

Washington Elementary School District
Strategic Action Plan
2015-2018
Talent Management Plan
Updated July 2015

Vision: The Washington Elementary School District is committed to achieving excellence for every child, every day, every opportunity.

Mission: The mission of the Washington Elementary School District is student achievement, preparing all students to become responsible, successful contributors to our diverse society.

Values That Are Relevant to This Plan:

- We value open and honest communication.
- We value the health, safety and welfare of our students, parents, community and staff.
- We value providing equal educational opportunities for all students to achieve physically, intellectually, emotionally and socially.
- We value teaching and learning that integrate academics, fine arts, health, physical fitness and extracurricular activities in a technologically-enriched environment.
- We value teachers who teach by example, principals who lead by example and support staff who serve by example.
- We value dedicated educators who mentor others to develop successful professional learning communities.
- We value professional development that directly impacts student achievement.
- We value schools that are student-friendly, parent-friendly and community-friendly.
- We value the commitment and contributions of all members of our diverse school community – students, parents, community and staff.
- We value our community, which entrusts us to responsibly manage the fiscal resources of the District.

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Outcome	Strategy/Activity	Party(ies) Responsible	Accountability Measures	Timeline (start/end date)
1.0 Recruitment				
1.1 WESD has implemented and annually updates a recruitment plan to meet District employment needs, both short- and long-term, with a focus on schools participating in the University of Virginia (UVA) Turnaround Initiative.	<ul style="list-style-type: none"> • Update and maintain a recruitment plan that reflects best recruitment practices. • Develop and maintain a recruitment plan for UVA focus schools. • Implement recruitment plans, and participate in recruitment activities. 	<ul style="list-style-type: none"> • Human Resources Department Staff • Recruitment Committee 	<ul style="list-style-type: none"> • Hard copy of the recruitment plan • Hard copy of the UVA recruitment plan • Minutes from Recruitment Committee meetings • List of recruitment strategies implemented during fiscal year 	July 2015– June 2016
1.2 WESD applies successful technology methods to attract highly effective employees.	<ul style="list-style-type: none"> • Apply best practices to enhance and maintain the District Web site recruitment sections in order to market WESD and appeal to potential applicants. • Enhance online job applications to elicit applicant information that is relevant to the position and useful to the supervisor who reviews applications. • Enhance standard job postings to be used by supervisors when advertising available positions. 	<ul style="list-style-type: none"> • Human Resources Department Staff • Recruitment Committee • Management Information Systems (MIS) Department Staff • Communications and Public Engagement Department Staff • Academic Services Department Staff • District Administration • Human Resources Department Staff • Human Resources Department Staff • Supervisors 	<ul style="list-style-type: none"> • Web pages • Referrals indicated on applications • Use of GoToMeeting and GoToWebinar (or related Web-based interview system) • Applications • Job postings 	July 2015– June 2016

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1.3	WESD maintains an active recruitment committee to review and update recruitment plans, needs and practices, both short- and long-term, with a focus on schools participating in the UVA Turnaround Initiative and the teacher shortage in Arizona.	<ul style="list-style-type: none"> Reconvene the WESD Recruitment Committee, and schedule regular meetings of the committee throughout the year. 	<ul style="list-style-type: none"> Human Resources Department Staff Recruitment Committee 	<ul style="list-style-type: none"> Agendas Membership list Minutes 	July 2015– June 2016
2.0 Selection					
2.1	WESD utilizes effective applicant screening methods to successfully identify potential job candidates.	<ul style="list-style-type: none"> Review, and if necessary revise, the screening application process for school administrator positions to reflect current school administrator hiring procedures. 	<ul style="list-style-type: none"> Human Resources Department Staff Upper-level District Administration 	<ul style="list-style-type: none"> Application screening form Application screening results 	July 2015– June 2016
2.2	WESD applies pre- or post-testing practices to assess potential candidates' skills and knowledge in complex areas.	<ul style="list-style-type: none"> Review and consider adopting teacher screening systems. Review and consider adopting principal screening systems. 	<ul style="list-style-type: none"> Human Resources Department Staff District Administration 	<ul style="list-style-type: none"> Screening systems research information 	July 2015– June 2016
2.3	WESD performs reference checks to further screen candidates based on their previous employment behaviors.	<ul style="list-style-type: none"> Develop and implement an internal reference check form and procedures for internal hiring. Review the current external reference check form and procedures for external hiring; develop appropriate revisions, and implement the revised form. Develop and implement a training protocol for supervisors that addresses both providing and obtaining reference checks. Explore online reference checking opportunities. 	<ul style="list-style-type: none"> Human Resources Department Staff Supervisors <ul style="list-style-type: none"> Human Resources Department Staff Recruitment Committee MIS Department Staff 	<ul style="list-style-type: none"> Internal reference check form External reference check procedures and form Training materials Sign-in sheets Web pages Researched options Pricing information 	July 2015– June 2016

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3.0 Orientation and Professional Development					
3.1	WESD provides orientations for newly hired employees to facilitate their successful transition into employment.	<ul style="list-style-type: none"> Develop a supervisor orientation for both newly hired supervisors and internal employees who have been promoted to supervisory positions. 	<ul style="list-style-type: none"> Human Resources Department Staff District Departments Staff 	<ul style="list-style-type: none"> Presentation materials Agendas Sign-in sheets 	July 2015– June 2016
4.0 Retention					
4.1	WESD establishes and maintains an evaluation process for all employees to promote expected performance and behaviors.	<ul style="list-style-type: none"> Review and, if necessary, revise current evaluation systems to remain compliant, promote growth and expectations, recognize employees and ensure that effective personnel are employed by WESD. 	<ul style="list-style-type: none"> District Administration Human Resources Department Staff Evaluation Committee Governing Board 	<ul style="list-style-type: none"> Committee agendas Committee minutes Governing Board minutes indicating approval of recommended evaluation processes Evaluation instruments Evaluation guidelines Evaluation outcome analysis 	July 2015– June 2016
		<ul style="list-style-type: none"> Update employees regarding any changes to the evaluation process. 	<ul style="list-style-type: none"> Human Resources Department Staff Supervisors 	<ul style="list-style-type: none"> Presentation materials 	
		<ul style="list-style-type: none"> Provide updated evaluator training to supervisors. 	<ul style="list-style-type: none"> District Administration Human Resources Department Staff 	<ul style="list-style-type: none"> Presentation materials Handouts Forms Sign-in sheets Evaluation outcome analysis 	
		<ul style="list-style-type: none"> Review and, if necessary, make changes to the Web-based evaluation systems that are currently in use. 	<ul style="list-style-type: none"> Supervisors WESD Employees Human Resources Department Staff 	<ul style="list-style-type: none"> Information sheets regarding Web-based systems Examples of reports generated by Web-based systems 	
4.2	WESD establishes and promotes a productive culture.	<ul style="list-style-type: none"> Communicate productive culture expectations to all employees. 	<ul style="list-style-type: none"> Human Resources Department Staff Supervisors 	<ul style="list-style-type: none"> Presentation materials 	July 2015– June 2016
		<ul style="list-style-type: none"> Request feedback from all employees regarding working conditions of their workplace and the District. 	<ul style="list-style-type: none"> Human Resources Department Staff Interest-based Negotiations Committee District Administration 	<ul style="list-style-type: none"> Survey results 	

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5.0 Compliance				
5.1 WESD complies with employment policies and laws.	<ul style="list-style-type: none"> Review and revise District employment procedures, as necessary, to maintain compliance with federal and state mandates. 	<ul style="list-style-type: none"> District Departments Staff 	<ul style="list-style-type: none"> Revised procedures Close-out files Evaluation samples Discipline samples 	July 2015– June 2016
	<ul style="list-style-type: none"> Continue to provide mandated trainings to employees to ensure District-wide compliance with employment policies and laws. 		<ul style="list-style-type: none"> Presentation materials Handouts Forms Sign-in sheets 	
	<ul style="list-style-type: none"> Institute involuntary employee transfers, as needed, to effectuate appropriate placement of personnel. 	<ul style="list-style-type: none"> District Administration Human Resources Department Staff 	<ul style="list-style-type: none"> Personnel Action Request forms 	

Fiscal Resources:

- M&O Funds
- Title II Funds

Acknowledgement of Accomplishment (Celebrations):

- Recognition at Governing Board meetings
- Committee celebrations
- Department meetings and celebrations
- Completion of ASPAA Academy by department employees

Accomplishments to Date:

- Reestablished a Recruitment Committee to include school administrators
- Developed talent management action plan for the University of Virginia (UVA) School Turnaround Program schools
- Developed recruitment plan specific to the five UVA focus schools
- Represented WESD through active leadership role with Arizona School Personnel Administrators Association
- Implemented Centricity (new Intranet), which enables employees to access HR information anywhere Internet is available
- Provided GoToMeeting/Webinars for school administration in an effort to share information while saving them drive time
- Hired more than 200 teachers for the 2015-2016 school year
- Hired more than 60 teachers prior to March 1 (before staffing procedures)
- Had fewer teacher vacancies at the beginning of the school year than neighboring school districts, despite teacher shortage in Arizona
- Began working with MIS to develop an online Personnel Action Request form with workflows
- Revised teacher new hire orientation to include going paperless and meeting in smaller group to provide hands-on training
- Worked with Recruiting.com to develop and implement employment pages that reflect current recruitment best practices
- Enhanced collaboration with Arizona Department of Education (ADE) by hosting certification and highly qualified training for school districts and serving on ADE Retention and Recruitment Task Force
- Converted SubFinder System to cloud version

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- Revised teacher exit interview surveys; received over 150 responses in 2014-2015, a response rate greater than that of the previous 5 years combined
- Converted and expanded videos required by employees to view, along with over 200 optional videos
- Produced video presentation about new medical plans, along with new materials, informational Web pages, etc.
- Revised hiring procedures to include removing pre-employment drug screening, adjusting co-pays for new hires and no longer fingerprinting employees with fingerprint clearance cards

Future Outcomes:

- Implement an online Personnel Action Request process.
- Expand HR's Web presence via Centricity.
- Continue active leadership involvement with Arizona School Personnel Administrators Association.
- Continue to represent WESD on the ADE Retention and Recruitment Task Force.
- Develop written instructions for all exit interview procedures.
- Conduct an internal audit of I-9s.
- Develop MUNIS date definitions and examples to ensure consistent use among HR and Payroll staff.
- Begin monthly meetings with the Special Education Department regarding one-on-one assistant procedures.
- Reestablish HR/Payroll monthly meetings.
- Review the new Fair Labor Standards Act exemption status of all employees (assuming new procedures are approved by Department of Labor).
- Consider purchasing and implementing teacher and/or school administrator applicant screening systems.
- Consider revising rehiring procedures.
- Establish a Risk Management Committee.
- Consider H1B1 Visas.
- Track and implement Affordable Care Act requirements.
- Reestablish a classified new hire orientation to mirror the new certified orientation.