Charter System Foundation

School Governance Teams
Human Resources and Resources Allocation

Innovation  Advocacy  Training  Collaboration
Human Resources and Resources Allocation
Learning Objectives

Upon completion of this session, participants will be able to

Choose sound decisions regarding governance of local school

Recognize the school system’s human resources or personnel office provides a full range of personnel services that enable district schools to provide the best possible educational opportunities

Recall data from teacher candidate pool and school demographic profile to inform principal selection committee process

Describe current strategies districts employ to recruit diverse teacher and leader candidates

Identify key steps in principal selection committee process
Three Primary Areas of Human Resources and Resource Allocation

Areas of support provided by Human Resources

The demographic composition of a “sample” district teaching and applicant pool

The principal selection committee process
HR and Support Services for School Districts
Typical System Organizational Chart

- Board of Education
- Superintendent of Schools
  - Assistant Superintendent for Instructional Services
  - Assistant Superintendent for District Services
  - Assistant Superintendent for Human Resources
  - Assistant Superintendent for Finance
  - Principals
Sample of a Strategic Goal I

Select, **support** and retain a highly dedicated, talented, and diverse professional workforce

**Performance Objective A**
Attract and hire diverse faculty and staff who are highly effective and innovative

**Performance Objective B**
Support and retain highly effective and innovative faculty and staff
District Human Resources—Organized to Support School Staff

- Recruitment, retention and professional learning
- School and Facilities Specialist
- Benefits, substitutes and leave
- Investigations Coordinator
Teaching and Learning determines allocations based on FTE earned and need.

Finance reconciles number of teachers and support staff needed with budget.

- EIP (Early Intervention Program)
- Gifted
- Special Education
Human Resources, Teaching and Learning, and Finance collaborate to determine allocations.

- Human Resources uses
- Maximum class size guidelines communicated by State Board Rule 160-5-1-.08
- Class size waivers
## Resources Allocation

<table>
<thead>
<tr>
<th>Class size waivers</th>
<th>Maximum class size guidelines communicated by State Board Rule 160-5-1-.08</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 2 students in grades K-12 in Regular Education</td>
<td>1 to 5 students in Remedial Education Program (REP)</td>
</tr>
<tr>
<td>1 to 2 students in English Language Learners (ELL)</td>
<td>1 to 5 students in Vocational (CTAE)</td>
</tr>
<tr>
<td>1 to 7 students in Gifted</td>
<td>1 to 5 students in Alternative Education Program (AEP)</td>
</tr>
<tr>
<td>1 to 5 students in Early Intervention Program (EIP)</td>
<td>1 to 5 students in Special Education classes</td>
</tr>
<tr>
<td>Recruitment, Applicant Tracking and Retention</td>
<td></td>
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<tr>
<td>---------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Assists in managing a recruitment and retention program</td>
<td></td>
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<tr>
<td>Processes job postings</td>
<td></td>
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<tr>
<td>Assists applicants with applicant tracking system</td>
<td></td>
</tr>
<tr>
<td>Coordinates onboarding for all new employees</td>
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</tbody>
</table>
# Human Resources Services

<table>
<thead>
<tr>
<th>School Facilities and Specialist</th>
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</thead>
<tbody>
<tr>
<td>Delivers services to assigned schools for planning, coordinating, and assisting in the hiring for district employees</td>
</tr>
<tr>
<td>Provides information to employees regarding salary, onboarding and regulations</td>
</tr>
<tr>
<td>Ensures that personnel functions conform to all applicable regulatory requirements</td>
</tr>
<tr>
<td>Assists with monitoring allocations through school profile sheets</td>
</tr>
</tbody>
</table>
Benefits

Assists with all aspects of employee benefits and benefit information

Resolves insurance benefits; processes workers’ compensation reporting/claims

Retirement, reporting and reconciliation of issues

Provides information to new and current employees, providers and/or administrators; ensures employee proof of coverage and accurate billing
<table>
<thead>
<tr>
<th>Human Resources Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Substitutes, Benefits and Leave</strong></td>
</tr>
<tr>
<td>Coordinates recruiting, training and the compensation of substitute teachers</td>
</tr>
<tr>
<td>Processes FMLA in compliance with federal law</td>
</tr>
<tr>
<td>Assists schools with unfilled substitute jobs and arranging long term substitutes</td>
</tr>
<tr>
<td>Monitors substitute performance</td>
</tr>
</tbody>
</table>
Human Resources Services

Investigations Coordinator

Conducts inquiries related to reports of violations of the Code of Ethics for Educators, school board policies, rules and regulations, misconduct and legal issues

Provides training to district staff on a variety of HR issues

Monitors and reports Title IX governed areas
Human Resources Services

Districts are organized to **support school staff** through human resources and information support.

- Census and parent portal
- Campus student support
- Data and state reporting
- Accounting software and records management
Teacher Applicant Pool and Snapshot
Sample: Classroom Teachers Applicant Pool
2017-2018

3094 Total Teacher Applicants

American Indian/Alaskan Native: 393
White: 2305
Hispanic or Latino: 148
African American: 45
Asian: 163
Two or More Races: 28
Not Provided: 12

Total Teacher Applicants: 3094
Sample: New Teachers Hired by Ethnicity
2017-2018

169 New Teachers Hired

- American Indian/Alaskan Native: 1
- White: 132
- Hispanic: 25
- African American: 2
- Asian: 1
- Two or More Races: 8
Sample: Percent of Teachers Hired from Candidate Pool
(i.e., 3.6% of the Asian candidates who applied were hired)

2017-2018

<table>
<thead>
<tr>
<th>Race</th>
<th>Hired Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaskan Native</td>
<td>8.3%</td>
</tr>
<tr>
<td>Asian</td>
<td>3.6%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>6.4%</td>
</tr>
<tr>
<td>Hispanic or Latino of any race</td>
<td>5.4%</td>
</tr>
<tr>
<td>White</td>
<td>5.7%</td>
</tr>
<tr>
<td>Two or more races (Not Hispanic)</td>
<td>4.4%</td>
</tr>
</tbody>
</table>
Sample: All Teachers by Ethnicity
2017-2018

1197 Total Teachers

- American Indian/Alaskan Native: 14
- White: 10
- Hispanic: 3
- African American: 251
- Asian: 19
- Two or More Races: 251
- Other: 900
## Sample: Retention Rate Data

<table>
<thead>
<tr>
<th>School Level</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary School</td>
<td>87%</td>
<td>86%</td>
<td>88%</td>
</tr>
<tr>
<td>Middle School</td>
<td>85%</td>
<td>86%</td>
<td>83%</td>
</tr>
<tr>
<td>High School</td>
<td>86%</td>
<td>84%</td>
<td>87%</td>
</tr>
<tr>
<td>District-Wide</td>
<td>86%</td>
<td>85%</td>
<td>86%</td>
</tr>
</tbody>
</table>
HR and School District Employment: Retention and Recruitment
Sample: Strategies

Attracting a Highly Effective, Diverse Applicant Pool

- Partnership with institutions of higher learning for master’s program in educational leadership tailored to the district
- Partnership to create a pipeline for classified staff to complete teacher certification programs
- Partnership with the Chamber of Commerce and private businesses to offer incentives for educators moving to the community
- Explore expanding Early Teachers Academy at the Career Academy and consider pursuing Rising Teachers/Future Teachers of America in high schools
## Sample: Strategies

<table>
<thead>
<tr>
<th>Attracting a Highly Effective, Diverse Applicant Pool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a Professor in Residence (PIR) for diversity with a focus on professional learning and a pipeline to teaching and leadership</td>
</tr>
<tr>
<td>Advertise positions in diverse publications and on websites that have highly diverse readerships</td>
</tr>
<tr>
<td>Create and provide customized recruitment materials for board members and community members to share with interested candidates</td>
</tr>
<tr>
<td>Continue to partner with institutions of higher learning to increase the number of minority teacher interns in the district’s schools</td>
</tr>
</tbody>
</table>
Sample: Strategies

Competing with Neighboring Districts and Supporting and Retaining Faculty and Staff

- Completing a compensation study
- Ensuring health culture and climate
- Develop a stay survey
- Conduct a local district career fair and a career fair in major cities
Principal Selection Committee
HR and the Principal Selection Committee: Policies and Processes
Excerpt from Proposed School Governance Teams
Policy-One Example

The governance team will have representation on the principal selection committee whenever there is a vacancy for principal at that team’s school.

A vacancy occurs in the position of principal when the position is to be filled from applications submitted to the District, and not from a reassignment of existing personnel.
Principal Selection Process Overview

One Example

**Human Resources**
- Posts for principal position
- Holds community information session
- Qualifies list of eligible candidates

**Round 1 Principal Selection Committee**
- Takes part in organizational meeting & screens candidates
- Interviews selected candidates
- Recommends 2 to 4 candidates for Round 2

**Round 2 Principal Selection Committee**
- Interviews 2 to 4 finalists
- Recommends principal selection to the Board of Education for final approval
Initial Steps of Principal Selection Committee

One Example

Local School Governance Team

Principal (non voting)

System Level Administrator—e.g. Teaching and Learning (non-voting)
Initial Steps of Principal Selection Process

One Example

Human Resources
Posts for Principal position

Human Resources holds Community Information Session

Human Resources qualifies list of eligible candidates
Organizational Meeting and Screening

One Example

Round 1 Principal Selection Committee

- Discuss confidentiality of process/legal implications
- Discuss equal opportunity employment processes
- Review application access and applicant rubric
- Establish a meeting calendar
Organizational Meeting and Screening

One Example

Round 1 Principal Selection Committee

Consider interview question topics → Develop interview protocols → Identify candidates for interview
The committee interviews candidates, then selects two (2) to four (4) candidates to move forward to Round 2 Principal Selection Committee.
Round 2 Principal Selection Committee

One Example

Committee Members

- Associate Superintendent—HR
- Associate Superintendent—Instructional Services
- Associate Superintendent—District Services
- Executive Director—Teaching and Learning
- Superintendent
- LSGT Chairperson
## Process for Principal Selection

**Example of Principal Selection Committee Timeline**

<table>
<thead>
<tr>
<th>April</th>
<th>May</th>
<th>Early June</th>
<th>Mid June</th>
<th>Late June</th>
<th>June-July</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need identified &amp; Posting for Principal Position</td>
<td>Community Information Session</td>
<td>Round 1 Principal Selection Committee Organization Meeting and Screening (Full Day)</td>
<td>Round 1 Principal Selection Committee interviews &amp; selects 2 to 4 candidates to move to Round 2 (Full Day)</td>
<td>Round 2 Principal Selection Committee interviews</td>
<td>Round 2 Principal Selection Committee recommends candidate to the Board</td>
</tr>
</tbody>
</table>
Final Thoughts . . .
Best Practices

Maintain a school-wide perspective on issues

Act with integrity and maintain confidentiality of sensitive confidential information shared in the process of conducting the work of the LSGT

Devote sufficient time, thought and study to the performance of your duties

Take no private action that will compromise the LSGT or school leadership

Communicate in a respectable professional manner

Become informed about current educational issues
Resources

Charter System Foundation  www.charter-system.org

Georgia Department of Education  www.gadoe.org
Provide Information for Your Charter System

Viewing this presentation to fulfill a training requirement?

Complete “Pulse Check” on the content of this presentation

Submit to Charter System Coordinator
Thank You!