

Strategic Plan – 2011-2014

Building the Future to Address District Personnel Needs

Washakie County School District #1 Board of Trustees

David Nicholas, Superintendent

Central Office Administration Building

1900 Howell Avenue

Worland, WY 82401

Updated: School Year 2010-2011

Washakie County School District #1...

...Personnel Strategic Plan

Items for Review

- 1. Human Resources: Staff Strategic Planning**
- 2. Human Resources: Operational Planning**
- 3. Human Resources: Employment Planning**
- 4. Human Resources: Succession Planning**
- 5. Human Resources: Chain of Command**
- 6. Human Resources: Job Descriptions**

Human Resources: Staff Strategic Planning

The overall purpose of staff strategic planning is to:

1. Ensure adequate human resources to meet the strategic goals and operational plans - the right people with the right skills at the right time.
2. Keep up with educational and technological trends that impact human resources in education.
3. Remain flexible to manage change if the future is different than anticipated.

Identifies...

1. Where the district is going, aligned to the vision.
2. Strategies to successfully get there.
3. Necessary skills required.

Objective: *The district has a process to review staffing needs resulting in a plan to address district needs.*

Forecast District Staffing Needs (Determining Demand and Supply)

- a. How many staff will be required to achieve the strategic goals in meeting classroom needs?
- b. What positions will need to be filled?
- c. What certification and skills are required to fill position(s)?

Assess Current Capacity

- a. Discussed the knowledge, skills and abilities of the current staff and examined current assignment.
- b. Discussed certification and skill level of employees, relevant to the organization.
- c. Reviewed ability and willingness to accept change.

Gap Analysis

- a. Do present staff/teachers have the required skills/certification?
- b. What new positions/jobs are necessary?
- c. What certification and skills are required?
- d. Do the supervisors have the "space/time" to manage position(s)?
- e. How will this impact other programs or teaching assignments?

Strategies to support organization

- a. Restructuring Strategies
 - Reducing staff (termination or attrition)
 - Regrouping tasks to create well-designed teaching assignments
 - Reorganizing positions to be more efficient
- b. Training and Development Strategies
 - Providing staff with training to take on new roles
 - Providing current staff with development opportunities to prepare them for possible reassignment
- c. Recruitment Strategies
 - Recruiting new staff with the skill and abilities that the district will need in the future
 - Considering all the available options for strategically promoting and encouraging suitable candidates to apply
- d. Outsourcing Strategies
 - Using external/outside individuals for position(s)
- e. Collaboration Strategies
 - Consider outside resources
 - Sharing training or costs for training with outside sources
 - Visit other similar positions internal/external

Human Resources: Operational Planning

The overall purpose of operational planning is to:

1. Think ahead about the district, keeping the vision in mind
2. Evaluate present school system
3. Determine direction and process to implement
4. Monitor and evaluate direction

Objective: *The district has a work plan and performance objective(s) that identify the responsibilities/tasks and expected results for future performance for all employees.*

1. Establish the Operational Objective (What the district intends to do.)
2. Human Resources Requirement: (What is necessary to meet the operational objective.)
3. Operational Decision (What will be done to meet the objective.)
4. Implications of Practice (Impact on the school system to meet the objective.)

Human Resources: Employment Planning (Hiring Practice)

The overall purpose of employment hiring practice planning is to:

1. Sustain consistency with employment policies (Policy: Article 1.5 – Employment and Dismissal of Employees)
2. Hire qualified certified staff
3. Hire qualified classified staff

Areas of consideration include:

1. Classified Staff
 - a. Administration/Management/Supervisory
 - b. Clerical/Secretarial
 - c. Custodial
 - d. Food Service
 - e. Transportation
 - f. Paraeducators
 - g. Substitute Classified
2. Certified Staff to include:
 - a. Administration
 - b. Teachers with Proper Endorsement(s)
 - c. Licensed Specialists and Instructional Facilitators
 - d. Substitute Teachers

Objective: *The district ensures a hiring practice to employ high quality personnel who have a sincere commitment to provide an appropriate learning environment for students.*

District Hiring Practices: Certified

1. Highly Qualified Administrators/Teachers/Specialists/Coaches
 - a. All vacancies are listed with the business office.
 - b. All vacancies are opened to qualified personnel within the district.
 - c. All vacancies are advertised outside the district if not filled within the district.
 - d. The district office is responsible for advertising all vacancies, listed with appropriate sources.
 - e. Applications and supportive materials are submitted to the business office.
 - f. The administrator of the building/program, who has the vacancy, is responsible for screening applications and scheduling interviews. It is recommended that references be contacted prior to an interview.
 - g. Formal interviews are conducted for all teaching vacancies using an administrative team as...
 - Elementary: elementary principals and staff
 - Middle School: middle school, high school principals, and staff
 - High School: high school, middle school principals, and staff
 - Special Education: special education director and administrators involved in the specific vacancy
 - Administrator: administrator should have specific questions to ask the candidate.
 - Athletic Director: athletic director and appropriate school/district representative(s)
 - h. Formal interviews are conducted for administrative vacancies using a district representative team, determined by the superintendent
 - i. The building administrator submits a recommendation to the superintendent for approval.
 - j. Upon approval by the superintendent, verification of past teaching experience is requested.
 - k. The superintendent submits the applicant's name to the Washakie County School District #1 Board of Trustees for approval to hire.
 - l. Positions, available during the course of the school year, are filled on a temporary basis for the remainder of that school year. The position is advertised at the appropriate time for the following school year.
2. Hiring an English Learner (EL) Teacher

The district requires all English Learner (EL) teachers to be fluent in the English language. To certify English fluency for an EL teacher, the district requires that the EL teacher meets the terms of one of the following criteria:

- a. If the teacher is born in the US or an English speaking country and the primary language is English, the teacher must provide a birth certificate and either teacher certification in the United States, a high school diploma from a school where the language of instruction is English, or a college degree from a school where the language of instruction is English.
 - b. If the primary language is not English, the EL teacher must provide either a proficient level score on an English Language Fluency exam or a degree from a college or university where the language of instruction is English.
3. Superintendent Participation: At the superintendent's discretion, the superintendent will participate in all hiring practices/interviews.
 4. Hiring a Superintendent: The procedure for hiring the superintendent is at the discretion of the Board of Trustees in consult with the Wyoming State School Board Association.

District Hiring Practice: Classified

1. Hiring Classified Employees

- The supervising administrator(s) submit(s), in writing, a recommendations for employment to the superintendent. These recommendations should include the number of hours to be worked and the funding source from which the individual will be paid.
 - All employees new to the district will not begin work until the superintendent has given written notice to the supervising administrator, business manager, payroll clerk, and the person selected.
 - Any employee who has been on duty for less than six months as of the first of July is not eligible to move across the salary schedule. Salary schedule movement is only granted to those individuals who have been employed for a period longer than six months.
 - Upon request, the business manager will submit to the supervising administrator a total hourly labor cost for the employee.
2. Superintendent Participation: At the superintendent's discretion, the superintendent will participate in all hiring practices/interviews.

District Hiring Practice: Substitutes (Certified and Classified)

1. Substitute Teachers

- The building administrator, as needed, hires substitute teachers at a daily rate as determined by the Board of Trustees. Substitutes teaching at the middle and high school for only one period will receive \$10.00. Those teaching two periods are paid for one-half day and for four periods or more will receive a day's pay.
- When a substitute is assigned to teach for the same teacher for more than ten consecutive days, the first ten days are paid at the regular substitute teacher rate. Beginning with the eleventh (11th) day, the salary is computed by dividing the BA Step 1 Certified Salary by 185 days.
- Substitute teachers cannot teach more than forty-five (45) days in any one teaching assignment per semester.
- Substitutes will secure positions either through the building administration or electronically (Substitute Online).

2. Substitute Secretaries

Substitute secretaries are required to record the number of hours worked on the Staff Absence form and are paid an hourly rate that is equivalent to the first step of the ten-month/forty hour Clerical Salary schedule. Substitute secretaries shall be coded to the school's administration object code 00120.

3. Substitute Paraeducators

Hiring a substitute for a paraeducator is discouraged unless that individual is providing essential programming to children who cannot be serviced by the classroom teacher or other district personnel. If a substitute is hired, he/she is required to record the hours worked on the Staff Absence form and are paid an hourly rate equivalent to the first step of the Paraeducator Salary Schedule.

4. Substitute (and Part Time) Kitchen Help

- Part-time and substitute kitchen help are required to record hours worked on appropriate time sheets with the school designated. The rate of pay is based on the first step of the Cook Salary Schedule. A free lunch is included with the wage.
- When a substitute is hired to cook continuously for the same cook for more than ten (10) days, the first ten days is paid at the part-time rate. Beginning on the eleventh days, the salary is computed by dividing the base salary of the Cook Salary Schedule by 179 days.

5. Substitute (and Part Time) Custodial Help

- Part-time and substitute custodial help are required to record hours worked on appropriate time sheets coded to the school's Maintenance Object Code 00120. The hourly rate is based on the first step of the Housekeeper Salary Schedule.
- When a substitute is hired to substitute for the same custodian for more than ten (10) days, the first ten days is paid at the base hourly rate for housekeepers. Beginning on the eleventh day the salary is computed by dividing the base salary of the Custodial Salary Schedule by 260 days.

Employee Information: Requests from a Third (3rd) Party

Wyoming Public Records Act requires that public records be open for inspection by any person at reasonable times. On advice of legal counsel, Washakie County School District # 1 will comply with requests to disclose both the name and salary of its employees upon proper request.

- The request must be in writing.
- The employee will be notified that the request was made.
- The request will be completed in a reasonable manner.

A charge will be rendered (copy fee or hourly rate) if substantial time is required to comply with request.

Human Resources: Succession Planning

The overall purpose of succession planning is to:

1. Be prepared for internal/external change.
2. Be prepared for the unexpected

Areas of consideration involve:

1. Retirement
2. Levels of change/movement
3. Unexpected death/illness
4. Early dismissal

Benefits include:

1. Ensuring the organization is prepared with a plan to support service continuity when key people leave.
2. Providing qualified, motivated people (or a process to identify them), who are prepared to take over when key employees leave.
3. Understanding of the need to have appropriate staffing to achieve strategic plans. Establishing/sustaining a career path to facilitate the district's ability to recruit and retain top-performing staff.
4. Delivering an external reputation as an employer that invests in its people and provides opportunities and support.
5. Conveying a message from the district to the staff that they are valued.

Objective: *Critical positions in the district are identified and succession plans are established to address any potential gaps.*

District Succession Plan:

Process to ensure that there is a process for filling a position.

- a. Be proactive with potential change in personnel.
- b. Consider the specific needs, learning style and personality of the individuals involved (exiting and entering).
- c. Prepare procedures (step-by-step guidelines) for transitioning replacement positions.
- d. Prepare/train potential recruit with possible on-site authentic training, i.e. shadowing.
- e. Establish a timeline for preparation in change.
- f. Anticipate future change, and review/update plan frequently.

Critical positions are essential to consider, especially board members, superintendent, administration, supervisory, and specialist.

Human Resources: Chain of Command

In the absence of any position, the office next on the list will help direct the district using the Central Office Cabinet members to filter decisions.

1. Superintendent
Central Office Cabinet: Superintendent, Business Manager, and Curriculum Director
2. High School Principal
3. Middle School Principal
4. West Side Principal
5. East Side Principal
6. Special Education Director
7. High School Assistant Principal
...to be on call to fill in at any level in the absence of the building principal.

*The Business Manager and Curriculum Director will act as a consult in every link in the plan

Human Resources: Job Descriptions

The overall purpose of job descriptions is to:

1. Understand the role and responsibilities of all staff members within the school systems
2. Provide a comprehensive descriptor of expectations aligned with the job
3. Provide comprehensive coverage of all areas of need and prevent gaps in system
4. Be prepared for the adjustment to academic student needs
5. Be prepared to adjust to staffing needs and responsibilities

Areas of consideration involve:

1. Certification/Licensing/Requirements
2. Highly Qualified
3. Experience
4. Schooling
5. Recommendations
6. Areas of need

Benefits include:

1. Ensuring comprehensive coverage of all areas for an effective system.
2. Providing a process to identify appropriately placed employees
3. Providing qualified, motivated individuals
4. Understanding expectations of individuals
5. Delivering and providing opportunities, training, and support
6. Conveying a message from the district to staff that they are valued

Objective: *All positions in the district are identified with role and responsibilities to provide the most appropriate learning environment for students.*

Certified...

District Superintendent
Business Manager
Curriculum Director and Grant Manager
Special Education Director
School Principal
Counselor
Teacher
Instructional Facilitator
Librarian
Nurse
Special Education Support

Non-Certified...

Board of Trustees Member
Maintenance Supervisor
Maintenance
Custodian
Housekeeper
Etc.