

PRIORITY 2: Talent Management

Goal: Create a culture that attracts, develops, and retains quality employees passionate about supporting student success.

- **Strategy 1** Create opportunities and pipelines for our community to become employees of Hernando County Schools.
- **Strategy 2** Provide opportunities for continued professional growth.
- **Strategy 3** Retain our workforce and reduce turnover of high-quality employees.



PRIORITY 2: Talent Management

With Measures

Strategy 1

Create opportunities and pipelines for our community to become employees of Hernando County Schools.

- Grow Your Own Recruitment Pathways
- Review success of Associate Teacher Substitute (ATS) Program.

Strategy 2

Provide opportunities for continued professional growth.

- Increase participation in apprenticeship programs.
- Certified School Counselor and Educational Leadership Programs.
- Proactively decrease the number of teachers identified as out of field for English for Speakers of Other Languages /Gifted.
- Increase satisfaction for professional learning by providing a variety of meaningful activities to be measured for effectiveness by survey results.

Strategy 3

Retain our workforce to reduce turnover of high-quality employees.

- Review provided support and removal of barriers to assist alternative certified teachers achieving professional certification.
- Review district-wide vacancy improvements.
- Review improvements in bus operator fill rates.
- Staff Recognition



PRIORITY 2: STRATEGY 1

Create opportunities and pipelines for our community to become employees of Hernando County Schools.

Grow Your Own Recruitment Pathways:

- Instructional Internships w/ approved Universities & Colleges
- Para to Teacher Program w/St. Leo
- Teach Academies at HHS & WWHS
- Paid Internships in the areas of School Psychologist & School Counselor
- Associate Teacher Substitute Program
- Instructional to Master's in Educational Leadership Program w/St. Leo
- Instructional to Master's in School Counselor Program w/GCU



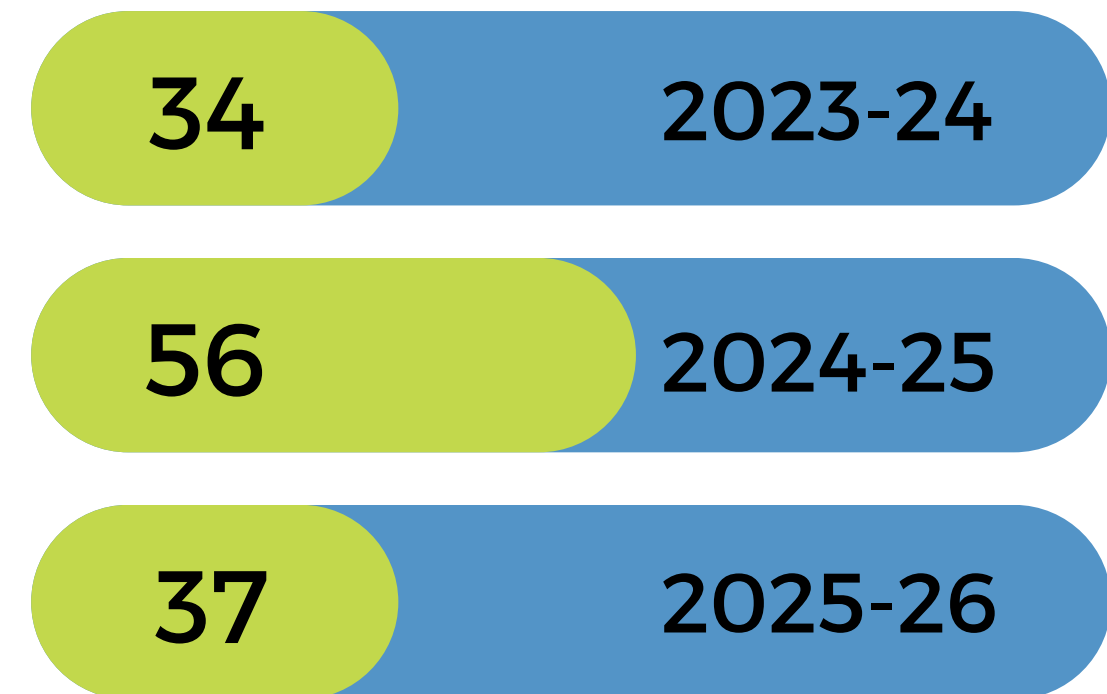
PRIORITY 2: STRATEGY 1

Create opportunities and pipelines for our community to become employees of Hernando County Schools.

Measure: Review success of Associate Teacher Substitute Program (ATS).

- Create a Schedule for ATS to Follow and Receive Training and Support at NTO
- Create a Schedule for TOSAs to Provide ATS Support
 - Schedule Learning Walks
- Hosted other School Districts to showcase & model our ATS program at our schools
- Associate Teacher Program with Bloomboard, added Barry University and still utilize Lake Erie College - 26 currently enrolled in Lake Erie College & 11 enrolled in Barry University.

ATS Program Participation



To date, 26 ATS participants have graduated from our program, and 23 of them are currently employed with us as a fully certified educator.



PRIORITY 2: STRATEGY 1 - SUCCESS

25-26 Data	School	Grade	Assessment	PM1	PM2	ATS-TCH	School	District	ATS - TCH-->
Cohort 1									District Difference
May 2025 Grad									
Now cert TCH									
	EK8	4th ELA	Fast ELA	38%	49%	11	9	15	-4
	FCMS	8th ELA	Fast ELA	38%	52%	14	14	9	5
	SHES	K	Star Early Lit	6%	33%	27	16	26	1
			Star Math	0%	39%	39	21	29	10
	WWK8	1st	Star Reading	13%	38%	25	15	21	4
			Star Math	13%	38%	25	25	30	-5
	BES	5th	Fast ELA	33%	47%	13	8	10	3
	MES	1st	Star Reading	13%	39%	26	15	21	5
			Star Math	5%	50%	45	25	30	15
	SES	K	Star Early Lit	7%	38%	31	16	26	5
			Star Math	13%	31%	18	21	29	-11

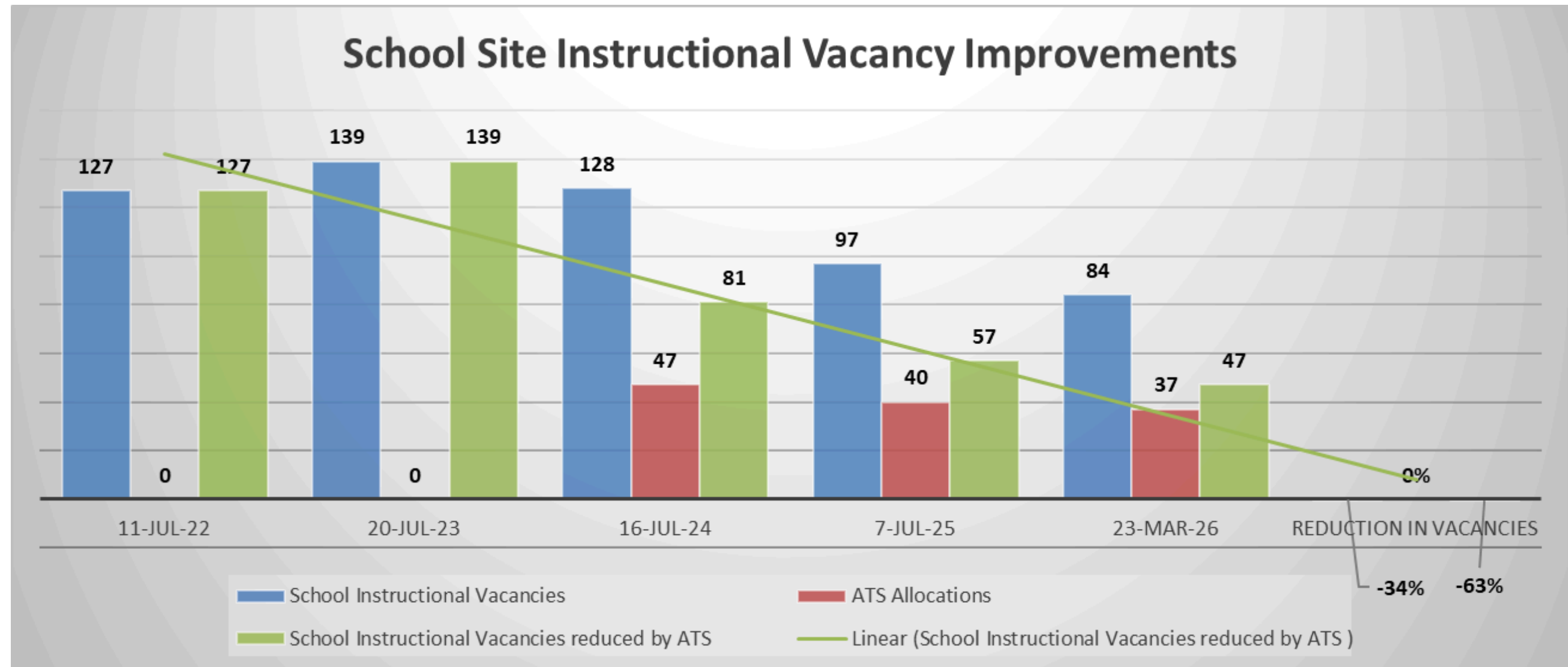
25-26 Data	School	Grade	Assessment	PM1	PM2	ATS-TCH	School	District	ATS - TCH-->
Cohort 2									District Difference
Dec 2026 Grad									
Now cert TCH	BES	K	Star Early Lit	0%	33%	33	29	26	7
			Star Math	6%	33%	27	27	29	-2
	WWK8	3rd	FAST FIA	15%	19%	4	16	17	-13
			FAST Math	0%	19%	19	11	22	-3
	PGES	3rd	Fast Math	6%	15%	9	18	22	-13
	WWK8	1st	Star Reading	30%	50%	20	15	21	-1
			Star Math	15%	50%	35	25	30	5
	EK8	4th	Fast Math	2%	10%	8	2	13	-5
	SHES	K	Star Early Lit	6%	26%	20	16	26	-6
			Star Math	11%	26%	15	21	29	-14
	FES	1st	Star Reading	11%	28%	17	15	21	-4
	DES	1st (incl)	Star Reading	6%	18%	12	26	21	-9
			Star Math	17%	22%	5	27	30	-25
	FES	1st	Star Math	14%	31%	17	23	30	-13
	PGES	4th	Fast ELA	15%	36%	21	9	15	6

PRIORITY 2: STRATEGY 1

Create opportunities and pipelines for our community to become employees of Hernando County Schools.

Measure: Reduce annually the number of classroom vacancies for the first day of school and beginning of the second semester.

- Vacancies peaked in 2023 (139).
- 34% Reduction in school instructional vacancies.
- 63% reduction in school instructional vacancies after ATS.
- Targeted ATS allocations cut instructional vacancies to one-third of 2022 levels, supporting classroom stability.



PRIORITY 2: STRATEGY 2

Provide opportunities for continued professional growth.

Measure: Increase participation in our Grow Your Own programs.

- School Psychologist intern - ongoing
- Certified School Counselor intern - ongoing
- Certified School Counselor Degree Program - a program to support current teachers in becoming certified school counselors- 5 scholarships and all 5 currently still in program, anticipated program completion February 2028. Participants are currently placed at the following sites for their first practicum: DSPMS, EK8, NCTHS, SES, and WES.
- Educational Leadership Degree Program - a program to support current teachers in becoming educational leaders and school administrators - 10 scholarships and 2 self-pay, one relocated and left program, 11 graduating in May. These graduates will be able to apply for open Assistant Principal positions in the district for the 2026-2027 school year.
- Para to Pro Program - ongoing



PRIORITY 2: STRATEGY 2

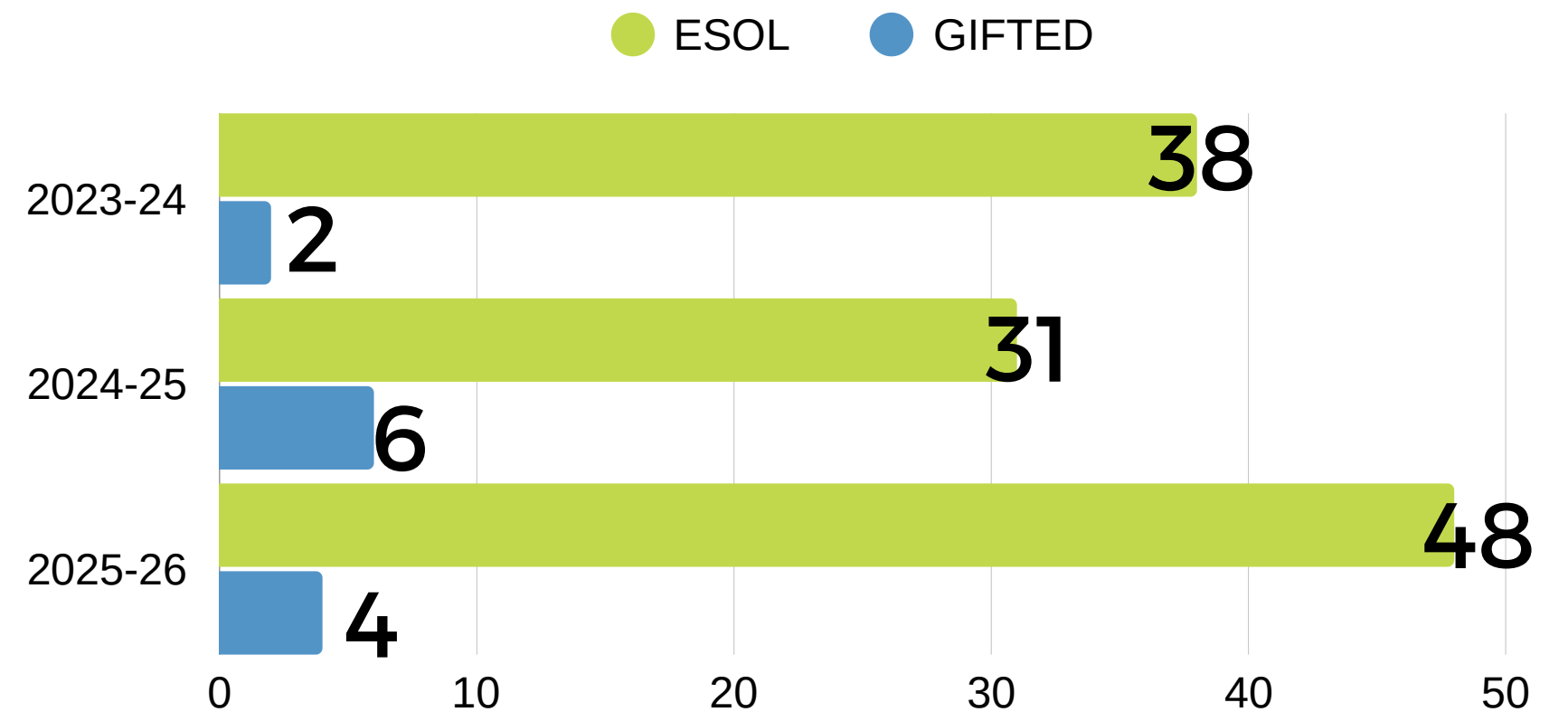
Provide opportunities for continued professional growth.

Action Steps:

- Identify Teachers for ESOL needs upon hiring and begin process for endorsement proactively.
- Provide free options to teachers to receive necessary training for ESOL endorsement through professional learning.
- Provide free options for teachers to receive gifted endorsement through FDLRS or professional learning.
- Continuously track teachers and provide updates to teachers and their administrators.

Measure: Proactively decrease the number of teachers identified as out of field for English for Speakers of Other Languages /Gifted.

- ESOL 23-24: 38 teachers flagged for ESOL, 24-25: 31 teachers, 25-26: 48 teachers flagged for ESOL
- Gifted 23-24: 2 teachers flagged for Gifted, 24-25: 6 teachers, 25-26: 4 teachers flagged for Gifted



PRIORITY 2: STRATEGY 2

Provide opportunities for continued professional growth.

Action Steps:

- Administered a consistent staff survey over the last 5 years to analyze data trends.
- Implemented surveys regarding onboarding, new instructional staff, new non-instructional staff, new instructional follow-up, ATS program, and exit survey opportunities for all staff.
- Administrator Trainings on utilizing Frontline for evaluations.
- Site Based Ethics Trainings based on school need.
- Assistant Principal Trainings (ADAAA/FMLA)
- District Staff providing site-based training to support various positions at school sites
 - Confidential Secretary Training and Feedback Survey
 - Timekeeper/Bookkeeper Trainings
 - Payroll Department Videos and Employee Access Informational Canva (regarding salary)
- Initiated Teacher in Action Day in February 2024 (1663 teachers and administrators attended, 220 unique sessions offered, 15 roundtable discussions).
- Teacher in Action Day in November 2024 (1723 teachers and administrators attended, 270 unique sessions planned, 15 roundtable sessions, and 40 community sponsors).
- Teacher in Action Day in October 2025 (1760 teachers and administrators attended, 300 unique sessions planned, 16 roundtable sessions, and 51 community sponsors).

Measure: Increase satisfaction for professional learning by providing a variety of meaningful activities to be measured for effectiveness by survey results



PRIORITY 2: STRATEGY 3

Retain our workforce to reduce turnover of high-quality employees.

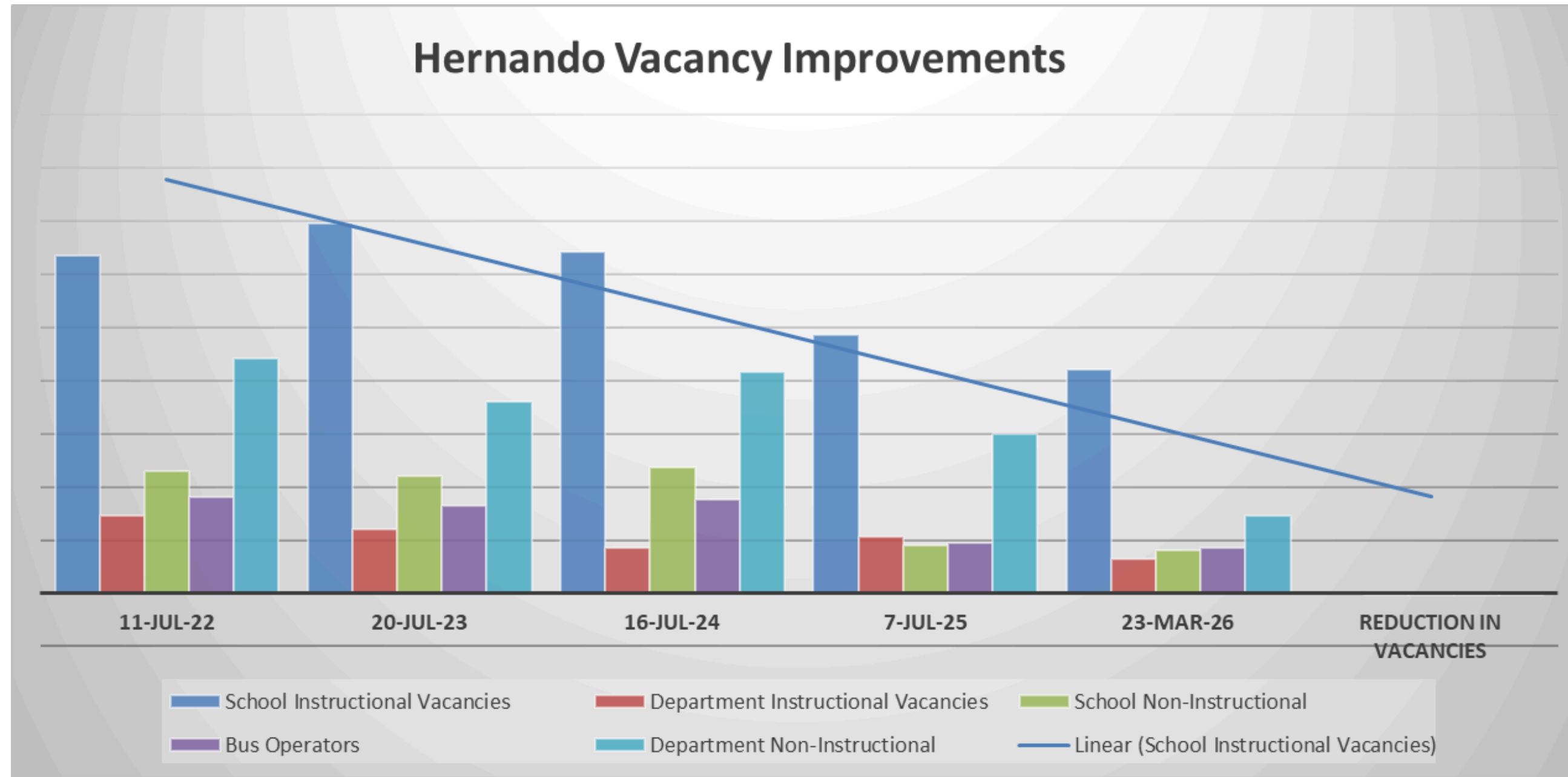
Action Steps:

- Though successful lobbying, Temporary Certificates are now valid for 5 years.
- HR and TOSAs to provide support and education about certification requirements.
- HR Team attends New Teacher meetings to provide additional support and resources available.
- Added Retention Reimbursements for SOE completers
- Added Out of Field Reimbursements for those that become compliant
- Purchased & Distribute Study Vouchers
- Staff Spotlights- staff recognize other staff within the district, Human Resources performs site visits.
- High Five Fridays- students, families, and community members recognize staff within the district, Human Resources celebrates on social media.
- Transportation- Extra Route Bonus (\$25.00 to voluntarily cover a route in AM or PM) and Perfect Attendance / Safe Driver Incentive (Combined Incentive of \$250.00: no missed workdays and no safe driver points during the quarter).



PRIORITY 2: STRATEGY 3

Retain our workforce to reduce turnover of high-quality employees.



- The district has made substantial, sustained progress in reducing vacancies across instructional and non-instructional roles since 2022, demonstrating the effectiveness of targeted staffing strategies, including ATS allocations and focused recruitment and retention efforts.

	11-Jul-22	20-Jul-23	16-Jul-24	7-Jul-25	23-Mar-26	Reduction in Vacancies
School Instructional Vacancies	127	139	128	97	84	-34%
Department Instructional Vacancies	29	24	17	21	13	-55%
School Non-Instructional	46	44	47	18	16	-65%
<i>Bus Operators</i>	36	33	35	19	17	-53%
Department Non-Instructional	88	72	83	60	29	-67%

PRIORITY 2: STRATEGY 3- BENEFITS & WELLNESS



Action Plan : The District is committed to fostering a culture of wellness that supports the physical, mental and overall well-being of all employees. Through a comprehensive and structured wellness initiative, the District continues to provide a variety of programs and opportunities designed to encourage healthy lifestyles, engagement, and work-life balance.

Key Wellness Opportunities Include:

- The Benefits & Wellness Team is continuously working with Districts group plan to promote annual wellness resources and incentives to promote health and wellness.
- Wellness Fairs - The Benefits & Wellness Team host annual wellness fairs that feature both internal and external vendors. These events provide employees access to health education, preventive screenings, and wide range of wellness resources and services.
- Employee Fitness Center - A dedicated fitness center is available to all district employees, supporting regular physical activity and healthy habits. To date, more than 600 employees have completed a waiver for fitness center participation.
- District Wide Wellness Challenges - The District partners with Hernando community organizations to offer wellness challenges and friendly competitions focused on fitness, weight tracking and healthy lifestyle habits. These initiatives encourage participation, motivation and sustained engagement in wellness activities.



PRIORITY 2: STRATEGY 3 - BENEFITS & WELLNESS



Year	Board Contribution	HMO 60 Employee Only Deduction	HMO 54 Employee Only Deduction	PPO Employee Only Deduction
2022	\$ 275.36	\$ 101.19	\$ 47.51	\$ 76.65
2023	\$ 341.02	\$ 101.19	\$ 39.03	\$ 72.36
2024	\$ 367.55	\$ 101.19	\$ 35.03	\$ 70.64
2025	\$ 392.22	\$ 101.19	\$ 31.83	\$ 69.03
2026	\$ 421.83	\$ 101.19	\$ 27.67	\$ 67.10

- The Benefits & Wellness Team completed Request for Proposals (RFP) for health benefits in 2021 and 2024, resulting in cost savings for both the District and its employees.
- The Benefits & Wellness Team continuously evaluates benefit plans offered in Florida to enhance the District’s benefits package, sharing insights with Insurance Committee for discussion, identification of potential cost savings and consideration of possible changes.
- The District has demonstrated a long standing commitment to employee well-being by consistently contributing to employee insurance premiums. Over the past five years, the Board has absorbed the rising costs of the employee HMO 60, insurance premium. As a result, the premiums for the lower-cost plans have decreased.



PRIORITY 2: QUESTIONS ?

