

Sunflower County Consolidated School District
Mrs. Miskia Davis, Superintendent
"United For Excellence"



Sunflower County Consolidated School District
Recruitment Plan for 2019-2020

Table of Contents

- I. Summary of Purpose
 - a. The SCCSD Candidate
 - b. The Search
- II. Advertising Positions
- III. Recruiting for Positions
 - a. Administration
 - b. Certificated
 - c. Classified
- IV. Recruiting for Hard to Fill Positions
 - a. Inclusive Education Teachers
 - b. Occupational Therapists, Nurses, School Psychologists, Speech and Language Pathologists
- V. Pre-Recruitment
- VI. Recruitment Fairs/Interviews
- VII. SCCSD Career Fair
- VIII. Measures of Effectiveness
 - a. Data Gathering
 - b. Data Analysis
 - c. Evaluation

I. Summary of Purpose

The Sunflower County Consolidated School District (SCCSD) is comprised of seven elementary schools, four middle schools, two high schools, one career and technical center, and one achievement center. The SCCSD has approximately 3,500 students and over 600 faculty and staff members. However, the workforce needed to serve these students has drastically changed in recent years. As current SCCSD employees retire or move to other areas, the SCCSD struggles with identifying highly qualified, effective candidates to fill these vacancies. It is the intent of the SCCSD that this recruitment plan serve as a strategic plan to not only hire highly effective and qualified staff who are an excellent match for the district but to also develop a pipeline of candidates for hard-to-fill areas. In the following sections, the SCCSD clearly articulates the ideal characteristics of a SCCSD candidate as well as the parameters of the search for those candidates.

A. The SCCSD Candidate

Because the majority of the SCCSD student population is comprised of minority students from low socioeconomic backgrounds, it is imperative that the workforce of the SCCSD is sensitive to the needs of its student population. For this reason, SCCSD seeks to hire highly effective faculty and staff who represent the community and will respond to the changing needs of our community. All SCCSD hires must view the uniqueness of the district as an asset and seek to celebrate the cultures that make our district so rich.

It is imperative that SCCSD continues to hire across the spectrum; our workforce must be composed of various levels of experience and backgrounds. The common denominator among all candidates is an unwavering commitment to the success of all students as well as a dedication to meeting the differentiated needs of student groups.

All candidates, upon hire, must hold the appropriate certifications, endorsements, or work experience for the positions for which they are hired. Furthermore, desired candidates must have a commitment to life-long learning and a willingness to actively participate in professional learning communities. Administrators must be instructional leaders who have the skills and passion to guide their staff. Certified staff must be solution-oriented and work effectively with colleagues. Administrators and certified staff must also have the aptitude for gathering data and analyzing that data to improve their effectiveness. Classified staff must have a commitment to continuous improvement as they support the operational and instructional needs of the system. In addition, all new hires must have a capacity and a commitment to using and fostering the use of technology.

B. The Search for Candidates

The 2019-2020 SCCSD recruitment effort will focus on building a diverse cadre of highly qualified candidates, not just for current vacancies, but also for future opportunities. The forums and venues where we seek these candidates will vary, but the screening process will be consistent and rigorous for all candidates. Because the recruitment effort affects every office and school, principals and district level administrators will be key participants in the screening and interviewing process. Their participation on recruitment trips, their feedback on the candidates and the recruitment process, and their commitment to the characteristics of an ideal SCCSD candidate are fundamental to the success of this recruitment plan. In addition, it is essential that the District continues to include community and business partners in recruitment efforts; they know the needs of this area and have access to many qualified candidates. The SCCSD is excited and ready to work with these stakeholders to build a highly effective and diverse workforce in our district. We will develop a screening tool that will help us identify the characteristics above, and we will interview each candidate before we offer him/her a contingency contract. The contingency contract will hold a stipulation that satisfactory references

are required before a candidate may be hired. An additional effort that was implemented in the 2018-2019 school year was the partnership with the Mississippi Department of Education for the Mississippi Teacher Residency Program which seeks to grow individuals into teachers by fully paying for their undergraduate programs, having them serve under a mentor in the district, and by committing to 3 additional years with the district after gaining licensure. The other program, Performance-Based Licensure, is designed to temporarily certify teachers who are making significant student gains but who are not fully certified.

II. Advertising Positions

The SCCSD actively recruits for positions through a wide range of advertising venues. These venues include our district website via Soft Search. Search Soft enables the district to post open positions and update those positions regularly. SCCSD will also post positions through university online employment systems and MDE's website. These posts include the characteristics of the ideal SCCSD candidate, instructions on how to apply for a position, and other pertinent SCCSD information. The SCCSD posts all vacancies with a close date or an initial screening date to notify candidates of deadlines when applying for positions. The SCCSD will post all vacancies for continuing positions until the vacancies are filled.

The SCCSD also utilizes local newspapers to advertise vacancies and recruitment efforts within the district. The district does not limit its advertisements to the local paper, *The Enterprise-Tocsin*; advertisements are also posted in surrounding newspapers as well. These include *The Bolivar Commercial*, *The Delta Democrat Times*, and *The Greenwood Commonwealth*.

III. Recruiting for Positions

A. Administration

Because the majority of recruitment trips for the 2019-2020 recruitment effort will focus on securing certified teachers, the SCCSD will advertise all district administrator, principal, and assistant principal positions using Search Soft, district email, and local newspapers when vacancies occur. Other recruitment methods will include recruiting successful administrators from neighboring districts and seeking recommendations from local universities with Education Leadership programs. To secure these recommendations, the SCCSD will establish and nurture contacts who may have access to promising administrators, such as university liaisons, community organizers, and education directors.

B. Certified Staff

Certified staff members by far represent the greatest number of new hires for the SCCSD each year. The key to hiring effective certified staff is to advertise, interview, and hire early. In terms of new teachers, many are completing their teacher preparation programs in May so, it is beneficial to interview and screen in early spring and offer these promising teachers contingency contracts. Most of the recruitment trips, described more comprehensively in this plan, are scheduled during February, March, and April to facilitate this process. In addition, the Personnel Director and Superintendent are developing relationships with university contacts to gain access to qualified candidates as early as possible, so that we can continue to actively recruit. We have also initiated a "Grow Your Own" project in the district through our Teacher Academy program at the Indianola Career and Technical Center. The district seeks to maintain contact with these and other SCCSD graduates who are in teacher preparation programs to encourage this group to return home after graduation. This group is familiar with the core values and are more likely to remain in the area after graduation. An additional strategy is to identify strong student teachers in our district and offer those students positions after completion of their practicum. Perhaps the largest pool of potential certified teachers are those individuals in our district and service area who have completed college in other areas and seek employment.

The district will continue working with this group as they seek certification. The district will continue to offer PRAXIS training for those staff and community members who are struggling with passing the required assessments for standard license certification.

C. Classified Staff

Although classified staff positions should be hired on the same timeline as certified staff, classified staff members are hired on a continuous basis throughout the year. In the classified area, SCCSD has a particular need for para-professionals, especially in the area of Exceptional Education. Other classified staff position would include clerical staff. In addition, SCCSD is in need of substitutes teachers. SCCSD has utilized all of the advertising methods mentioned above for recruitment efforts and will continue to recruit for these positions at job and recruitment fairs.

IV. Recruiting for Hard to Fill Positions

According to current data regarding the length of time that a vacancy is posted and filled, certified positions are the hardest to fill. The causes for difficulty include a lack of quality candidates, a lack of candidates with appropriate endorsements, competition for candidates with other districts or the business world, and lack of preparation programs for the types of candidates needed. The strategies outlined below directly address these root causes:

A. Exceptional Education Teachers

Exceptional Education teachers are in high demand throughout Mississippi, as well as in the Sunflower County Consolidated School District. In an attempt to be proactive in our recruitment efforts for Exceptional Education teachers, the SCCSD will contact colleges and universities early in the year to seek information on those individuals who are candidates for completion of Exceptional Education programs. Representatives from the district, including staff for the Exceptional Education office, will be on the watch for promising Exceptional Education teacher candidates. In addition, SCCSD will offer contingency contracts specifically for Exceptional Education positions.

B. Occupational Therapists, Speech and Language Pathologists, Librarians

Employees that are qualified as occupational therapists, speech and language pathologists, and librarians are in such high demand that the SCCSD has, in the past, had to contract with outside agencies to obtain employees with certification occupational therapy or speech pathology. The district has also had to employ retired librarians on a part-time basis. SCCSD will specifically recruit candidates with the required certification, and will offer contingency contracts after successful interviews.

V. Pre-Recruitment

The SCCSD will complete all pre-recruitment work during September and the first week of October. The work will include the following:

- Register for upcoming recruitment fairs
- Create recruitment brochures, fliers, presentation boards
- Order recruitment favors
- Finalize contingency contracts
- Revise and finalize all screening materials and data tools
- Share opportunities to serve as district representatives with administrators and department heads
- Organize April district recruitment event

VI. Recruitment Fairs/Interviews

The recruitment trips are designed to find candidates for vacancies in the 2019-2020 school year. All of the trips are focused on assisting the district in finding candidates for all three types of employees: administrators, certified staff, and classified staff. All were selected based on the data showing that the trips were successful and yielded high quality candidates. Current SCCSD employees who are alumni of colleges and universities visited will accompany administrators on recruitment trips to connect with and refer students. Specific trips may be added to assist SCCSD in finding a more qualified pool of candidates to assist with the growing student population. District and Title II funds will be used to cover the costs of all trips. However, it may be essential, as the SCCSD continues to build a recruitment program based on need, to request additional funds as needed for future years. The intended outcome of all recruitment trips is to not only find qualified candidates, but also offer contingency contracts to candidates who have been interviewed. Contingency contracts will be contingent on satisfactory references and will be written specifically for the area in which the candidate has been interviewed and is needed by the district. In other words, if a candidate is endorsed in Exceptional Education and is interviewed in that area, SCCSD will offer a contingency contract for an Exceptional Education position.

VII. SCCSD Career Fair

The SCCSD seeks to have a Career Fair in February 2020 after all Letters of Intent have been returned by the existing faculty and staff for the 2020-2021 school year. It is essential that Letters of Intent are completed so that all vacancies advertised at the SCCSD Career Fair are actual vacancies that are open to internal and external candidates. It is the goal of the SCCSD that all vacancies are filled by July 1, 2020.

VIII. Measures of Effectiveness

A. Data Gathering

SCCSD will gather data during each recruitment trip that will include the following:

- Number of candidates met
- Areas of specialty
- Follow-up plans (i.e. obtain resume, interview, check references, etc.)
- Plus/Delta chart for each trip

B. Data Analysis

At the conclusion of each trip, SCCSD will review the data and collate it into a chart that synthesizes the information-developing an analysis of the overall effectiveness of the recruitment trips.

C. Evaluation

The SCCSD will review the analysis during the summer and will make suggestions for revision for the 2020-2021 Recruitment Plan. In addition, the Superintendent and Personnel Director will work with school-based administrators and department heads to gather feedback about the recruitment efforts of the year. Their feedback will also be used to revise the 2019-2020 Recruitment Plan.

Activities:

Month	Recruitment/Hiring Activity
August	<ul style="list-style-type: none"> • Order recruitment material • Create district brochures
September	<ul style="list-style-type: none"> • Finalize contingency contracts • Finalize Recruitment Plan • Finalize all screening materials and data tools
October	<ul style="list-style-type: none"> • Finish preparation for recruitment trips • Seek Board approval for Recruitment Plan • Begin Recruitment Trips
November	<ul style="list-style-type: none"> • Interview as available
December	<ul style="list-style-type: none"> • Interview as available
January	<ul style="list-style-type: none"> • Register administrators and department heads for upcoming recruitment fairs • Interview as available • Plan SCCSD Career Fair
February	<ul style="list-style-type: none"> • Continue recruitment events • Interview as available • Disseminate Non-renewal letters to administrators (where applicable) • SCCSD Career Fair
March	<ul style="list-style-type: none"> • Continue recruitment events • Interview as available • Disseminate Letters of Intent to District staff
April	<ul style="list-style-type: none"> • Continue recruitment events; interview as available; distribute Contingency Contracts; gather data for each trip • Interview as available • Disseminate Non-renewal letters (when applicable) • Begin creating finalized vacancy list for 2018-2019
May	<ul style="list-style-type: none"> • Distribute contracts to existing staff • Publish finalized vacancy list for 2018-2019 • Administrators/department heads interview and fill positions
June	<ul style="list-style-type: none"> • Administrators/department heads interview and fill positions
July	<ul style="list-style-type: none"> • Administrators/department heads interview and fill positions • Complete all school-based hiring by July 30
August	<ul style="list-style-type: none"> • Collate recruitment data and develop analysis of the overall effectiveness of recruitment • Revise Recruitment Plan where needed • Gather feedback from administrators and department heads