

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

SUBJECT: REQUEST THAT THE SCHOOL BOARD OF MIAMI-DADE COUNTY, FLORIDA, RECEIVE THE RECOMMENDED REDESIGNED HIRING PROCESS FOR INSTRUCTIONAL PERSONNEL

COMMITTEE: SCHOOL SUPPORT ACCOUNTABILITY

LINK TO DISTRICT

STRATEGIC PLAN: EVALUATE AND REDESIGN CURRENT DISTRICT-WIDE RECRUITING AND HIRING PROCESS

At the June 14, 2006, School Board meeting, Agenda Item A-4, the Board approved the Superintendent's 2006-2007 performance objectives, which are aligned to the *Revised 2005-2008 District Strategic Plan*. One of the performance objectives is the redesign of hiring processes for instructional personnel. The proposed redesigned hiring process encompasses five broad steps, which have been defined as follows:

- 1) **Plan** – activities conducted to project vacancies and determine how to fill those vacancies
- 2) **Recruit** – activities conducted to fill vacancies
- 3) **Select** – activities from accepting applications to conducting interviews
- 4) **Hire** – activities conducted from the time an offer of employment is extended to the time employee begins employment
- 5) **Follow-up** – activities conducted once employee begins employment

Overview

Over the last decade, Miami-Dade County Public Schools (M-DCPS) has implemented the same instructional hiring process. Among other things, this hiring process has not included formal planning for recruitment or follow-up with new hires. In addition, elements of the hiring process are considered inefficient, paper-intensive, and ineffective. Moreover, focus groups reveal that new hires often feel unwelcome and have a difficult time "navigating through the system".

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 stakeholders, which included United Teachers of Dade (UTD), teachers, assistant principals, principals, and regional and District staff, to obtain feedback and suggestions. The outcome of these analyses and research is the proposed new instructional hiring process.

A-4

What Will be Different

The new instructional hiring process will enable the District to do the following new processes/activities:

- Plan
 - ✓ Use data to project school-and subject-specific instructional vacancies and how to fill those vacancies annually over a three-year period
 - ✓ Create and implement a systematic process of maintaining the Three-Year Instructional Recruitment Plan (Agenda Item A-3, June 2007, School Board Meeting)

- Recruit
 - ✓ Intensify focus on the most effective and efficient recruitment methods, and eliminate those with a lower return on investment. Specifically focus on needs of students, based on data, and strategic initiatives
 - ✓ Explore implementing incentives for “hard-to-staff” schools and categories (note: all issues related to the UTD contract will be collectively bargained)
 - ✓ Organize a county-wide community leadership team to aid in identifying macro-level recruitment/retention issues and to form partnerships to resolve those issues (e.g., partner with private sector to provide incentives for recruitment and retention)
 - ✓ Continually use data to understand turnover, project vacancies, and assess recruitment strategies

- Select
 - ✓ Automate the screening process including full implementation of on-line application and creation of candidate management system
 - ✓ Require completion of online training for non-education majors, prior to submitting application
 - ✓ Streamline screening process for applicants who are located outside the tri-county area (which decreases the number of times an applicant must “fly in”)
 - ✓ Decentralize process by allowing applicants to apply on-line or at the regional centers and by conducting interviews in the field with staffing officers
 - ✓ Improve and simplify interview forms and allow principals to view all data
 - ✓ Allow principals to have access to view, contact, interview, and offer a position to applicants much earlier in the process

- Hire
 - ✓ Follow-up with all applicants, regardless of result of interview, within one week
 - ✓ Increase utilization of current technology to capture, maintain and analyze interview information
 - ✓ Extend an offer in writing in addition to verbally within one business day of decision

- ✓ Proactively work with principals to ensure new hire has met all requirements to begin employment
 - ✓ Streamline central office processes to decrease number of steps for applicants and the number of "downtown" visits
 - ✓ Provide new hires with essential employee information prior to employment
 - ✓ Conduct orientation for new hires more frequently and ensure consistency among schools (District orientation is currently only offered twice per year)
 - ✓ Develop new employee "toolbox" and welcome letter and send to all new hires
- Follow-up
 - ✓ Survey new hires on recruiting, hiring and orientation processes
 - ✓ Create and provide access to customer service centers to address new hire employee questions and concerns
 - ✓ Conduct periodic and exit surveys to acquire retention and attrition information

Cost

This Board item creates no additional costs to the District.

Copies of a more detailed description of the proposed changes to the instructional hiring process will be transmitted to the School Board members under separate cover and are 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.

RECOMMENDED: That The School Board of Miami-Dade County, Florida receive the recommended *Redesigned Hiring Process for Instructional Personnel*.