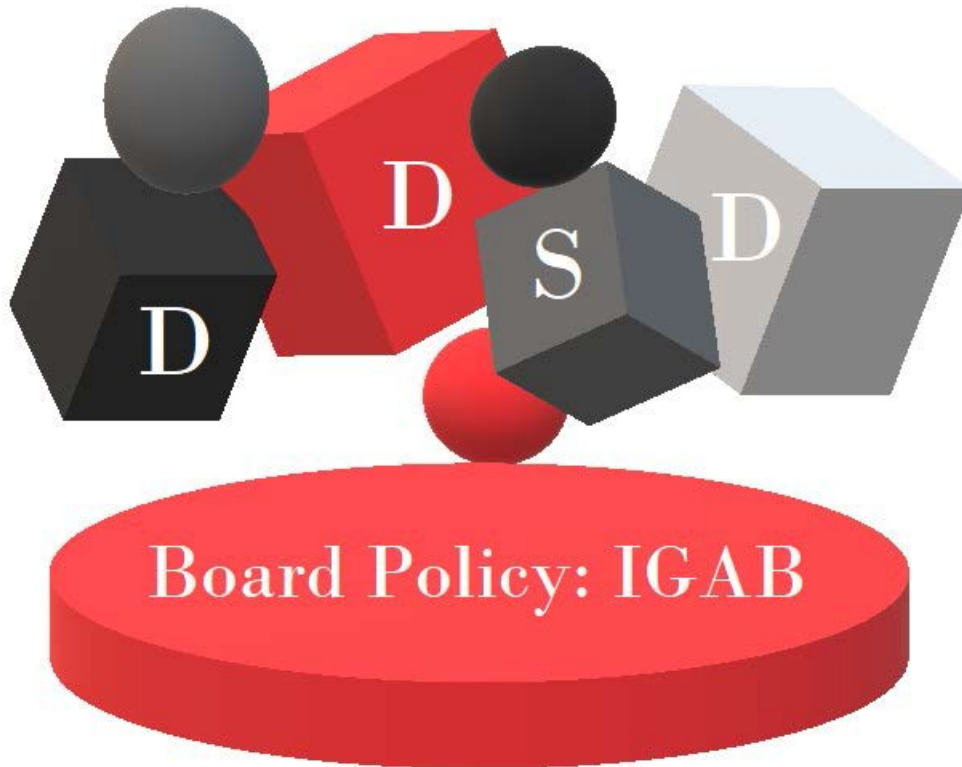


David Douglas School District #40  
Human Resources  
Strategic Hiring Plan 2017-2022



*Learn • Grow • Thrive*

David Douglas believes our strength is in our diversity.



Workforce Equity – The district shall actively work to have the workforce reflect the diversity of the student body. The district shall consider workforce equity when recruiting, employing, supporting and retaining a workforce that includes racial, gender, and linguistic diversity, as well as culturally competent administrative, instructional and support personnel.

## A Message from our Superintendent:

'One of our core beliefs at David Douglas School District is that all students have an unlimited capacity to learn and deserve equitable access and opportunity through the support of caring adults. David Douglas staff reflect a strong commitment to diversity, equity, and inclusion. In order to provide high quality, culturally competent education to students, it is necessary to respect the differences of the students, staff, and the community we serve by offering an environment that celebrates diversity and embraces inclusion. David Douglas provides meaningful, equitable opportunities for all to grow and thrive within supportive communities of learners.' ~Ken Richardson




# Strategic Plan to Diversify our Workforce

Target Goal: 10% increase of our staff ethnic diversity by 2020



Recruiting

- 
- Partnerships
  - Advertising/Promoting
  - Searching
  - Expanding

- 
- Strengthening
  - Reinforcing
  - Educating
  - Excellence



Hiring



Retaining

- 
- Maintaining
  - Growing & Developing
  - Supporting & Listening
  - Engaging

# STRATEGIC HIRING PLAN IMPLEMENTATION

OBJECTIVE: **Recruiting**

## STRATEGIC ACTIONS:

- ✓ Communicate that David Douglas values Diversity (Publish Superintendent's 'Diversity Statement' and mission/vision) in HR newsletters and postings
  
- ✓ Create new and strengthen existing college and university partnerships (Equity Department and Human Resources)
  - Reach out to local colleges/universities to develop partnership plans around the DDS Strategic Hiring Plan
  - Prioritize student teachers in buildings
  - Attend college/university events (job fairs, mock interviews, specialized groups)
  
- ✓ Develop an avenue for an educator pipeline for classified employees and students (Equity Department and Human Resources)
  - Cohort for IA's who want to be teachers
  - Strengthen Scots to Knights program with Warner Pacific
  - Strengthen Bilingual Teacher Pathway Program
  - Explore support and incentives (paying for student teaching, financial support for books, childcare, signing bonuses, etc.)
  - State level advocacy-Workforce Development Committee
  - Explore District staff mentorship programs with high school students
  - Offer unused and donated state university reduced tuition credit vouchers to classified staff working to become teachers
  
- ✓ Increase advertising and promoting efforts
  - Attend local career fairs (licensed and classified), including those that serve and pursue diverse populations
  - Research and advertise positions with diverse recruiting venues: i.e. websites, magazines, publications and ethnic focused professional outreach organizations
  - Advertise DDS positions within our community
  - Involve employees in recruitment efforts
  - Create a recruiting video
  - Establish branding strategies that reflect the DDS student population and our culturally responsive practices
  - Create a social media presence for diversity hiring
  - Share by word of mouth: David Douglas is an employer who values diversity
  - Hold a David Douglas School District job fair

- ✓ Promote an employer of choice culture
  - Promote health, wellness and fun
  - Continue to cultivate a family culture
  - Focus on an inclusive environment
  - Continue to offer competitive wages/benefits and collective bargaining agreements
  - Focus on mentoring and support
  - Signing bonuses for bus drivers
  - Explore other possible incentives for joining our workforce
  
- ✓ Enhance systematic application procedures
  - Review job descriptions ensuring that all arbitrary requirements are removed
  - Translate applications for non-licensed positions
  - Track applicants and interviews held for various demographics and enhance recruiting efforts based on data (ethnicity, language, etc.)
  - Track student teacher demographics

## SUCCESS MEASURES:

1. Increased number of partnerships with colleges and universities
2. Increased District attendance at job fairs
3. Cohort for instructional assistants developed and implemented
4. Increased numbers of DDS classified employees and students completing education programs
5. Financial assistance programs created and implemented to create a pathway for a career in education for our students and classified employees
6. Existing pipeline programs are enhanced
7. Increased numbers of diverse applicants for all open positions
8. Increased number of diverse student teachers
9. System in place for tracking applicants' demographics
10. Reports that measure diversity of applicant pool are created and utilized
11. Classified applications translated into top five languages
12. Employee health and wellness is a visible program in every building

# STRATEGIC HIRING PLAN IMPLEMENTATION

OBJECTIVE: **Hiring**

## STRATEGIC ACTIONS:

- ✓ Communicate that David Douglas values diversity (administrators, supervisors, managers, and hiring teams)
  
- ✓ Maintain the District's commitment to Educational Equity (Board Policy: [IGAB](#))
  
- ✓ Training (Equity Department and Human Resources)
  - Annual review of strategic hiring plan
  - Continual focus on mission/vision
  - Professional development/training on hiring practices (hiring guide and culturally responsive hiring practices)
  - Develop training and implementation of the hiring guide to include: screening, interviewing, offering and onboarding
  
- ✓ Offering and Onboarding
  - Assist with paperwork, TSPC requirements and anything to do with licensure (including emergency and license of conditional assignments)
  - Orientations established and conducted in Human Resources, New Teacher Academy and at the building level
  - Communicate expectation of culturally responsive teaching practice implementation
  - Create a letter/flowchart to potential new hires explaining the hiring process/timeline
  - Give new hires access to email and other District resources, technology equipment, and ID badge within one week of HR orientation
  - Keep early hires engaged and informed as a member of the staff (i.e. access to professional learning, building tours, staff meetings, etc.)
  
- ✓ Enhance systematic hiring procedures, guidelines and documents
  - Revise hiring guide with a focus on equity
    - Revise bank of questions with an equity lens
    - Establish diverse hiring team protocols
    - Examine current hiring procedures for any potential bias in sourcing, screening, and finalizing candidates
    - Eliminate barriers (licensure, proximity, etc.)



- Establish welcoming and inclusive practices
- Track demographics of new hires
- Translate onboarding materials
- Survey new hires on onboarding experience

## SUCCESS MEASURES:

1. Hiring guide is reviewed annually and updated as needed
2. Training is held annually (hiring plan and guide, culturally responsive hiring practices)
3. Positive feedback on new hire survey
4. Data from new hire survey is used to improve procedures
5. Increased numbers of diverse hires for all open positions
6. System in place for tracking new hire demographics



# STRATEGIC HIRING PLAN IMPLEMENTATION

OBJECTIVE: **Retaining**

## STRATEGIC ACTIONS:

- ✓ Communicate that David Douglas values diversity to all staff
  
- ✓ Support professional growth and development (Equity and Curriculum Departments and Human Resources)
  - Equity teams in all schools
  - District equity team
  - Culturally responsive teaching practices and professional development
  - Peer coaching and support
  - Intensive mentoring for probationary teachers (mentor program and New Teacher Academy)
  
- ✓ Evaluation and feedback (Curriculum Department and Human Resources)
  - Ensure new hires receive training on the DDSD evaluation system
  - Ensure frequent, timely and relevant feedback for probationary teachers
  - Monitor the evaluation system to make sure observations have been completed
  - Survey new teachers regarding their first year in the District (experience, resources, training needs, support, etc.)
  
- ✓ Foster a workplace that supports diversity
  - Enhance HR communications with staff
  - Research and implement affinity groups for support
  - Research and implement acknowledgement systems
  - Research incentivizing dual language certification (tuition reimbursement, etc.)
  - Update website with images and languages that are inclusive of those in DDSD
  
- ✓ Enhance systematic procedures for employees who leave DDSD
  - Track demographics of resignations
  - Exit interviews

## SUCCESS MEASURES:

1. Decreased number of resignations
2. Positive feedback on new hire survey
3. Data from new hire survey is used to improve procedures
4. Affinity groups are established
5. Acknowledgement systems are established
6. Increase in the number of bilingual staff
7. System in place for tracking demographics of resignations

# DDSD STAFF DEMOGRAPHICS\*

Report as of October 10, 2019

\*All results are self-indicated by employee

Classified					
	15-16	16-17	17-18	18-19	19-20
African American/Black	18	30	18	21	27
American Indian/Alaska Native	7	6	7	8	7
Asian	13	15	17	21	25
Hispanic	46	47	49	57	64
Multiracial	10	23	28	28	32
Native Hawaiian/Pacific Islander	3	2	1	4	74
White	586	585	565	528	492
Staff of Color	97	123	122	139	159
Percentage of Staff of Color	14.20%	17.37%	17.76%	20.84%	24.42%

Licensed					
	15-16	16-17	17-18	18-19	19-20
African American/Black	2	3	4	6	5
American Indian/Alaska Native	0	1	1	1	1
Asian	20	22	21	24	24
Hispanic	28	27	27	27	34
Multiracial	20	20	19	23	27
Native Hawaiian/Pacific Islander	1	1	1	1	1
White	755	738	718	716	699
Staff of Color	71	74	73	82	92
Percentage of Staff of Color	8.60%	9.11%	9.23%	10.28%	11.63%

Administration/Supervisory/Managerial/Confidential Staff					
	15-16	16-17	17-18	18-19	19-20
African American/Black	1	1	1	1	2
American Indian/Alaska Native	0	0	0	0	0
Asian	1	1	2	2	1
Hispanic	2	2	2	3	5
Multiracial	2	3	2	3	3
Native Hawaiian/Pacific Islander	0	0	1	1	1
White	46	53	53	53	52
Staff of Color	6	8	8	10	12
Percentage of Staff of Color	11.53%	13.11%	13.11%	15.87%	18.75%

Grand Total Number of Staff of Color	175	205	205	233	264
Grand Total Percentage of Staff of Color	11.11%	12.91%	13.28%	15.19%	17.48%

# DDSD Human Resources Mission Statement

“To enhance the District’s mission by fostering a healthy, fair, equitable work environment that will attract excellent employees and enable them to develop to their full potential.”

We believe that every student’s learning experience should be fostered in an inclusive and safe environment so they can excel. We are looking for people that are willing to join a team of staff that believe that every student has the opportunity and ability to Learn • Grow • Thrive.



## Learn

### We commit to...

- provide culturally responsive, highly effective instruction
- engage in continual professional learning and reflective practice
- establish high standards and expectations
- deliver student-centered actions

## Grow

### We commit to...

- develop students socially, emotionally, and academically
- ensure safe learning environments
- collaborate with families and community partners
- promote community service as essential to ongoing learning

## Thrive

### We commit to...

- contribute positively to our diverse society
- cultivate skills necessary for lifelong learning
- empower students to advocate for themselves
- use district resources responsibly

Candy Wallace - Assistant Superintendent .....	503-261-8205
Darcy Powers - HR Manager .....	503-261-8226
Job Postings – Licensed and Administrative, All Licensed Staff Questions, TeachPoint – Licensed Staff Evaluation System, Licensed Leaves of Absence	
Stefanie Edenburn - HR Benefits Coordinator .....	503-261-8250
Health Benefits, Insurance, Retirees, Job Postings – Classified & Administrative, All Classified Staff Questions	
Gloria Cruz - HR Leave Coordinator .....	503-261-8416
Worker's Comp., Licensed Non-Medical Leaves of Absence, FMLA/OFLA, Classified Leaves of Absence	
Leah Hadley - HR Administrative Assistant - Classified .....	503-261-8253
Applications, Classified New Hire Orientations, Personnel Action Forms, Para-Professional Examinations, Classified Tuition Reimbursement, Job Postings – Classified	
Debora Speciale - HR Administrative Assistant - Licensed .....	503-261-8225
Licensed New Hire Orientations, Unemployment Insurance, Student/Practicum Teacher Placements, Licensed Tuition Reimbursement, Job Postings – Licensed	
Tiara Carter - HR Clerk.....	503-261-8289
Generalist: Badges, Background Checks, Volunteers	
David Petersen - HR Technology/Data & Security Coordinator .....	503-261-8210
SafeSchools Employee Training, HR Newsletter, HR Webpage, TeachPoint – Licensed & Classified Staff Evaluation System, Building Alarms and Keys, Security Badges, ODE compliance, Absence Reporting, Campus Door Automation	