

**Priority Strategies and Action Plans**

**PRIORITY STRATEGIES**

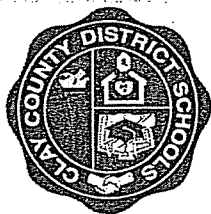
**AND**

**ACTION PLANS**

**Human Resources**

## HUMAN RESOURCES

15. We will implement a Human Resources program for the recruitment, selection, development, assessment, retention and recognition of all employees.
16. We will explore possibilities of outsourcing required fingerprinting.



## Priority Strategies and Action Plans

### Strategy # 15

We will implement a Human Resources program for the recruitment, selection, development, assessment, retention and recognition of all employees.

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**To achieve this strategy, the School District of Clay County will implement the following action plan(s):**

1. The Human Resources Division will implement improvements in programs designed for the recruitment and retention of "highly qualified" teachers.
2. The Human Resources Division will implement a program seeking funds from the business/community to provide incentives for students to become teachers and to assist teachers to secure affordable housing.
3. The Human Resources Division will implement a program to motivate "highly qualified" teachers to seek employment in district identified critical shortage areas and in low performing and Title I schools.
4. The Human Resources Division will implement programs to assist teachers in improving their educational training and in meeting the Department of Education requirements for professional education courses.
5. By 2007-2008, the Clay County School Board will bargain modifications to Article VII, Reduction and Recall, including appendices C-1 and C-2 of the CESPMA Master Contract to expedite the hiring process of support personnel by simplifying the transfer and placement of surplus employees to allow for complete support staffs to be in place by the opening of school.
6. By 2001-2011, the Clay County School Board will bargain modifications to Table I, 1.3.0 Rules of Implementation of Support Personnel Salary Schedule, to permit the award of additional new hire experience to identified jobs deemed in demand through the granting of additional steps on the support salary schedule for new hires in these positions.
7. By 2011-2012, the Clay County School Board will request the Florida Superintendent's Association to conduct a district support personnel salary review using comparable counties.
8. By 2008-2009, the Clay County School Board will add a supplement for six (6) support positions of Driver Liaison to be selected by Transportation to serve as the initial contact between the school administration and Transportation, and assist new drivers.

**SCHOOL DISTRICT OF CLAY COUNTY  
STRATEGIC PLANNING  
ACTION PLANS**

**Strategy #:15  
Plan #:1**

**SPECIFIC RESULTS:**

The Human Resources Division will implement improvements in programs designed for the recruitment and retention of "highly qualified" teachers.

#	Activity/Action Step(s) (Number each one)	Resources Required
1	Recruitment teams will be sent to career/recruitment fairs with the greatest chance of success in securing "highly qualified" teachers.	\$10,000 yearly
2	An investigation will be conducted of the usefulness of Clay County conducting a District Teacher Recruitment Fair to be held yearly in the late Spring.	\$5,000 yearly
3	Relocation funds will be budgeted to help new teachers offset the cost of moving to Clay County.	\$200,000 yearly
	<i>Approved K. S.</i>	

**Measurement (Criteria for Success):** Statistics will be analyzed yearly regarding the effectiveness of these steps in meeting the district's staffing needs for highly qualified teachers.

*APPROVED*  
\$ 215,000  
Annually  
84

**SCHOOL DISTRICT OF CLAY COUNTY  
STRATEGIC PLANNING  
ACTION PLANS**

**Strategy #:15  
Plan #:2**

**SPECIFIC RESULTS:**

The Human Resources Division will implement a program seeking funds from the business/ community to provide incentives for students to become teachers and to assist teachers to secure affordable housing.

#	Activity/Action Step(s) (Number each one)	Resources Required
1	The Human Resources Division will solicit funds from the real estate/housing industry to assist new teachers in purchasing homes and securing affordable rental property.	No cost
2	The Human Resources Division will provide an avenue for Clay County citizens to contribute to the Clay County Education Foundation to provide scholarships for students who agree to teach in Clay County upon graduation with their teaching degree.	No cost
3	The Human Resources Division will assist the Instructional Division in supporting the creation of an endowment to assist Clay County students who want to go into teaching.	<del>Instructional Division Estimate</del> Reject #3

**Measurement (Criteria for Success):** Information will be collected and prepared to distribution to prospective teachers regarding housing/rentals, etc. and the amount of funds collected for scholarships will be reported to the district school board.

*#1 & #2  
APPROVED  
-085*

**SCHOOL DISTRICT OF CLAY COUNTY  
STRATEGIC PLANNING  
ACTION PLANS**

Strategy #:15  
Plan #:3

**SPECIFIC RESULTS:**

The Human Resources Division will implement a program to motivate "highly qualified" teachers to seek employment in district identified critical shortage areas and in low performing and Title I schools.

#	Activity/Action Step(s) (Number each one)	Resources Required
1	The Human Resources Division will seek approval of an incentive payment for experienced "highly qualified" teachers to accept teaching positions in low performing and Title I schools.	\$100,000 yearly *
2	Human Resources will seek funds for signing bonuses in district identified critical shortage areas for new teachers hired in non Title I or non low performing schools.	\$100,000 yearly *
3	Human Resources will propose an increase in the Speech supplement as a part of the bargaining process.	Negotiations
4	Human Resources will propose an increase in the supplement for Instructional Curriculum Specialists and SPRINT Specialists.	\$127,500 yearly *

**Measurement (Criteria for Success):** The Human Resources Division will document the names of teachers who have taken advantage of the bonus program(s). School staffing will be analyzed yearly as to the positive impact of the program in hiring "highly qualified" teachers.

*\* Cost to come from the  
Instructional Salary  
PACKAGE*

*Approved*  
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**SCHOOL DISTRICT OF CLAY COUNTY  
STRATEGIC PLANNING  
ACTION PLANS**

Strategy #:15  
Plan #:4

**SPECIFIC RESULTS:**

The Human Resources Division will implement programs to assist teachers in improving their educational training and in meeting DOE requirements for professional education courses.

#	Activity/Action Step(s) (Number each one)	Resources Required
1	The Human Resources Division will budget funds to assist teachers in paying tuition costs for required education courses (paid only at the state tuition rate) for non-education majors.	\$150,000 (\$1500 per teacher)  <i>Approved</i>
2	The Human Resources Division will budget funds (paid at the state tuition rate) for teachers who enroll in Master's degree courses in Education or in their specific academic content field.	<del>\$100,000</del> <del>per teacher</del> <i>Rejected</i>
3	The Human Resources Division will assist the Instructional Division to develop support through the Education Foundation and Title II for tuition assistance for teachers or assistants training in Speech Pathology training (i.e. NOVA) at the Masters level.	\$100,000 annually <i>*</i>
	<i>* Cost to come from the Instructional Salary PACKAGE</i>	<i>Approved #1 &amp; #3</i>

**Measurement (Criteria for Success):** The Human Resources Division will document the names of teachers who have received educational assistance. Statistics will be kept regarding the effect of this educational assistance in the district's ability to effectively recruit and retain teachers.

**SCHOOL DISTRICT OF CLAY COUNTY  
STRATEGIC PLANNING  
ACTION PLANS**

**Strategy #:15  
Plan #:5**

**SPECIFIC RESULTS:** By 2007-08 the CCSB will bargain modifications to Article VII Reduction and Recall, including Appendices C-1 and C-2 of the CESPMA Master Contract to expedite the hiring process of support personnel by simplifying the transfer and placement of surplus employees to allow for complete support staffs to be in place by the opening of school.

#	Activity/Action Step(s) (Number each one)	Resources Required
1	<p>Draft proposed CESPMA Contract changes:</p> <ul style="list-style-type: none"> <li>▪ In Phase I, allow support employees to seek a transfer to open available positions for which they are qualified, including those in their first year of hire</li> <li>▪ Reduce the seven protected teacher assistant job classifications in Appendix C-2 to four by combining like job titles</li> <li>▪ In Phase II, place remaining support employees on the surplus list in one of the 4 revised protected job classifications (referenced above) most like the one previously held, from which they were surplus, and for which they are qualified, in the priority order of those on a multiyear contract, annual contract and bumped annual contract</li> <li>▪ In Phase II after the initial two week posting, hold only those vacancies in the same job grouping (teacher assistants, clerical, cafeteria assistants and custodians) from which unassigned support personnel have been surplus:</li> <li>▪ Reduce the number of required posting phases from four (4) to three (3) by combining Phase 2 (placement of unassigned) and Phase 3 (placement of those returning from approved leave) to occur during the same two week posting period</li> </ul>	None
2	Bargain changes at the table	None
3	Implement changes and inform those employees of the changes that need to know	None

**Measurement (Criteria for Success):** When CESPMA Contract language reflects changes to expedite the support hiring process in the summer for the following school year.

*Approved*  
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**SCHOOL DISTRICT OF CLAY COUNTY  
STRATEGIC PLANNING  
ACTION PLANS**

Strategy #:15  
Plan #:6

**SPECIFIC RESULTS:** By 2010-11 the CCSB will bargain modifications to Table I, 1.3.0 Rules for Implementation of Support Personnel Salary Schedule, to permit the award of additional new hire experience to identified jobs deemed in demand through the granting of additional steps on the support salary schedule for new hires in those positions.

#	Activity/Action Step(s) (Number each one)	Resources Required
1	Determine jobs deemed in demand and explore resultant costs of awarding additional steps on the support salary schedule.	Costs of award of additional steps beyond 5 for entry level <i>\$20,000 *</i> <i>2010-11</i>
2	Bargain changes to Table I 1.3.0 Rules for Implementation of Support Personnel Salary Schedule in the CESPMA Master Contract and seek CCSB approval	None
3	Implement payroll changes to those impacted in TERMS data base	Costs identified in step 1
	<i>* Costs to come from Support Salary Package</i>	

**Measurement (Criteria for Success):** When specific support positions have been identified to allow entry level steps for experience beyond 5 for new hires and keyed into the TERMS data base

*Approved*  
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**SCHOOL DISTRICT OF CLAY COUNTY  
STRATEGIC PLANNING  
ACTION PLANS**

Strategy #:15  
Plan #:7

**SPECIFIC RESULTS:** By 2011 – 2012, the CCSB will request the Florida Superintendent’s Association to conduct a district support personnel salary review using comparable counties.

#	Activity/Action Step(s) (Number each one)	Resources Required
1	Contact Superintendent’s Association to request outside agency to conduct support salary review in comparison to like districts such as Lake, Marion, Leon, Alachua, St. Johns,	\$20,000.00  <i>2011-12</i>
2	Based on results, get input from Superintendent and Staff to determine salary proposal to take to the table for bargaining and Board approval.	None

**Measurement (Criteria for Success):** When the support salary schedule has been reviewed to determine if the district’s pay table is appropriate with relation to like districts.

*Approved*  
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**SCHOOL DISTRICT OF CLAY COUNTY  
STRATEGIC PLANNING  
ACTION PLANS**

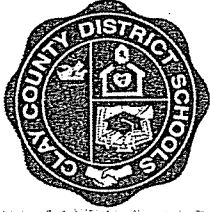
**Strategy #:15  
Plan #:8**

**SPECIFIC RESULTS:** By 2008-09, the CCSB will add a supplement for six (6) support positions of Driver Liaison to be selected by Transportation to serve as the initial contact between the school administration and Transportation, and assist new drivers.

#	Activity/Action Step(s) (Number each one)	Resources Required
1	Propose six (6) additional Driver Liaison supplements at between ten to twenty-five cents per hour or approximately \$350 each for Bus Drivers, who will be assigned to each high school	\$2,100.00  *
2	Bargain the additional supplements and implement	None
	* Cost to come from Support Salary TheKnoes	

**Measurement (Criteria for Success):** When four (4) Driver Liaison supplement s have been created and drivers have been selected

*Approved*  
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## Priority Strategies and Action Plans

### **Strategy # 16**

We will explore possibilities of outsourcing required fingerprinting.

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**To achieve this strategy, the School District of Clay County will implement the following action plan(s):**

1. By 2007-2008, Clay County School Board will outsource the fingerprinting process to reduce the manpower resources and overtime necessary to recoup time required of our (4) Human Resources Data Entry/Records Technicians to complete the duties of their job description.

**SCHOOL DISTRICT OF CLAY COUNTY  
STRATEGIC PLANNING  
ACTION PLANS**

**Strategy #:16  
Plan #:1**

**SPECIFIC RESULTS:** By 2007-08 CCSB will outsource the fingerprinting process to reduce the manpower resources and overtime necessary to recoup time required of four (4) HR Data Entry/Records Technicians to complete the duties of their job description.

#	Activity/Action Step(s) (Number each one)	Resources Required
1	Explore surrounding counties (Duval and St. Johns) which currently outsource fingerprinting services, to determine appropriate possible vendors for Clay County, which meet the requirements of the Jessica Lunsford Act	None
2	Request Accounts Payable to initiate bid process and request CCSB approval to implement the contract.	Already budgeted funds plus start up costs.
3	Establish location for printing	None
4	Communicate new fingerprint procedures with those required to know	None

**Measurement (Criteria for Success):** When fingerprint contract is signed for new vendor to handle printing for the CCSB.

*Approved*  
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