



Building a Bright Future

**Strengthen Retention
Through Behavior
Management**

Derrick Archibald

CMCSS Student Transportation Safety and
Disciplinary Coordinator

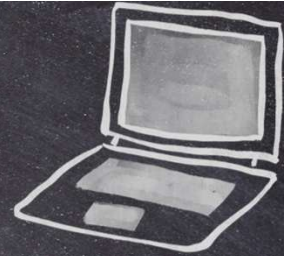
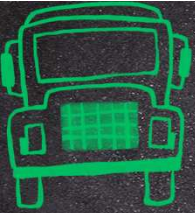
- Email: Derrick.archibald@CMCSS.Net
- Phone Number: 931-358-4236



Purpose of Today's Session

How behavior-focused initiatives in Transportation Departments can transform staff morale, engagement, student leadership, and retention.





Targets

- Behavioral Data
- Initiatives with measurable outcomes
- Investing in people is always right





Retention Challenges

- High turnover in transportation roles
- Burnout, disengagement, lack of growth
- Retention impacts:
 - Safety, student and staff experience, and operational efficiency



Retention in Transportation

- Student behavior & administration of consequences
- Pay/Hours/Benefits
- Work environment





Turnover Due To Behavior

10%

2020-2021 School Year

0%

2024-2025 School Year



2024-2025 Rentention Data

67%

Second highest rentention rate in the last
35 years

2020-2021 SY Rentention

- 18% Overall reduction of staff
- Even after the hiring of 57 drivers in the same year
- Net loss of 10 drivers
- 120 driver short



Support & Consistency

50%

2021-2022 SY

82%

2024-2025 SY

32%

Improvement

Behavior Referrals

24%



Referral Data:

- 2023–2024 School Year: 7,232 referrals
- 2024–2025 School Year: 5,526 referrals



24% reduction in driver/aide and administrator frustrations



Improvement reflects the impact of behavioral approaches, initiative programs, and a continued commitment in supporting staff



Paper To Digital

63%

Improvement to referral data tracking metrics.
What does this mean?

- Better informed decision-making
- New best practices to address changing behaviors
- Improved operational efficiency
- Clear understanding (picture) of trends and much more

Behavioral Approach:

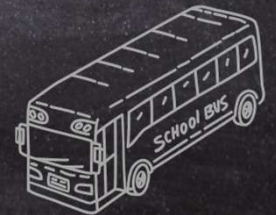
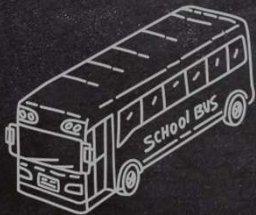


The missing link



Mindset Shift: From Good To Great

GOOD	×	GREAT	×
Reactive	→	Proactive	
Compliance	→	Culture	
Job Roles	→	Career Growth	
Focus on positions	→	Focus on the people	



Job Fulfillment

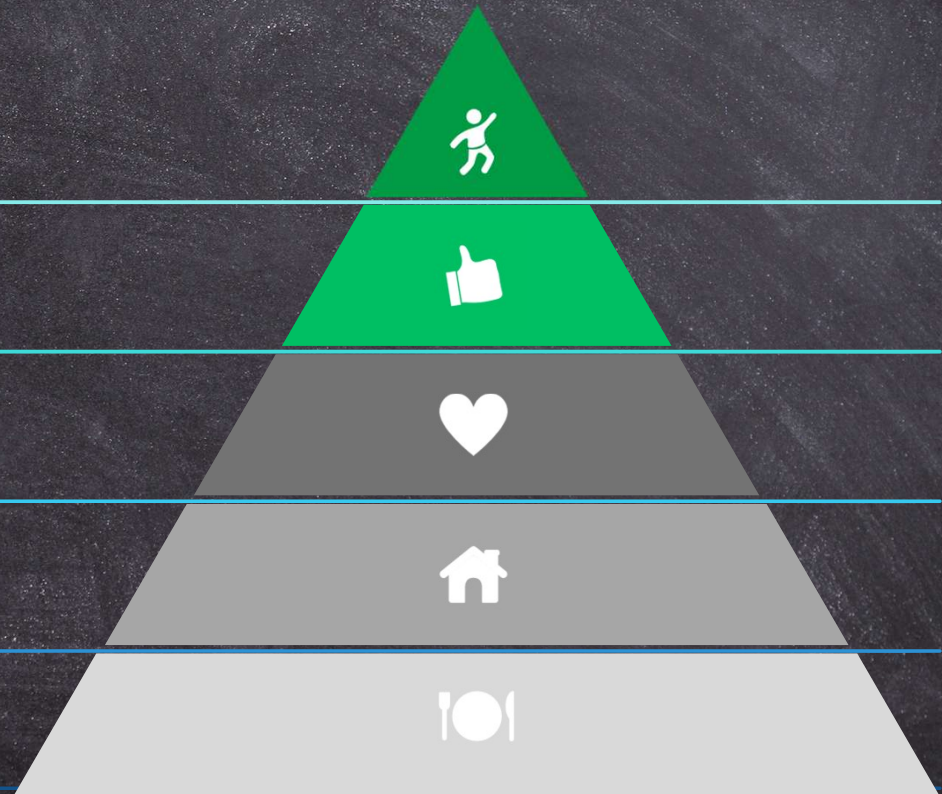
⑤ Self-Actualization (Fulfillment Needs)

④ Esteem Needs

③ Love and Belongingness

② Safety Needs

① Physiological Needs (Basic Needs)





Transformation:

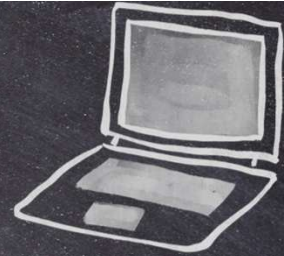
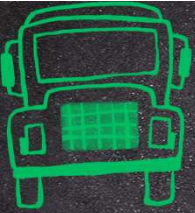
- **Behavior-Focused Initiatives**
- **Innovative Incentive Programs**
- **Training and Leadership Development**
- **Staff and Student Relationships**



Behavior Initiatives

Behavior Initiatives


- **Transportation Advisory Board**
 - Panel board focused on departmental culture
 - Gives valuable input and empowers staff to lead change
- **Online Referral System:**
 - Digital innovation in reporting bus conduct reports
 - Bridges the gap between drivers/aides and administration teams
- **Updated Referral Classification:**
 - Redesign of behavior referral process:
 - Category 1 – Minor Infractions
 - Category 2 – Moderate Infractions
 - Zero Tolerance – Major Infractions requiring immediate and serious attention





Behavior Initiatives



- **Revised Student Code of Conduct and discipline documents**
 - A comprehensive overhaul of the Student Code of Conduct
 - To align expectations, consequences, and support with the district
 - Aligns all district documentation for behavior
 - **Revamped training for new hire**
 - Student management training (Rising Leader Model)
 - Emphasizing student leadership and positive influence strategies
 - Rooted in personal development and relationship building principles
 - **Behavior Awareness Training**
 - Ongoing emphasis on behavior awareness training
 - Equipping staff with tools and strategies in proactive behavior management
- 



Be S.M.A.R.T Campaign

Be S.M.A.R.T Campaign

A data driven program to improve driver/student relationships:

- **Student expectation posters**
- **Driver expectation posters for students**
- **Positive reinforcement post cards**
- **PBIS training**
- **Discipline Flow charts**
- **Phone templates**





BE S.M.A.R.T

BE SAFE

BE RESPECTFUL

BE RESPONSIBLE

BE COOPERATIVE

CLARKSVILLE-MONTGOMERY COUNTY SCHOOL SYSTEM

Be Smart

S

Stay in your seat

M

Make sure the aisle
stays clear

A

Always remain safe

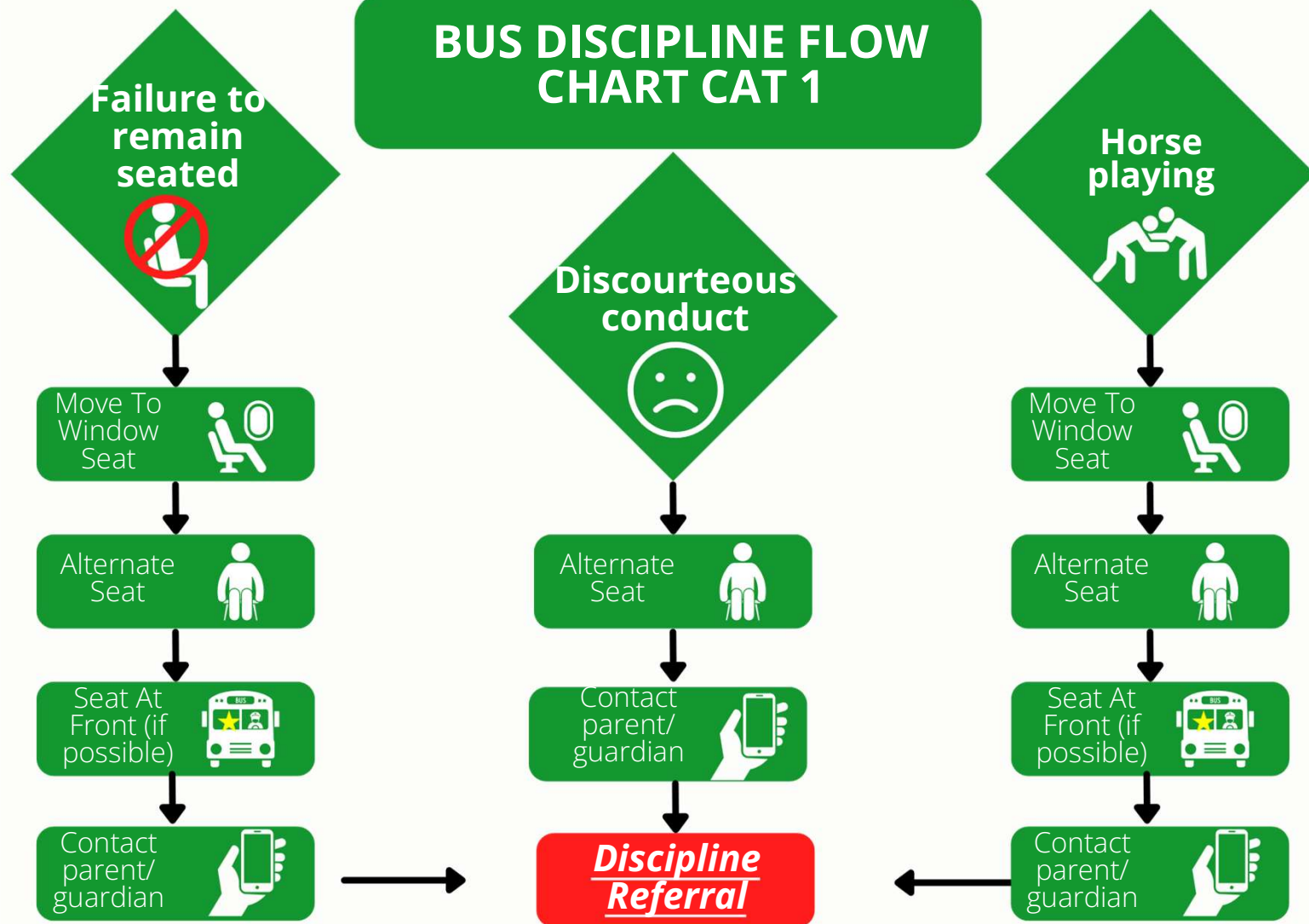
R

Respect the driver
and passengers

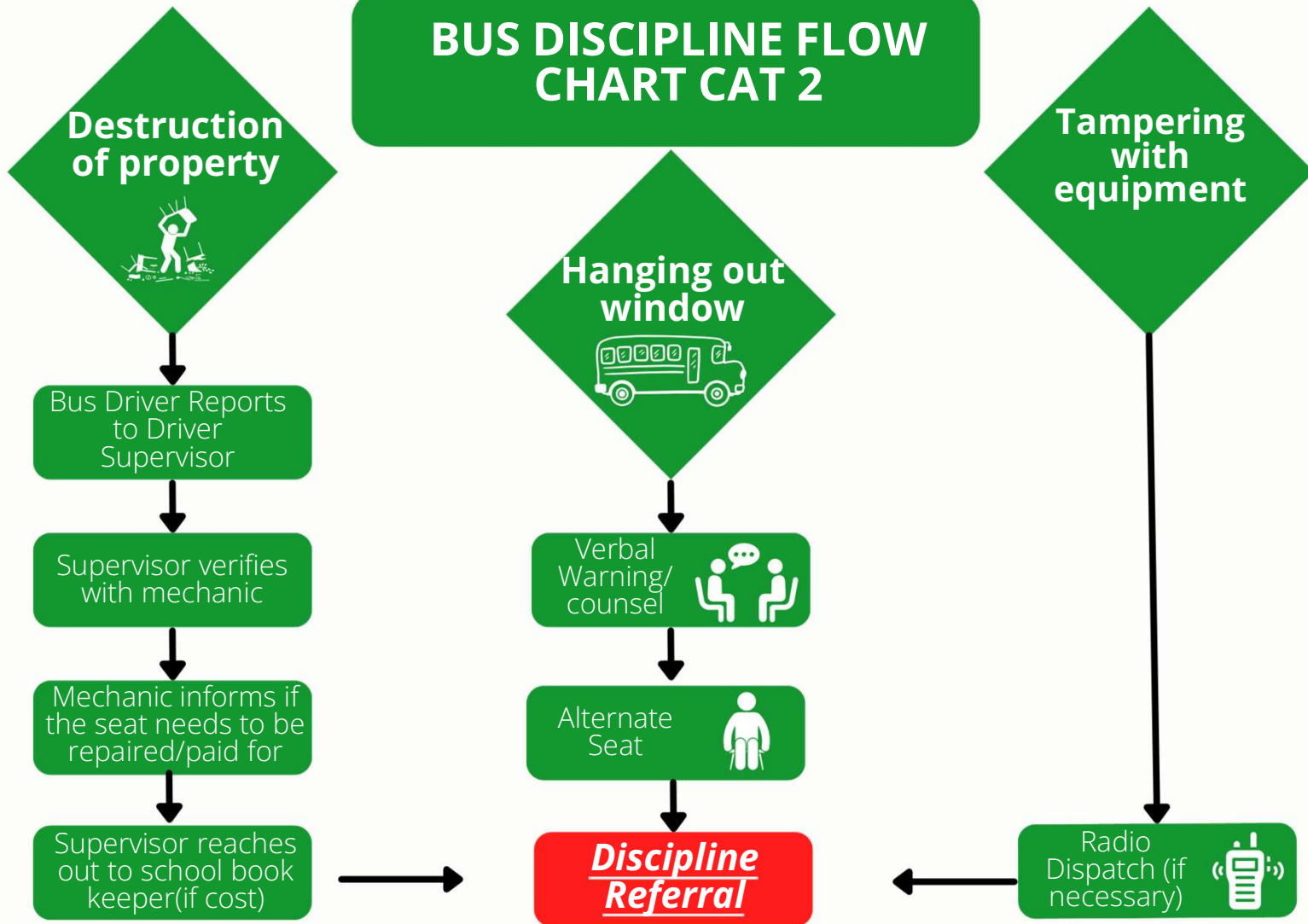
T

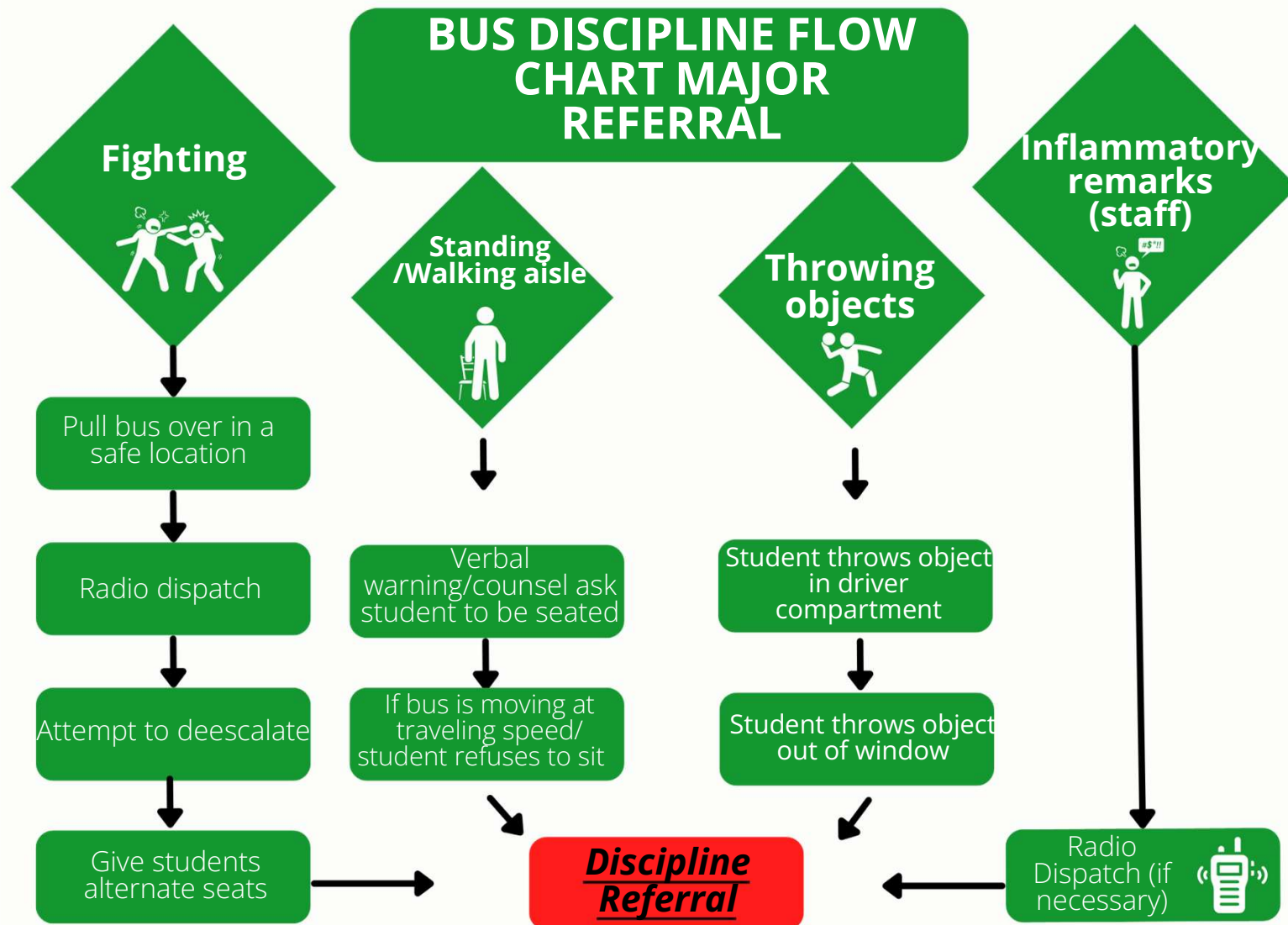
Take care of the bus

BUS DISCIPLINE FLOW CHART CAT 1



BUS DISCIPLINE FLOW CHART CAT 2

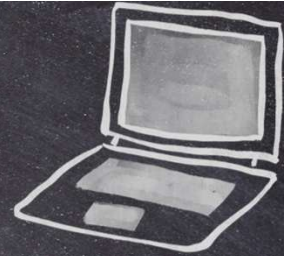
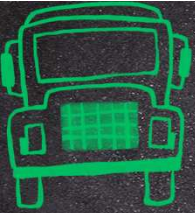






Additional Tools

- Phone templates
- Positive reinforcement cards
- PBIS Training



Behavior Initiatives

- **Collaboration**

- Partnering with other district departments
- Additional resources through Special Education, BCBA, Counseling Services, PD Department, and the District Behavior Coordinator



Positive Referrals

- **Promoting Positive Student Behavior on School Buses**
 - Partnering with the community
 - Education Foundation exists to support the improvement of public education by providing additional funding for the support of initiatives contributing to student achievement.



Positive Referrals

- **Promoting Positive Student Behavior on School Buses**
 - Pilot program provides drivers and aides with tools to reinforce positive behavior
 - Schools were selected using the TISA formula for schools with unique learning needs
 - Additional resource for school with more at-risk students
 - TISA aligned resource



- **Sweepstakes Entry:** Students who received a Positive Referral (PR) were entered into a drawing.

- **Prizes Included:**

- 3 Bicycles
- PlayStation 5 + \$100 game gift card
- Xbox + \$100 game gift card
- Beats Studio Headphones
- Beats Pill Speaker
- 10 Nike Backpacks
- iPad

- **Awards:**

- Students can receive unlimited Positive Referrals, each earning a P.R.I.D.E Award
- Students are eligible for one SS entry
- Only one award per student, and one grand prize maximum





Outcomes

- Recognize students making noticeable improvements in behavior.
- Promote a positive culture on buses enhancing relationships between driver and students.
- Partner with the community for resources to fund program.
- Results:
 - Pilot lasted 45 days
 - Over 600 Positive Referrals submitted during the pilot period.
 - Some of our students with the most challenging behavior displayed notable change. Meeting expectations and becoming ambassadors for positive behavior amongst their peers.





The Results

80%

Staffing Rate

30% increase in comparison to 50%
staffing rate in 2021-2022 SY

Derrick Archibald

CMCSS Student Transportation Safety and
Disciplinary Coordinator

- Email: Derrick.archibald@CMCSS.Net
- Phone Number: 931-358-4236



Thank you for all you do!