



2024-2025

**Recruitment, Retention and Talent
Development Annual Plan**

Guiding Principles

MISSION

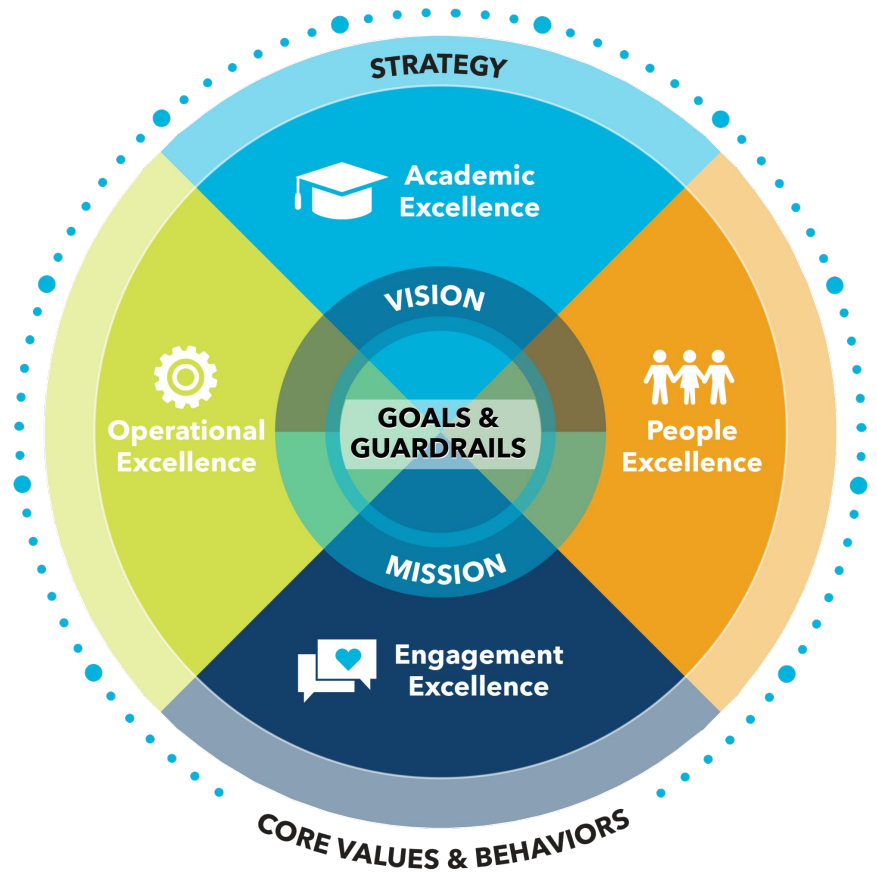
The mission of Charlotte-Mecklenburg Schools is to create an innovative, inclusive, student-centered environment that supports the development of independent learners.

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.



Academic Excellence

Pillar: Academic Excellence

Goals 1, 2, 3

Educating the whole child to world class standards by providing a standards-aligned comprehensive curriculum.

PRIORITY Ae1:	Provide high-quality standards-based instruction across Charlotte-Mecklenburg Schools to achieve the student outcome focused goals.
STRATEGY Ae 1.003: Incentivize and invest in teachers, principals and staff applying to, accepting positions at and persisting in high-needs schools.	
Wildly Important Goal	<p>Reduce the employee attrition rate to 14% from 18.2% by Aug 2025.</p> <p>Maintain 98% of teacher positions filled for at least 8 of the 10 months of the school year through June 2025.</p>
Key Levers	<ul style="list-style-type: none">• Monitor school-based vacancies on a regular cadence, prioritizing vacancies at high-needs schools• Prioritize teacher vacancy source referrals to high-needs schools using competency-based hiring practices• Develop and enact a specific marketing strategy for hiring at high-needs schools
Performance Measure(s)	<p>Number of resignations by content area at prioritized staffing schools</p> <p>Number of teacher vacancies by content area at prioritized staffing schools</p>
Collaborating Departments	Human Resources School Performance Areas Technology



People Excellence

Pillar: People Excellence

Guardrail 4

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

PRIORITY Pe1:	Competitively recruit and retain a highly qualified and committed workforce.
STRATEGY Pe 1.001: Increase investments in the recruitment, selection, staffing and retention of employees including the new housing initiative in development.	
Wildly Important Goal	<p>Reduce the employee attrition rate to 14% from 18.2% by August 2025.</p> <p>Maintain 98% of teacher positions filled for at least 8 out of 10 months in school year through June 2025.</p> <p>Percentage of teachers who list that housing may impact their continued employment in CMS decreases from 61% to 51% by June 2025.</p>
Key Levers	<ul style="list-style-type: none">● Develop, fund and implement a strong marketing plan for recruitment of staff● Develop, fund and execute targeted, innovative and responsive employee recruitment strategies, including but not limited to development of a new vacancy monitoring platform, applicant communication system, partnerships with institutions of higher education and targeted strategies for hard-to-staff roles● Develop, fund and execute a new Teacher Assistant to Teacher Pathway Program, seeking state approval as an authorized North Carolina Apprenticeship Program● Develop, fund and implement the Charlotte-Mecklenburg Schools Housing Initiative including but not limited to reduced cost rent and housing, financial literacy programming and downpayment assistance for home ownership for teachers

Pillar: People Excellence

Guardrail 4

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

PRIORITY Pe1 Continued:	Competitively recruit and retain a highly qualified and committed workforce.
STRATEGY Pe 1.001: Increase investments in the recruitment, selection, staffing and retention of employees including the new housing initiative in development.	
Performance Measure(s)	<ul style="list-style-type: none">Number of candidates referredNumber of external candidates sourcedNumber of first-time and repeat teacher engagements in offerings/eventsNumber of teachers accessing and receiving housing concierge serviceNumber of teachers accessing housing websiteNumber of teachers confirmed for housing through CMS initiatives: priority rentals in with CMS's partners, downpayment assistance through CMS awareness campaigns, and contracted for homes with partner developersTime of candidates to be hired
Collaborating Departments	<ul style="list-style-type: none">CommunicationsHuman ResourcesOperations

Pillar: People Excellence

Guardrail 4

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

PRIORITY Pe1:	Competitively recruit and retain a highly qualified and committed workforce.
STRATEGY Pe 1.002: Refine our recruitment strategy to ensure we can identify qualified candidates to fill vacancies for hard-to-staff roles.	
Wildly Important Goal	<p>Establish business rules to define and forecast high-needs vacancy areas by December 2024.</p> <p>Create a playbook to address high-needs vacancy areas by January 2025.</p>
Key Levers	<ul style="list-style-type: none">● Ensure the districtwide marketing plan has the ability to enact more targeted and intentional strategy for hard-to-staff roles<ul style="list-style-type: none">○ Ensure the district wide employee recruitment strategies can be specialized for targeted hiring of hard-to-staff roles● Expand the current enrollment in Pathways to Teaching programming to include hard-to-staff school-based teaching roles, including but not limited to students with disabilities, career and technical education, multilingual learner and specialized program choice teachers
Performance Measure(s)	<p>Forecasting measures</p> <p>Number of staff resignation by content area</p> <p>Number of teacher retirements by year</p> <p>Number of teacher vacancies by content area</p>
Collaborating Departments	<p>Human Resources</p> <p>School Performance Areas</p> <p>Technology</p>

Pillar: People Excellence

Guardrail 4

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

PRIORITY Pe1:	Competitively recruit and retain a highly qualified and committed workforce.
STRATEGY Pe 1.003: Implement a streamlined onboarding process to improve hiring timelines and to bring new employees to functional effectiveness as quickly as possible.	
Wildly Important Goal	Increase the retention of Beginning Teachers (years 0-3) from 76.6% to 80% by June 2025.
Key Levers	<ul style="list-style-type: none">● Revise and monitor the standard operating procedure for hiring employees to improve the timeliness of the hiring process● Create and implement year 1 of an expanded teacher onboarding process that better prepares teachers new to the profession and new to Charlotte-Mecklenburg Schools to be classroom ready at the start of the school year● Procure and enact year 1 implementation of a new dashboard that tracks employee training and development, demonstration of functional skill and competency effectiveness and ultimately impact on the broader organization
Performance Measure(s)	Number of teachers new to CMS who complete onboarding Survey results from onboarding impact on classroom readiness
Collaborating Departments	Academics Human Resources

Pillar: People Excellence

Guardrail 4

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

PRIORITY Pe1:

Competitively recruit and retain a highly qualified and committed workforce.

STRATEGY Pe 1.004: Develop comprehensive total rewards compensation and incentive plans for all teachers and supporting staff of the district targeted at sustainable compensation levels.

Wildly Important Goal

Develop a Total Rewards dashboard (website) including a calculator, marketing materials, and accessible benefit options by January 2025.

Double public website access between January 31, 2025 baseline to June 2025.

Add 10% new unique internal website access users monthly from January 2025 baseline to June 2025.

Key Levers

- Create and implement a district total rewards compensation awareness campaign that includes a live simulator to ensure a potential Charlotte-Mecklenburg Schools employee understands the comprehensive compensation package of employment
- Develop and implement a strong marketing plan for the district comprehensive compensation resource
- Expand the available Charlotte area discounts and supports for Charlotte-Mecklenburg Schools employees; communicate their availability and benefit to employees, business and community partners

Pillar: People Excellence

Guardrail 4

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

PRIORITY Pe1 Continued:	Competitively recruit and retain a highly qualified and committed workforce.
STRATEGY Pe 1.004: Develop comprehensive total rewards compensation and incentive plans for all teachers and supporting staff of the district targeted at sustainable compensation levels.	
Performance Measure(s)	Percent of milestones completed on time Number of employee roles whose feedback is used to improve the project Percent of identified gaps in benefits that have active partnership sourcing efforts
Collaborating Departments	Human Resources Partnerships Technology

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 2.001: Develop innovative ways to increase the availability of ongoing professional development and coaching, including finding the time required.	
Wildly Important Goal	Increase the number of approved department professional development submissions scheduled on the PD Dashboard from 0% to 75% by June 2025.
Key Levers	<ul style="list-style-type: none">● Implement a districtwide professional development scheduling system to ensure an efficient, integrated training and development experience for district employee stakeholder groups● Create and maintain a comprehensive training and professional development dashboard that shows the details of all professional learning opportunities available to staff● Utilize required teacher workdays and early release days to provide professional development to classroom teachers, prioritizing the teachers in roles with new content and/or curriculum● Establish a districtwide process for collecting attendance and feedback for all training and professional learning in order to measure effectiveness and percentage of the workforce attending professional development relevant to their role
Performance Measure(s)	Percent of Professional Learning Scheduled on Dashboard Percent of submitted Professional Learning approved by Chiefs
Collaborating Departments	All Central Office Departments

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 2.003: Provide targeted professional learning opportunities and coaching for newly hired teachers that results in effective, equity-driven instruction and are aligned to our goals/guardrails and the intended outcomes.	
Wildly Important Goal	Increase the retention of Beginning Teachers (years 0-3) from 76.6% to 80% by June 2025.
Key Levers	In addition to implementing key levers in Priority Pe1: <ul style="list-style-type: none">• Develop and implement a new employee onboarding module for all newly hired employees of Charlotte-Mecklenburg Schools• Define the onboarding actions that will be provided by the district and by schools/departments to create efficiency and consistency in onboarding practices• Develop and implement a comprehensive teacher onboarding experience for all teachers new to Charlotte-Mecklenburg School, and monitor the impact and effectiveness of the teacher onboarding experience• Continue teacher learning beyond the onboarding experience using teacher grade-level/content area affinity learning groups to foster ongoing, collaborative learning throughout the school year
Performance Measure(s)	Number of teachers attending Affinity Groups Number of teachers attending targeted PD support for Beginning Teachers Percent of teachers able to implement learning from PD to practice
Collaborating Departments	Academics Human Resources

Pillar: People Excellence

Guardrail 4

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

PRIORITY Pe3:	Improve staff wellness with recurring positive practices that celebrate the employees' contributions.
STRATEGY Pe 3.001: Ensure that programs which recognize and elevate the appreciation of teachers and other staff are consistently implemented districtwide.	
Wildly Important Goal	Standardize strategies and processes for current and additional staff recognitions by June 2025.
Key Levers	<ul style="list-style-type: none">● Assess current and desired future state of employee recognition practices by surveying superintendent focus and advisory groups● Develop a system and the needed tools to expand district employee recognitions, leveraging technology for ease and efficiency● Implement the system and process for the selection of the district Principal of the Year, Teacher of the Year, Teacher Assistant of the Year and New Teacher of the Year● Align recognitions and rewards with district pillars of excellence and core values and behaviors
Performance Measure(s)	Development of metric and tool to capture baseline employee satisfaction with CMS recognition efforts Percent of milestones completed on time
Collaborating Departments	Chief of Staff CMS Foundation Communications Office of School Performance Partnerships

Pillar: People Excellence

Guardrail 4

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

PRIORITY Pe3:	Improve staff wellness with recurring positive practices that celebrate the employees' contributions.
STRATEGY Pe 3.002: Collaborate with community partners to create and implement targeted employee wellness programs.	
Wildly Important Goal	<p>Develop a comparison between teachers' desired wellness supports and CMS's current offerings by January 2025.</p> <p>Create and promote plans for comprehensive wellness offerings for 2025-26 school year by June 2025.</p>
Key Levers	<ul style="list-style-type: none">Review current offerings and extent of their use by employeesAssess current and desired future state of employee wellness practices by surveying superintendent focus and advisory groups <p>To augment implementation of Priority Pe1, Strategy 4:</p> <ul style="list-style-type: none">Expand community partnerships and district/school-level supports for the wellness component of the total rewards compensation package
Performance Measure(s)	<p>Percent of milestones complete</p> <p>Development of metric and tool to capture baseline employee satisfaction with CMS wellness offerings</p>
Collaborating Departments	<p>Communications Human Resources Partnerships</p>

Pillar: People Excellence

Guardrail 4

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

PRIORITY Pe3:	Improve staff wellness with recurring positive practices that celebrate the employees' contributions.
STRATEGY Pe 3.003: Build the capacity of employees to promote wellness strategies for their teams and schools.	
Wildly Important Goal	Create a playbook for district and school leaders to promote wellness with their teams and schools by June 2025.
Key Levers	<ul style="list-style-type: none">● Assess current and desired future state of employee wellness practices by surveying superintendent focus and advisory groups● Increase awareness of existing employee wellness opportunities● Ensure all schools have a team responsible for wellness that regularly plans and monitors staff wellness● Create pilot of central office wellness affinity groups
Performance Measure(s)	Development of metric and tool to capture baseline employee satisfaction with CMS wellness offerings Percent of milestones completed
Collaborating Departments	Communications Human Resources Office of School Performance Office of Student Services Partnerships

2024-25 Department Plans Index

Department	Alternative Licensure and CMSTR
WIG(s)	<p>Increase the number of applicants in the alternative pathways teacher pool postings from 954 to 1150 by June 2025.</p> <p>Increase the percent of alternative pathways teacher applicants who meet all of the alternative licensure requirements to be hired into instructional positions or remain in an instructional position from 54% to 60% by June 2025.</p>
Performance Measure(s)	<p>Number hired in certified positions Number of applicants for job postings Number of candidates met at recruitment events Number of candidates recruited to non certified position Number of recruitment events</p> <p>Coaching Data Educator Milestone Data EVAAS Reporting Data</p>
Department	Beginning Teacher Development and Support
WIG(s)	<p>Increase the retention rate of Beginning Teachers (years 0-3) from 76.6% to 80.0% by June 2025.</p>
Performance Measure(s)	<p>Number of Beginning Teachers that actively engage with a highly qualified mentor Number of Beginning Teachers that complete all required on-boarding, training modules, and professional developments Number of Beginning Teachers that participate in BOY, MOY and EOY satisfaction surveys regarding their onboarding, induction, and PD processes Number of Beginning Teachers who have completed all compliance expectations</p>

2024-25 Department Plans Index

Department	Personalized Professional Development
WIG(s)	<p>Increase department use of Professional Development (PD) scheduling system from 0% to 95% of departments by June 2025.</p> <p>Provide Professional Development support to increase the number of departments incorporating equitable and inclusive practices to 50% by June 2025.</p>
Performance Measure(s)	<p>Number of PD change requests after launch Number of scheduled submissions Number of sessions scheduled in the system Number of submissions by departments</p> <p>Number of Employee PDPs that include professional growth and development needs Number of PD sessions offered that include inclusive protocols. Percent of employees completing at least one PD aligned to a Pillar of Excellence</p>
Department	Talent Acquisition
WIG(s)	<p>Increase the rate of candidates sourced to candidates referred from 45% to 65% by June 2025.</p> <p>Increase the referral to recommendation rate from 30% to 50% by June 2025.</p>
Performance Measure(s)	<p>Number of teachers sourced</p> <p>Number of recruitment events Number of teachers hired Number of teachers recommended to positions Number of teachers referred</p>

2024-25 Department Plans Index

Department	Teacher Leader Pathways Program
WIG(s)	Create a comprehensive employee life cycle framework, total rewards program, and leveraging Teacher Leader Pathway program support to recruit and retain teachers, we will decrease from 18.2% to 15.7%, by June 2025.
Performance Measure(s)	Number of Teacher Leader recruitment events attended Number of Teacher Leaders that requalify for same or increased role determination Number of teachers on MCL coaching caseloads BOY, MOY, and EOY Number of teachers screened and accepted into Teacher Leader Talent Pool