



Employee Recruitment and Retention Plan

Revised May 6, 2021

Core Beliefs and Mission & Vision Statements

Core Beliefs

We believe:

- Every student can learn and learns at their own pace.
- Active engagement of students by caring adults is key to helping students achieve.
- Every student should have access to services and supports to enhance their learning experience.
- Every student should be exposed to college and/or career opportunities.
- Every student should learn the skills necessary to succeed in post-secondary education or in a career path.
- Every member of the learning community deserves to be part of a safe, caring and nurturing learning environment and should be treated with respect, dignity and worth.

Vision Statement

OUHSD will provide a variety of quality educational experiences for students of all learning styles, in a safe and nurturing environment to prepare them to be critical thinkers and consumers in the 21st century in a fiscally responsible manner. Learning communities will provide programs and experiences that promote academic achievement and personal and social growth of every student

We expect:

- All students to graduate.
- Strategic establishment of positive relationships with all students in the class.
- Teachers to engage students in the active learning process, which includes participation, discussion, writing, hands-on activities and experiential learning opportunities.
- Teaching, modeling and reinforcement of prosocial classroom skills (following directions the first time, actively listening, waiting patiently, sharing with others, etc.).
- Classroom behavioral expectations to be posted, taught, reviewed and known by every student.
- Students and teachers to use technology to enhance the educational experience.
- Staff involvement and engagement in professional learning communities to support development in all curricular areas.
- Curriculum and instructional practices to be aligned with the Common Core State Standards and the Standards for the Teaching Profession.
- Our schools to actively pursue, encourage and welcome increased family and community involvement.

Mission Statement

Preparing students for the future today.

Collective Commitments

On August 16, 2017, the OUHSD Board of Trustees established the following common set of “Collective Commitments” that all staff will adhere to in order to provide the Oroville community with high performing schools:

- Every OUHSD staff member will work together to ensure high levels of learning at every school, every day and during every period;
- OUHSD teachers will deliver quality, research-based instruction with opening lesson activities, student engagement activities, formative assessment, bell to bell instruction and frequent feedback to students and parents on progress;
- Essential Learning Standards will be posted in all classrooms for all to see;
- Technology will be used as an integral part of the instructional process;
- Since quality instruction in the classroom is a priority, the number of days teachers will be out of their classrooms for school business will be limited;
- Administration will be visible in classrooms on a regular basis;
- OUHSD will recognize and promote the positive things students and staff are doing;
- OUHSD schools will be safe and nurturing environments for all students as well as welcoming, service-oriented places for parents and community members;
- OUHSD schools will prepare students to be critical thinkers in the 21st century;
- OUHSD schools will provide high quality educational experiences for all student; and
- OUHSD schools will provide social-emotional supports for all students as appropriate.

Purpose

The OUHSD Employee Recruitment and Retention Plan serves as the blueprint for hiring and retaining employees. This is a multi-year development process of attracting, developing and retaining highly qualified employees and substitutes throughout the district.

A key element to student success is highly qualified and dedicated employees focused on educating the whole child. OUHSD is dedicated to recruiting the best employee for the job. Human capital or the “quality of the individual” is paramount to impacting student achievement. This, together with social capital (the quality of the group) and decisional capital (expertise in judgment and decision-making), will have a large impact on performance of employees; teachers, specifically. (Hargreaves, A. and Fullan, M., 2012).

The OUHSD Employee

OUHSD is committed to hiring the best employees to work with our students. Our employees:

- ✓ **Are life-long learners**
- ✓ **Have high expectations for students and themselves**
- ✓ **Are open to change**
- ✓ **Have a positive attitude and work ethic**
- ✓ **Have a sense of responsibility**
- ✓ **Are driven and focused on helping students be successful**
- ✓ **Are team players who are helpful to others**
- ✓ **Collaborate effectively within their department/school site**
- ✓ **Value diversity**

OUHSD Hiring Process

Our goal is 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.

Talent Recruitment and Retention

OUHSD maintains one of the highest paid staff compensation packages in the surrounding area, which allows us to attract and retain highly qualified candidates. The District subscribes to services, such as School Services of California, that provide a variety of compensation reports. OUHSD completed a compensation and classification study for administrative and confidential/supervisory staff to ensure that those employees are appropriately compensated and workloads are maximized for effectiveness.

Diversity, Equity and Inclusion Statement

The Oroville Union High School District deeply values, and is committed to sustaining and promoting, cultural diversity. We welcome, embrace and respect diversity of people, identities and cultures. We are committed to fostering an organizational culture of diversity and inclusion. OUHSD believes staff and board diversity is critical to our mission of educating children.

It is the policy of the Oroville Union High School District to promote diversity in recruitment and hiring. OUHSD provides equal opportunity in recruitment and employment to all individuals and will consider candidates without regard to race, ethnicity, gender, religion, sexual orientation and identity, national origin, age, military or veteran status, disability or any other legally protected status; and without discrimination based on socioeconomic, marital, parental or caregiving status, or any of the previously listed characteristics or statuses.

OUHSD values the diversity of its job candidates, staff, board and volunteers. It rejects any form of harassment, discrimination, retaliation or oppression. We encourage and require respectful communication and cooperation. Our organization is dedicated to sustaining and promoting diversity with respect to recruitment, hiring, placement, promotion, training, provision of compensation and benefits, management of organizational activities and general treatment during employment.

OUHSD uses many tools to recruit and advertise vacant positions in the district to promote diversity of staff. OUHSD uses Edjoin.org, Schoolspring.com, Indeed.com, social media and Handshake.com (Handshake is aligned with 62 colleges and universities around the country) to recruit and advertise vacancies.

OUHSD makes sure that most interview panels for teachers consists of an administrator, teacher, classified staff, and student and parent.

Culture and Climate

OUHSD is committed to providing professional development to staff on culturally-responsive Positive Behavior Interventions and Supports (CR-PBIS), Culturally and Linguistically Responsive Teaching and Learning, restorative practices, deescalating situations, and other social emotional support programs to increase the culture and climate at our schools. The district implemented an advisory period this year for teachers to check in with students daily and discuss a variety of social and emotional topics. We also use data from the California Healthy Kids Survey and other school climate surveys to target the areas where students need extra support. District administrators focus extra support on students with truancy and/or credit deficiency issues to resolve issues in order to get them back on track to graduate. District Social Workers provide a variety of services to students and families in need, such as social and emotional counseling, referrals to county and other programs, food and clothing needs and much more. The district recognizes that it is far more likely to retain staff if they are working in a supportive climate.

OUHSD Guiding Principles

The Oroville Union High School District is committed to providing all students with a rigorous educational program, which prepares them to be college or career ready and productive members of society. All OUHSD students will attend schools with climates that focus on safety, teaching, learning and interpersonal relationships that enhance student learning and well-being. Every student, grades 9 through adult, has the right to be educated in a safe, respectful, and welcoming environment. Every educator has the right to teach in an atmosphere free from disruption and obstacles that impede learning.

The District's goal is to ensure that all students are provided with schools that are safe, positive and have an environment that is conducive to learning for all students. The District is committed to non-discrimination in discipline practices and treating all students fairly and equitably without regard to race, color, ancestry, nationality, immigration status, age, ethnicity, religion, parental or pregnancy status, marital status, medical information, mental or physical disability, sex, sexual orientation, gender, gender identity, gender expression, genetic information, or any other legally protected status or association with a person or group with one or more of these actual or perceived characteristics. The District will take effective and prompt steps to prevent, eliminate and remedy the effects of harassment on students based on any protected characteristic or category.

Professional Development

Research-based professional development opportunities are offered throughout the school year to staff. Effective teaching and learning is a cornerstone to student achievement and preparing students to be college and career ready. Training opportunities to increase employee knowledge will improve their effectiveness.

Advertising Positions

All open positions are posted on Edjoin.org and Handshake.com. Classified and confidential openings are also posted on Indeed.com. We are focused on improving our social media presence and will begin to post job openings on Twitter, Facebook and Instagram to reach a larger audience. The District will also connect with the California Association of Black School Educators, A Black Education Network, Association of Mexican American Educators, the California Association for Asian Pacific Bilingual Educators, and California Association of Latino Superintendents and Administrators and other diverse teaching associations and organizations to discuss and identify additional ways to recruit a diverse group of educators.

On occasion, some hard to fill positions or positions requiring a specific skill set may also be advertised in the following locations:

- Local colleges and universities
- California Association of School Business Officials (CASBO)
- California Association of School Transportation Officials (CASTO)
- Association of California School Administrators (ACSA)
- School Services of California (SSC)
- Edjoin.org
- Schoolspring.com
- Handshake.com
- OUHSD Facebook page
- OUHSD Community Newsletter

Talent Recruitment

OUHSD 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. OUHSD attends college and local recruitment and job fairs as needed.

Hard to Fill Positions

OUHSD actively pursues various avenues to recruit and retain employees for all positions. The following positions are considered hard to fill due to lack of quality candidates, lack of candidates with the appropriate certifications/qualifications, and competition with other districts and businesses.

Certificated	Classified	Substitutes
Administration	Bus Drivers	Teachers
Special Education Teachers	Maintenance	Para-Educators
Mathematics Teachers	Para-Educators	Campus Supervisors
School Nurse	Food Service Workers	Bus Drivers
Social Workers	Information Technology	
Speech Therapists		
School Psychologists		

Data Dashboard

OUHSD is in the process of developing a data dashboard, which will include metrics and indicators to measure progress and effectiveness. The first phase will be to identify and calibrate measures, which will serve as initial baseline information to adjust our hiring practices.

Metric	Importance
Annual Retention Rates	Indicator of employee stability
Percent of employee evaluations completed	Indicator of employee success and progress
Number of candidates per open position	Indicator of recruitment process
Employee Attendance Rates	Indicator of employee stability and retention
CALPADS Data	Indicator of staff diversity

Date/Month	Recruitment/Hiring Activity
Ongoing	<ul style="list-style-type: none"> • Prepare for and attend college job fairs with a focus on diversity in hard to fill positions. • Revised and finalize all screening materials and data tools • Revise questions for in person and digital interviews • Share opportunities for employees to serve on interview committees • Advertise for and fill open positions.
Annually	<ul style="list-style-type: none"> • Review staffing challenges/opportunities from the previous year • Review the onboarding for efficiency and made adjustments as necessary • Revise and publish talent recruitment brochures and fliers
Winter	<ul style="list-style-type: none"> • Meet with administration to review master schedules for the upcoming school year. • Determine staffing needs for certificated and classified positions. • Review tie-breaking criteria for certificated staff to be used in the event of layoff.
Spring	<ul style="list-style-type: none"> • Send reassurance letters to all staff • Prepare for layoffs if necessary • Send contracts for the following school year to all employees • Post all known vacancies for the upcoming school year • Conduct interviews and onboard staff

HIRING PROCESS

1. Openings are created and posted on Edjoin.org, Handshake.com, social media and other websites if applicable.
2. Interested candidates complete and submit their application.
3. HR screens each application to ensure the candidate meets the job requirements.
4. HR contacts the administrator/supervisor overseeing the interview process to determine which candidates they choose to interview, which staff members (and parents/students if applicable) will serve on the interview committee, and to select interview date.
5. Candidates are scheduled for interviews.
6. Administrative candidates may have a second interview with the Superintendent and/or Board of Trustees.

7. The interview committee reviews each application and asks each candidate the same questions.
8. Each person on the interview committee ranks the candidates.
9. The rankings are discussed by the committee and the top candidate(s) is chosen.
10. The administrator/supervisor conducts a background check and submits the name of their final candidate to the Superintendent.
11. The candidate selected will be submitted to the Board of Trustees for approval.
12. HR meets with all newly hired employees to complete the onboarding process.
13. After board approval, the new employee will complete the pre-employment requirements (fingerprinting, drug test, TB test, physical) applicable to the position.

Substitute Hiring Process

1. Substitute pools are created and posted on Edjoin.org, Handshake.com, social media and other websites if applicable.
2. HR screens each application to ensure the candidate meets the job requirements.
3. HR contacts each applicant to discuss pre-employment requirements and request additional information, if needed.
4. Classified supervisors may meet with applicants to discuss their prior job experience to determine which substitutes they are interested in hiring.
5. HR meets with all applicants to complete the onboarding process except for teacher substitutes with 30-day credentials, who must be cleared through the Butte County Office of Education.
6. Substitutes who complete the onboarding process and pre-employment requirements will be submitted to the Board of Trustees for approval.