



2024-2025 Human Resources Annual Plan

Guiding Principles

MISSION

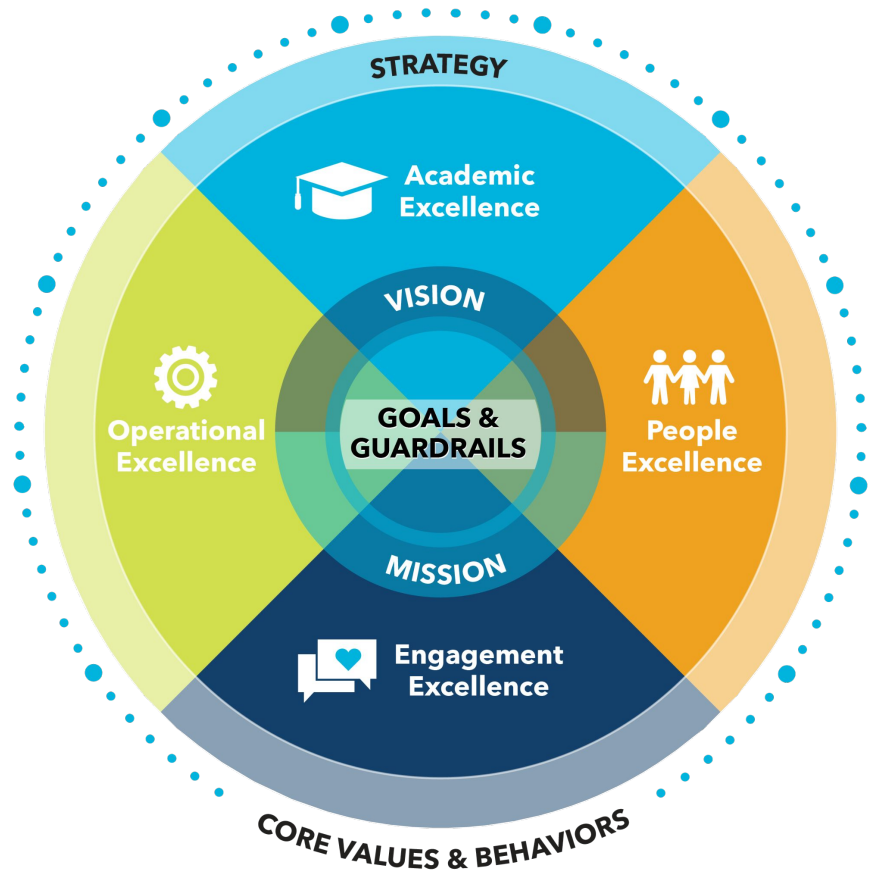
The mission of Charlotte-Mecklenburg Schools is to create an innovative, inclusive, student-centered environment that supports the development of independent learners.

VISION

The vision of Charlotte-Mecklenburg Schools is to lead the community in educational excellence, inspiring intellectual curiosity, creativity, and achievement so that all students reach their full potential.

STRATEGY

CMS leads the way, charting a pathway of endless possibilities, for students and employees, through a connected ecosystem of families, community and organizations, both public and private.



PILLARS OF EXCELLENCE



Academic Excellence

Charlotte-Mecklenburg Schools commits to educating the whole child to world class standards and will provide a criteria-aligned comprehensive curriculum.



People Excellence

Charlotte-Mecklenburg Schools commits to an improved employee experience inclusive of enhancing recruiting, retention, and training opportunities.



Operational Excellence

Charlotte-Mecklenburg Schools commits to operational efficiency and effectiveness through safe and clean environments, the best technologies for students to learn, prudent spending, and enhanced data use.



Engagement Excellence

Charlotte-Mecklenburg Schools commits to being a collaborative and inclusive community partner, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

Strategic Plan Overview

We are future-focused.

Our mission is to create an innovative, inclusive, student-centered environment that supports the development of independent learners.

We are community-driven.

Our vision is to lead the community in educational excellence, inspiring intellectual curiosity, creativity, and achievement so that all students reach their full potential.

Goals

Goals reflect our vision and will help us attain it.

Improved
Early Literacy
in Grades K-2

Improved
Literacy Skills
in Grades 3-8

Strengthened
Mathematics
Performance

Post-Grad
Readiness

Guardrails

Guardrails embody our values.
These are not outputs, but ways of being at Charlotte-Mecklenburg Schools.

Equity over
Equality

Safety &
Security

Attending to the
Whole Child

High Quality
Teachers

Pillars of Excellence

Academic Excellence
Empower academic
success

People Excellence
Enable a thriving
workforce

Operational Excellence
Deliver efficient
operations

Engagement Excellence
Forge strong community
partnerships

Excellence without exception.

For more information, please see our full report.



People Excellence

Pillar: People Excellence

Guardrail 4

Improving the employee experience inclusive of enhancing recruiting, retention, and training opportunities.

PRIORITY Pe2:	Develop the workforce with high-quality, rigorous professional learning that is competency-based.
STRATEGY Pe 2.005: Develop and implement a succession planning process for the district that includes talent planning.	
Wildly Important Goal	Increase the distribution of a needs assessment survey from 0% to 100% of district departments by June 2025.
Key Levers	<ul style="list-style-type: none">• Assess current state of employee succession planning by surveying district departments• Identify current employee training and development alignment to department needs for ongoing talent planning
Performance Measure(s)	Number of Departments receiving a survey
Collaborating Departments	Communications Recruitment, Retention and Talent Development Technology

Pillar: People Excellence

Guardrail 4

Improving the employee experience inclusive of enhancing recruiting, retention, and training opportunities.

PRIORITY Pe4:	Instill high performance standards by developing excellent leaders, ensuring thorough training and measuring performance effectively.
STRATEGY Pe 4.003: Enhance the implementation of the formal performance evaluation system for all employees grounded in district developed frameworks.	
Wildly Important Goal	Provide a minimum of 23 evaluation training sessions for supervisors by June 2025.
Key Levers	<ul style="list-style-type: none">• Continue to provide formal performance evaluation training for all District Managers to ensure effective and consistent evaluation of employees• Monitor and ensure the timely completion of performance evaluations throughout the school year by notifying managers of any performance evaluations needing completion• Begin review of broader district performance evaluation frameworks for possible future revision
Performance Measure(s)	Number of trainings provided
Collaborating Departments	All Central Office Departments

2024-25 Department Plans Index

Department	Benefits and Risk Management
WIG(s)	Improve and align benefits and risk management processes and procedures while maintaining notifications within 3 to 5 business days for key processes related to modernization by June 2025.
Performance Measure(s)	Monitoring leave of absence notifications
Department	Compensation
WIG(s)	Improve and align 100% of salary administration processes and procedures while maintaining a 2 to 7 business day turnaround time for compensation by June 2025.
Performance Measure(s)	Monitoring turnaround time for compensation
Department	Employee Relations
WIG(s)	Implement the Guardian System pilot for systematic case management with 100% accuracy by June 2025.
Performance Measure(s)	Monitoring Pilot Implementation
Department	Employment
WIG(s)	Streamline hiring processes and procedures, in collaboration with the licensure and compensation departments, to reduce the average time from recommendation to hire for new employees from 16.86 days to 15.75 days by February 2025.
Performance Measure(s)	All Pending Items Queue Report Hire Enterprise Workflow Transition Times Report
Department	Evaluation Compliance Monitoring
WIG(s)	Increase the number of schools with 85% of completed evaluation activities for certified staff from 95 to 186 by June 2025.
Performance Measure(s)	Quarterly Reports

2024-25 Department Plans Index

Department	Human Resources Information Systems
WIG(s)	Prepare 100% of current HRIS systems for modernization transition by June 2027.
Performance Measure(s)	Tracking number of systems aligned
Department	Licensure
WIG(s)	Reduce 100% of licensure audit exceptions to 0% by June 2025.
Performance Measure(s)	NCDPI Licensure and Salary Report
Department	Substitutes
WIG(s)	Increase the number of schools with a 70% or higher substitute fill rate from 91 to 100 by June 2025.
Performance Measure(s)	Monthly fill rate reports by school