

**MEMORANDUM**

October 10, 2006

TO: The Honorable Chair and Members of The School Board of Miami-Dade County, Florida

FROM: Rudolph F. Crew, Superintendent of Schools *R.F.C.*

**SUBJECT: WITHDRAWAL OF BOARD AGENDA ITEM A-5 FOR THE OCTOBER 11, 2006, SCHOOL BOARD MEETING - REQUEST FOR APPROVAL OF RECOMMENDED HIRING PROCESS FOR MANAGERIAL EXEMPT PERSONNEL (MEP) AND AMENDMENT OF ASSOCIATED SCHOOL BOARD RULES**

Agenda Item A-5 is being withdrawn from the October 11, 2006, agenda. It is anticipated that this item will be brought to the Board in November, 2006.

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Attachments

cc: Superintendent's Cabinet  
School Board Attorney

Rudolph F. Crew, Ed.D., Superintendent of Schools

**SUBJECT: REQUEST THAT THE SCHOOL BOARD OF MIAMI DADE COUNTY, FLORIDA:**

1. APPROVE THE RECOMMENDED HIRING PROCESS FOR MANAGERIAL EXEMPT PERSONNEL (MEP)
2. AUTHORIZE THE PROPOSED AMENDMENT OF SCHOOL BOARD RULES:

INITIAL READING 6Gx13- 4A-1.16, ASSIGNMENT, TRANSFER, AND APPOINTMENT – NON-SCHOOL SITE ADMINISTRATIVE POSITIONS;

INITIAL READING 6Gx13- 4A-1.161, ASSIGNMENT, TRANSFER, AND APPOINTMENT – SCHOOL SITE ADMINISTRATIVE POSITIONS; AND

REPEAL THE DOCUMENT *MANAGEMENT SELECTION PROCEDURES MANUAL*, WHICH IS INCORPORATED BY REFERENCE IN SCHOOL BOARD RULES 6Gx13- 4A-1.16 AND 6Gx13- 4A-1.161

**COMMITTEE: SCHOOL SUPPORT ACCOUNTABILITY**

At the June 14, 2006, School Board meeting, the Board approved the Superintendent's 2006-2007 performance objectives, which are aligned to the 2005-2008 District Strategic Plan. One of the Superintendent's objectives is the redesign of hiring processes for MEP employees. The proposed redesigned hiring process encompasses five broad steps, which have been defined as follows:

- 1) **Plan** – determine and plan for recruiting needs
- 2) **Recruit** – seek candidates for specific areas of need
- 3) **Select** – accept and screen applications, organize and conduct interviews, check references, and recommend candidate to superintendent

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- 4) **Hire** – check background, process candidate, submit name for Board approval, and provide employee orientation
- 5) **Follow-up** – survey candidates and new hires to gain feedback on process, and conduct career and interview counseling as appropriate

### Overview

Over the last decade, Miami-Dade County Public Schools has implemented the same administrative hiring process. Among other things, this hiring process has not included formal planning for recruitment, new hire orientation, or follow-up. In addition, elements of the hiring process are considered inefficient, paper-intensive, and ineffective.

Over the past few months, staff has analyzed the hiring process, with an eye towards making it more efficient and effective. In addition, staff has researched both the private and public sectors to identify best practices in hiring. Staff has also worked with the Dade Association of School Administrators (DASA) and conducted focus groups with school-site and non-school-site MEP employees to obtain feedback and suggestions. The outcome of these analyses and research is the proposed new MEP hiring process, which will enable to District to:

- ✓ Recruit for both short-term and projected long-term needs more effectively
- ✓ Match candidates' strengths to the needs of specific positions and worksites earlier in the process
- ✓ Improve the quality of the interview process
- ✓ Increase the efficiency of the hiring process and decrease the amount of time that candidates and committee members are away from their instructional duties due to interviews
- ✓ Improve the consistency and fairness of the hiring process
- ✓ Automate the hiring and candidate management processes
- ✓ Enable new hires to acclimate to their position and worksite more quickly

### Summary of Revisions

The specific recommendations for revising the hiring process are as follows:

- Plan and Recruit
  - Assess the strategic plan and departmental/position turnover data and create a three-year recruiting plan
  - Conduct more targeted and non-traditional recruiting strategies and measure the Return on Investment of each strategy
- Select
  - Automate the hiring process and candidate management system
  - Assess candidate's strengths specific to position before the interview process
  - Consolidate, simplify and automate interview processes and forms
  - Provide training on effective interview techniques

- Hire
  - Check references prior to extending offer
  - Create and implement orientation to all new employees
- Follow-up
  - Conduct follow-up and/or counseling to candidates, as appropriate

Additionally, staff reviewed the job descriptions for assistant principal, vice principal, and principal to ensure that all proposed changes herein are reflected in those job descriptions. While it was determined that changes proposed as part of this item do not necessitate revisions to the job descriptions, it was also discovered that the job descriptions for assistant principal, vice principal, and principal need to be revised to reflect the current minimum qualifications for those positions. These job descriptions will be revised as part of Board agenda item D-24.

Attached are the Notice of Intended Action and the proposed amended rules. Changes from the current rules are indicated by underscoring words to be added and ~~striking through~~ words to be deleted.

Copies of the proposed repealed document, *Management Selection Procedures Manual*, which is incorporated by reference and is part of these rules, will be forwarded to School Board Members under separate cover and will be available for inspection by the public in the Office of Board Recording Secretary, Room 924, and the Citizen Information Center, Room 158, 1450 N. E. Second Avenue, Miami, Florida 33132.

Authorization of the Board is requested for the Superintendent to initiate rulemaking proceedings in accordance with the Administrative Procedure Act for the amendment of School Board Rules 6Gx13- 4A-1.16, Assignment, Transfer, and Appointment – Non-School Site Administrative Positions, 6Gx13- 4A-1.161, Assignment, Transfer, and Appointment – School Site Administrative Positions, and to repeal the document, *Management Selection Procedures Manual*, which is incorporated by reference in School Board Rules 6Gx13- 4A-1.16 and 6Gx13- 4A-1.161.

**RECOMMENDED:** That The School Board of Miami-Dade County, Florida:

1. approve the recommended hiring process for Managerial Exempt Personnel (MEP);
2. authorize the Superintendent to initiate rulemaking proceedings in accordance with the Administrative Procedure Act to amend School Board Rules:

6Gx13- 4A-1.16, Assignment, Transfer, and Appointment – Non-school Site Administrative Positions;

6Gx13- 4A-1.161, Assignment, Transfer, and Appointment – School Site Administrative Positions; and

repeal the document, *Management Selection Procedures Manual*, which is incorporated by reference in School Board Rules 6Gx13-4A-16 and 6Gx13- 4A-1.161.