complete paperwork and filing, etc. on teacher work days and NOT mandatory trainings! Tired of giving up my family time for work!
- Better pay
- Not just throw money at a problem. Find out the real honest reasons why no one wants to work for this district and be willing to make changes
- Bonus
- In an effort to retain its employees, the district should consider adding more hours to the EA schedule we are 6.5 hour employees, make the position at least 7.5 hours, also days out of calendar should be paid as well, what about during the summer we take our money so we can be paid, but what if the district matched so much money per pay check.. Also, we have people working with bachelor degrees and being paid the same as someone with no degree what about paying them more for their education
- Hold students behavior accountable
- Implement more school based fun activities to get them to look forward to coming to school and performing well. Children look forward to incentives, so I believe making school fun for them could possibly be the start to the change we would like to see.
- Administration could include stake holders in decision making. Seek their input before making changes. It would show respect for the knowledge and experience we have. When admin has not stepped foot into a program or sought any input from people involved in the program, it is demeaning and makes people want to leave. I have witnessed 50% of a program request transfers because of this situation.
- Pay increase, I work just about full time and I am having to look elsewhere for work because I cannot afford the cost of living.
- I'm not sure because I'm not sure why people are leaving the district. It would depend on the reasons why staff are choosing to leave.
- Speaking just from an Accounting Tech perspective - the amount of work expected to get done each day is not reasonable. I am just working as fast as I can to get it all done and just praying I'm not making mistakes.
- I'd say more money but at this time there are no amounts of money that is going to fix the time the teacher's job and the tasks that keep being added to their plates that has taken away from their personal and/or family time. So I'd say lessen the work load of teachers somehow/someway or lessen the days of week students are in the school. They/We, need more time. We have to change the way we look at things, it's not the same as it was 10 years ago, even 5 years ago. Time to think outside the box. We need to support and appreciate one another positively no matter what! We need to be encouraging to one another. I wish I had the end all be all solution.
- Clearly state expectations. People who like to do the same thing every day are not a good fit.
- Better wages
- Pay classified employees for what they're worth. It is sad that people who works in retail or fast-food earns more than us.
- Make sure that all classified employees are pay increased as well. And as with the last meeting notes why if the whole district is closed we are not paid for the holiday pay.
- And if EA could be put at 7 hours. We never have time to prepare or talk with the teachers. This could be so helpful to get the day ready and have any discussions with the teacher."
- Hold students and parents accountable. They need be reasonable for their actions.
- Dedicated classroom/teacher assignments
- Increase in pay
- My observations are that employees are not allowed to do the jobs they were hired to do. Classified staff are at an extreme disadvantage. They are already the lowest paid but they are often times expected to work in multiple roles, including covering classes when teachers call out. If we want to retain quality teachers and staff, we can start with more competitive pay and offering paid incentives for working in multiple positions for all Clarksville Montgomery County School System employees.

- Increase the pay and structure
- I see that this is being worked on now but I would love to be with either the same students or same teachers throughout the day. It is difficult to build a relationship with the students if you bounce around to different teams and grades. / It is difficult to really help the teachers and students if I am only in a teachers class for one period then I don't have enough info to effectively help the students.
- Pay people more and stop stretching people to thin with their plate is already overloaded.
- Some kind of bonus or incentive for continued employment.
- Having opportunities to grow and move up in the school system. Some jobs just don't give that opportunity.
- To improve retention, if the personnel is being used in a position that is not their own (for example- Permanent Substitute fulfilling the duties of a teacher for an extended period), they should be paid for performing the tasks.
- More appreciation for classified staff and realistic expectations
- The district needs to go back to when they use let employees choose a gift from a catalog every 5 year recognition.
- Provide the recommended pay for its positions
- Try and keep schedules regular as much as possible. Give classified somewhere to put their stuff (lockers that aren't being used) I know many have been going without a coat in the winter because they don't want to carry it around with them during the day. Make sure assistants get their full lunch. I know some have only been getting 25 minutes
- Higher Pay
- If anything, permanent subs could use a flexible scheduling option for doc appt etc. but idk how that would work.
- Incentives
- Hire subs for attendance personnel. We seem to be the only people without any kind of help. It is nearly impossible to take any time off without getting so far behind on our work. We need to be able to take a sick day, go to the doctor, dentist, metal health day, etc....please treat us like we are human too. If you truly want everyone to have a work/life balance, you should help us. Please do not reply with the same staus quo response that we have heard for years.
- Higher Pay or more hours, most school based employees struggle to make ends meet on 10 months of pay. Offer 4 day work weeks for those not in a classroom setting. More help with behavior issues, more personnel in buildings. Moral support. Retention bonuses. Additional help with student behavior. Help for employees that are getting physically and verbally abused by behavior students
- Longevity bonus's, appreciation for dedication
- You don't pay the experienced people much more than what you pay the new hires that come in starting out close to what those of us that have been here for years is making. People don't want to stay if they cannot make a living wage. Offer up summer jobs for the 10 month employees or opportunities to boost their income.

What are some of the reasons you continue to work for CMCSS?

- Health insurance/benefits
- Same schedule as kids
- Colleagues
- Being with the students and the connection/impact you make in the student's life.
- I enjoy my job, the benefits, and it allows me to work around my kids schedules.
- The students.
- Love my schedule and the people I work with.
- Love helping children improve
- I love the work schedule and benefits offered as a full-time employee. Nothing beats this in town.
- Benefits and pay
- I want to make a difference, and youth are our future.
- Environment and benefits
- Love the hours and coworkers also the children
- I LOVE the school I work in. We are one big family AND I LOVE my kiddos
- The people I work with (teachers and principals) are understanding.
- The environment.
- My kids go here. I love the teachers and staff and want to be here for the kids who are craving love and positive interactions.
- I love the people I work with.
- I work with some great people.
- I question this A LOT lately the only reason I have, at this present time, is because I am at His will that I am where I am needed.
- to be on the same schedule as my small children
- The students
- I believe what I do / will do is important.
- The staff and students! If it was not for the school family, I would not return.
- I am not happy, lost the desire
- Holidays and summers off
- The kids, period
- Love working with the kids
- The love of the children and the flexibility it gives me with my family
- This is a new career path and I am learning as I go.
- I want to see a change in our youth, I want to help them become better and make better decisions in regard to their lives.
- The people I work closely with and the children.
- commitment to my coworkers who are wonderful and are very much over worked and under payed
- I enjoy my job! I am eager to learn more about how I can connect with the students to better help them with their education. I have noticed when the students have connection, they tend to be happier about their experiences at school.
- Benefits and days off and I like my job - I just wish I was able to do it a bit slower :)
- I love the kids (most of the time :-)) and the impact on their lives I may have in and out of the classroom. Of course the other reason is retirement and the guaranteed time off.
- Ease of schedule, 5 day work week
- I enjoy working with the students.
- The littles
- I love making a difference in children's lives. It is a calling for me.
- benefits,

- I love working with my Special Needs students. I makes my day to help them gain confidence in themselves.
- Dedication to student progress.
- I enjoy impacting students in a positive manor.
- Unhappy
- Easy schedule to care for my personal children. My Admin. and team are great! Summers and Holidays off.
- Quality insurance plans
- I would like to find another position in the district or school system. The pay is not enough for what we deal with.
- I am new in this school and the school system in general. I love being at Kenwood Middle because of the relationships I have built with the staff. I feel valued here and I have the opportunity to help shape the future of the students. (:
- I continue to work for CMCSS because I have children in schools here and I feel as if I can see firsthand how great our schools are and what we as a district can improve.
- I like CMCSS as an organization, the health insurance and especially OnSite is a huge benefit, like the opportunities to work in the summer too
- I love what I do and I love seeing our student grow and flourish.
- I continue to work for CMCSS because of the Children's need for consistency in their school life. If they see a friendly face that they are accustomed to seeing, it can brighten their day.
- Benefits
- Retirement
- The students and their families.
- I love the kids. The teachers are great to work with and let me know ways to help and improve
- The health and dental benefits
- I love my school and staff
- How I'm treated.
- I like the work calendar and also like to have time off during the summer and holidays.
- I stay for the insurance and I can't afford to quit
- Haven't gotten a better offer, enjoy the holidays off.

A photograph of several graduates in green caps and gowns at a ceremony. The graduates are looking upwards and to the right. The background is a blurred crowd of people.

Maximize Employee Capacity

Promote a Retention First Recruitment Strategy

Jeanine Johnson, Chief Human Resources Officer
Melissa Izatt, Director of Educator Quality
Dr. Erica Christmas, Human Resources Coordinator
Michael Tharpe, Human Resources Coordinator
Patti Koloski, Employee Relations Specialist

CLARKSVILLE-MONTGOMERY COUNTY SCHOOL SYSTEM

Certified Employment and Retention Data

Certified Retention

Retention Rate (21-22)	New Hires (20-21)
82.4%	459
Nationwide Retention Rate: 84%	

2020/21 Retention Rate: 85.9%

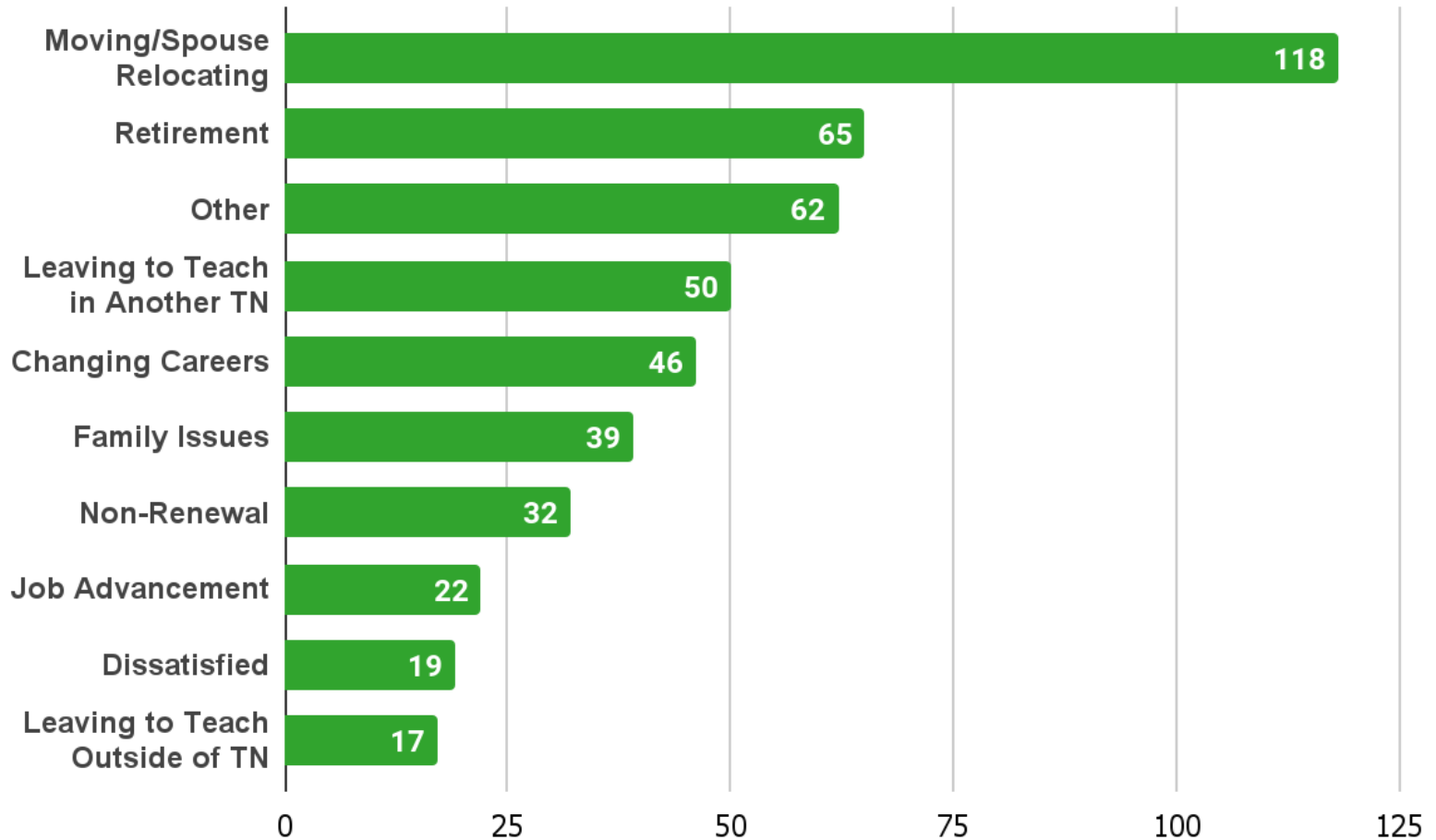
2019/20 Retention Rate: 88.37%

2018/19 Retention Rate: 87.7%

2017/18 Retention Rate: 87.2%

2016/17 Retention Rate: 88.2%

Resignation Reasons 2021-22



Current School Year Certified Data

June 2022- December 2022

New Hires	Separations
547	89

22/23 Top Reasons for Separation

- Moving/Spouse Relocating (15)
- Family Issues (15)
- Dissatisfied (15)

Certified Recruitment

Recruitment Challenges

- Decrease in Educator Prep Program graduates nationally
- Lack of qualified candidates
- Limited education specific job fairs
- Opportunities in other industry
- “Backyard shortages”

Temporary Permits

Permits	19/20	20/21	22/23
	4	49	136

Elementary-58 Middle-40 High- 37

- One year validity
- Minimum of Bachelor's Degree
- Praxis
- Transition to Job embedded by spring (3 year)

Minority Recruitment and Retention

Minority Recruitment Team

- In order to improve our recruitment efforts with the Clarksville community, 7 additional volunteer team members from the community have volunteered to serve on the recruitment team to assist CMCSS with getting information out to the community about the different pathways in to teaching with CMCSS. (total of 14 members on team)
- Monthly meetings planned to discuss strategies to support CMCSS with recruitment efforts in Clarksville-Montgomery Co.
- Members trained on alternative licensure routes
- Members will meet and present information about alternative licensure routes to community sub-groups.

Classified Employment and Retention Data

Classified Retention Rates

2017-18	2018-19	2019-20	2020-21	2021-22
85.8%	84.5%	83.3%	81%	79%

2021-2022 New Hires/Rehires: 607
2021-2022 Separations: 533

Current Year Classified Data

July 2022- December 2022

New Hires	Separations
416	156

22/23 Trending Top Reasons for Separation

- Moving
- Better Pay
- Family Issues

Classified Recruitment

Classified Recruitment & Retention Challenges

- Competitive Wages
- Grant Funding Ending
- Generational Changes & Shift in Priorities
 - Benefits
 - Work life balance
 - Flexible work schedules (telework/remote work options)

Classified UPBEAT Results

UPBEAT Survey Results for School Level Classified Staff

Positive Areas

Care and Commitment- 88% agree

- *Employees take shared responsibility for the overall success of my school.*

Equity- 88% agree

- *Leaders at my school respect staff, students, and families of all backgrounds.*
- *Opportunities at my school are accessible to all employees in my school, regardless of their race, ethnicity, culture, or other aspects of personal identity.*

Recruitment, Hiring & Onboarding- 88% agree

- *My school is a welcoming community for newly hired employees.*
- *The expectations for the role that I was hired for were made clear during the interview and hiring process.*

Satisfaction and Purpose- 86% agree

- *I find a sense of purpose in the work I do each day.*
- *I am satisfied with being an employee at this school.*

Self-Efficacy- 86% agree

- *I feel successful as an employee.*

Area For Growth

Compensation and Career Path – 49% Agree

- *I am satisfied with the salary I earn as an employee in my school.*
- *Employees are compensated fairly for taking on extra responsibilities in my school.*

Cultural Competence – 49% Agree

- *As a staff, we openly discuss issues of race, ethnicity and culture in my school.*
- *Leaders in my school proactively address racism and other forms of discrimination in our community*

Employee Voice and Leadership- 63% Agree

- *Leaders in my school actively seek input from employees when making important decisions.*
- *There are opportunities for employees to take on leadership roles in this school.*

Appreciation – 70% Agree

- *Leaders at my school let me know when I am doing great work.*
- *Employees are recognized publicly when they are doing outstanding work.*

Questions