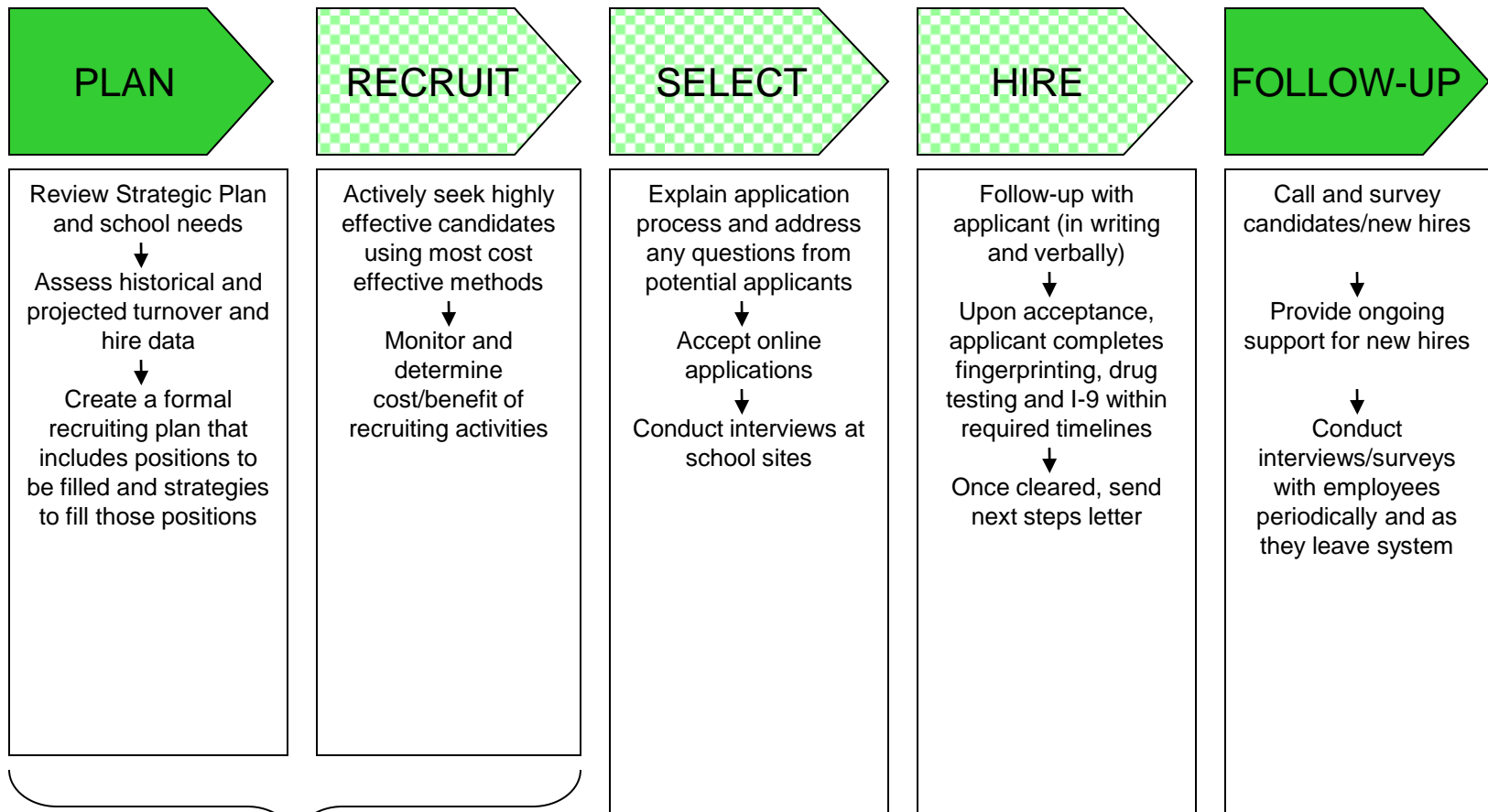


INSTRUCTIONAL PERSONNEL HIRING PROCESS

Miami-Dade County Public Schools

Definitions of Steps in the Proposed Process



Refer to agenda item A-3, June 2007, School Board Meeting

Note: Dark green denotes the two steps that are completely new (plan and follow-up). The lighter green denotes the three steps (recruit, select, and hire) that are not new but entail activities that are significantly different as part of this proposed redesign.

Current State

- Hiring process has not been reviewed and redesigned in this manner at least within the last decade
- No/limited recruitment planning* or new hire follow up
- Limited use of data
- Hiring process is complicated, paper intensive and time consuming
- Use of technology is limited
- Quantity of available applicants has been primary focus, leaving relatively less time to focus on quality
- Focus groups revealed that new hires often feel unsupported by “downtown” and have a hard time “navigating through the system”
- Orientation for new employees is too infrequent, lacks consistency from school to school and is often not tailored to the school

**A Three-Year Instructional Recruitment Plan was developed in accordance with enhancing the hiring process (Agenda Item A-3, June 2007, School Board Meeting)*

Key Changes

Plan

- Use data to project school- and subject-specific instructional vacancies and how to fill those vacancies annually and over a three-year period

Recruit

- Intensify focus on the most effective and efficient methods, and eliminate those with a lower return on investment. Specifically focus on needs of students, based on data, and strategic initiatives
- Current and Future Vacancies posted for applicants to view and apply directly
- Continually use data to understand turnover, project vacancies, and assess recruitment strategies

Key Changes (cont'd)

Select

- Automate screening process including full implementation of SAP e-recruiting application
- Improve and simplify electronic candidate profile to allow principals to view all data (e.g. degree, resume, years of experience)
- Improve quality of full-time instructional applicants by requiring completion of on-line training for non-education majors
- Decentralize process by allowing applicants to apply on-line from anywhere
- Allow principals to have access to view, contact, interview, and offer a position to applicants much earlier in the process

Key Changes (cont'd)

Hire

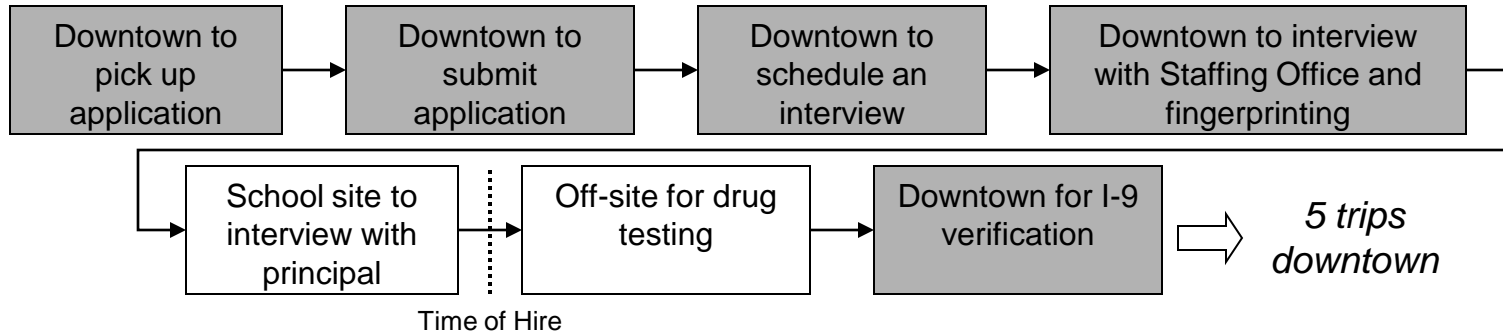
- Follow-up with all applicants when position is filled
- Utilize e-recruiting to capture, maintain and analyze interview information
- Extend an offer in writing in addition to verbally within one business day of decision
- Proactively work with principals to ensure new hire has met all requirements to begin employment
- Streamline central office processes to decrease number of steps for applicants and the number of downtown visits (see page 8)
- Provide new hires with essential employee information prior to employment

Follow-up

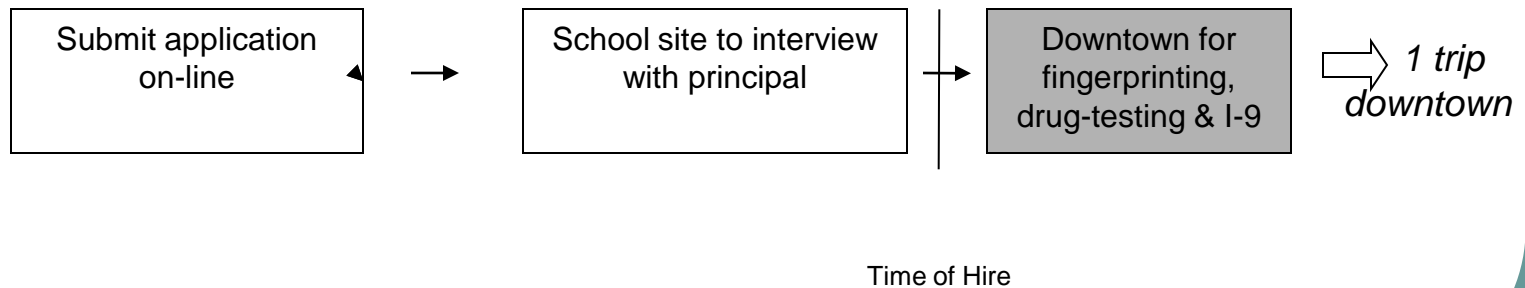
- Create and provide access to customer service centers to address new hire questions and concerns
- Conduct periodic and exit surveys of instructional staff to acquire retention and attrition information

Applicant Process Comparison

Prior process: Seven in-person stops for typical applicant

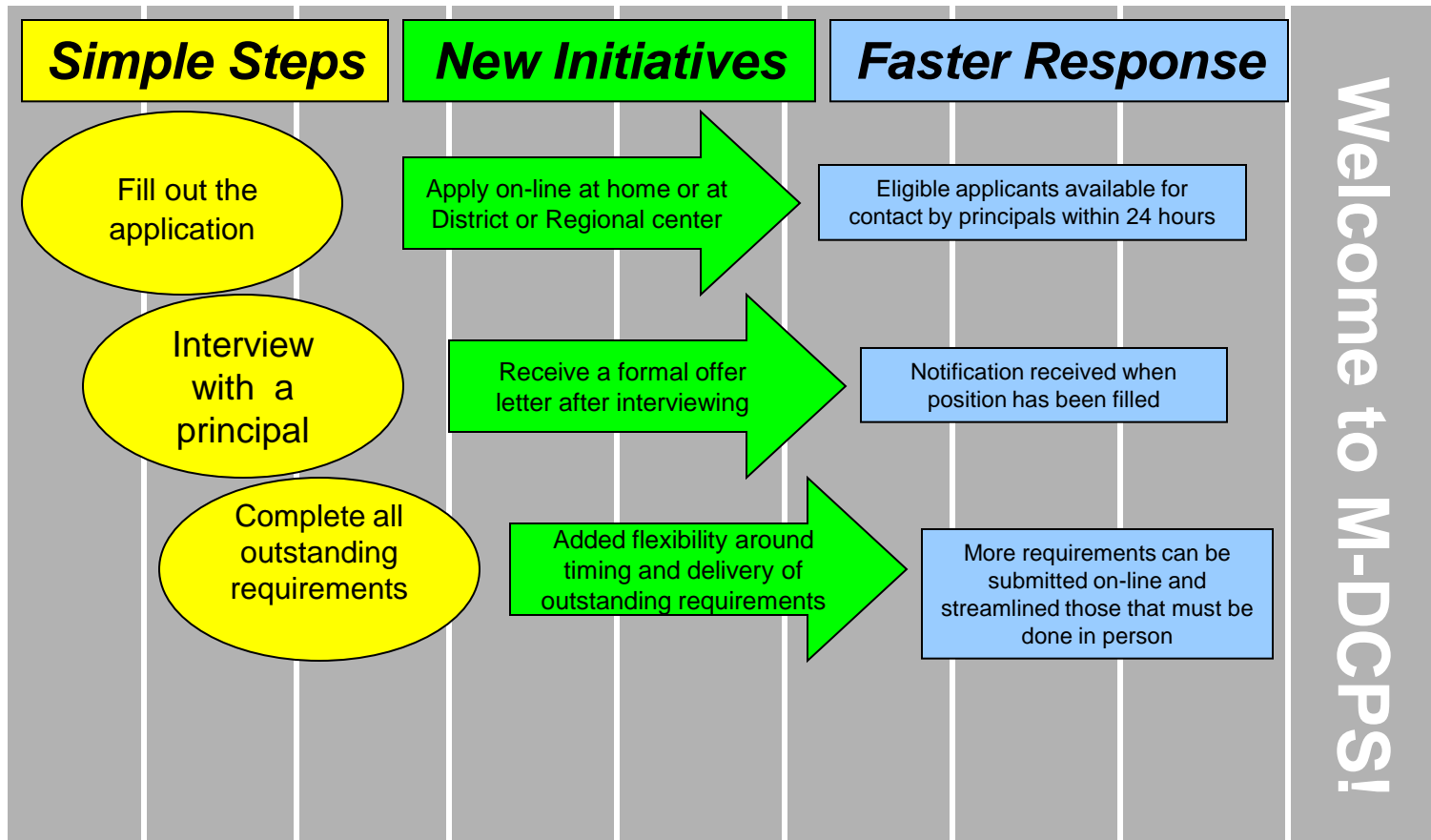


Current process for all applicants: On-line application and one in-person stop



What is Different for the Applicant?

An easier way to reach your goal...



- Plan and Recruit- Prior and Current Process Changes

PRIOR STATE



RESULTED IN:

- No systematic process for anticipating and planning for needs
- Recruiting activities were not consistently evaluated based on effectiveness, cost-per-recruit and cost-per-hire
- Reactive, rather than proactive, recruiting
- Recruiting efforts were often not tailored to the District's specific needs
- Recruiting activities are not always most cost-effective

CURRENT

- Formalize and institute a systematic process of:
 - Creating a three-year recruiting plan based on the District's Strategic Plan and turnover data
 - Monitoring the three-year plan
 - Updating the three-year plan
- Modified and enhanced recruiting activities and external contracts based on data and results
 - Teacher performance and retention metrics
 - Staff survey

- Plan and Recruit (cont'd)- Prior And Current Process Changes

PRIOR STATE



RESULTED IN:

- Recruiting has not explicitly focused on strategic initiatives
- Some school and subject areas/ categories are “hard-to-staff”

- Recruiting efforts are often not coordinated with efforts of other departments
- Students may go for long periods of time without a consistent permanent teacher

CURRENT

- Align recruiting initiatives with District-wide strategies to address student needs
- Explore implementing recruiting initiatives specifically targeting hard-to-staff schools and categories, including:
 - Recruiting and retention incentives
 - Recruiting events targeting hard-to-staff schools

- Select -

Prior And Current Process Changes

PRIOR STATE



RESULTED IN:

- Applicants have few avenues through which their questions can be effectively answered during application process
- Applicants apply via a manual paper-driven process
- Delay in time-to-hire and potential loss of candidates stemming from confusion and frustration
- Delay in time-to-hire and potential loss of candidates due to labor intensive and pro-longed screening processes

CURRENT

- Streamline central processes and expand appropriate processes to regional centers and schools
 - Enhance web-site to be more user-friendly and relevant
 - Enhance and streamline front desk processes at central office
 - Expand applicant services to regional centers and schools
- Enhance current technology to make the application process more user-friendly and efficient to decrease time-to-hire
 - On-line application and tracking
 - Electronic notifications to applicant informing him/her of status with 48 hours

- Select (cont'd) - Prior and Current Process Changes

PRIOR STATE



RESULTED IN:

- Only applicants with all requirements completed are available for principals to view
- Interview data is not being collected in a consistent and accurate manner

- Fewer applicants for principals to directly recruit
- Inability to strategically track interview information

CURRENT

- Allow principals to view and recruit applicants earlier in the process
- Better utilize current technology to track candidates and monitor system-wide interview activity

- Hire -

Prior and Current Process Changes

PRIOR STATE



RESULTED IN:

- Typical applicant is required to come “downtown” five times before hired
- Follow-up procedures with applicant are inconsistent or non-existent
- Pending hires are sometimes not monitored to ensure all requirements are met to move candidate from pending to active

- Delay in time-to-hire and potential loss of quality applicants
- Delays in the next step of the interview process
- Loss of “goodwill” with candidates
- Delays in time-to-hire

CURRENT

- Reduce the number of required stops “downtown” for applicant to ONE
- All applicants are contacted during the process and informed of ultimate decision in writing
- Proactively work with principals and regional centers to ensure all new hires become active as soon as possible

- Follow-up- Current and Proposed Process Changes

PRIOR STATE → RESULTED IN:

- No central location for new hires to ask questions and raise concerns
- There is no systematic follow-up with new hires
- Exit surveys are not consistently conducted and are not offered to staff who have resigned or retired
- Some new hires do not feel welcome and feel confused about where to go to have questions answered
- No consistent way of gauging effectiveness of hiring process and orientation activities
- Retention/turnover information is often not accurate or not available

CURRENT

- Establish customer service centers as an initial point of contact for new instructional staff
- During first quarter of employment, send new hire survey via email to evaluate the hire process and orientation activities
- Develop staff exit survey and process and utilize exit survey data to modify recruiting efforts and create retention initiatives