



HUMAN RESOURCE  
MANAGEMENT PLAN  
PART II: BEST PRACTICES

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## MISSION AND VISION

### Mission:

A mission is about what someone does: promote and develop help drive a mission statement

### Vision:

A vision statement is inspiring; seeing something futuristic; what you want to be or become or do in the future



## RECRUITMENT

1. Recruit Widely: High-quality staff members
2. Recruit Efficiently: Funding (what do we have available and how will we use it?)
3. Recruit Legally: Fairness



## RECRUITMENT PRACTICES

Lateral transfers

Letters

Internal recruiting

Newspapers

External recruiting

Professional journals

Placement services

Career fairs

Online



## RECRUITERS MUST...

- ❖ Know what they are looking for in a potential candidate and how the future educator will add to students' success.
- ❖ Seek to represent diversity to include different viewpoints from different perspectives.
- ★ Seek candidates with content knowledge across grade levels.

## SELECTION PROCESS

**Screening:** Identify which candidates will be a good fit for the school and the audience being addressed by looking at their resume and job history.

**Interview:** Select an interview panel that includes a heterogeneous group with mixture in age, gender, status, and attitudes various. Train the team prior to conducting the interview

**Reference Checks:** Ask open-ended questions to get a better sense of the person you are interviewing.

**Hire:** Submit a recommendation for hire to human resources.



## MODEL 1

- ❖ Applicants complete application
- ❖ Principal reviews applications
- ❖ Principal selects applicants for interview
- ❖ Train the interviewers
- ❖ Selection team trained
- ❖ Recommendation to principal
- ❖ Principal interviews applicant
- ❖ Principal does reference check/site visits
- ❖ Principal recommends to Superintendent/HUman Resources
- ❖ School board offers contract

## MODEL 2

- ❖ Applicants complete application
- ❖ Principal and selection team review applications
- ❖ Principal and the selection team cooperatively select applicants
- ❖ Selection team trained
- ❖ Selection team and the principal interview
- ❖ Recommendation to principal
- ❖ Principal/selection committee does reference check/site visits
- ❖ Principal recommends to Superintendent/Human Resources
- ❖ School board offers contract





## INDUCTION/ORIENTATION

### Induction:

includes information about payroll, health plans, insurance, regulations, district facilities and personnel, and the local community.

### Orientation:

A system for new teachers to make connections to the community and school.

## INDUCTION

- ❖ Professional growth and development
- ❖ Expectations/concern for the first days of school
- ❖ Classroom management Overview
- ❖ Parents as partners
- ❖ Professional ethics
- ❖ Instructional skills
- ❖ Wellness committee
- ❖ Special services
- ❖ District curriculum
- ❖ Employee benefits
- ❖ The mentor program
- ❖ Sexual harassment



## ORIENTATION

- ❖ New Teacher Orientation
- ❖ Beginning Teacher program (3 years)
- ❖ Mentor Teacher
- ❖ Observe veteran teachers
- ❖ Instructional Support (Academic Resources)
- ❖ Summer Introductions (Grade level meet and greet)
- ❖ Professional Development
- ❖ Meet and greet (begin during the summer)
- ❖ School Tour
- ❖ Interview staff members
- ❖ Observe multiple school activities (lunch, recess, transitions, meetings, planning, etc.)

## INDUCTION/ORIENTATION

- ❖ The Center for School Change states that at orientation/induction, new staff members should be provided:
  - “A copy of their position description and a staff handbook that contains board policies related to their employment”
  - “Orientation is a good time...to give new employees a copy of the annual evaluation tool that will be used”

<https://centerforschoolchange.org/publications/minnesota-charter-school-handbook/human-resources-management-staffing-your-school/>



## STAFF DEVELOPMENT

- ❖ Training in curriculum development, alignment, and implementation
- ❖ Training in instructional strategies
- ❖ Climate Improvement
- ❖ Incentives
- ❖ Supervision
- ❖ Technology
- ❖ Mandatory District Trainings
- ❖ PLC training

## SUPERVISION/EVALUATION

- ❖ Formal Observations
- ❖ Informal Observations
- ❖ Walkthrough Forms
- ❖ Data collection
- ❖ Peer Review
- ❖ Portfolios



## ACTION PLANS

- ❖ Assist teacher with setting short-term goals
- ❖ Observation of successful teachers
- ❖ Examine the makeup of the class
- ❖ Provide help and support in the acquisition of teaching materials
- ❖ Assign a mentor teacher
- ❖ Provide assistance through the Employee Assistance Program (EAP)
- ❖ Provide a timeline

## INSTRUCTIONAL TIME

The entire school community should work together to maximize instructional time for each of our students.

Grade level teams or departments should have common planning time and spend time also discussing student behaviors and data. This will all inform instructional planning.

While core academic learning is important, the opportunity for play/recess time is also essential, especially in elementary schools.

- ❖ “In 2017, the Centers for Disease Control and Prevention (CDC) recommended at least 20 minutes of recess a day at the elementary school level.”

<https://www.edutopia.org/article/time-play-more-state-laws-require-recess>



## PORTIA'S SUMMARY

Every school has a human resource plan that is used to recruit and retain teachers. Some schools in need of teachers will hire a teacher to put in a classroom and not put forth the effort to build the learning community for effective teaching and learning. The teacher generally feels overwhelmed and unsupported. Any human resource plan implemented to fidelity provides a positive learning community that fosters student achievement. Plans that do not incorporate strategies for recruiting and introducing staff leaves room for a shortage of educators and a lack of student achievement. It is crucial to develop an effective plan for recruiting and retaining teachers, especially new and innovative teachers who are entering the education field.

## WILL'S SUMMARY

**Intentionality** is key in best practices for human resource management. From recruitment to induction and orientation, school leaders must intentionally and purposely plan every step of the way. If one step is done poorly, it may adversely affect an employee's job performance.

When school and district leaders are **intentional** with human resource practices, new faculty and staff members are much more likely to succeed in their jobs, leading to more success and growth for students.





# Human Resource Management Part III

Portia Harmon  
NCSU Fall 2019  
Dr. Hicks

# Mission

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We seek to inspire and motivate individuals to focus on the success and equity for all students and their families. To build authentic relationships with all stakeholders to cultivate a learning environment conducive to grow each child, individually, to their fullest potential, academically and socially.



# Vision

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**We seek to welcome, engage, expose, and empower a diverse community of learners to encourage students to be self-reliant global citizens who make their mark as positive and contributing members of their communities.**

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# Recruitment

- ★ Attending the annual job fair event within the district is a great way to recruit inspiring educators. The district job fair provides schools a chance to promote the innovative learning experiences offered to teachers and encourage future educators to come be apart.
- ★ College visits is also a great recruitment tool. So often we expect the community to come into our domain, but sometimes we have to step into their comfort zone to get results.
- ★ Teacher recommendation is another method that can be used to recruit teachers. Current educators can help promote the authentic learning experiences they provide students and encourage others to join the education field.

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## Recruitment continued...

- ★ Advising staff within the building (internal recruiting) is a great way to inspire future educators. We have teacher assistance and support staff that are familiar with our routines and procedures and know the students we serve, but unsure on next steps. Encouraging these individuals with a chance to accelerate their career would not only benefit them but also the students they serve.
- ★ Social media continues to be a popular promoting tool. Promoting new opportunities within the school could also aid in teacher recruitment.



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# Selection Process

Administration reviews Applitrack for potential candidates. Candidates are selected from Applitrack based on criteria needed for vacancy. The candidate participates in a phone interview with an administrator as the initial interview. The phone interview is to notify candidate of interest and invite in for a formal interview. The candidate comes in for an interview with the interview panel. Prior to the interview each person on the panel will review the candidate's resume. During the interview each member of the panel will ask pre-developed questions provided by the district/developed by the team using the round-robin strategy. After the interview has concluded the panel will discuss their thoughts and next steps. If the team agrees on a candidate, the principal will meet the candidate in person and provide a formal tour of the school. A recommendation will then be submitted to Human Resources upon the principal's request.

# Selection Process continued...

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- ★ Select an interview panel. The panel will consist of department/grade level chair, teachers, teaching and learning coach, support staff, and a representative from the administrative team.
- ★ Pre-Develop interview questions so everyone on the interview panel is familiar with the questions they will ask during the interview.
- ★ Provide time for the interview panel to debrief after the interview.
- ★ All notes from the interview and resumes are collected and filed away
- ★ References are checked by administration
- ★ A recommendation is made to HR by the principal
- ★ Once hired, the new staff member come in to take a tour of the school.

# Introduction/ Orientation

- ★ Tour of the school by the administrative team to become familiar with the learning facility. Show the new staff member their classroom.
- ★ Provide each grade level/department a planning day at the end of the summer to allow an opportunity for collaboration before the mandatory work days.
- ★ Allow the new employee to shadow a colleague for the first week to become acclimated with the procedures and processes of their new school.
- ★ Provide new teacher orientation to all new employees prior to the start of the school year. During the new teacher orientation, new teachers will participate in a meet and greet luncheon.



# Staff Development

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- ★ Classroom Management
- ★ Technology
- ★ Multi-Tiered Systems of Support (MTSS)
- ★ Differentiation (What does it look like?) and resources
- ★ Meeting the needs of Exceptional Children and AIG students (Available Resources)
- ★ Book Study
- ★ PLC/PLT training
- ★ Instructional Practices

# Supervision

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- ★ Formal Observations
  - ★ Informal Observations
  - ★ Walkthrough Forms
  - ★ Data collection

# Action Plans

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Prior to being in an action plan, the administrative team and instructional coach will support the teacher for the entire year. Professional development opportunities will be available for the teacher as a method of support. All interventions will be documented and weekly meetings will be held to discuss findings.



# Action Plans

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If further action steps are needed to assist with the professional performance of a teacher then an action plan will be implemented. Action plans will be based on teacher performance, observations, and walkthrough. A timeline will be established for the teacher meeting proficiency. Data will be collected prior to placing a teacher on an action plan. The principal will require weekly meetings with the teaching and learning coach for assistance in facilitating effective lessons and classroom management. Documentation will be collected and reviewed to see the growth or regression of the teacher with the support provided.

# Instructional Time

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Schedules for the instructional day will be decided by the school improvement team (SIT). The team will create several samples of each schedule for the entire staff to review at the end of the school year. Based on the staff's decision, a school-wide scheduling model will be selected and implemented at the beginning of the school year.

Types of schedules:

- ★ 2-hour Delay schedule
- ★ Early Release
- ★ Resource Classes

# Reflection

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Based on the practices I have observed as an educator in different learning facilities and methods suggested in the text and class, I find these practices useful. The Human Resources Administration text is a great tool to review suggested strategies if the plans previously outlined causes deficiencies in the teacher and learning occurring in my school. I believe accountability for all stakeholders is key to establishing the potential learning environment I seek to provide as a future leader. As with any school, I am unsure if this plan will not be 100% perfect, but I do find these practices in assisting me as a current educator. My goal as a future leader is to establish a positive learning environment where all students and staff are excited about learning. To achieve my goal, I have to use all the provided resources to identify the best human management plan that will meet the needs of the audience I am leading.