



Victor Valley Union High School District

Recruitment & Retention Plan

2019-20

Human Resources Division

16350 Mojave Drive

Victorville, CA 92395

www.vvuhsd.org

Our Mission

As the unifying agent of our community, steeped in more than a century of commitment to student achievement, the Victor Valley Union High School District will provide students a high-quality education in a safe environment, cultivating skills necessary for success through the promotion of integrity, creativity and collaboration, inspiring them to reach their full potential and become productive global citizens.

Vision

All students will graduate prepared for the demands of college or career. All students will be educated in a safe, clean, highly engaging environment.

Core Beliefs

- ✓ Students are unique learners.
- ✓ Positive relationships foster success.
- ✓ Individual differences make us stronger.
- ✓ There are many paths to student success.
- ✓ Everyone achieves more when they are valued.
- ✓ Everyone's commitment is fundamental to student achievement.
- ✓ A safe and clean environment is essential to teaching and learning.

The VVUHSD Employee

Victor Valley Union High School District is committed to employing the best candidates for our students. The VVUHSD employee has all of the following qualities:

- ✓ Life-long learner
- ✓ High expectations for students and themselves
- ✓ Open to change
- ✓ Positive attitude and strong work ethic
- ✓ Sense of responsibility and focused
- ✓ Driven and focused on student achievement
- ✓ Team player and helpful to others
- ✓ Collaborative
- ✓ Values diversity

Plan Purpose

The Recruitment and Retention Plan serves as the blueprint for hiring and retaining employees in VVUHSD. This is a multi-year development process of attracting, developing and retaining highly qualified teachers, staff and substitutes at our schools and across the district.

Beginning mid-year, 2019-20, the VVUHSD recruitment plan was established. The goal was to recruit and retain the highest quality employee, as well as making it a collaborative and thoughtful process with stakeholder input. Our current practice maximizes stakeholder involvement, but minimizes timelines to ensure the highest quality candidates are hired.

Recruitment & Retention

VVUHSD maintains one of the highest paid staff salaries in the surrounding area. Not only are we attracting the most highly qualified candidates to our schools, but we are engaging in competitive compensation for our certificated, classified, confidential, and management staff.

Professional Development

We are committed to maximizing teacher and employee collaboration for effective teaching and learning. Research-based professional development opportunities are offered throughout the school year for certificated and classified staff. Effective teaching and learning is the cornerstone to student achievement and preparing college and career ready VVUHSD students. Teachers engage in professional learning communities throughout our district, improving operations and employee effectiveness.

Career Ladder Programs

The District is exploring the development of Career Ladder Programs for both certificated and classified staff members who are interested in pursuing higher education. In addition, we are also exploring the possibility of creating several academies for those interested in pursuing careers at the administrative and executive levels.

Advertisement

Potential applicants can apply for positions through Edjoin or NeoGov. We also promote VVUHSD in the following locations:

- Association of California School Administrators (ACSA)
- Social Media: Twitter, Facebook
- Job Recruitment Fairs; Professional Networking Conferences

Partnerships

VVUHSD continues to build additional formalized partnerships with colleges and universities. We continue to strengthen these partnerships as we develop the pipelines of well-prepared future employees.

Retirement Incentives

To promote early hiring, districts and schools institute policies that provide incentives to staff members who intend to retire at the end of the school year by informing the district of their intent to retire. Notification should be made to employees in January, in order to provide time for employees to consult with a STRS/PERS planning representative.

CERTIFICATED PERSONNEL

HIRING PROCESS

1. Certificated positions are posted to Edjoin.org.
2. HR staff screens for basic credentialing requirements, top candidates are invited for face-to-face interviews.
3. The interview panel is convened to conduct interviews (Note: Administrator candidates will move forward to an interview with executive cabinet).
4. Once the final candidate is selected, HR will conduct reference/background checks.
5. Unsuccessful applicants will be notified by HR staff via email.
6. After completing reference checks, the successful candidate's name is submitted for board approval.
7. Once approved, the candidate will meet with HR staff to complete new hire paperwork and complete the on-boarding process.

SALARY ASSESSMENT

The district is responsible for determining the starting salary of new employees. Upon appointment, the HR staff will evaluate all experience and education to determine the proper placement on the salary scale. For administrators and executive cabinet positions, previous experience of the individual and the salary level in their current position may be taken into account.

GOOD TEACHERS CAN COME FROM ANYWHERE

Don't limit yourself to recruiting just local teachers or only those who are already certified. Sometimes the best teacher can come from a neighboring state or be a career changer seeking to begin teaching on a transitional license. Remaining open to different types of teachers will expand our hiring possibilities.

INDUCTION

VVUHSD works in collaboration with Riverside County Office of Education to offer an induction program for teachers completing their credentials. A mentor/coach, who offers guidance and support throughout the induction process, is assigned to each candidate. The culminating event in the induction process is the Colloquium, which is held in the spring of each school year. Each candidate must participate in this final event in order to clear their credential.

DATA DASHBOARD

A data dashboard is in the process of being established to provide VVUHSD with the metrics and indicators to measure progress and effectiveness. We are in the first phase of identifying and calibrating measures, however, these data points are initial baseline information to better inform practices.

EVALUATION

VVUHSD and Victor Valley Teachers' Association (VVTA) have collaborated on a Peer Assistance Review (PAR) for our struggling teachers (pilot year). We also have modernized a coherent evaluation process for management staff based on the California Professional Standards for Educational Leaders (CPSEL).

MONTH	RECRUITMENT/HIRING ACTIVITY
October/November	<ul style="list-style-type: none"> • Prepare in-state and out-of-state talent recruitment trips with focus on diversity/hard to fill positions • Review staffing challenges from previous school year • Review of onboarding process for efficiency • Revise and publish talent recruitment brochures, fliers, and videos • Revise questions for interviews • Share opportunities to serve as district representatives with administrators and hiring managers • Provide a required, comprehensive training for those serving as talent recruitment representatives • Prepare any advertisement for upcoming year • Substitute hiring goal of 100 by January
December/January	<ul style="list-style-type: none"> • Staffing meetings with all sites to determine staffing allocations for certificated • Notify employees of retirement incentive (if offered)
February/March	<ul style="list-style-type: none"> • Post anticipated vacancies
March	<ul style="list-style-type: none"> • Deadline to receive intent to retire for incentive 3/1 • Post/screen Principal and Vice Principal pools • Continue recruitment events and interview as available • Offer contingent letters of intent
April	<ul style="list-style-type: none"> • Conduct certificated staff interviews and hiring process • Continue recruitment events and interviews as available
May	<ul style="list-style-type: none"> • Conduct interviews and onboarding process
June	<ul style="list-style-type: none"> • Conduct interviews and onboarding process
July	<ul style="list-style-type: none"> • Conduct interviews and onboarding process • Complete all site-based hiring by July 15
August	<ul style="list-style-type: none"> • Collect recruitment data and develop analysis of the overall effectiveness of the recruitment • Cabinet and District Administration makes recommendations for next year's recruitment plan

CLASSIFIED PERSONNEL

PERSONNEL COMMISSION

The Personnel Commission is a non-partisan public body responsible for the administration of the personnel "Merit System". In accordance with the Education Code, the Merit System includes the selection, retention, and promotion of classified (non-teaching) employees in a public school district.

The Merit System was voted into existence in this district by a simple majority vote of classified employees on January 17, 1967.

The Personnel Commission is composed of three members, one member directly appointed by the Board of Trustees; one member appointed by the Board of Trustees from the nomination submitted by the recognized employee organization; and the third member being appointed by the other two Personnel Commissioners.

The commissioners are each appointed for a three-year term, with the term of one member expiring in each year. To be eligible for appointment to the commission, the Education Code requires that each appointee: (a) "Be a registered voter and resident within the territorial jurisdiction of the school district" and, (b) "Be a known adherent to the principles of the Merit System".

DUTIES OF THE PERSONNEL COMMISSION

The Personnel Commission is charged with a three-fold responsibility:

1. To assist the governing board and administrators of the high school district in the quest for competent administration;
2. To represent the interests of the general public by maintaining a personnel system dedicated to the hiring and keeping of qualified employees in the services of the district; and
3. To see that classified employees receive fair and equitable treatment.

MERIT SYSTEM PRINCIPLES AND CONCEPTS

- Hiring and promoting qualified employees on the basis of ability, with open competition in initial appointment.
- Protecting appointments to positions from political coercion of personal favoritism.
- Ensures that employees doing like work are classified the same and receive like pay.
- Provides for fair and impartial rules and consistency in administration of the rules.
- Assures fair treatment of applicants and employees in all aspects of personnel administration without regard to political affiliation, sex, or religious creed, and with proper regard for their privacy and constitutional rights as citizens.

HIRING PROCESS – CURRENT ELIGIBILITY LIST

1. Notification of vacancy or need to replace employee due to transfer/resignation/release is made to school site/department.
2. Personnel Action Request (PAR) is submitted for approval.
3. PAR is forwarded to Personnel Technician for immediate recruitment.
4. Personnel Technician verifies information provided on the PAR and contacts the school site/department if any information is missing.

5. The position is posted for transfer, usually within 24 hours. Notices of transfer opportunity are sent out to the various school sites, departments, and key individuals. Additionally, notice of the transfer opportunity is sent via email to all district email addresses.
6. Transfer posting is also posted on NeoGov and district websites for 5 working days.
7. Once the transfer opportunity is posted, the appointing supervisor is notified by email when the transfer posting will close and an interview date is requested.
8. Secure interview date and location, send out calendar invites to panel members.
9. Once an interview date is provided, notices are emailed to eligible ranks from the current eligibility list and scheduling begins. As transfer requests are submitted, interviews are scheduled immediately, if an interview date has already been provided.
10. An interview packet is prepared. This packet includes:
 - o Printed application for each eligible interviewing applicant.
 - o Copy of the transfer request for each employee to interview for the transfer.
 - o Certified Applicant Form
 - o Rating sheet for each applicant.
11. Interviews take place on the scheduled date.
12. Typically, the interview panel notifies the Personnel Technician of their selection within 30 minutes of the final interview, however, PC rules allow up to 3 days for selection.
13. Once the Certified Applicant Form is returned to the Personnel Technician, an initial phone offer is made to the selected applicant. If the position is accepted, the selected applicant must come into the personnel office within 24 hours of accepting the position by phone. The selected applicant is instructed to bring a valid government ID, original social security card, and TB results, if available.
14. Once the applicant has accepted the position by phone, the Personnel Technician schedules the medical/physical examination and prepares a conditional employment offer packet.
15. Once the applicant comes into the personnel office, the conditional offer packet is completed and the applicant is instructed that the drug screening must be completed /time-stamped within 24 hours of the initial phone offer and the applicant is provided the forms for all required clearances (drug screen, Live Scan, and medical/physical).
16. Following the conditional offer, the applicant is emailed the mandated training by email and given 72 hours to complete the required trainings.
17. Once the Live Scan results are received, the selected applicant is added to the next board agenda.
18. Once all clearances have been received, the conditional employee is contacted to establish an official start date. The start date can be as soon as the day following the scheduled board meeting. However, the conditional employee is allowed to submit a two-week notice to their current employer.
19. Once the start date is established, all affected parties are notified by email:
 - o School site/department
 - o Payroll
 - o Benefits
 - o Employee
20. Employee reports to work site on assigned start date.
21. Employee is scheduled for new employee orientation within 10 working days of official start date.

RECRUITMENT PROCESS – NO ELIGIBILITY LIST

1. Notification of vacancy or need to replace employee due to transfer/resignation/release by school site/department.
2. Personnel Action Request (PAR) is submitted for approval.
3. PAR is forwarded to Personnel Technician for immediate recruitment; if PAR is for a new position, the request is added to the board agenda for approval. Following board approval, the PAR is forwarded to Personnel Technician for recruitment.
4. Personnel Technician verifies information provided on the PAR and contacts school site/department for any missing information.
5. The position is posted for testing to establish an eligibility list. Employment bulletins are sent out informing all district employees, the public, and outside agencies of the upcoming testing to establish an eligibility list. The posting is also advertised on NeoGov, Edjoin and the district webpage for at least 15 days. Simultaneously, the transfer is posted in the same locations for 5 working days.
6. Additionally, notice of the posting to establish an eligibility list and the transfer opportunity are sent via email to all district employees.
7. At the time of posting, a tentative exam date is also set, which is generally 2-3 weeks after the closing date. This timeframe allows for screening of applications and invitation of qualified applicants to the exam. Typically, applicants are given one week notice of the exam.
8. At the time of posting, the site/department manager is notified of the tentative exam date and an interview date is requested. Interview location is secured and calendar invites are sent to panel members.
9. If there are enough qualified applicants at the close of the posting, the exam will be administered on the scheduled date.
10. Due to the implementation of online testing, exam scores are available immediately at the end of the testing time period.
11. Applicants who are successful on the exam are ranked and placed on the eligibility list. Notices are sent out to the successful applicants within 24 hours.
12. If a valid eligibility list is formed from the testing, the site/department manager is informed that we will move forward with the scheduled interviews.
13. Interview notices are sent out to eligible ranks and employees who submitted transfer requests are contacted to schedule interview appointments.
14. An interview packet is prepared for the interviews. This packet includes:
 - a. Printed application for each eligible interviewing applicant
 - b. Copy of transfer request for each employee requesting to interview
 - c. Certified Applicant Form
 - d. Copy of interview questions
 - e. Rating sheet for each applicant
15. Interviews take place on the scheduled date.
16. Typically, the interview panel notifies the Personnel Technician of their selection within 30 minutes of the final interview, however, PC rules allow up to 3 days for selection.
17. Once the Certified Applicant Form is returned to the Personnel Technician, an initial phone offer is made to the selected applicant. If the position is accepted, the selected applicant must come into the personnel office within 24 hours of accepting the position by phone. The

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 23. Once the start date is established, all affected parties are notified by email:
 - a. School site/department
 - b. Payroll
 - c. Benefits
 - d. Employee
 24. Employee reports to work site on assigned start date.
 25. Employee is scheduled for new employee orientation within 10 working days of official start date.

SALARY ASSESSMENT

The district is responsible for determining the starting salary of new employees. Upon appointment, employees are placed on Step A of the salary range assigned to that position. The Director of Classified Personnel will evaluate all experience and education to determine if the employee is eligible for a step increase. If eligible, the Director will submit a request to the Personnel Commission for approval at the next regularly scheduled meeting.

For supervisory, management, and executive cabinet positions, previous experience of the individual and the salary level in their current position may be taken into account.

DATA DASHBOARD

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