

FREQUENTLY ASKED QUESTIONS

SCHOOL-BASED HIRING FAQ'S

What are the best practices in teacher staffing?

Early hiring, mutual consent, rigorous interview and selection process, using insight results, retaining high performers, and developing and supporting staff

How early should I hire?

The quality of the teacher in the classroom is the most significant school-based determinant of the academic growth of the children in that class. For an academic school year, the teacher candidate pool is best in early spring preceding the start of school. The candidate pool quality drops dramatically after the end of May, so it is imperative that principals work with staff to identify vacancies as soon as possible.

Declaration of Intent: In mid to late Fall, principals should start conversations with their staff regarding their intentions for the following school year. Principals are encouraged to formally survey teachers in December by using an anonymous surveying tool such as [surveymonkey.com](https://www.surveymonkey.com). The results from the declaration of intent should allow principals to identify vacancies by early spring when the teacher candidate pool is the best.

Why does Shelby County Schools implement mutual consent?

Not only is mutual consent the law, student outcomes are greatest when both the teacher and the principal agree that the teacher is a good fit for a specific school. Principals should have a rigorous selection process to make the best hiring decisions. Teachers are not guaranteed placement at any particular location.

How should I interview and select the best teachers for my school?

Any school level interview process should use multiple measures to assess a potential new hire. Ideally, every interview includes a sample teaching lesson component where the applicant has to demonstrate his/her teaching ability. Other ways to assess a candidate's skills could include data analysis and role playing exercises.

What tools can help me become a better human capital manager?

The Instructional Culture Insight Survey is a survey given twice a year to teachers, librarians, and counselors. It is a diagnostic tool that provides feedback regarding the current state of a school's culture. SCS administers the Insight survey to all schools. A metric called the Instructional Culture Index is calculated for each school based on the survey results.



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What tools can help me become a better Human Capital Manager? (cont.)

This index is calculated based on teacher responses to three survey questions. The three questions used to calculate the index score are linked most closely to student achievement. The index is a single value on a 1-10 pt scale, 10 being the highest score a school can receive. In addition to receiving an overall Index score, the administrator at each school receives a campus report, which includes detailed survey responses and comparisons to average district responses. The survey is completely confidential. Teacher responses are only shared with school and district leaders in the aggregate to promote candid participation. Principals should use their survey results to address the specific cultural challenges within the school.

What are some ways to retain top talent?

Once high performing teachers are identified through performance, there should be very intentional efforts to retain them. Several low-cost strategies include providing regular feedback on performance, identifying areas of development, public recognition of accomplishments, identification of opportunities for teacher leader roles, and providing access to additional teacher resources.

What is the non-renewal process and timeline?

After support has been provided to a teacher and there is no improvement, you may opt to non-renew or dismiss a teacher.

I've received an email informing me of candidates that are listed on the Reemployment List. What are the Reemployment List requirements?

After layoffs occur in June, the names of excessed tenured staff with TEM ratings of three or higher are included on the Preferred Reemployment List. These employees are given priority with regard to consideration for positions throughout the year. Principals are required to refer to this list and make at least three attempts to contact the individual(s) to schedule an interview prior to making any other recommendation. Attempts to contact and/or interviews must be documented in the reemployment list located in the Principal Portal.



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What if I recommend a candidate that doesn't hold a valid Teaching License/Alternate Route Candidate?

If a Principal recommends a candidate that is not fully licensed, that candidate must meet the requirements for a Practitioner License. The process for hiring a Practitioner License candidate can take between two to four weeks depending where the candidate is in the process of enrolling in a EPP (Education Preparation Program). During this time, the candidate may serve as a Substitute Teacher in the vacant position until all requirements are met by the candidate. Learn how to vet a Practitioner License candidate [here](#).

What is Budget Checkout?

Budget Checkout is the process of reviewing a school's staff allocations for the upcoming year. It is held during the spring for the upcoming school year. Excessing protocols should be used when making any staffing decisions following Budget Checkout.

When does the Transfer Period Occur?

The transfer period is held in the spring, after the Budget Checkout Process has occurred. It generally last for three weeks.

How does an employee apply for a transfer?

A current employee must complete a transfer application in Searchsoft via the district website. Once the application has been completed, an employee may apply for open positions that are available during the transfer period.

How are staffing benchmarks used? How do they affect school staffing?

Staffing benchmarks are used to measure the staffing teams pace to reach the goal of having 100% of vacancies filled by the first day of school. Staffing benchmarks help to track the rate of positions filled versus positions approved and posted.

When are hiring events held?

Hiring events are held year round for external candidates and employees who have been excessed.



FREQUENTLY ASKED QUESTIONS

EMPLOYEE SUPPORT AND DEVELOPMENT: NON-INSTRUCTIONAL

What is the non-instructional evaluation process?

1. Orientation to the process

- A. Evaluator holds a team meeting to explain the entire performance evaluation process (competencies, timelines and documents)
- B. Topics to be discussed include reviewing the competencies, rubric, timelines and milestone dates, department/school norms and values, performance expectations, and appropriate evidence for department/school etc.

2. Goal Setting Conference

- A. Employee and supervisor discuss job expectations, clarify top performance objectives, and establish SMART goals: 3-5 developmental and operational goals
- B. Employee and supervisor discuss manager supports, measures of success and implementation deadlines

3. Mid-Year Evaluation Conference*

- A. Employee completes self-rating (with ratings and evidence)
 - B. Review of performance to date
 - C. Feedback provided and competencies rated
 - D. Identify areas of weakness and areas to strengthen
- **An Employee Improvement Plan is required for two or more Below Expectations and/or Significantly Below Expectations ratings

4. End of Year Conference

- A. Employee reviews job description and competencies
- B. Employee completes self-rating (with ratings and evidence)
- C. Supervisor and employee discusses employee's job performance objectives, goal attainment and competency ratings with written feedback
- D. Evaluation is signed by Supervisor and employee and submitted to the Department of Human Resources

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EMPLOYEE SUPPORT AND DEVELOPMENT: NON-INSTRUCTIONAL

What if an employee begins a non-instructional position after July 1? Should he or she expect to be evaluated?

Yes. Depending on the start date, an employee may go through either the full evaluation process or an abbreviated evaluation process. Board Policy 4020 states that all full-time regular employees will be evaluated on an annual basis. Please refer to the table below for guidance on the abbreviated evaluation process.

Term of Employment	Employment Date	Receives the following benchmarks:
10-month Employees 11-month Employees	Before October 30th	Orientation to the Process, Goal Setting Conference, Mid-year Conference & End-of-year Conference
12-month Employees	October 31 - April 1st	Orientation to the Process, Goal Setting Conference & End-of-year Conference (Informal Mid-year Conference or Mid-year check-in)
	After April 1st	Orientation to the Process, Goal Setting Conference (Informal End-of-year Conference)

How can I access non-instructional evaluation documents?

Please click on the links below to gain access:

- [NIE Manual \(Supervisors\)](#)
- [NIE Rubric \(Supervisors\)](#)
- [Initial Self-Assessment \(Supervisors\)](#)
- [Goal Setting Conference \(Supervisors\)](#)
- [Mid-year Self Assessment \(Supervisors\)](#)
- [Mid-year Conference \(Supervisors\)](#)
- [Employee Improvement Plan](#)
- [End-of-year Self-Assessment \(Supervisors\)](#)
- [End-of-year Conference \(Supervisors\)](#)
- [Peer Feedback form \(Supervisors\)](#)
- [Upward Feedback form \(Supervisors\)](#)



FREQUENTLY ASKED QUESTIONS

EMPLOYEE SUPPORT AND DEVELOPMENT: NON-INSTRUCTIONAL (CONT)

Do I have to use the SCS Non-Instructional Evaluation forms for the non-instructional process?

Yes, the forms provided by the District are the only official documents to be used throughout the employee performance evaluation process.

When should each benchmark occur in the non-instructional evaluation process?

Please refer to the [Non-Instructional Performance Evaluation Process Steps Sheet](#)

Who sets employee goals and objectives?

An employee's goals and objectives are set through a collaborative process between the supervisor and employee. Some goals may be suggested by the supervisor and others by the employee based on District priorities. In some departments, an individual's goals grow out of the departmental goal setting process. Goals should be discussed and agreed upon during the Goal Setting Conference in the evaluation process. If there is no consensus, the supervisor makes the final decision on goals.

What if the evaluator wants the employee to work on a goal, but the employee does not agree?

Every effort should be made to establish goals that both the employee and the evaluator can agree upon. However, at some point the evaluator may require that an employee work towards a goal, even without the employee's consent. The evaluator should document the goal and objectives/action steps, and have his/her supervisor witness the employee's refusal to sign the Goal Setting Conference form.

I have a department of 20 employees who all do the same job. Can we set team goals or the same goal for every employee?

Yes. If all employees are doing the same thing and need to reach the same level of proficiency or performance, establishing the same or similar operational goal for each employee is appropriate. Developmental goals should be tailored to meet the individual growth needs of employees.



FREQUENTLY ASKED QUESTIONS

EMPLOYEE SUPPORT AND DEVELOPMENT: NON-INSTRUCTIONAL (CONT)

What is the purpose of completing a self-assessment?

Self-assessments allow employees to personally reflect on current performance as well as provide evidence of such performance. Employees are encouraged to share daily, weekly and monthly accomplishments through artifacts and/or descriptive narratives to help supervisors gain an accurate picture of employee performance.

What are developmental and operational goals?

A developmental goal is a goal that allows employees to define what they want to achieve regarding self-knowledge or skill development. An operational goal is a goal with short-term steps to support department/district priorities to move the organization to a successful outcome.

What if an employee is on approved leave (e.g.: medical) at the time that they should receive a performance evaluation; do they still receive an evaluation?

The employee would not receive an evaluation until he/she returns to work. At that point, the evaluation cycle will resume the scheduled timeline, allowing adequate periods of time between each scheduled conference.

What does my signature on the performance evaluation mean?

The supervisor's signature on the completed evaluation form indicates the supervisor's appraisal of the employee's performance and that the supervisor has discussed it with the employee.

What is the process for filing a non-instructional evaluation concern?

Please refer to Policy 4020 for this process.

How do I gain access to mandatory non-instructional evaluation training?

Login to the SafeSchool website [here](#)

How do I gain access to the mandatory HR Manager Training courses?

Please login to MyStar [here](#).

