

HUMAN RESOURCES: Attracting, Selecting, Hiring, and Retaining Staff

Overview: The employment practices in place must support legal requirements and align with policy. Clarity of the respective roles of the leadership team in this area is critical.

	SCHOOL BOARD	SUPERINTENDENT	PRINCIPAL
GUIDING QUESTIONS	<ul style="list-style-type: none"> ◆ What is current policy in this area? ◆ What are our projected staffing needs over the next five years? ◆ Are we operating within labor standards? ◆ What does our contract(s) say on this issue? ◆ What is our current staff retention rate? Are there positions we can't fill? What are projected staff retirements in next five years? ◆ Is all our staff highly qualified? ◆ Does our compensation system and work environment attract and retain highly qualified staff and are we competitive with surrounding districts? ◆ What is the board's role in hiring various staff positions? 	<ul style="list-style-type: none"> ◆ Do procedures comply with supervisory union policies and labor standards? ◆ Are set procedures followed? ◆ Are the conditions outlined in the collective agreements followed? ◆ What is the superintendent's role in attracting, selecting, and hiring staff? ◆ Who prepares contracts and ensures they follow legal requirements? ◆ How is hiring coordinated across the supervisory union? ◆ Are job descriptions in place for all employee groups? 	<ul style="list-style-type: none"> ◆ What is the school policy around hiring new staff? ◆ Are there procedures that have been developed that detail screening resumes, interviewing and selection? ◆ Does the staff have a role in selection of new employees? ◆ Who is responsible for placing advertisements in the papers announcing openings? ◆ What is the role of the principal in hiring of staff?

HUMAN RESOURCES: Attracting, Selecting, Hiring, and Retaining Staff *(continued)*

TASKS TO CONSIDER	SCHOOL BOARD	SUPERINTENDENT	PRINCIPAL
	<ul style="list-style-type: none"> ◆ Review policy. ◆ Review contracts. ◆ Establish goals for future negotiations. ◆ Request periodic reports from the superintendent regarding staff retention, openings, retirements, etc. ◆ Review VSBA Negotiations web site. 	<ul style="list-style-type: none"> ◆ Review procedures for attracting, selecting, hiring and retaining staff, and compare to supervisory union policies. ◆ Review recent hiring activities to ensure procedures were followed. ◆ Review recent contracts and hiring activities to ensure compliance with collective agreements. ◆ Discuss and clarify superintendent's role with building administrators and boards. ◆ Ensure all job descriptions are up to date. View sample job descriptions at VSBIT web site at www.vsbbit.org. ◆ Review Vermont School Boards Insurance Trust (VSBIT) HR Resource Center on Recruitment/Selection at www.vsbbit.org. ◆ Review VSBA Negotiations web site. 	<ul style="list-style-type: none"> ◆ Obtain a copy of the policies and procedures that pertain to the hiring of new staff. ◆ Clarify the hiring process for the building staff.