

**Board Special Meeting**  
**Human Resources Oversight Work Session**  
Wednesday, May 16, 2018, 4:30-6:30 pm  
Board Office Conference Room, John Stanford Center  
2445 – 3<sup>rd</sup> Avenue South, Seattle WA 98134



**Minutes**

**Call to Order**

1. This meeting was called to order at 4:35. Directors Harris, Burke, Mack were present. Director Pinkham arrived at 4:40.

**Human Resources Oversight Work Session**

1. Assistant Superintendent of Human Resources (HR) Clover Codd went over the agenda items that would be covered in the oversight session. Ms. Codd spoke about creating a vision that would line up with the Districts strategic plan and still line up with HR. Ms. Codd mentioned that Human Resources (HR) vision is to ensure educational excellence and equity for every student, improve systems district-wide to support academic outcomes and meet students 'needs and strengthen and school, family and community engagement.  
Director of Strategy and Operations Sheila Redick spoke about exceeding their 1300 teacher recruitment pool goal but also mentioned the struggle to hire Special Education teachers. Ms. Redick said that the recruitment team is coming up with new and creative strategies to fill vacancies. Ms. Redick spoke about using social media as a recruitment tool and posting jobs earlier in the year. They also gave contracts earlier in the year to lock in talent. Ms. Redick worked with Seattle Educational Association (SEA) to gain early hiring for Title 1 schools and Special Education positions. Ms. Redick stated that the data showed a disproportionate rate of vacancies in Title I schools and Special Education positions. Ms. Redick spoke about reaching and exceeding their hiring goal of 95%. Ms. Redick mentioned how her team had gained better tracking and communication with new teacher candidates and being able to push out high-quality teachers.  
Ms. Redick spoke about teacher retention and the importance of keeping quality teachers in the classroom. Ms. Redick mentioned that this year's five-year teacher cohort is at 73% and although it has increased they are still not sure why. Ms. Redick spoke about clearly defining what retention means to SPS.  
Ms. Redick spoke about work that is making a difference. She stated that Seattle Teacher Residency (STR) has a high teacher retention rate compared to teachers coming from other preparation programs. Ms. Redick also believes the re-visioning of Peer Assistance Review (PAR) is going to help increase our retention rate by supporting struggling teachers and more intensive support for teachers new to the profession.  
Ms. Redick spoke about the work her team has been doing to diversifying the teacher work force. She feels that they are on a good trajectory at 21% above the available work force in Seattle but that they still need to work towards hiring more people of color to reflective the students that they serve. Ms. Redick mentioned how the Recruitment manager, Tim Collins has been working with the Diversity Work Group that consist of staff from different departments and City partners. They are trying to uncover strategies on how to recruit and retain teachers of color. Ms. Redick stated that they have also talked to SPS teachers to learn more about what brought them to SPS and why they choose to stay with the District.

Ms. Redick spoke about the Class to Cert road show where the recruitment team advertised at the three different schools to talk about a pathway of being a certificated teacher. 70% percent of the staff applying for the Class to Cert program are people of color.

Director Harris inquired about the City's education levy to attract teachers of color. Ms. Codd said that it is still in the beginning stages but that the City has dedicating money towards the Class to Cert program and STRprogram.

Ms. Redick spoke about adding the Implicit Bias training to all of their site based trainings and changed some of the teacher application questions to try and uncover equity mindset.

Director Burke had a question around the 5-year cohort and if Human Resources was seeing improvements in short time indicators like one or three years. Ms. Redick stated that her team would like to clearly define retention and also look at one and three-year indicators but that they do not have that metric at this time.

Director Harris wondered what we are doing to add diversity on our hiring teams. Director Harris has also noticed that there is no consistency from school to school on hiring practices. Ms. Redick stated that she also sees the need to be more explicit about requiring a diverse hiring team. Ms. Redick is currently working with our chief of schools, Michael Starosky for additional guidance on the Principal hiring piece and making sure we have gender and ethnic diversity on our hiring teams.

Director Harris would like to see more input from families and giving them an opportunity to be a part of the hiring team by offering evening interviews so parents can participate.

Director Geary spoke about reaching out to teachers who have left the District to see if they would be willing to come back.

Director of Human Capital Transformation, Donna Schmidt spoke about not being able to tackle every problem but making their decision around having quality teachers in the classrooms with systems available to them on the first day of work. They also prioritized new systems to manage our Labor and Relations team files. Ms. Schmidt stated that the new systems will help us to get our arms around data. She said that using Success Factor software will automate our recruiting and onboarding experience. We will be able to use the new software for our next year hiring season. The new system will greatly decrease our current manual effort and redundant data entry process.

Ms. Schmidt spoke about the exciting partnership with our Department of Technology Services (DoTs) team to bring in a scalable solution, not only to our Labor and Employee Relations team but also for other departments that will benefit from the technology. Ms. Schmidt and her team is implementing a system that will help with case management and central work flow.

Director Harris inquired if the new system was purchased off the shelf software or if we were building our own. Ms. Schmidt spoke about the system being vetted by the state and our archivist, Erinn Purcell and how the new system is partnered with SAP. Ms. Schmidt believes we made the right decision for a complex organization.

Director Geary requested that when we talk about these systems that we take into consideration the stories, strength and needs of all our employees. Director Geary also requested that we work in ways to capture accolades, awards and herculean efforts of our employees.

Ms. Schmidt mentioned that HR is providing data on a constant basis to different departments.

Departments had to wait 2 to 3 weeks to receive the data they requested. Working alongside our DoTs team we can now respond in 2 days. We will also be able to automate retention data.

Ms. Schmidt spoke about the States tool, eVal that was implemented for teacher evaluation process. All evaluations where successfully submitted and the wonderful thing about the new tool is that the data is available to us instantly.

Director Burke requested to know how the eVal system overlays with Danielson Framework. Ms. Schmidt said that eVal tool is highly configurable to whichever rubric one chooses so it works great with Danielson framework.

Ms. Codd spoke about the new Climate and Culture Committee and how it dove tales with the Superintendent SMART goal 4 by building employee connection within and across departments to

bring a little joy into our work place. Ms. Codd also spoke about continuing the work of conflict resolution and how we have built a cadre of 20 Central office leaders who see themselves as natural helpers and are willing to help their colleagues problem solve and resolve conflict. Next year will be the year to implement some of the strategies that the team has been learning.

Ms. Codd spoke about the Employee Engagement Survey results regarding people of color. On average people of color had more negative perceptions around employee satisfaction and engagement compared to their white colleagues. Ms. Codd said that she is implementing employee focus groups and asking employees what would make them feel more engaged and hopefully come up with strategies to make change.

Director Harris requested to know who was facilitating these efforts, their background and how we were paying.

Ms. Codd stated that Ron McGlone was facilitating the meetings and went on to say that Ron was a former SPS employee who was loved and respected by many SPS staff members. Ron has his own mediation company. Ms. Codd is using SMART goal money to pay for the cost.

Ms. Codd asked the Board to look over the Key Personal Improvements (KPIs) to see if they had any questions.

Director Patu had a question around the wording of “identifying as a person of color”. Ms. Codd stated that new hires are required to identify what ethnicity they belong to. Ms. Patu wondered if a white person was hired and self-identified as person of color would we accept the information. Ms. Codd stated that we would not question it.

Director Pinkham requested to know if we asked for tribal specific information when staff are filling out the ethnicity form.

Ms. Redick stated that we do not ask for Tribal specific information and only request information that the Federal government asks us to report on. Director Pinkham hopes that one day this information will be required.

Ms. Codd stated that our Director of Labor and Employee Relations (LER), Stan Damas and his team have worked hard to move through a back log of grievances, investigation, harassment intimidation bullying (HIB) complaints. Ms. Codd spoke about going from 22 people on administrative leave to 8 as of the month of May.

Director Burke inquired if we have a KPI around the average time people stay on leave and if that time is shrinking. Ms. Codd stated that the average time people are on leave has gone down but that it is not something they currently track. The new case management – Open Text system will be able to give us that data.

Ms. Codd spoke about the department budget staffing overview slide and how most Human Resources do not have teaching and learning work inside HR but that she believes that Central office should be organized around our goal of teaching and learning and supporting our students.

Director DeWolf noticed that we are hiring outside contracting help more and more. Ms. Codd stated that she is very conscious and aware if it would be best to hire a full-time employee (FTE) or if a short time contractor would be a better option.

Director Harris inquired what MACRO stood for and how it ended up as an HR contract. Ms.

Schmidt stated that the MACRO contract is helping implement the LER case management project.

Ms. Codd stated that HR contracted with MACRO with levy fund before they received the 1.5M approval from the Board.

Ms. Codd stated that HR is a collaborative team, knowledgeable, dedicated and resourceful and coming into the 21<sup>st</sup> century. Lack of standardization and consistency in practices is one of their weaknesses. Ms. Codd spoke about the opportunities to compile all of our data in one place and also the opportunity to implement dispute resolution for our schools that are engaged in a lot of conflict.

Ms. Codd spoke about accomplishments that she considers HRs core function. Ms. Codd mentioned that she has been working collaboratively on designing the profession growth and educator system

which is geared around PAR work. Ms. Codd said how the PAR work is growth oriented and not compliant oriented and how it is finally coming into fruition. Ms. Codd said another accomplishment was that 36% of our school leader hires were people of color and our retention rate was 82%. Director Patu inquired what we have done to recruit new employees of color. Ms. Redick spoke about the Class to Cert work that Tim Collins has been a part of. Mr. Collins, also led a survey last year to find out what our Classified work force looks like and made opportunities for them to join the Class to Cert program. The bulk of our Instructional Assistants (IAs) are people of color. Manager of Recruitment Tim Collins spoke about the cross department working group that he is excited to be a part and how they have are working on new hiring and retention strategies. He said that at least 60 people attended each one of the different Class to Cert road shows. Out of 26 people that were admitted to the Class to Cert program 14 were people of color. 70% of the incoming cohort are going to be teachers of color. Mr. Collins spoke about creating affinity groups that will include STR cohort teachers of color, current teacher of color and potential teachers of color to create a more cohesive and supportive group. Mr. Collin's said that although there is not a big pool of teachers of color available in Washington State Seattle Public Schools is still the District of choice. Director Pinkham requested to know if we were offering any professional growth to our teachers. Ms. Codd said that their efforts around professional growth is to get teachers into STR which then they can receive an English Language Learner (ELL) credential or a Special Education credential. She also said that considers the Class to Cert program a professional growth opportunity. Director Pinkham mentioned that the University of Washington is having their third summer of offering a Native certification program. Ms. Codd stated that she did receive the Native cert program information passed it on to the Seattle Teachers Association (SEA) to advertise. Director Patu mentioned that she would like us to think about ways we as a District could do more to celebrate our teachers and all that they do.

## **Adjourn**

This meeting adjourned at 6:00 p.m.