
Staffing Updates

October 19, 2026

Connie Brimmer-Kaltz, Executive Director of Staffing
Jeff Kowweek, Chief Human Resource Officer

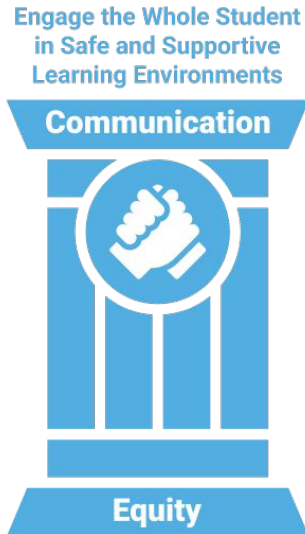


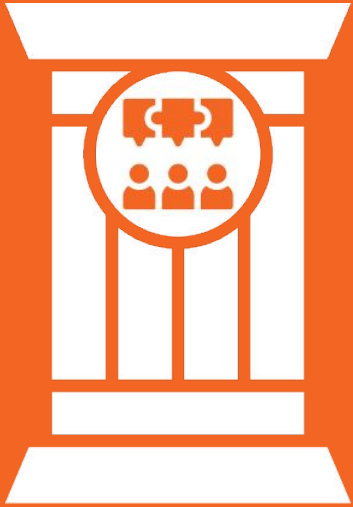
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THE PLAN

Four Pillars Guiding the Plan

Each pillar is grounded in two unifying commitments: **equity** and **communication**.





PILLAR THREE

Cultivate, Support,
and Retain
Excellent Staff

FOCUS AREAS

Strengthen Strategic Recruitment

Improve Retention of Excellent Staff

Enhance Employee Support & Development



Strengthen Strategic Recruitment

Applicant Pool and New Hire Data

Applicant Pool - All positions

April-September, 2026

How Did You Hear About Us?	
District Website	45.36%
Email	0.32%
Employee Referral	13.72%
Indeed	28.74%
Job Fair	1.17%
Social Media	2.47%
Teach NC/SchoolSpring	8.21%



Focusing on district HR website page in the coming months.



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Certified Applicants

April-September, 2026

NC STATE
UNIVERSITY



The University
of North Carolina
at Chapel Hill



ELON
UNIVERSITY

Increased emphasis on building partnerships with local universities with strong teacher education programs and ones where we have a high rate of return (**bold in chart**).



Top Education Institutes

University	Candidates	Hires
UNCG	75	14
NCCU	71	5
ECU	71	5
UNC-CH	44	12
UNCP	36	1
App State	29	4
Fay State	29	1
Winston Salem	21	1
Meredith	20	1
Elon	18	4
WCU	18	0
NCAT	16	1
UNCW	13	4
NCSU	12	3

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OCS Hiring Season

April-September, 2026

206 Total New Employees

Trends from 2025 to 2026:

- Decrease in new Beginning Teachers (42 to 30)
- Decrease in Alternatively Licensed BTs (28 to 10)
- Decrease in new Teacher Assistants (25 to 16)

Additional Information:

- Added 13 new bi-lingual staff members
- 50 new Substitute Teachers



OCS Hiring Season

April-September, 2026

- **7 OCS TAs hired as Teachers**
(Alternative Licensure Pathways)
- **3 OCS Student Teachers hired as Teachers (UNCG, UNC-CH, NCSU)**
- **9 Dual Employment Bus Drivers - 2 Daily and 7 Substitute Drivers**
- **4 Retired Teachers Hired as Teachers**



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Strengthen Strategic Recruitment *Current Demographic Data*

Licensed Staff Demographics

Classroom Teachers - Race

Classroom Teacher Race Data

Year	Black	White	Other
9/15/22	12.01%	79.72%	8.27%
9/15/23	12.82%	78.06%	9.12%
9/15/24	12.15%	78.49%	9.36%
9/15/25	12.28%	78.02%	9.17%
9/15/26	11.55%	79.08%	9.36%
State	25.53%	64.98%	9.49%



OCS Licensed Staff Demographics

Classroom Teachers-Gender

By Level	25-26 K-5	26-27 K-5	State K-5	25-26 6-12	26-27 6-12	State 6-12
Male	10.43%	7.76%	~18%	41.89%	36.94%	~42.0%
Female	89.57%	92.24%	~82%	58.11%	63.06%	~58.0%



OCS Licensed Staff Demographics

Classroom Teachers - Degree

Classroom Teachers					
Year	Degree				
	Associates	Bachelors	Masters	Advanced	Doctorate
9/15/22	0.00%	70.00%	28.63%	0.98%	0.20%
9/15/23	0.00%	60.31%	38.52%	0.39%	0.58%
9/15/24	0.00%	72.51%	26.49%	0.60%	0.40%
9/15/25	0.40%	64.16%	34.26%	1.19%	0.00%
9/15/26	0.20%	72.58%	26.21%	1.01%	0.00%
State	Not Reported	70.4%	28.1%	1.0%	0.4%



OCS Licensed Staff Demographics

Classroom Teachers - Experience

Classroom Teacher Data Comparison			
Year	Experience Bands		
	0 - 4 years	5 - 10 years	11+ years
9/15/22	27.20%	24.00%	48.80%
9/15/23	25.70%	21.00%	53.40%
9/15/24	23.51%	23.51%	52.98
9/15/25	22.38%	21.39%	56.24%
9/15/26	21.17%	19.56%	59.27%
State	~18.0 - 22.0%	30.0%	~50.0%



Improve Retention of Excellent Staff

Strategic Plan Updates

Vacancy Rates

Employee Recruitment

Maintain classified and licensed vacancy rates at 5% or less.

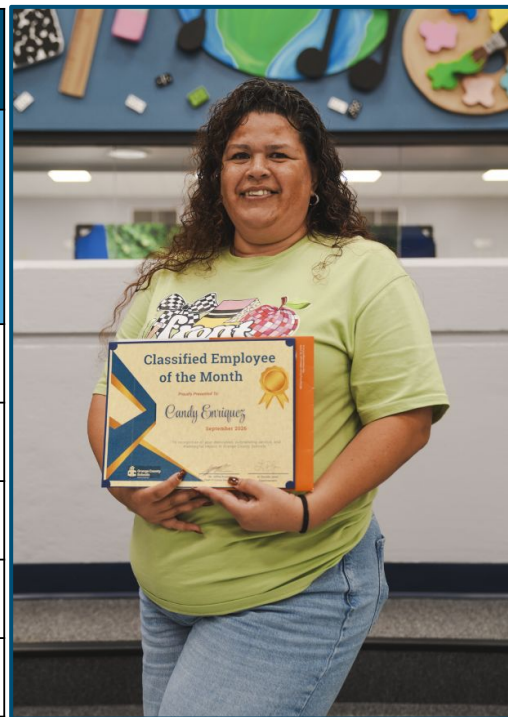
Year	Target	Actual	
2026	Baseline	Classified < 5.0%	Licensed <2.0%
2027	</=5%	Classified <2.1%	Licensed <2.0%
2028	</=5%		
2029	</=5%		
2030	</=5%		
2031	</=5%		



OCS Local Vacancies

Number of Positions

OCS Vacancies				
Year	1st Day of School Certified	1st Day of School Classified	End of Sept. Certified	End of Sept. Classified
22-23	44	20	17	14
23-24	22	18	17	15
24-25	17.5	21	20	15
25-26	11	15.5	9	16.5
26-27	8	10.5	9	7.5



Vacancy Summary

Trends

- Low vacancies overall
- Notable decrease this year in EC TA and EC Support Staff vacancies.
- Some vacancies are being filled by retired teachers.
- On October 16, 2026, no vacancies in High Math, Science or EC.



OCS Bus Driver Staffing

On October 6, 2026

- 2 Full Time Driver Vacancies
- 2 Dual Employees with Everyday Route (AM or PM)
- 7 Full Time Employees that serve as Substitutes

The Work Continues...



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Strategic Plan Updates

Staffing and Hiring Data

Staffing and Hiring Data

For filled positions, attain a 60 day or less time period from job posting to recommendation to hire.

Year	Target	Actual
2026	Baseline	< 60 days
2027	<=60 days	Certified = 32.15 Days; Classified =40.27 Days
2028	<=60 days	
2029	<=60 days	
2030	<=60 days	
2031	<=60 days	



Vacancy Fill Rates

Average Days to Fill Position

Our Efficiencies:

- Early Allotments
- Early Hiring
- Active Principal Recruiters
- Two-Way Communication
- Targeted Recruitment
- Rapid HR Responses & Action



Vacancy Rates for Hard-To-Fill Positions		
Position	Sept. 2025 Avg. Days Vacant	Sept. 2026 Avg. Days Vacant
CTE Teacher	39.5 days	26 days
EC Support Staff	86.8 days	29.3 days
EC Teacher	60.1 days	32.5 days
EC Teacher Assistant	52.0 days	43.9 days
High School Math	43.2 days	17.7 days
High School Science	24.8 days	17.0 days
Middle School Math	34.0 days	31.0 days
Middle School Science	69.7 days	19.0 days

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Substitute Fill Rates

July 13, 2026 through September 23, 2026

Substitute Fill Rates		
2025 Sept.	EOY 25-26	2026 Sept.
66.6%	70.32%	78.5%

145 Total Substitutes

- 65 Substitutes took jobs
- 586 Absences Recorded
- 421 Absences Filled
- 115 Not Filled



Strategic Plan Updates

Proficient Teacher Retention Rates (March 24 to March 25)

Proficient Teacher Retention Rate

Attain a proficient teacher retention rate of 90% or more per the state reported data (SY24-25 Data 90.4%)

Year	Target	Actual
2026	Baseline	TBD in Sept
2027	>/=90.0%	To be shared in Oct 2027
2028	>/=90.0%	
2029	>/=90.0%	
2030	>/=90.0%	
2031	>/=90.0%	



Teacher Turnover Reason Codes

School Year 2024-2025

Reason Codes			
Category	22-23	23-24	24-25
Number of Teachers Who Left	53	49	56
Beyond LEA Control	12	12	11
Initiated by the LEA	1	6	14
Other	18	4	8
Personal	22	27	23

Beyond LEA Control	Initiated by the LEA
-Retired with Full Benefits -End of Visiting Faculty Contract -Reduction in Force -Deceased	-Failure to Maintain License -Interim Contract Ended -Non-Renewal -Resigned in Lieu of Adverse Employment Action
Other	Personal
-Resigned Unknown -Other	-Re-employed Retired Teacher -Health of Disability -Career Change -Family Relocation -Family Responsibilities -Educational Sabbatical -To Teach in Another State/LEA/Private/Charter -Retired with Partial Benefits -Dissatisfied with Teaching



Teacher Turnover Data

School Year 2024-2025

NCDPI Teacher Turnover Report

Category	22-23	23-24	24-25
OCS State Attrition	10.60%	9.60%	11.00%
State Attrition	11.45%	9.88%	10.11%
Proficient Teacher Attrition in OCS	-	-	9.6%



Teacher Movement

School Year 2024-2025

Teacher(s) Moving to OCS from:	Teacher(s) Moving From OCS to:
● Alamance Burlington - 16 ● Durham - 4 ● Chapel Hill-Carrboro - 3 ● Caswell - 2 ● Chatham - 2 ● Guilford - 1 ● Winston Salem Forsyth - 1 ● Harnett - 1	● Alamance Burlington - 6 ● Durham - 1 ● Chapel Hill-Carrboro - 2 ● Caswell - 1 ● Wake - 9 ● Guilford County - 2 ● Winston Salem Forsyth - 1 ● Charlotte Mecklenburg - 2 ● New Hanover - 1 ● Charter School - 6



Employee Recognitions

Existing Programs:

- Principal of the Year
- Beginning Teacher of the Year
- Classified Employee Appreciation Lunch
- Teacher of the Year Banquet
- Retiree Celebration

New Programs:

- Peer-to-Peer Employee Excellence Award
- Designated Wednesday Wellness Activities and Information

The work continues...



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Enhance Employee Support and Development

Strategic Plan Update

Beginning Teacher Support Survey

Beginning Teacher Support Survey

Attain a positive response rate of 85% on at least 75% of all questions.

Year	Target	Actual
2026	Baseline	85% positive response rate on 73% of questions
2027	75%	To be reported in October 2027
2028	76%	
2029	77%	
2030	78%	
2031	79%	



Beginning Teacher Survey Data

Beginning Teacher Survey Data		
Admin/District Support	Lead Mentor Support	Retention Factors
Top 2 Survey Categories		
80.0%-School administrators provide clear expectations and constructive feedback. 80.0%-School Administrators are accessible when I need advice or guidance. 80.0%-I understand the licensure and evaluation requirements expected of me.	91.43%-My mentor provides feedback that helps improve my instructional practices. 88.57%-My mentor makes me comfortable seeking guidance when challenges arise. 88.57%-My mentor helps me set professional goals to improve my teaching practice	#1 Factor for Retention -Positive School Culture and Work Environment #2 Factor for Retention -Student Behavior Support Systems



Beginning Teachers

Alternatively Licensed Beginning Teachers

Year	Total BTs	Alternative
22-23	88	40.91%
23-24	91	48.86%
24-25	75	49.33%
25-26	77	51.90%
26-27	66	40.92%

4 Largest Cohorts of Beginning Teachers

Year	Elem. Core	EC	Math Middle/ High	CTE
25-26	21	15	9	6
26-27	15	15	10	4



Retention of Beginning Teachers

Beginning Teacher Retention Rates				
Retention	*PT/EL	**R	***SP 1	Total
Returned for 25-26	41.18%	88.00%	78.30%	78.30%
Returned for 26-27	76.00%	69.23%	86.49%	80.00%

Legend

*PT = Permit to Teach

*EL = Emergency License

**R=Residency License

***SP 1 = Initial License (Traditional Teacher Education Program)



All OCS BT 3s met their licensure requirements!

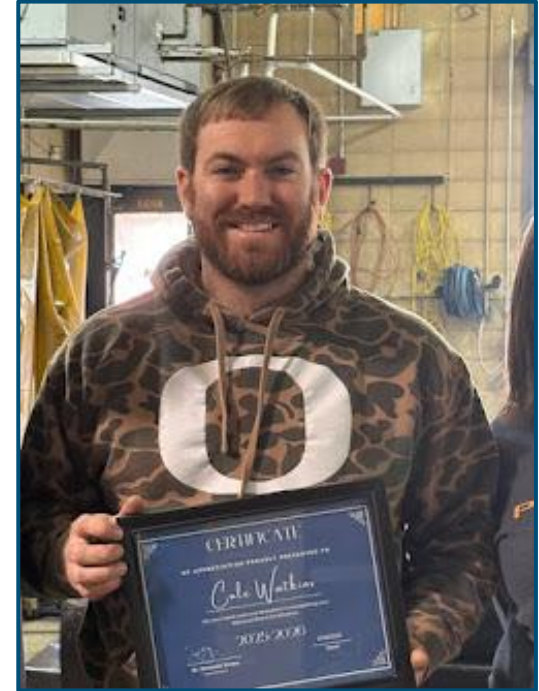


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National Board Certified Teachers

OCS National Board Certified Staff

Year	NBCT Staff	NBCT Candidates
Sept. of 24-25	63	28
Sept. of 25-26	84	22
Sept. of 26-27	89	TBD in Feb.



NBCT Initiative

OCS seeking to be a National Board Accomplished District (20% of eligible certified staff)

- 14 attendees to NB Interest Session
- Aspiring National Board Teacher Sponsorship campaign
- Distributed ~\$10,000.00 in reimbursements at end of 25-26



Advanced Teaching Role (ATR) Grant

Summary:

- 3- year state grant approved for implementation in 2027-2028 in 4 schools.
- Part of 3-County Consortium with Durham and CHCCS, with EC focus.
- Programmatic support, resources and guidance begins in January 2027.
- HR will partner with Academics, Office of School Leadership, Principals, and Teachers to ensure success.
- The ATR grant facilitates the influence and expertise of great OCS teachers to be shared with more students and staff members on a daily basis.
- The ATR grant provides meaningful stipends to teachers and staff who take on additional leadership responsibilities.



Pillar 3: The Work Continues...

Strengthen Strategic Recruitment	-Digital texting campaigns -TA to Teacher Pipelines -Establishing more pipelines for classified staff
Improve Retention of Excellent Staff	- Created peer-peer recognition opportunity - Establish Wellness Wednesday Activities - HR focus on customer service - ATR Grant
Enhance Employee Support and Development	- HR lunch-office hours at schools - Aspiring NBCT Fundraising Campaign - Wellness Wednesday emails - BT Support w/Tiered Coaching Structures - Topical training sessions for district leaders





Questions?



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