



PAULDING COUNTY SCHOOL DISTRICT HUMAN RESOURCES QUARTERLY REPORT

**Engage.
Inspire.
Prepare.**

The Human Resources Department is responsible for several functions related to matters concerning current and potential employees. Our primary commitment is to provide the processes, procedures, guidance and support for all employment matters, especially in the area of personnel, benefits, and wage and salary. The goal of our department is to recruit the best, provide resources and support to retain them for their entire career, and assist them with retirement.



The Class of 2024 - From left: Emily Weist (SPHS), Kaiden Applewaite (HHS), Casey Butler (EPHS), Nicholas Alexander (PCHS), Alliston Young (NPHS)

October 2024

3236 Atlanta Highway
Dallas, Georgia 30132
www.paulding.k12.ga.us



modeling our mission
EVERY DAY

RECRUIT. RETAIN. RETIRE.

Table of Contents

Introduction	3
Human Resources Division.....	3
Our Employees and Vacancy Information	4
Vacancy Information	4
Employee Services and Relations.....	5
Leaves & Retirement	5
Workers' Compensation	6
Compensation and Retention	6
The Paulding Experience	7
Retention & Recognition Programs	8
Certification and Performance Management	9
Substitutes and Absence Management	10
Recruitment and Onboarding	11
Employee Training and Continuous Development	11
HR Training Series	12
Paulding Degree Advancement Program (PDAP)	12

Introduction

Dear Paulding County School Board and Community Stakeholders,

We are pleased to present the Human Resources Quarterly Report. This report is designed to provide board members and the community with a comprehensive update on the progress and key performance indicators of our Human Resources Division that includes Employee Relations, Benefits and Compensation, Recruitment and Retention, Substitute Training and Management, Workers Compensation and FMLA as well as certification and performance management

The PCSD Human Resources Department provides support to staff members ensuring effective job performance that benefits all students. It is the goal of the Human Resources Department to recruit, retain, and support the best available candidates; promote employee/employer relations; foster a safe, welcoming, respectful and inclusive workplace; and develop a culture in which optimum staff performance and satisfaction are encouraged and created.

We are committed to ensuring that our schools are staffed with highly qualified, certified educators who are committed to student achievement, growth and success.

Sincerely,



Steve Barnette
Superintendent

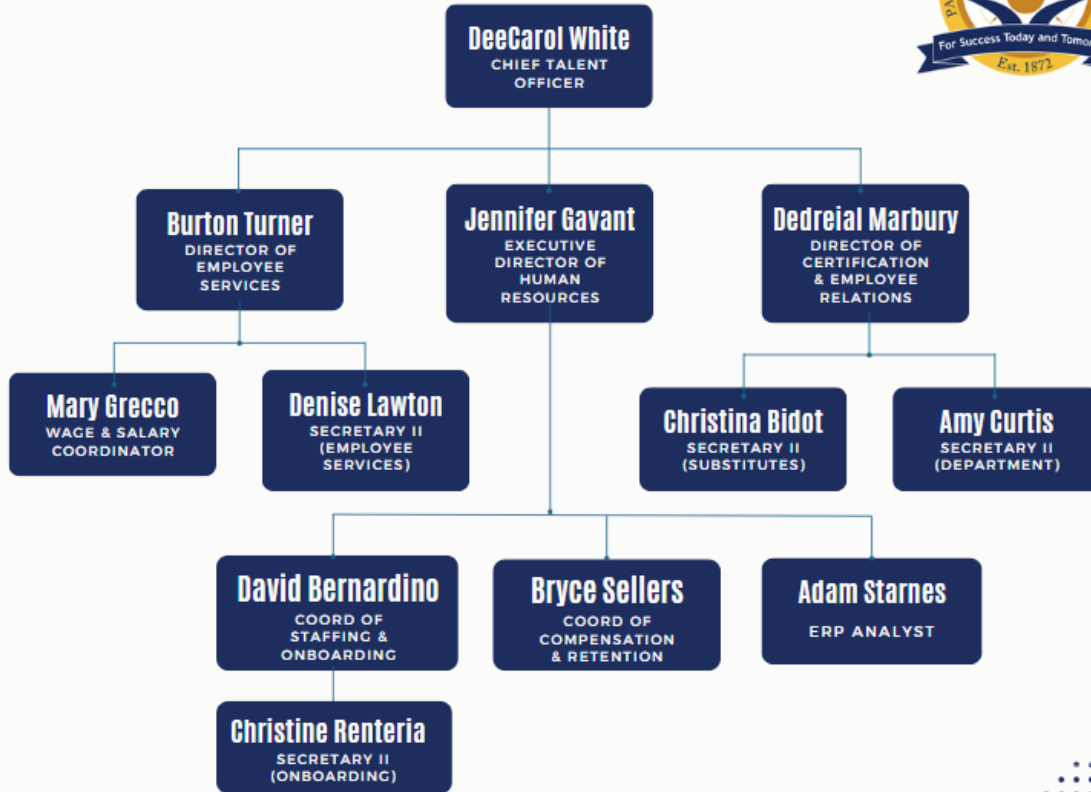
DeeCarol P. White
Chief Talent Officer

Human Resources Division

The Human Resources Division is dedicated to supporting employees at every stage of their careers, from recruitment and onboarding to mentoring, evaluation, engagement, and benefits management. Our goal is to attract, develop, and retain highly qualified staff who are committed to student success. We foster a positive and supportive work environment by promoting strong relationships, encouraging employee engagement, and providing professional development opportunities that enhance career growth and advancement.



HUMAN RESOURCES ORGANIZATIONAL CHART



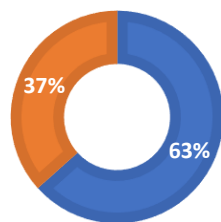
Our Employees and Vacancy Information

Our district employs 4,061 dedicated staff members who support students and maintain a high-quality learning environment. This includes 1,487 classified staff (37%) in essential roles such as bus drivers, monitors, maintenance, nutrition, custodial, paraprofessional, nursing, safety, and clerical support.

Additionally, 2,574 certified staff (63%), including teachers and administrators, drive academic excellence and leadership.

EMPLOYEE CLASSIFICATION

■ Certified ■ Classified

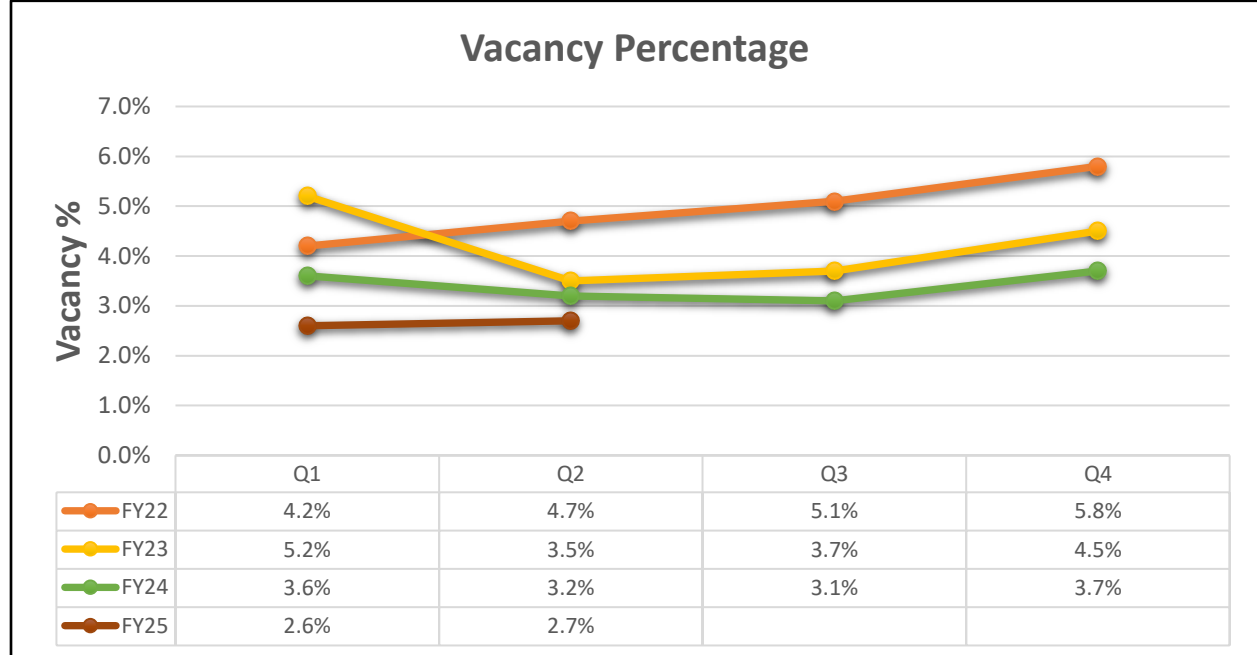


Vacancy Information

The district's vacancy rate has been steadily declining, reflecting the Board and Superintendent's commitment to competitive pay and benefits. Effective recruitment and retention efforts from Human Resources,

schools, and departments have supported this progress.

In Q2, the overall vacancy rate increased slightly by 0.1%. School-based vacancies rose by 0.4% (11 positions), while transportation vacancies increased by 0.2% (1 position).



Employee Services and Relations

Employee Services manages the district's non-salary benefits, ensuring employees have access to essential support programs. These include health, dental, vision, and life insurance, disability coverage, flexible spending accounts, accident and critical illness insurance, hospital indemnity, legal assistance, Telehealth, and an Employee Assistance Program (EAP).

In 2024, 675 new hires became eligible for benefits, highlighting the district's commitment to comprehensive coverage.

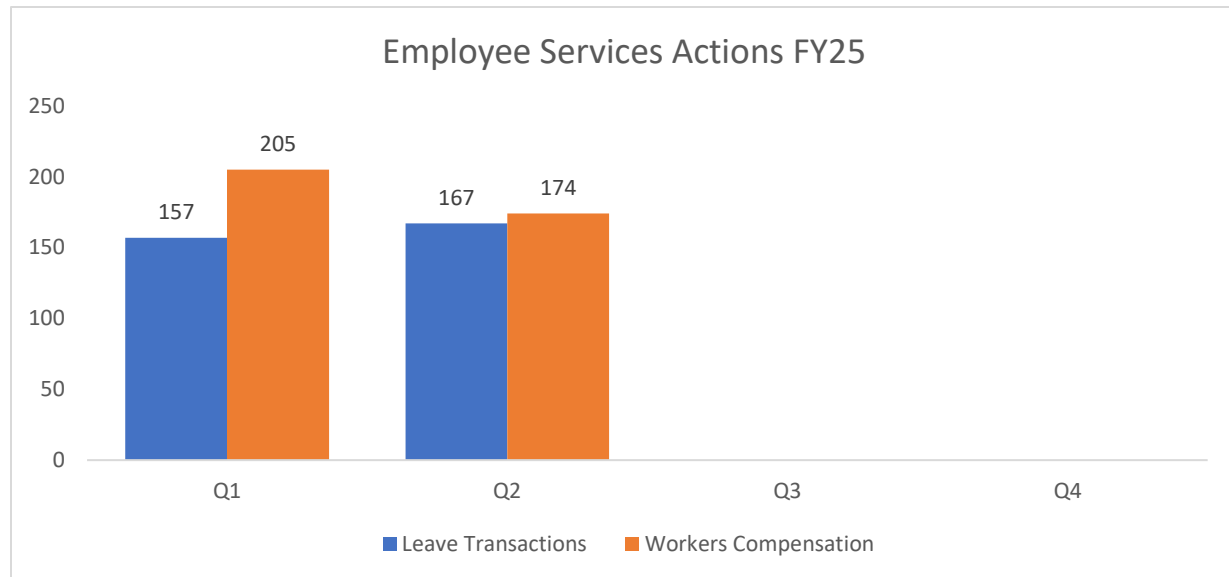
Leaves & Retirement

Employee Services manages leave requests, processing 558 FMLA transactions and 53 other leave requests (educational, military, miscellaneous, and long-term) in the 2023-2024.

Retirement planning is a key milestone, and in the 2023-2024, 67 employees retired under the Teachers Retirement System of Georgia (TRS) and the Public-School Employees Retirement System (PSERS). The district also oversees voluntary 403(b) and 457(b) retirement plans, managing approximately \$72 million in assets.

Workers' Compensation

Employee Services ensures workplace safety and fair compensation for on-the-job injuries by managing workers' compensation claims in partnership with the Georgia School Board Association (GSBA). In 2024, 605 claims resulted in \$1,896,942.42 in payouts. The department also supports employees in navigating benefits, leave, retirement, and workers' compensation efficiently.

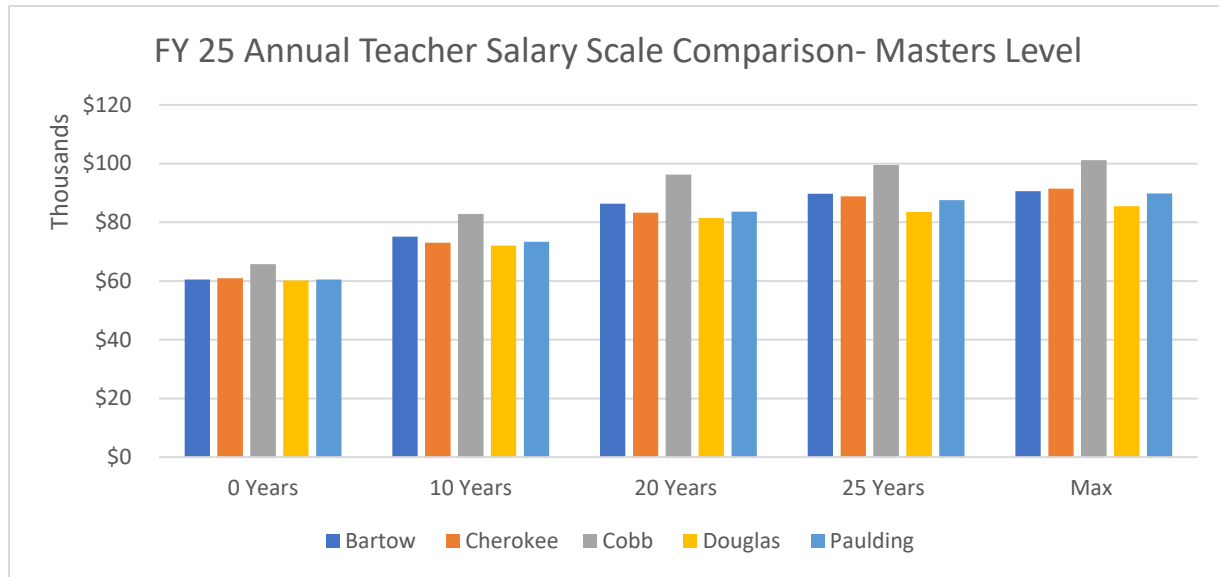


Employee Relations fosters a positive and collaborative work environment by resolving grievances, managing workplace conduct, overseeing performance management, and promoting professionalism. Open communication and proactive engagement help maintain a respectful and effective school community.

Human Resources ensures compliance with Title IX, overseeing investigations of sex-based discrimination and harassment while providing staff training on legal responsibilities. HR also enforces workplace policies, manages accommodations, and promotes fair treatment to support a safe and inclusive work environment.

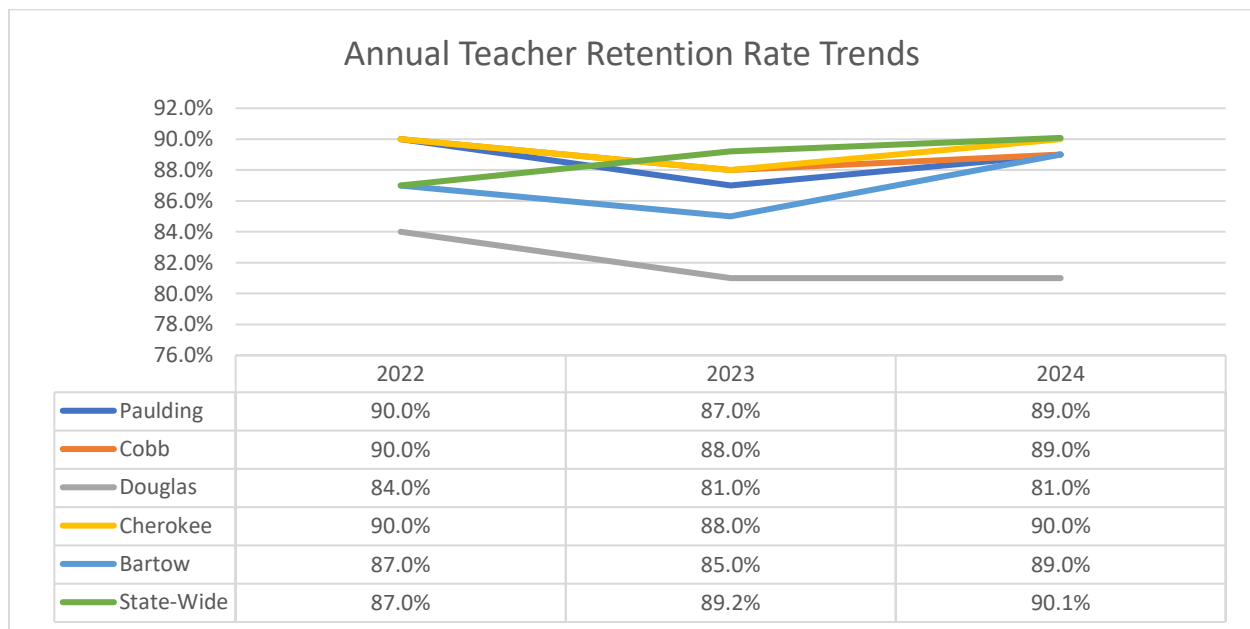
Compensation and Retention

The Compensation Department manages the district's pay structures and incentives to fairly compensate employees based on skills, experience, and performance. Responsibilities include evaluating credentials for step placement, processing transfers and terminations, developing incentive programs, updating work calendars, administering salary increases, revising pay schedules, approving job descriptions, and conducting salary surveys to remain competitive. The district strives to attract, retain, and motivate a highly qualified workforce through a competitive total compensation plan, detailed on the [Careers at Paulding](#) webpage.



The Paulding Experience

Teacher retention is essential for educational stability, quality instruction, and strong student-teacher relationships. However, nationally about 10% of teachers leave within their first year, and 44% within five years, leading to disruptions in instruction, morale, and school culture. Retaining educators not only strengthens learning outcomes but also maintains public trust in our schools. By investing in teachers, we build a more stable and successful future for our students.



**Information obtained from Georgia Insights, Georgia Department of Education, Teacher Pipeline Dashboard*

Paulding County School District has maintained a strong and stable retention rate over the past three years, outperforming state and neighboring district trends. Our goal is to offer a competitive compensation program that attracts, retains, and motivates a highly qualified workforce.

Paulding provides competitive salaries for new and mid-career educators, ensuring strong compensation in the early years. However, salary growth lags behind in the later stages of an educator's career compared to other districts. To maximize earnings, educators have opportunities to increase their salary by obtaining advanced degrees.

Retention & Recognition Programs

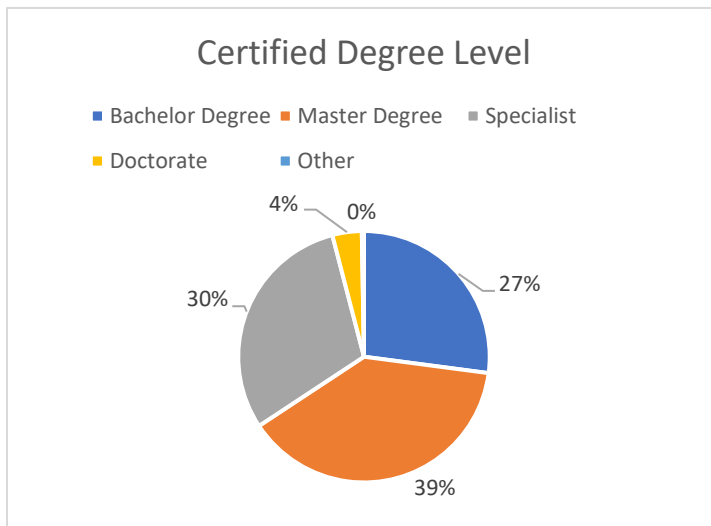
PCSD prioritizes teacher retention by fostering a supportive work environment where educators feel valued. We emphasize well-being, recognize achievements, and provide opportunities for collaboration, professional development, and career growth.

Teacher of the Year	The Teacher of the Year Program recognizes outstanding educators who demonstrate excellence in teaching, dedication to student success, and a commitment to their school community. Each year, teachers are nominated and selected based on their impact, innovation, and leadership.
Employee of the Year	This program highlights the contributions of non-teaching school employees who support the education of our students in preschool through grade 12. The overall purpose of the program is to pay tribute to the tireless efforts of our District's outstanding school employees who are not eligible for recognition as a Teacher of the Year (TOTY). These employees are vital staff members who play key roles in creating a district and school environment that promotes our District's vision and mission.
Star Staff	"Star Staff: Employees of The Month," where we will select two employees every month and shower them with an assortment of tokens of appreciation sponsored by local businesses and vendors. Winners are announced each month and celebrated! The 'Star Staff' employees will receive a gift bag filled with a variety of goodies, as well as a public display of gratitude for their diligence and dedication for the work they do.
Attendance Incentive	The attendance incentive program is designed to reward bus drivers, monitors, custodians, school nutrition assistants, parking lot guards and maintenance employees, (who do not qualify for TRS) for excellent attendance. It is believed that improving attendance increases our educational and work effectiveness.

Certification and Performance Management

The Certification Department processes certification documents for new hires and staff, including renewals every five years for educators and paraprofessionals. This process requires a background check and satisfactory performance evaluations.

Continuous improvement is key to maintaining educational standards. Staff performance management begins with clear role-specific objectives, regular assessments, and constructive feedback to support professional growth. PCSD evaluates certified staff using Georgia's Teacher Keys (TKES) and Leader Keys (LKES) Evaluation Systems, while other employees are assessed based on job descriptions. Evaluations include pre-evaluation conferences to set expectations, mid-year reviews to track progress, and summative conferences for annual feedback.



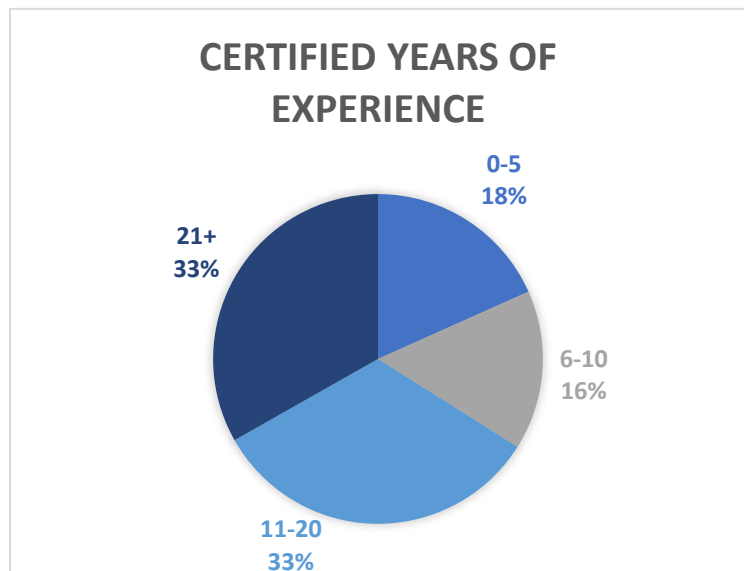
Master's Degree (973 staff, 39%) – The largest percentage of certified staff hold a Master's degree, reflecting a strong preference for graduate-level education.

Specialist Degree (761 staff, 30%) – A significant number have pursued education beyond a master's degree, emphasizing advanced learning.

Highly Experienced Workforce – Over 66% of staff have more than 10 years of experience, highlighting a well-established team.

Lower Early Career Representation – Staff with 0-10 years of experience make up 34% of the workforce, possibly indicating challenges in retention or fewer recent hires.

Career Longevity – The largest experience groups (11-20 years and 21+ years) are nearly equal, demonstrating steady career progression within the district.



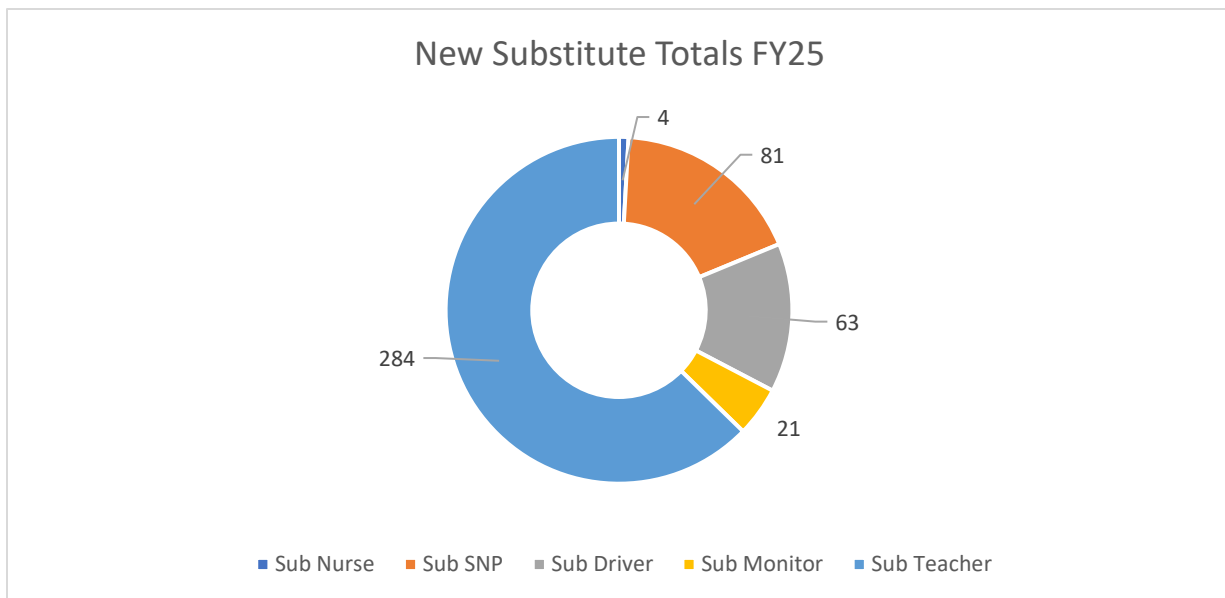
Substitutes and Absence Management

Substitutes are vital to maintaining continuity in learning, stepping in when teachers and paraprofessionals are absent. We appreciate their dedication and impact on student success.

To ensure they are well-prepared, substitutes must complete training through Northwest GA RESA and a district-specific orientation before classroom assignments. In Q1 of 2024-25, 284 substitutes were processed to begin serving students.

The district offers monthly orientation sessions, a three-hour program led by School Leadership, Special Education, Safety and Security, Student Supports, and Human Resources. To support substitutes, we provide a handbook and gather immediate feedback through post-assignment surveys.

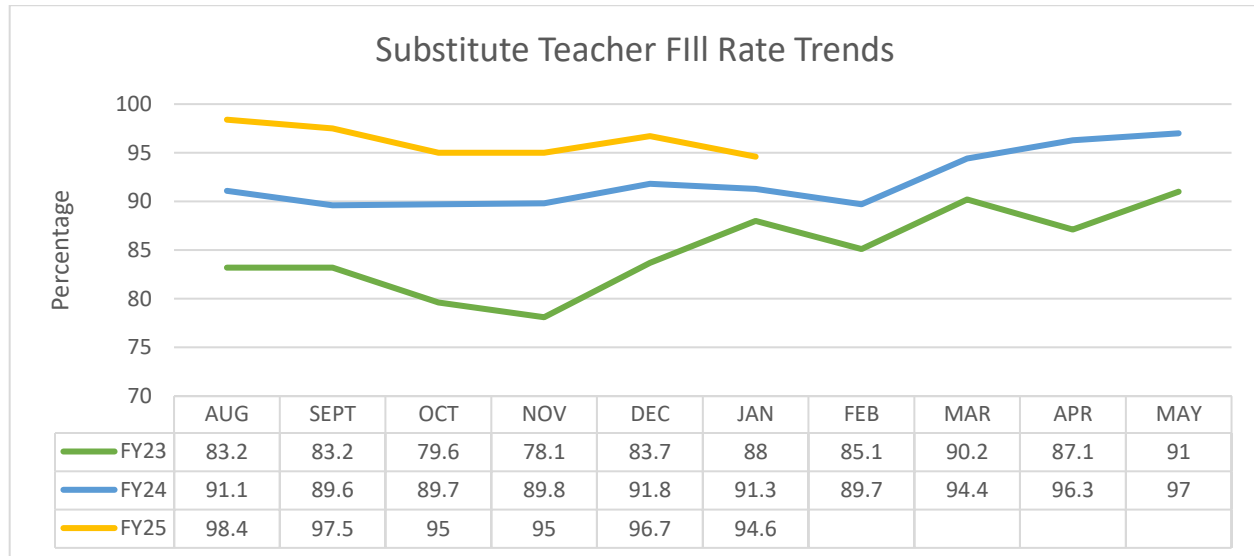
[Substitute Handbook Link](#)



The SmartFind Express system, managed by Human Resources, streamlines staff absence reporting and substitute placement, reducing administrative workload for school leaders.

By automating coverage, SmartFind Express allows administrators to focus on instruction and operations. It also provides valuable absence trend data to:

- Identify patterns to anticipate coverage needs.
- Monitor trends across schools and departments for policy improvements.
- Assess the impact of absences on student learning and school operations to ensure proactive solutions.



Recruitment and Onboarding

PCSD actively seeks talented individuals, with official recruitment running from January to April. Career fair attendance is based on past hiring success to maximize investment.

2025 Career Fairs:

- Jacksonville State University – 1/27 (57 applicants)
- Kennesaw State University – 1/28 (67 applicants)
- University of Georgia – 2/11
- Berry College – 2/14
- Metro RESA – 3/1
- University of West Georgia – TBA
- PCSD Career Fair – 3/6

A strong onboarding experience is key to a smooth transition. New employees attend a face-to-face orientation covering essential information, led by Human Resources, Technology, Safety & Security, and Business Services.

Employee Training and Continuous Development

Ongoing training is essential for a skilled workforce. PCSD's HR Training Series provides monthly sessions for administrators, supervisors, and clerical staff on key HR topics.

Training goes beyond routine instruction, focusing on leadership development and targeted skill-building to enhance staff capabilities, improve retention, and support long-term district success.

HR Training Series

PCSD offers training on:

- Employee Investigations
- Documentation & Critical Conversations
- Employee Leaves & Absences
- Interviewing & Hiring Best Practices
- HR Platforms (SmartFind, Employee Records, Applicant Tracking, Perform)

Feedback shows strong engagement, with many attendees participating in multiple sessions and finding the content valuable. A detailed session schedule and target audience are included in the flier below.



The flier features a background image of hands clapping. A blue stamp in the top left corner reads '2024/2025'. The title 'HR TRAINING SERIES' is prominently displayed in the center. Below the title, a paperclip is visible. The flier lists ten training sessions in two columns, each with a date, topic, and target audience. At the bottom, there are two identical buttons that read 'DETAILS & REGISTRATION IN KICKUP'.

SEPT 10	DOCUMENTATION & CRITICAL CONVERSATIONS Admin/Supervisors/Evaluators	JAN 14	EMPLOYEE SERVICES-LEAVES, RETIREMENT, WORKERS' COMPENSATION Admin/Supervisors/Evaluators
OCT 4	SMARTFIND EXPRESS - REPORTS & PROFILES Timekeepers / EACs	JAN 17	SMARTFIND EXPRESS- LEVEL UP! Timekeepers / EACs
OCT 15	EMPLOYEE INVESTIGATIONS AND PROTOCOL Admin/Supervisors/Evaluators	FEB 11	HIRING & INTERVIEWING- BUILDING YOUR TEAM Admin/Supervisors/Evaluators
NOV 12	FLSA, CONTRACTS & TENURE Admin/Supervisors/Evaluators	MAR 18	CRITICAL CONVERSATIONS & EVALUATIONS Admin/Supervisors/Evaluators
DEC 17	APPLICANT TRACKING & CANDIDATE SELECTION (VIRTUAL) Hiring Supervisors	APR 16	PERFORM- USER TRAINING (VIRTUAL) Supervisors/Evaluators

DETAILS & REGISTRATION IN KICKUP **DETAILS & REGISTRATION IN KICKUP**

Paulding Degree Advancement Program (PDAP)

In Fall 2023, PCSD partnered with Kennesaw State University's Bagwell College of Education to help educators advance their careers. This initiative supports teachers in earning master's degrees and assists

paraprofessionals in obtaining teacher certification, aligning with the district's Strategic Plan to recruit and retain high-quality educators.

Through the Professional Development Assistance Program (PDAP), PCSD invests in teacher growth and continued education to enhance student learning. By 2025, 33 educators will have graduated, with 21 earning master's degrees in July and 12 more completing in December. This partnership reflects the district's commitment to strengthening education in Paulding County.