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# Charter System Foundation



*School Governance Teams*  
**Human Resources and  
Resources Allocation**



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# Human Resources and Resources Allocation

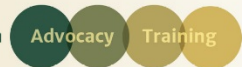


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# Learning Objectives

**Upon completion of this session, participants will be able to**

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**Choose** sound decisions regarding governance of local school

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**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

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

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

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**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

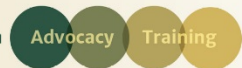


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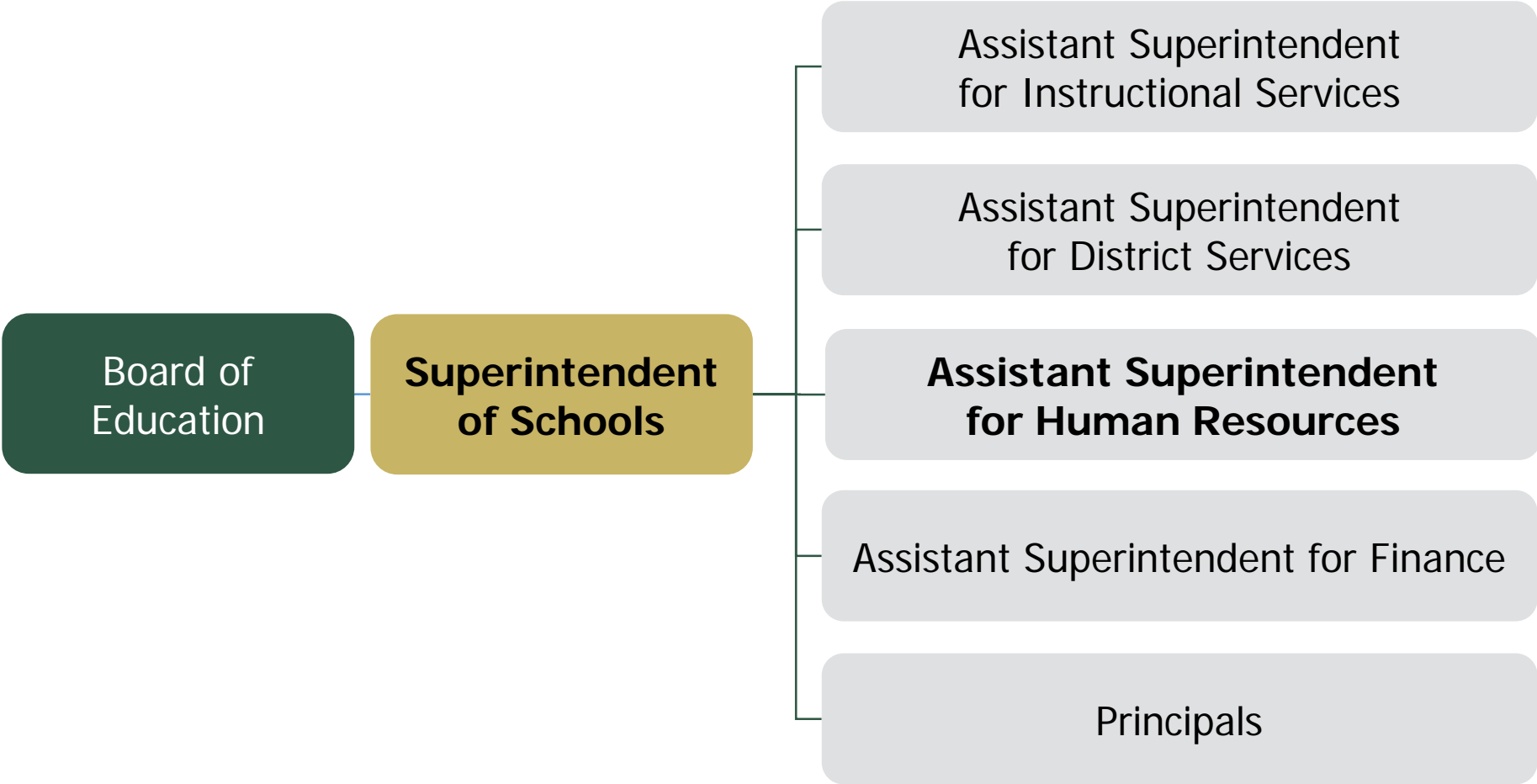


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# Typical System Organizational Chart



# 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



# Resources Allocation

**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



# Resources Allocation

**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

## Class size waivers

Maximum class size guidelines communicated by State Board Rule 160-5-1-.08

1 to 2 students in grades K-12 in Regular Education	1 to 5 students in Remedial Education Program (REP)
1 to 2 students in English Language Learners (ELL)	1 to 5 students in Vocational (CTAE)
1 to 7 students in Gifted	1 to 5 students in Alternative Education Program (AEP)
1 to 5 students in Early Intervention Program (EIP)	1 to 5 students in Special Education classes



# Human Resources Services

## Recruitment, Applicant Tracking and Retention

Assists in managing a recruitment and retention program

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Processes job postings

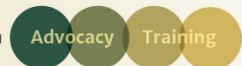
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Assists applicants with applicant tracking system

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Coordinates onboarding for all new employees

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# Human Resources Services

## School Facilities and Specialist

Delivers services to assigned schools for planning, coordinating, and assisting in the hiring for district employees

Provides information to employees regarding salary, onboarding and regulations

Ensures that personnel functions conform to all applicable regulatory requirements

Assists with monitoring allocations through school profile sheets



# Human Resources Services

## 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

---



# Human Resources Services

## Substitutes, Benefits and Leave

Coordinates recruiting, training and the compensation of substitute teachers

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Processes FMLA in compliance with federal law

---

Assists schools with unfilled substitute jobs and arranging long term substitutes

---

Monitors substitute performance

---





# 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

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Provides training to district staff on a variety of HR issues

---

Monitors and reports Title IX governed areas

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# 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



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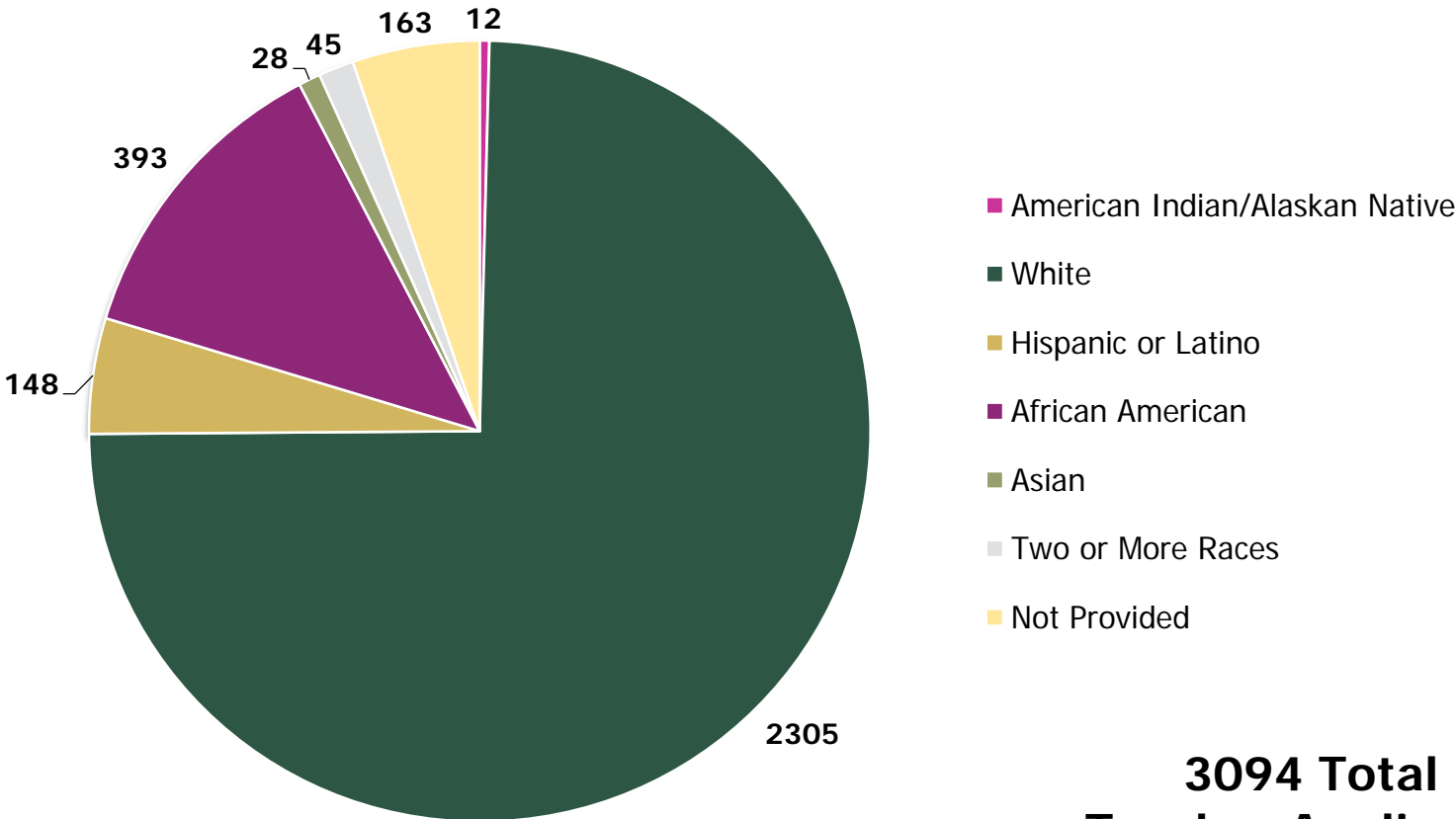
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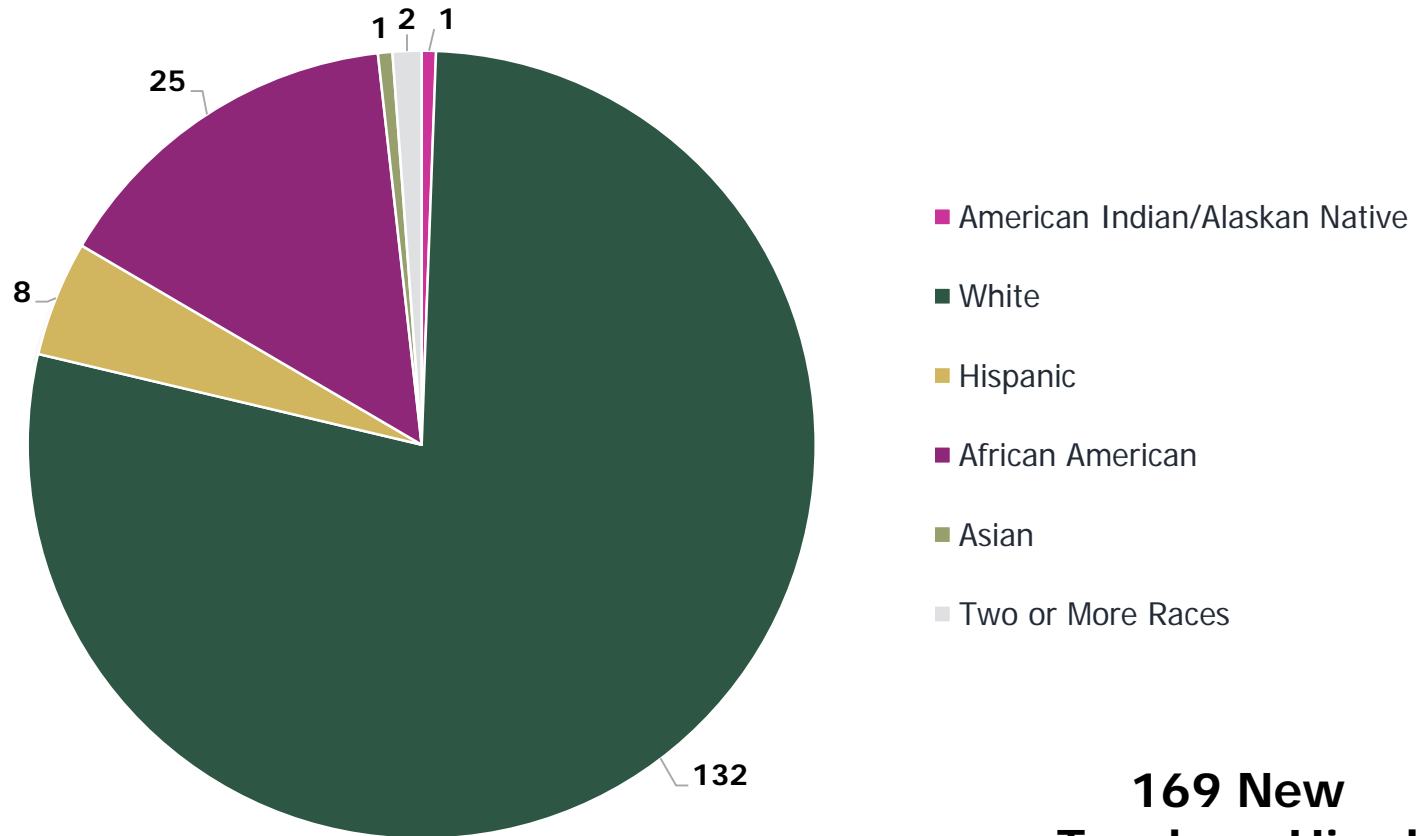
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# Sample: Classroom Teachers Applicant Pool 2017-2018

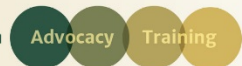


**3094 Total  
Teacher Applicants**

# Sample: New Teachers Hired by Ethnicity 2017-2018



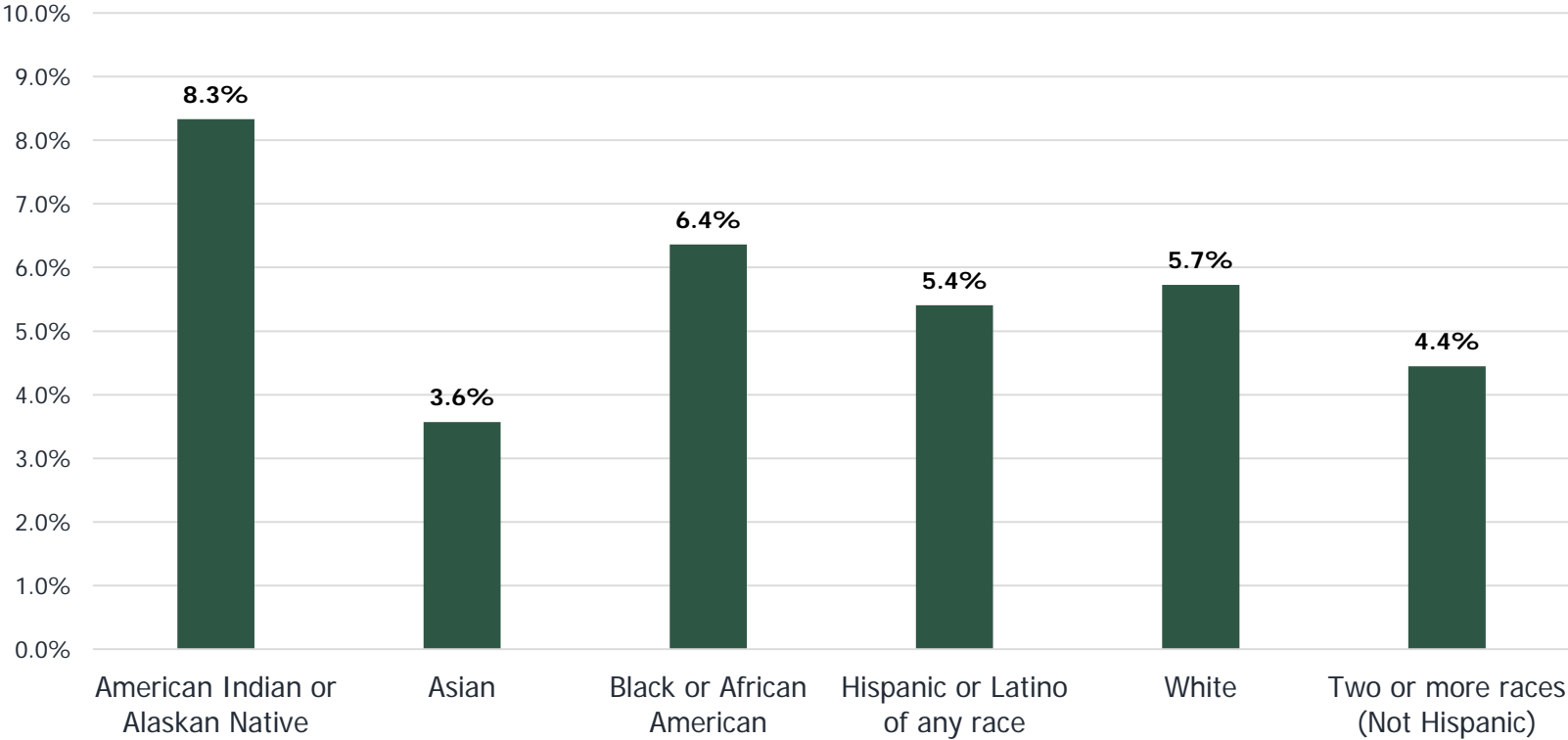
**169 New  
Teachers Hired**



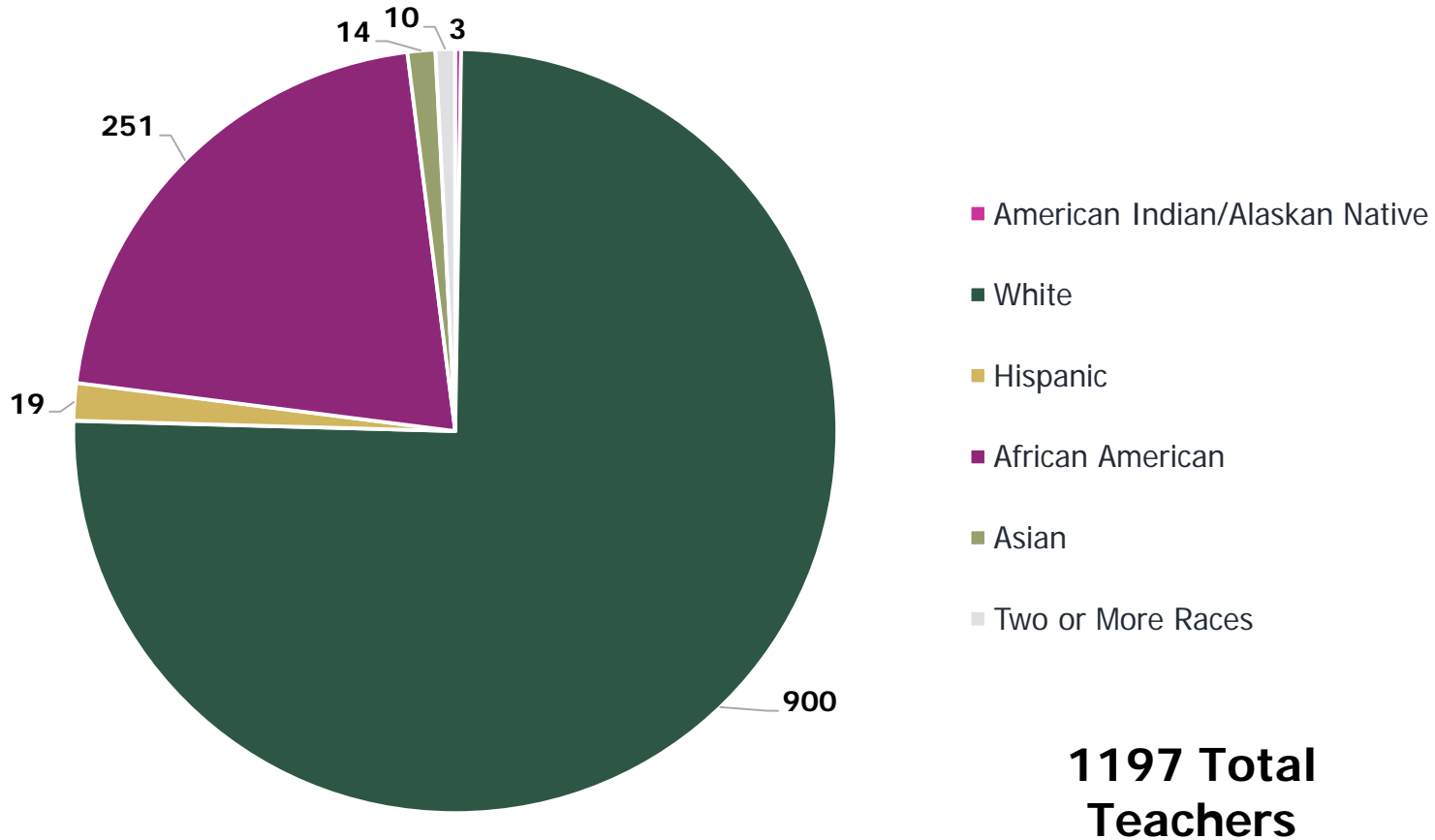
# Sample: Percent of Teachers Hired from Candidate Pool

(i.e., 3.6% of the Asian candidates who applied were hired)

**2017-2018**



# Sample: All Teachers by Ethnicity 2017-2018



# Sample: Retention Rate Data

School Level	2013-14	2014-15	2015-16
Elementary School	87%	86%	88%
Middle School	85%	86%	83%
High School	86%	84%	87%
<b>District-Wide</b>	<b>86%</b>	<b>85%</b>	<b>86%</b>







# HR and School District Employment: Retention and Recruitment

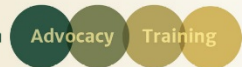


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# Sample: Strategies

## 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

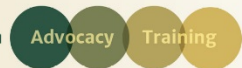
## Attracting a Highly Effective, Diverse Applicant Pool

Establish a Professor in Residence (PIR) for diversity with a focus on professional learning and a pipeline to teaching and leadership

Advertise positions in diverse publications and on websites that have highly diverse readerships

Create and provide customized recruitment materials for board members and community members to share with interested candidates

Continue to partner with institutions of higher learning to increase the number of minority teacher interns in the district's schools



# Sample: Strategies

## Competing with Neighboring Districts and Supporting and Retaining Faculty and Staff

Completing a compensation study

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Ensuring health culture and climate

---

Develop a stay survey

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Conduct a local district career fair and a career fair in major cities

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# Principal Selection Committee



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# HR and the Principal Selection Committee: Policies and Processes

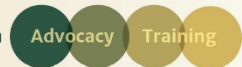


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# Excerpt from Proposed School Governance Teams Policy-One Example

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

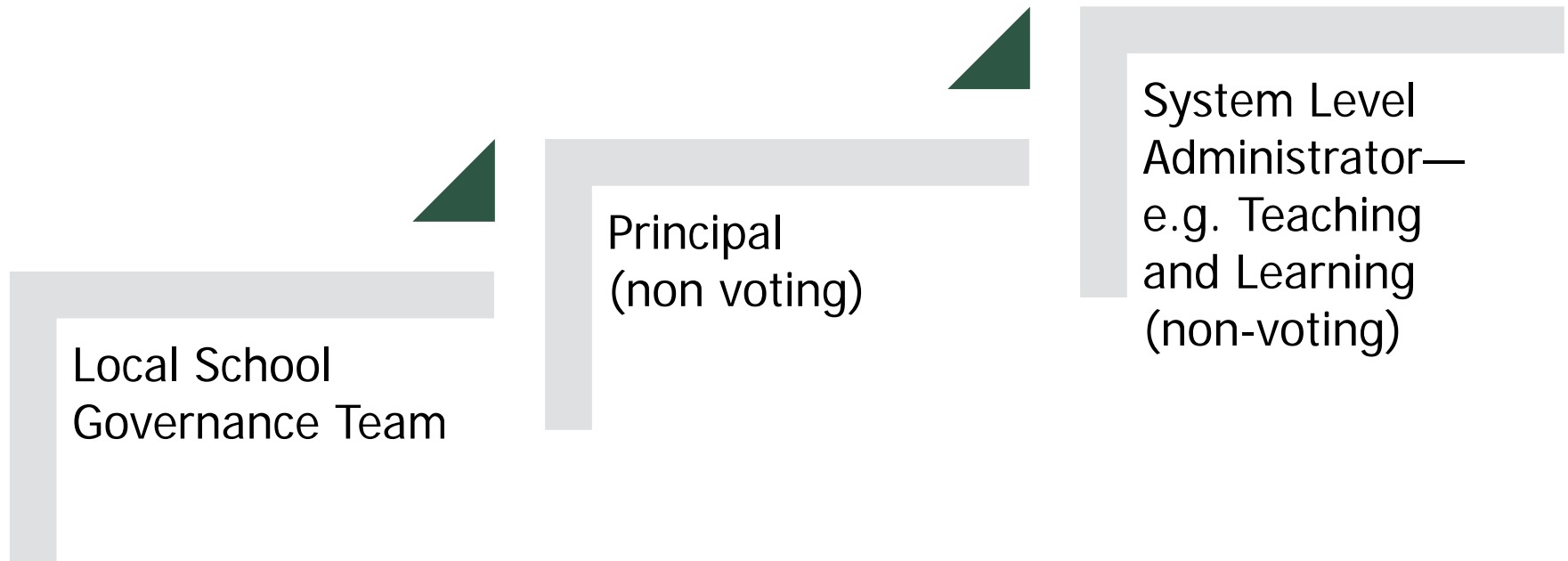
Recommends principal selection to the Board of Education for final approval





# Initial Steps of Principal Selection Committee

## One Example



# Initial Steps of Principal Selection Process

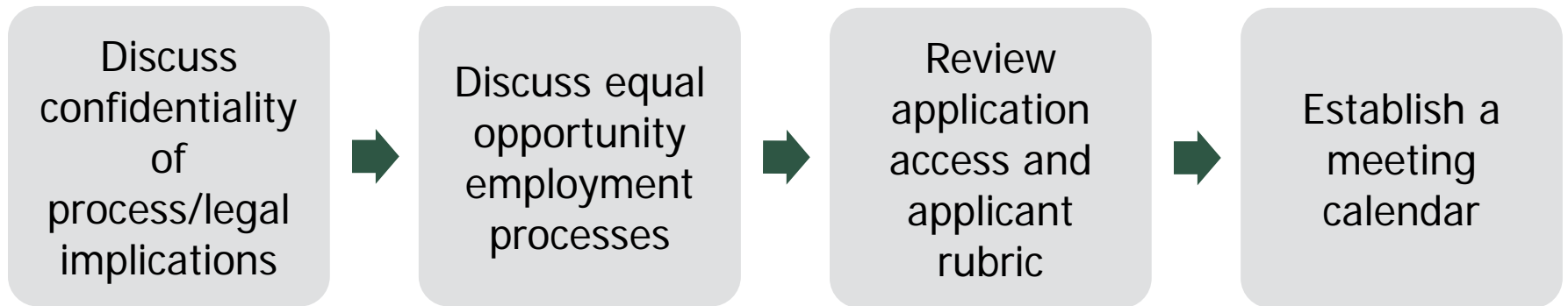
## One Example



# Organizational Meeting and Screening

## One Example

### Round 1 Principal Selection Committee



# Organizational Meeting and Screening

## One Example

### Round 1 Principal Selection Committee



# Round 1 Principal Selection Committee

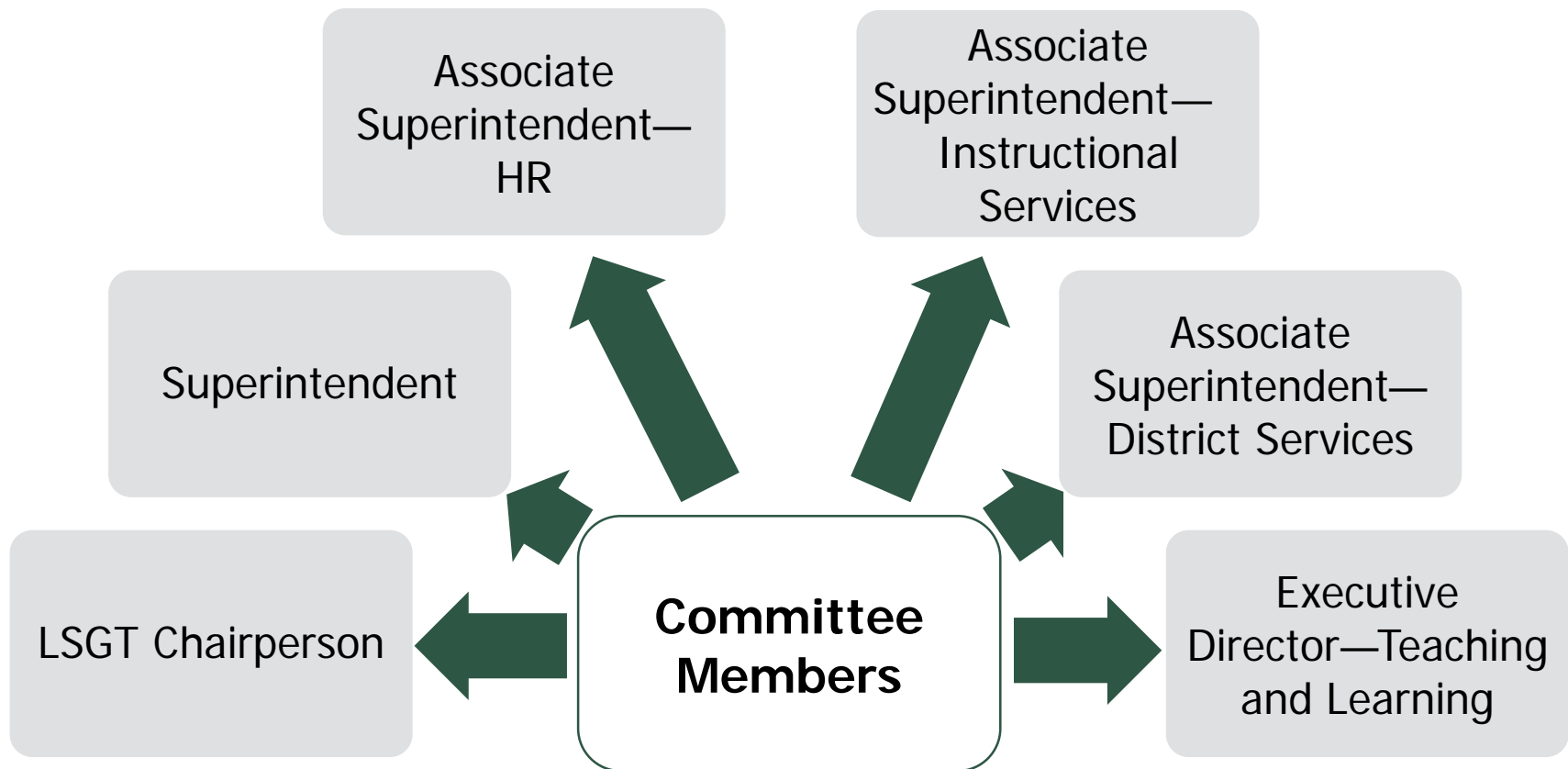
## One Example

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



# Process for Principal Selection

## Example of Principal Selection Committee Timeline

### KEY MILESTONES

April	May	Early June	Mid June	Late June	June-July
<p>Need identified &amp; Posting for Principal Position</p> <p><b>Round 1 Principal Selection Committee</b> established</p>	<p>Community Information Session</p> <p>Human Resources qualifies list of eligible candidates</p>	<p><b>Round 1 Principal Selection Committee</b> Organization Meeting and Screening (Full Day)</p>	<p><b>Round 1 Principal Selection Committee</b> interviews &amp; selects 2 to 4 candidates to move to Round 2 (Full Day)</p>	<p><b>Round 2 Principal Selection Committee</b> interviews</p>	<p><b>Round 2 Principal Selection Committee</b> recommends candidate to the Board</p>





# Final Thoughts . . .

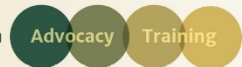


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# Best Practices

Maintain a school-wide perspective on issues

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

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

Communicate in a respectable professional manner

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

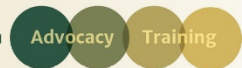
Become informed about current educational issues



# Resources

Charter System Foundation [www.charter-system.org](http://www.charter-system.org)

Georgia Department of Education [www.gadoe.org](http://www.gadoe.org)






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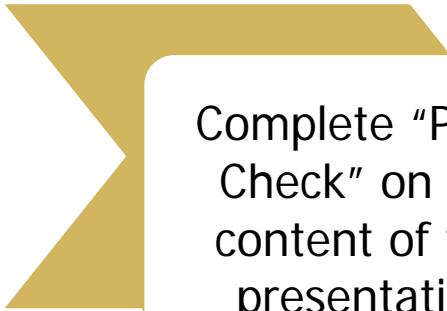
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# Thank You!



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