



**Destination 2025 Monthly: June 2018**  
**Prepared by the Department of Research & Performance Management\***

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**Key Findings**

- On average, employees were present 95% of contracted days, missing an average of 11 days each year.
- From 2015-16 to 2016-18, the percentage of students effected by long-term subs decreased from 8.6% to 3.9%. The largest decreases were 7.9 points at the middle school level and 2.2 points at the high school level.
- In 2018, fewer than 1% of students were assigned to teachers who taught outside their areas of certification.

**Employee Absences**

Data provided by the Department of Human Resources for fiscal years 2016, 2017, and 2018 were analyzed to determine the degree of absenteeism among those Shelby County Schools employees who had the most direct impact on student achievement. Teachers, school administrators, and central office administrators (classified by Human Resources as salaried administrative and instructional employees) comprised the employee sample population. Non-certificated support personnel classified by Human Resources as Clerical, Classroom Instructional Support, Food Service, Plant Maintenance, and Transportation were not included in this analysis. Attendance rates and reasons for absence were examined. Data were grouped according to both school-based and non-school-based administrative and instructional employees.

The overall three-year attendance rate for school-based employee groups was 95%, and this percentage was nearly the same for both school-based administrative (96%) and school-based instructional (95%) employees. The overall average attendance rate for non-school-based employees was 94%. The attendance rate for non-school-based administrative employees was 92%, and the attendance rate for non-school-based instructional employees was 96%. Three-year averages are presented below.

**Three-year average attendance rates (FY 2016 – 2018)**

Employee Type1	Work Base	Avg. # Employees	Avg, Contract Days	Avg. Days Absent	Avg. Attendance Rate
<b>All Groups</b>	<b>School Based</b>	8,045	193	9	95%
	<b>Non-School Based</b>	1,031	221	13	94%
<b>Administrative Certified</b>	<b>School Based</b>	267	225	7	97%
	<b>Non-School Based</b>	156	231	17	92%
<b>Administrative Non-Certificated</b>	<b>School Based</b>	15	197	9	96%
	<b>Non-School Based</b>	118	243	19	92%
<b>Instruction</b>	<b>School Based</b>	4,827	194	10	95%
	<b>Non-School Based</b>	216	217	9	96%

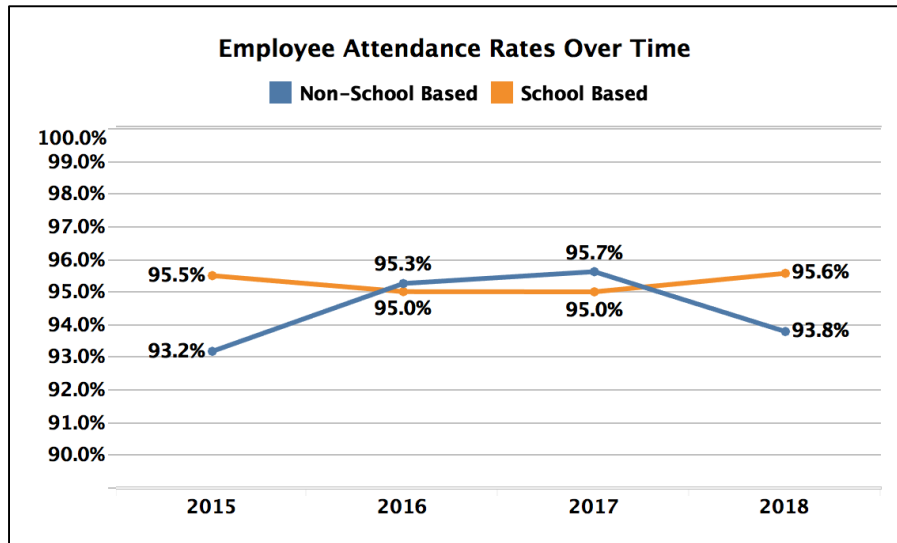
\*This brief contains teacher attendance/certification data provided by the Department of Human Resources.



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When examining attendance rates over time for both school-based and non-school-based employees, attendance has remained relatively flat since FY2015 and has ranged from 93% to 96%.



The most frequent reasons for absence for all groups in 2018 were illness (68%), Board-approved absences (9%), and vacation (8%). The graph below shows the comparison of school-based to non-school-based employees. Sick days were the most frequent reason for absences for both school-based employees (71%) and non-school based employees (47%). Note that medical leave of absence was not presented as a separate reason for absence in Human Resources data. Sick days may reflect some employees on medical leave.

### Employee Absences by Reason

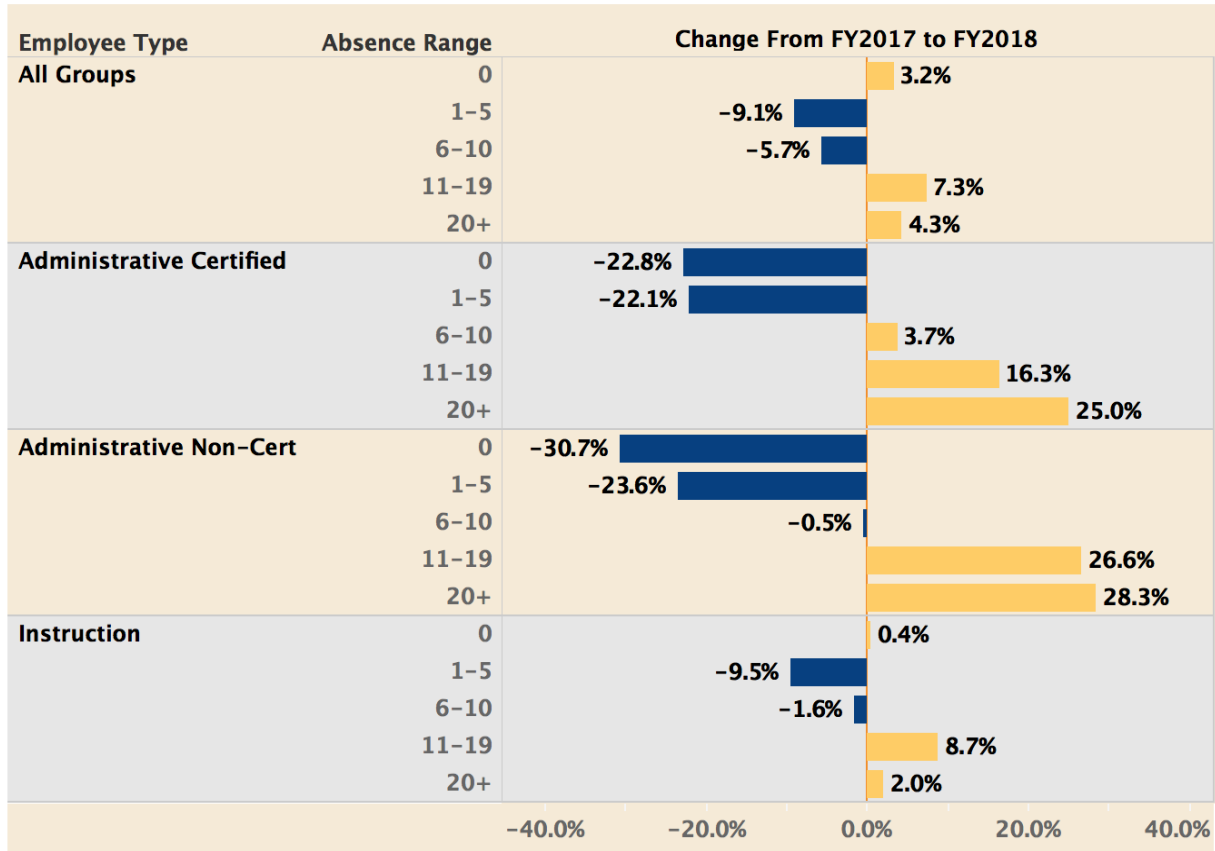
		2017	2018
School Based	<b>SICK</b>	67.15%	71.36%
	Vacation	3.23%	3.13%
	Board Approved	12.50%	9.84%
	Personal	7.07%	6.77%
	Professional Day	7.58%	6.57%
	Unpaid Absence	0.97%	0.68%
	Jury Duty	0.69%	0.52%
	On-Job Injury	0.64%	0.84%
	Military	0.14%	0.22%
	Religious Holiday	0.03%	0.05%
	Legislative Leave	0.00%	0.02%
	Non-School Based	<b>SICK</b>	44.13%
Vacation		41.07%	40.67%
Board Approved		7.34%	6.64%
Personal		3.03%	2.52%
Professional Day		2.76%	1.70%
Unpaid Absence		0.58%	0.71%
Jury Duty		0.26%	0.47%
On-Job Injury		0.78%	0.60%
Military		0.05%	0.01%
Legislative Leave			0.15%



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In 2018, the percentage of employees who missed more than 10 days increased for each group, and 33% percent of all employees missed an average of more than 10 days across all absence types. Comparison by employee type revealed that 70% of Administrative Non-Certificated employees, 50% of Administrative Certified employees, and 32% of Instructional employees were absent more than 10 days. This is an expected trend given that most school-based staff including teachers do not have vacation days while year-round full-time employees do earn vacation time and have additional contracted days that could contribute to a higher number of absences.



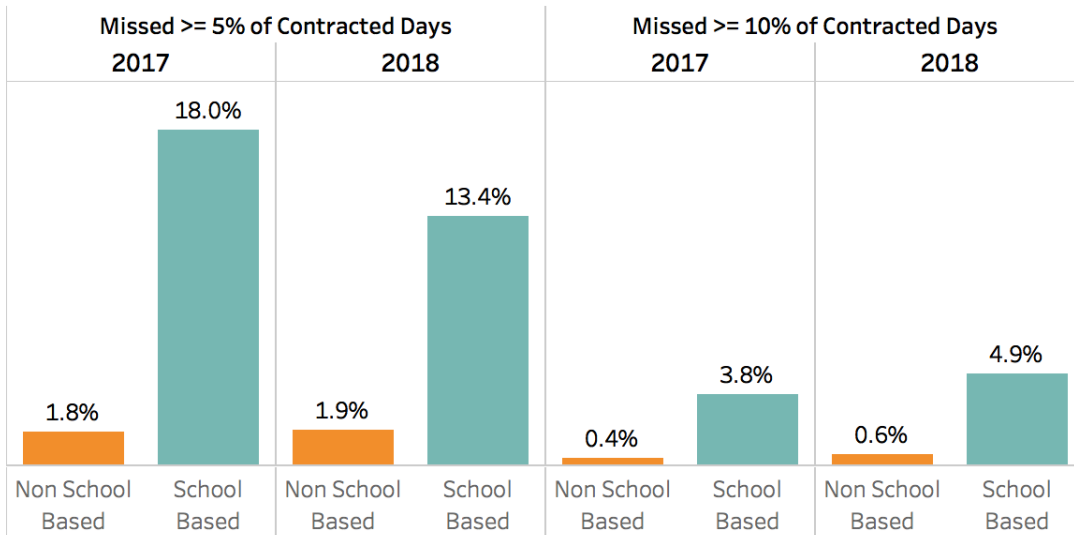
Given the varying number of contracted days and approved absence types for different employee groups, the chart that follows shows how many employees may be at risk for absenteeism based on the percentage of sick days taken during the year. A notable change in 2018 is a five-point decrease in the number of school based employees who missed 5-10 days due to illness. However, the employees in this group should be considered at risk on an individual, case-by-case basis, as some may be on medical leave or have other extenuating circumstances that have contributed to their absences due to illness.



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### Employees Taking Significant Sick Time



### Long-term Substitutes

Long-term substitute positions for regular classroom teachers were included in this analysis. Charter schools were excluded because teacher staffing is not managed centrally for these schools. Specialist positions like counselor, librarian, art, music, and PE were not included since they serve the whole school instead of a subset of students. On average, 2% of students each received 67 days of classroom instruction from long-term substitute teachers in 2015-16 and 2016-17.

Year	Long-term Substitutes	Avg. Instructional Days	Students Served	Avg. District Enrollment	Avg. % of District Enrollment
2015-16	92	57	3,808	98,734	3.9%
2016-17	91	77	3,069	93,004	3.3%
2017-18	65	67	1,912	95,755	2.0%

From 2015-16 to 2016-18, the percentage of students effected by long-term subs decreased from 8.6% to 3.9%. The largest decreases were 7.9 points at the middle school level and 2.2 points at the high school level.

Level	Year	Long-term Substitutes	Instructional Days	Students Served	Enrollment	% of Enrollment
Elementary	2015-16	65	3,671	1,304	52,822	2.5%
	2016-17	72	5,496	1,633	49,770	3.3%
	2017-18	53	3,264	1,514	54,023	2.8%
Middle	2015-16	16	823	1,645	19,171	8.6%
	2016-17	6	482	387	17,599	2.2%
	2017-18	2	71	108	16,108	0.7%
High	2015-16	11	711	859	26,741	3.2%
	2016-17	13	996	1,049	25,635	4.1%
	2017-18	9	941	265	25,624	1.0%



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### Teachers on Waiver

In 2018, less than one percent of students were assigned to teachers who taught outside their areas of certification, meaning they received waivers. Charter schools were excluded because teacher staffing is not managed centrally for these schools. Instances of teachers who taught outside their areas of certification were most frequent in the elementary schools.

Level	Year	Waivers	Students Served	Enrollment	% of Enrollment
Elementary	2016-17	2	44	49,770	0.1%
	2017-18	4	77	54,023	0.1%
Middle	2016-17	3	373	17,599	2.1%
	2017-18	1	32	16,108	0.2%
High	2016-17	4	653	25,635	2.5%
	2017-18	1	140	25,624	0.5%

### Recommendations

In order to promote strong employee attendance and ensure all students receive high-quality instruction from their teachers every day, SCS committed to the recommendations below in 2017. Progress over the past year is provided in the right column.

2017 Recommendation	Progress Since Then
Present a new employee attendance policy for the Board's consideration in the coming months.	<ul style="list-style-type: none"> <li>SCS will continue to monitor attendance and absence data to determine if policy changes are needed.</li> </ul>
Continue to utilize employee attendance dashboards, manuals and training for principals to assess absenteeism at schools.	<ul style="list-style-type: none"> <li>Attendance dashboards have been published in Tableau, and SCS' Decision Analytics team will transition the dashboards to Power BI in July 2018.</li> </ul>
Build upon 2017-18 successes and lessons learned from school substitute budget that may encourage improved employee attendance.	<ul style="list-style-type: none"> <li>Administration is more thorough in reporting vacancies and need for long term substitute teachers</li> <li>Schools are reporting more accurate financial data as it relates to budgetary coding for teacher absences and substitute coverage</li> <li>School based incentives are offered to encourage improved employee attendance</li> </ul>
Continue to promote employee wellness initiatives that can improve health and attendance.	<ul style="list-style-type: none"> <li>8 Week Onsite Fitness Classes – Riverview Middle, Southwind HS (2), BOE and MSCEA</li> <li>Biometric screenings increased from 18.4% to 24.8%</li> <li>Mobile Mammography Screenings - October 2018</li> <li>Ask Cigna Days -20 School Locations</li> <li>6 Monthly Lunch &amp; Learn Seminars – 120 Attended</li> <li>Men's Health Awareness - June 2018</li> <li>71 Flu Shots in 2017 – Scheduled for Oct. 2018</li> <li>Fitness Challenge - July 2018</li> <li>Health Advocacy Engagement Goal is to increase engagement by 5% among members with Chronic</li> </ul>



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	<p>conditions including mailers for preventive care, cervical &amp; breast cancer and colon cancer screening</p> <ul style="list-style-type: none"> <li>• Benefits Education - Mailers for information regarding Mycigna.com, Telehealth and MDLive</li> <li>• Train the Trainer – Training regarding Cigna services annually and benefits fair</li> </ul>
<p>Continue to implement successful early hiring and recruitment practices for teaching positions that limit the need for long-term substitutes and waivers.</p>	<ul style="list-style-type: none"> <li>• The number of long-term substitutes, teachers on waivers, and students served declined in 2018.</li> <li>• SCS' HR team set goals and monitoring processes to ensure more vacancies are filled within 20 days.</li> <li>• Compared to the same time last year, SCS has 250 fewer teacher vacancies and 200 more external hires.</li> <li>• SCS has deployed teachers on special assignment (TOSAs) to ensure more classrooms have certified teacher in place as vacancies are filled. 100 TOSAs have been identified for 2018-19.</li> </ul>