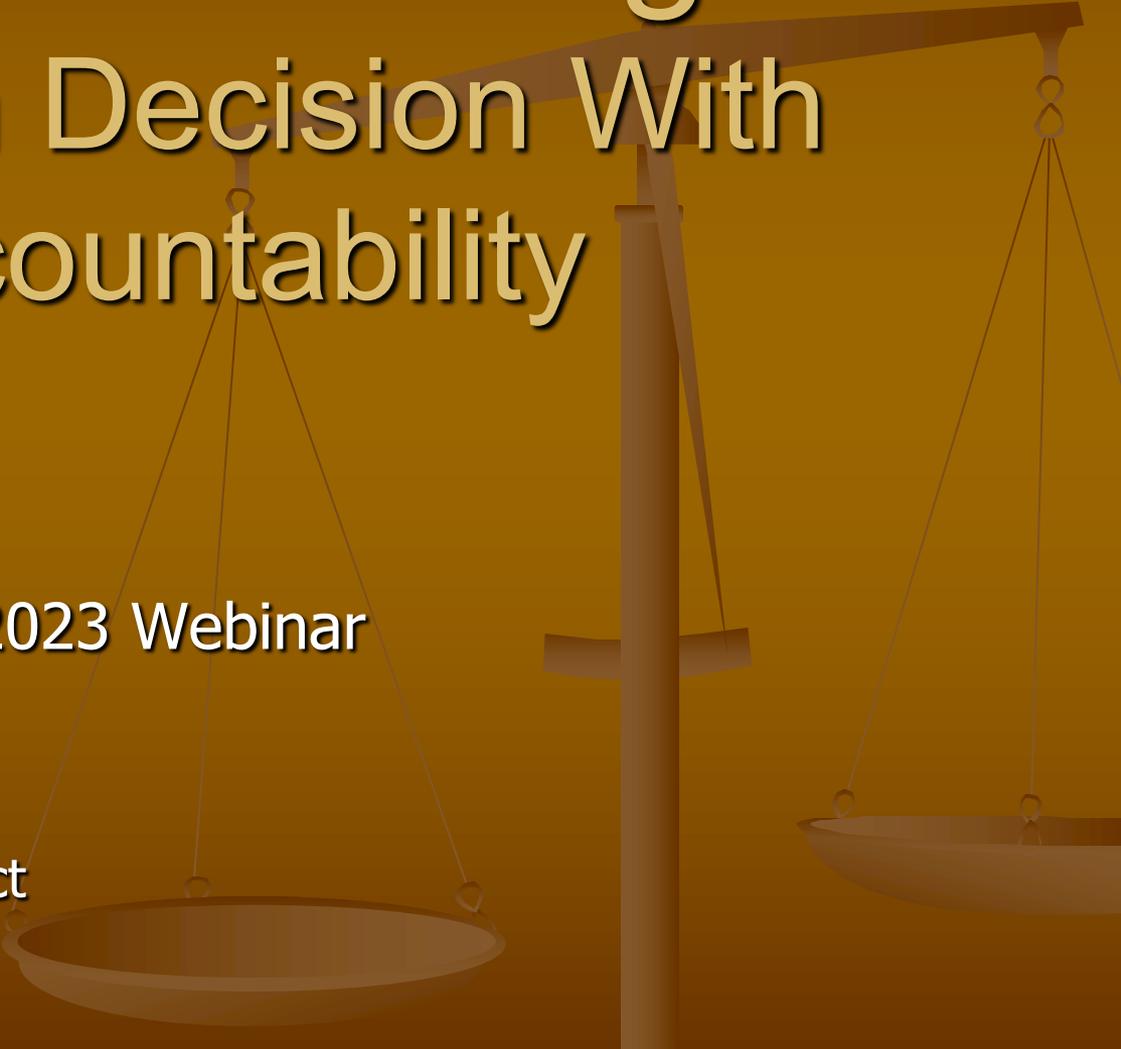


# District Staffing: A Team Decision With Accountability



AASPA – January 19, 2023 Webinar

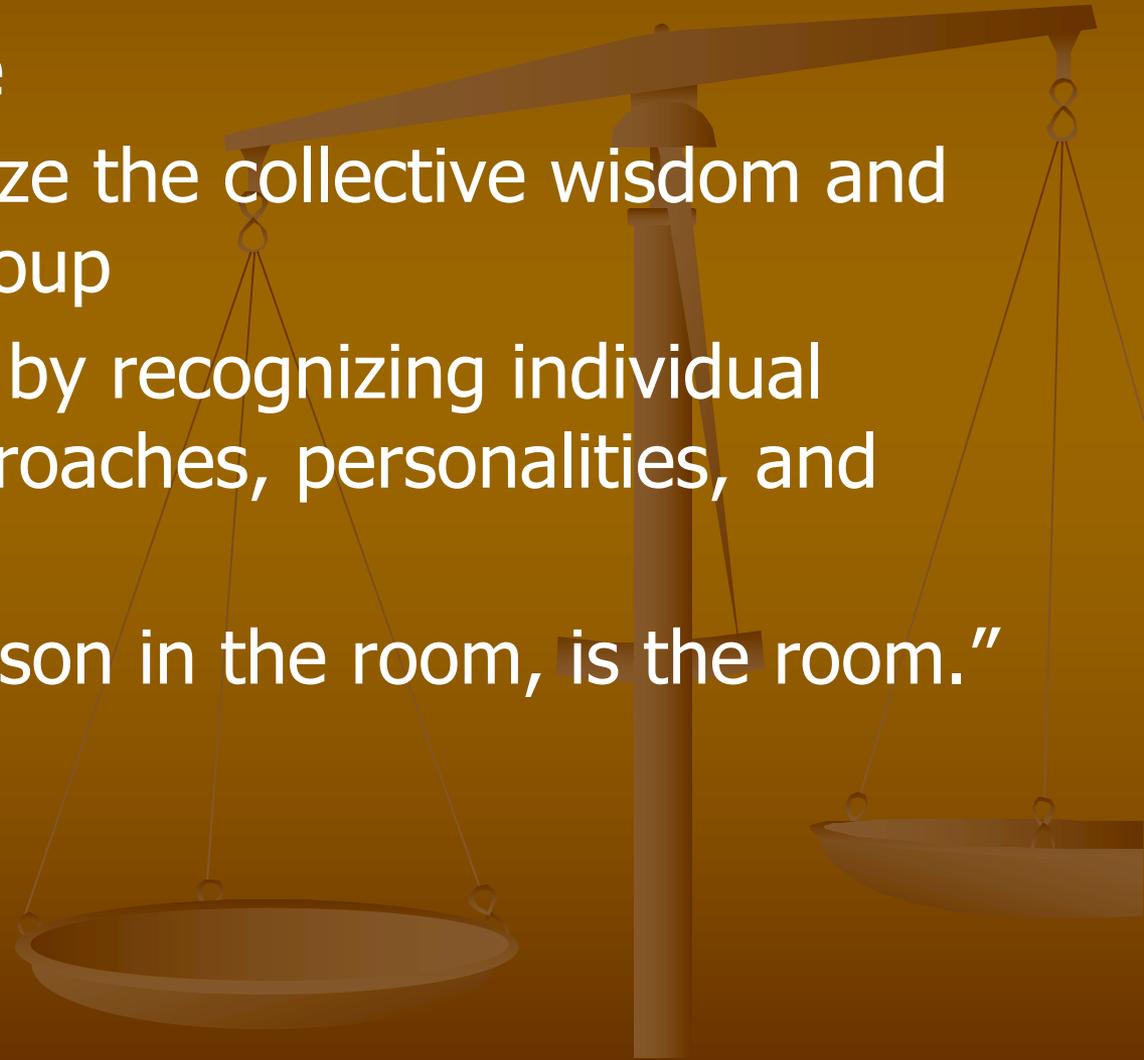
Dr. Vincent Citarelli

Assistant Superintendent

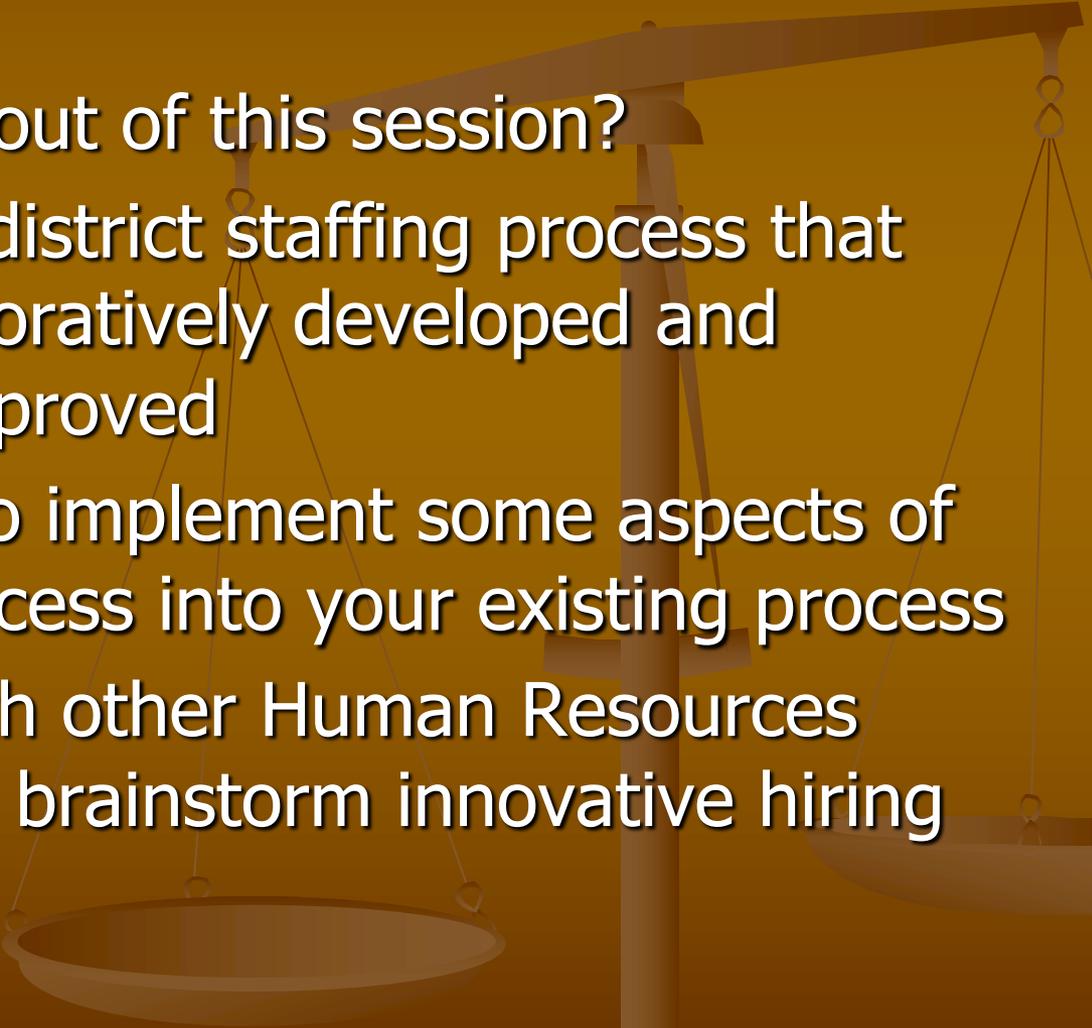
Garnet Valley School District

# NORMS

- Maximize the time
- Value and recognize the collective wisdom and strength of the group
- Value perspective by recognizing individual differences in approaches, personalities, and positions
- “The smartest person in the room, is the room.”
  - George Curros



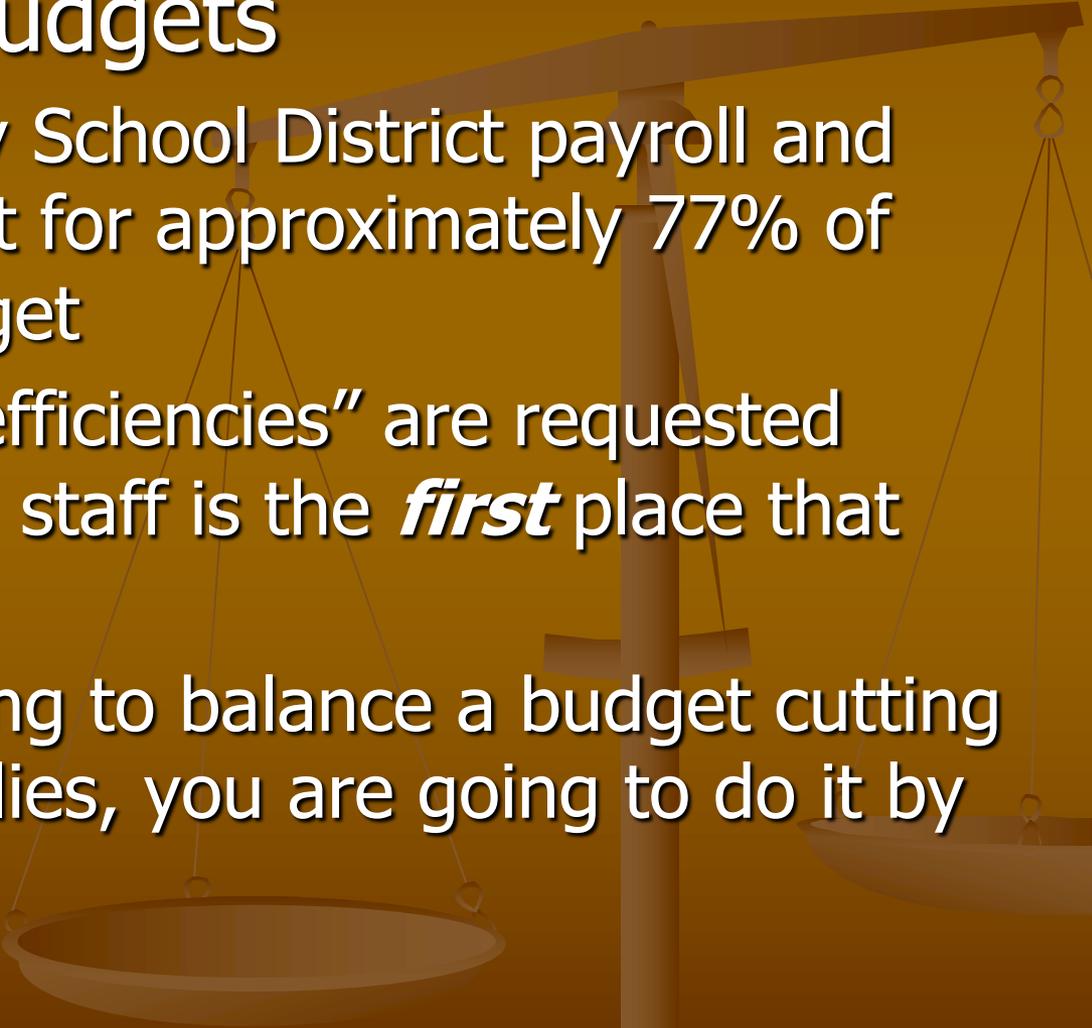
# Introduction



- My Background
- What will you get out of this session?
  - An outline of a district staffing process that has been collaboratively developed and continuously improved
  - Ideas for how to implement some aspects of this staffing process into your existing process
  - Connections with other Human Resources professionals to brainstorm innovative hiring process ideas

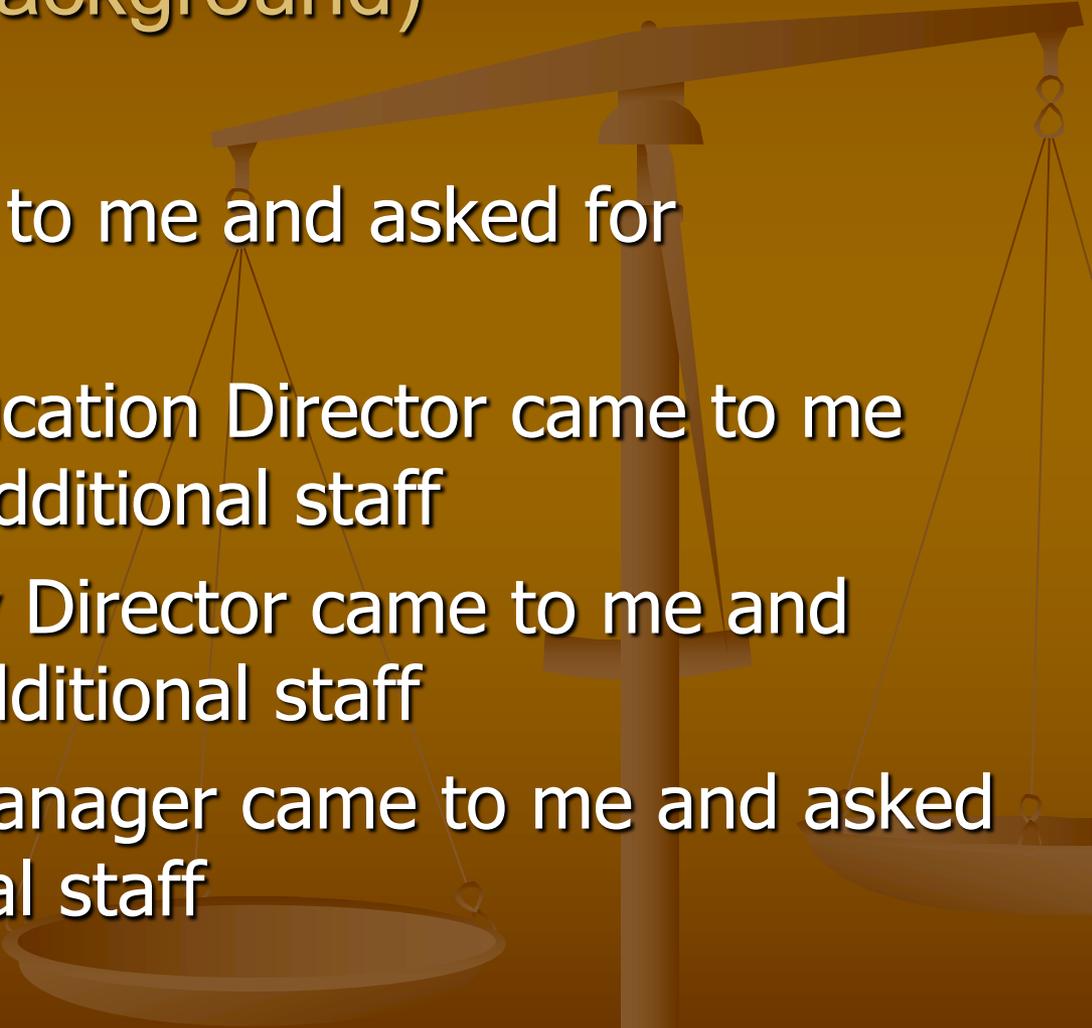
# Introduction

## ■ Staffing and Budgets

- In Garnet Valley School District payroll and benefits account for approximately 77% of our overall budget
  - When cuts or “efficiencies” are requested from the Board, staff is the ***first*** place that we look
  - You are not going to balance a budget cutting paper and supplies, you are going to do it by cutting staff
- 

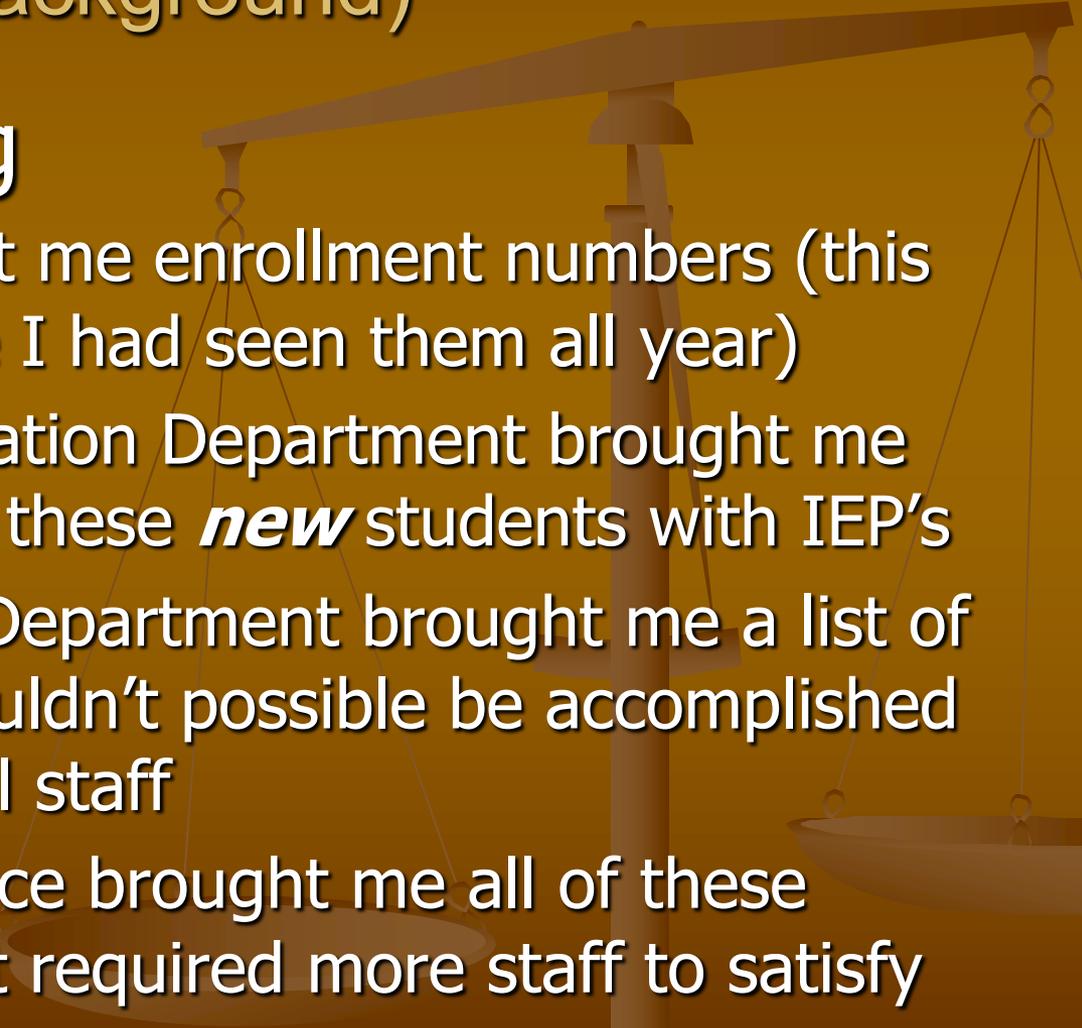
# District Staffing – A Team Decision With Accountability (Background)

## ■ Year 1

- Principals came to me and asked for additional staff
  - The Special Education Director came to me and asked for additional staff
  - The Technology Director came to me and asked me for additional staff
  - The Business Manager came to me and asked me for additional staff
- 

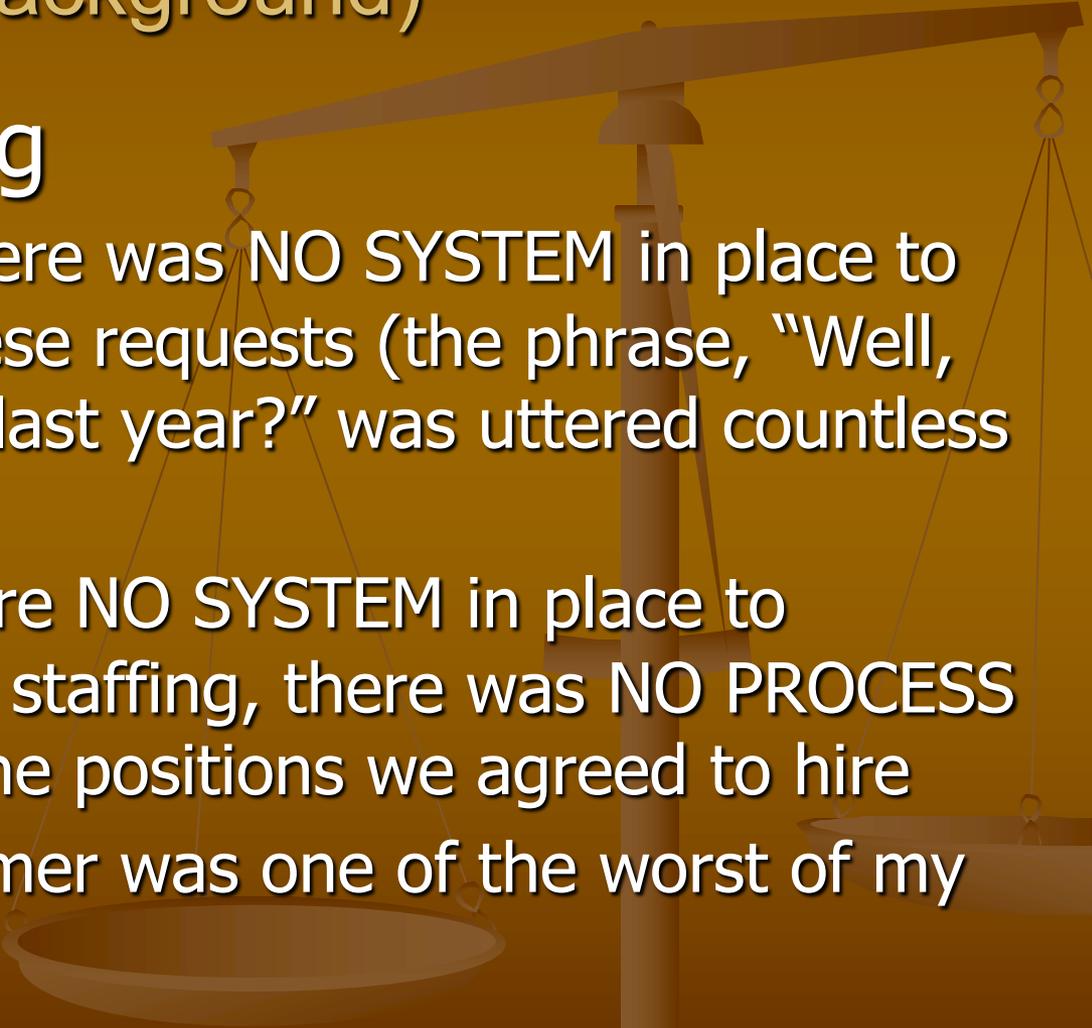
# District Staffing – A Team Decision With Accountability (Background)

## ■ Year 1 - Spring

- Principals brought me enrollment numbers (this was the first time I had seen them all year)
  - The Special Education Department brought me numbers of all of these *new* students with IEP's
  - The Technology Department brought me a list of initiatives that couldn't possibly be accomplished without additional staff
  - The Business Office brought me all of these facility needs that required more staff to satisfy
- 

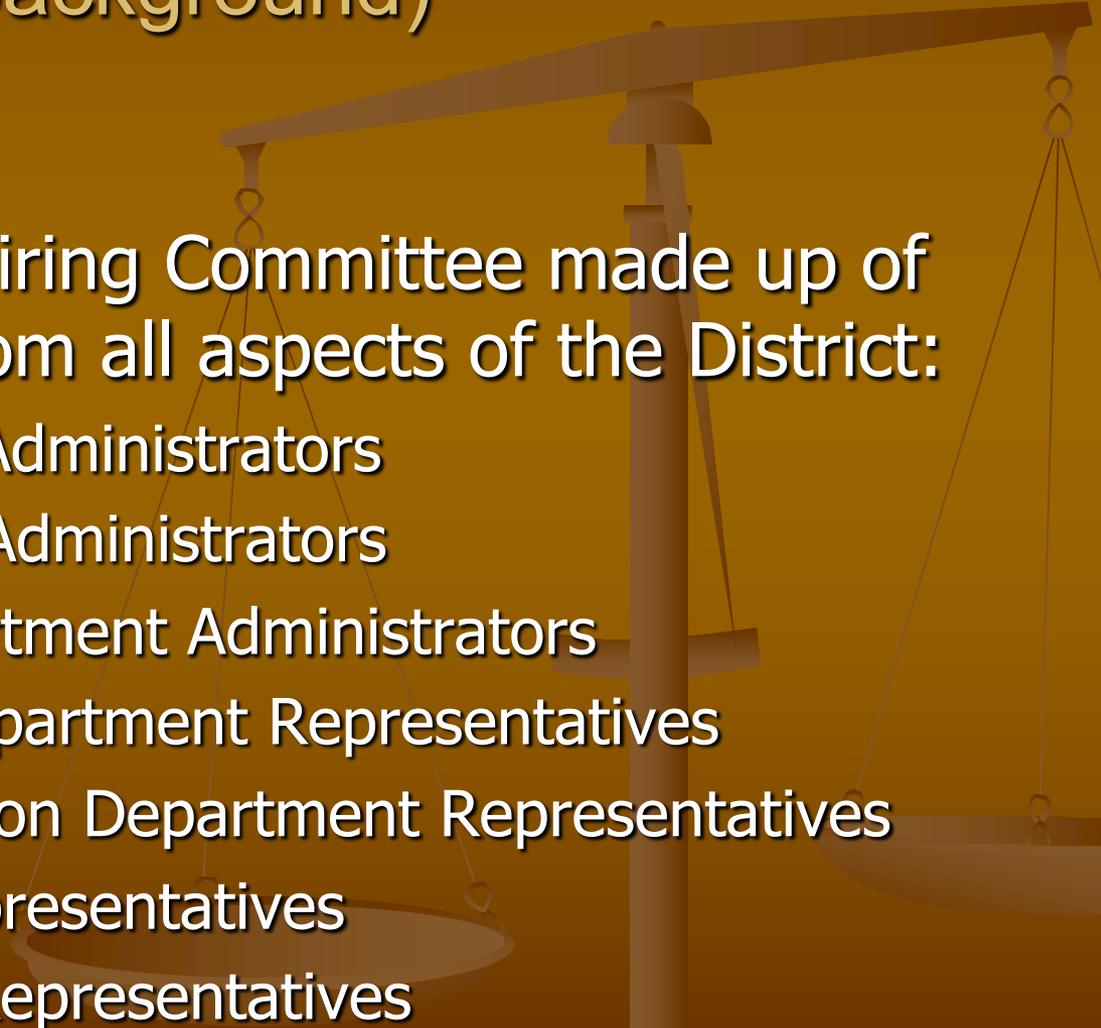
# District Staffing – A Team Decision With Accountability (Background)

## ■ Year 1 – Spring

- I realized that there was NO SYSTEM in place to address all of these requests (the phrase, “Well, what did you do last year?” was uttered countless times by me)
  - Not only was there NO SYSTEM in place to determine future staffing, there was NO PROCESS in place to hire the positions we agreed to hire
  - That spring/summer was one of the worst of my career
- 

# District Staffing – A Team Decision With Accountability (Background)

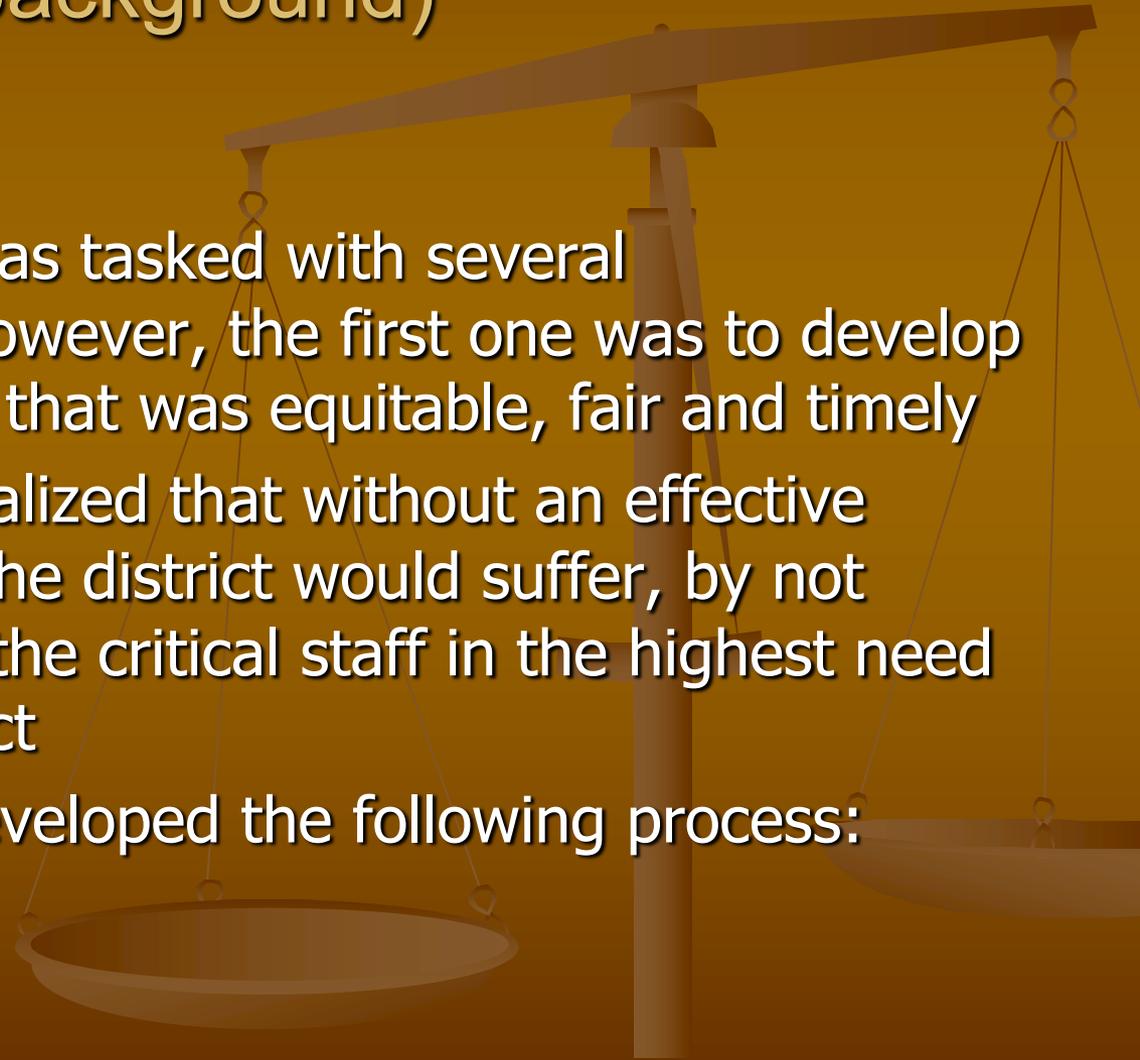
## ■ Year 2

- We created a Hiring Committee made up of stakeholders from all aspects of the District:
    - Central Office Administrators
    - Building Level Administrators
    - Business Department Administrators
    - Technology Department Representatives
    - Special Education Department Representatives
    - Operations Representatives
    - Support Staff Representatives
- 

# District Staffing – A Team Decision With Accountability (Background)

## ■ Year 2

- This Committee was tasked with several responsibilities. However, the first one was to develop a staffing process that was equitable, fair and timely
- The committee realized that without an effective staffing process, the district would suffer, by not being able to get the critical staff in the highest need areas of the district
- The committee developed the following process:



# District Staffing – A Team Decision With Accountability

## ■ January:

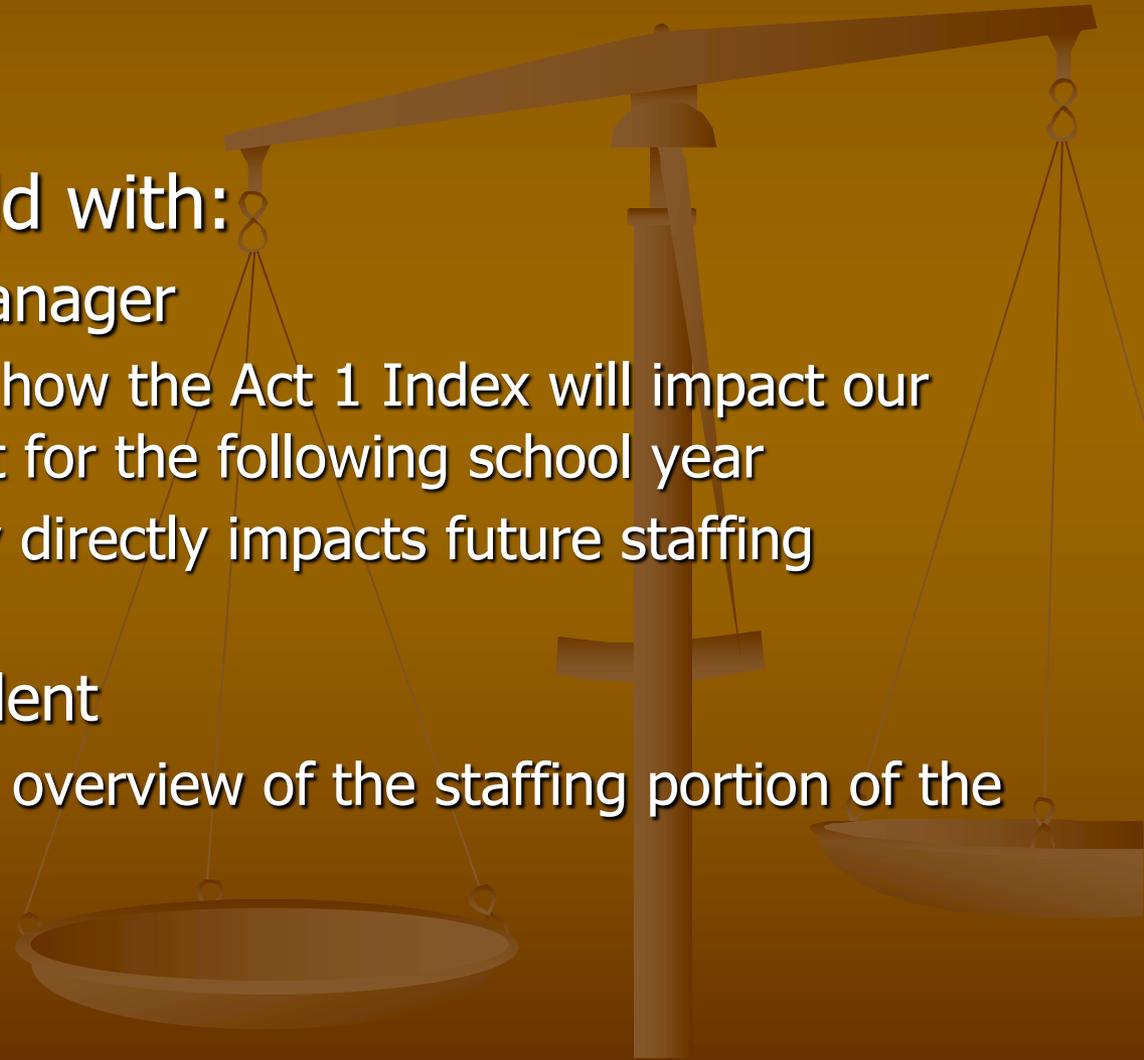
### ■ Meetings are held with:

#### ■ The Business Manager

- To determine how the Act 1 Index will impact our overall budget for the following school year
- This obviously directly impacts future staffing allocations

#### ■ The Superintendent

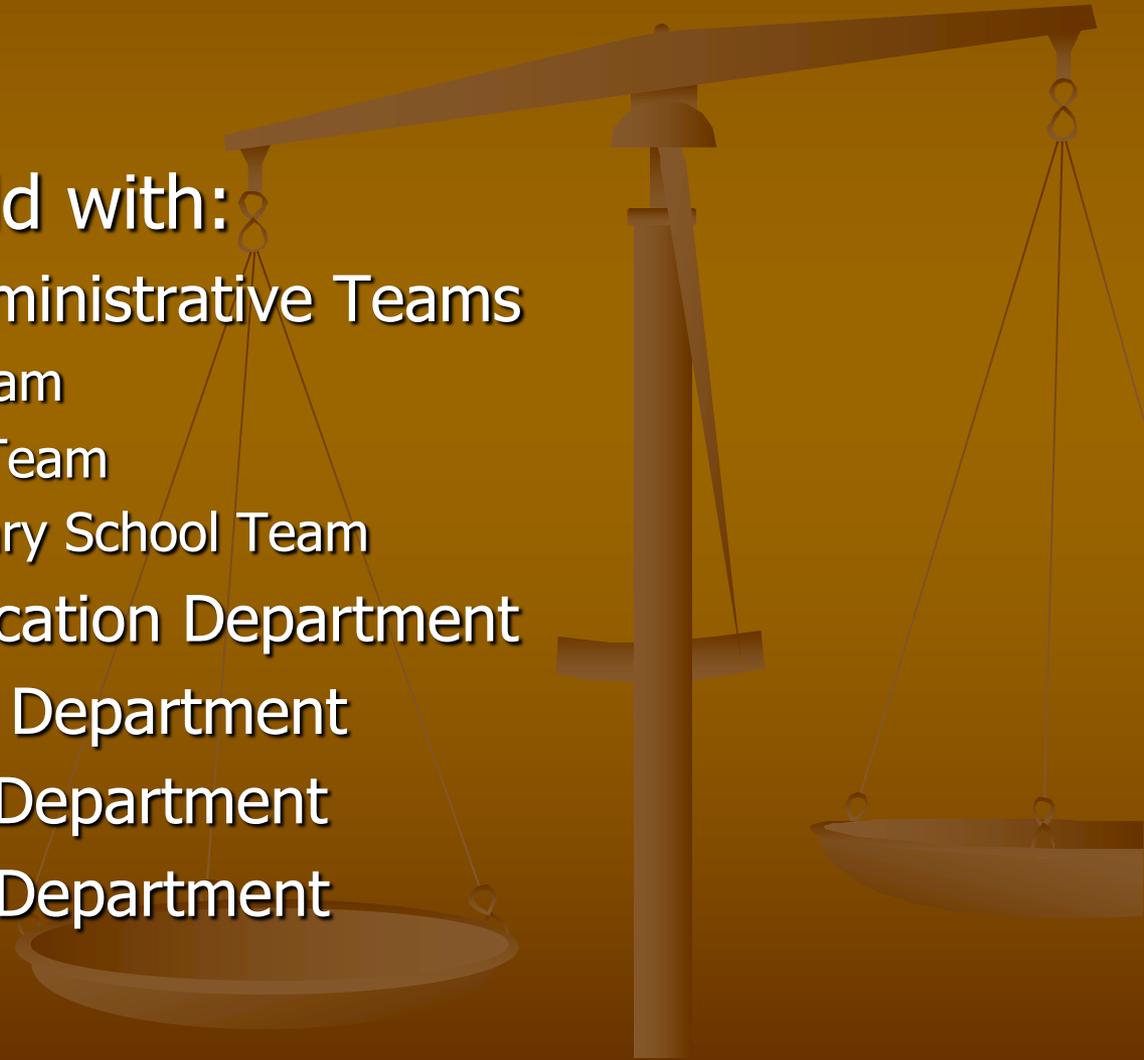
- To provide an overview of the staffing portion of the budget



# District Staffing – A Team Decision With Accountability

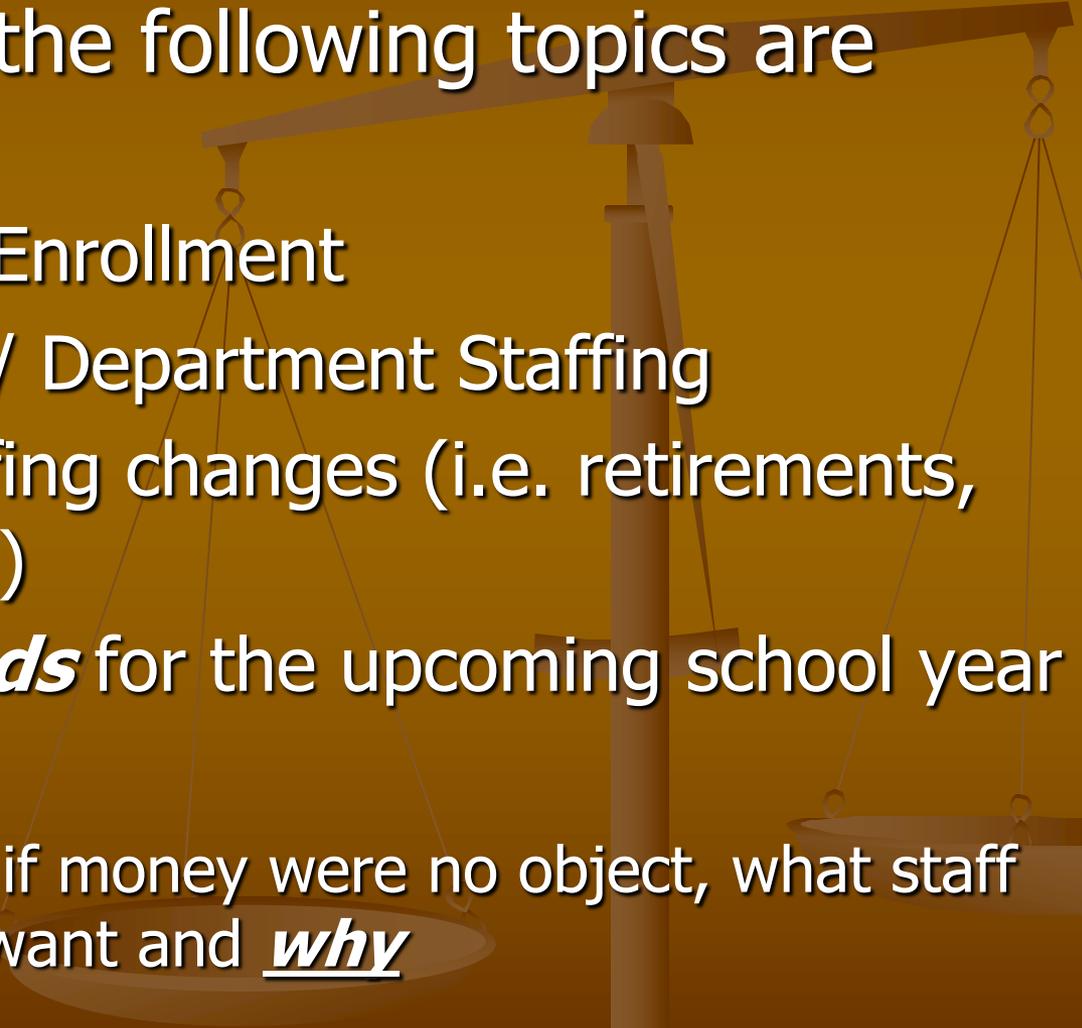
## ■ February:

- Meetings are held with:
  - The Building Administrative Teams
    - High School Team
    - Middle School Team
    - EACH Elementary School Team
  - The Special Education Department
  - The Technology Department
  - The Curriculum Department
  - The Operations Department

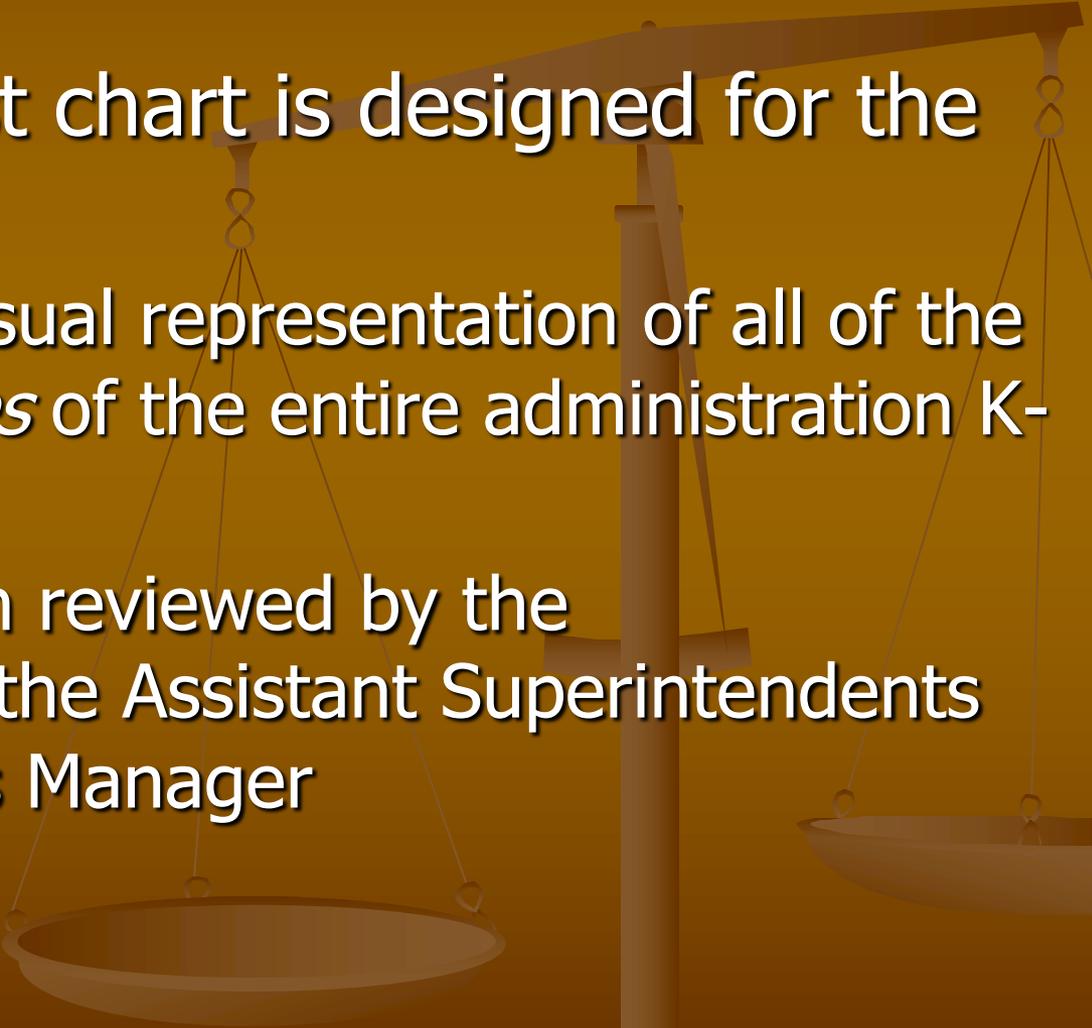


# District Staffing –

## A Team Decision With Accountability

- At each meeting the following topics are discussed:
    - Current Building Enrollment
    - Current Building / Department Staffing
    - Any ***known*** staffing changes (i.e. retirements, resignations, etc.)
    - Any staffing ***needs*** for the upcoming school year
    - The “Wish List”
      - This is a list that if money were no object, what staff would the team want and **why**
- 

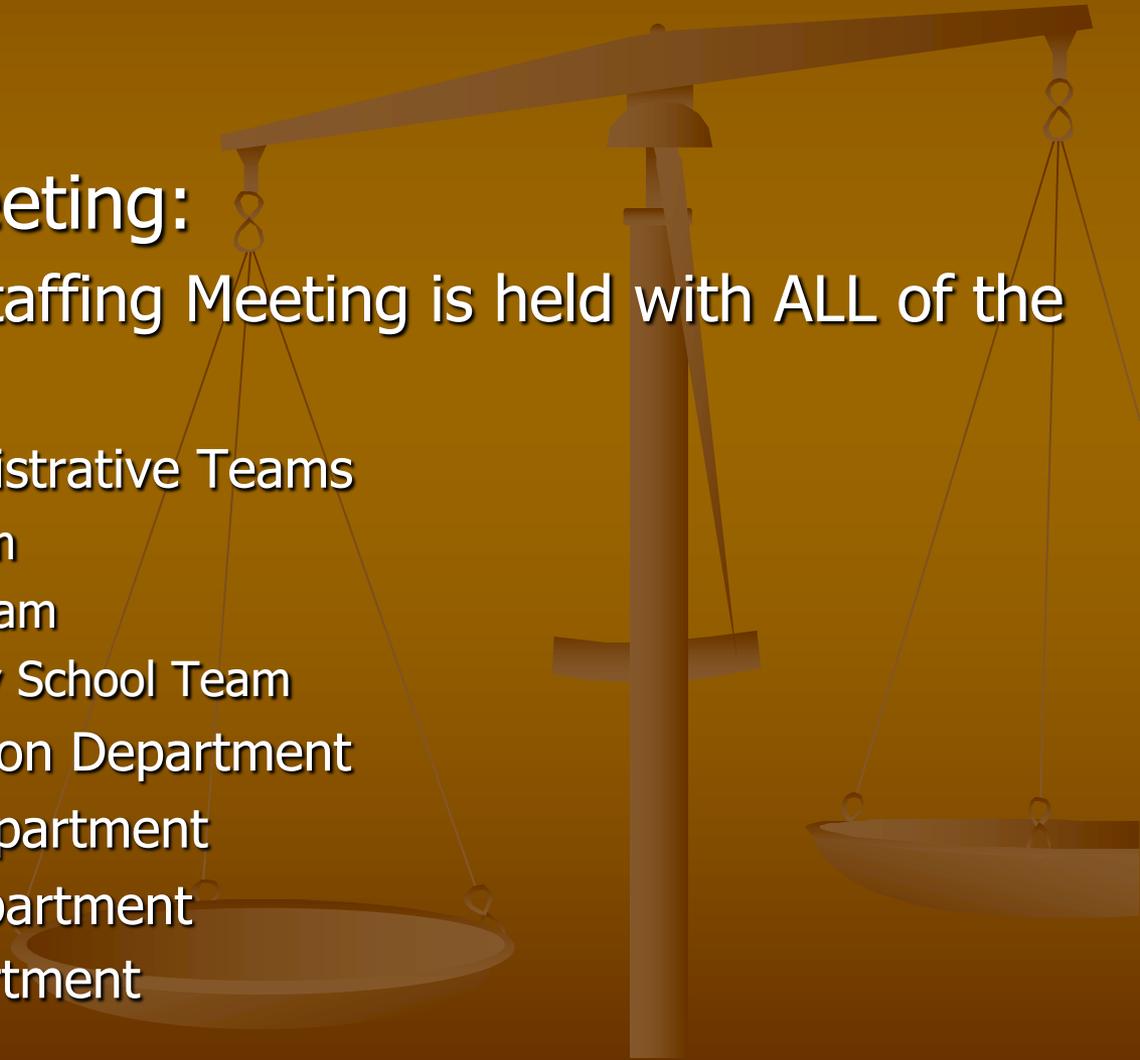
# District Staffing – A Team Decision With Accountability

- A staffing request chart is designed for the entire district
    - This chart is a visual representation of all of the *needs and wishes* of the entire administration K-12
    - This chart is then reviewed by the Superintendent, the Assistant Superintendents and the Business Manager
- 

# District Staffing – A Team Decision With Accountability

## ■ March/April

- K-12 Staffing Meeting:
- The District K-12 Staffing Meeting is held with ALL of the administrators:
  - The Building Administrative Teams
    - High School Team
    - Middle School Team
    - EACH Elementary School Team
  - The Special Education Department
  - The Technology Department
  - The Curriculum Department
  - The Business Department

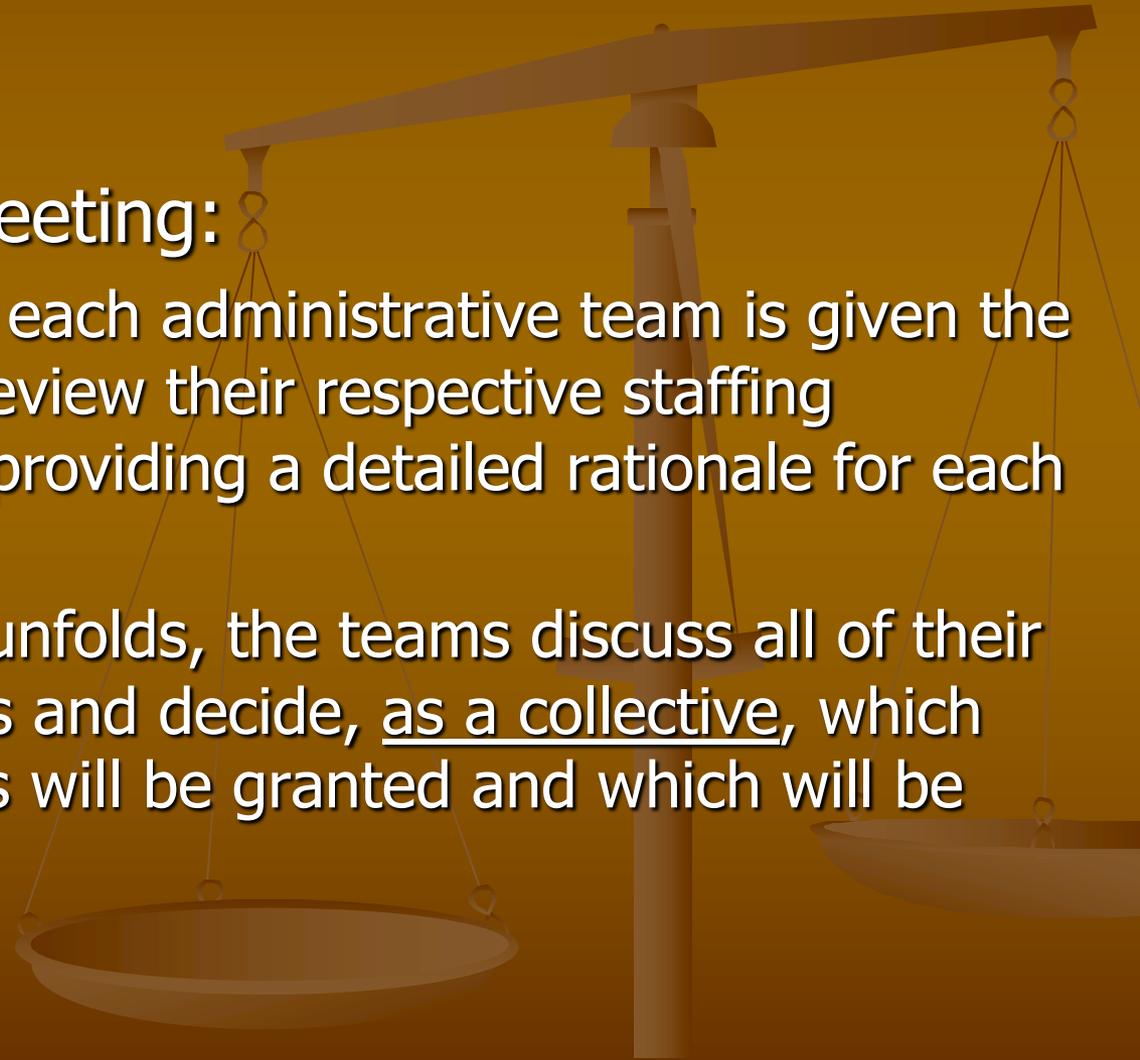


# District Staffing – A Team Decision With Accountability

## ■ March/April

### ■ K-12 Staffing Meeting:

- At this meeting, each administrative team is given the opportunity to review their respective staffing requests, while providing a detailed rationale for each said request
- As this process unfolds, the teams discuss all of their respective needs and decide, as a collective, which staffing requests will be granted and which will be denied



# District Staffing – A Team Decision With Accountability

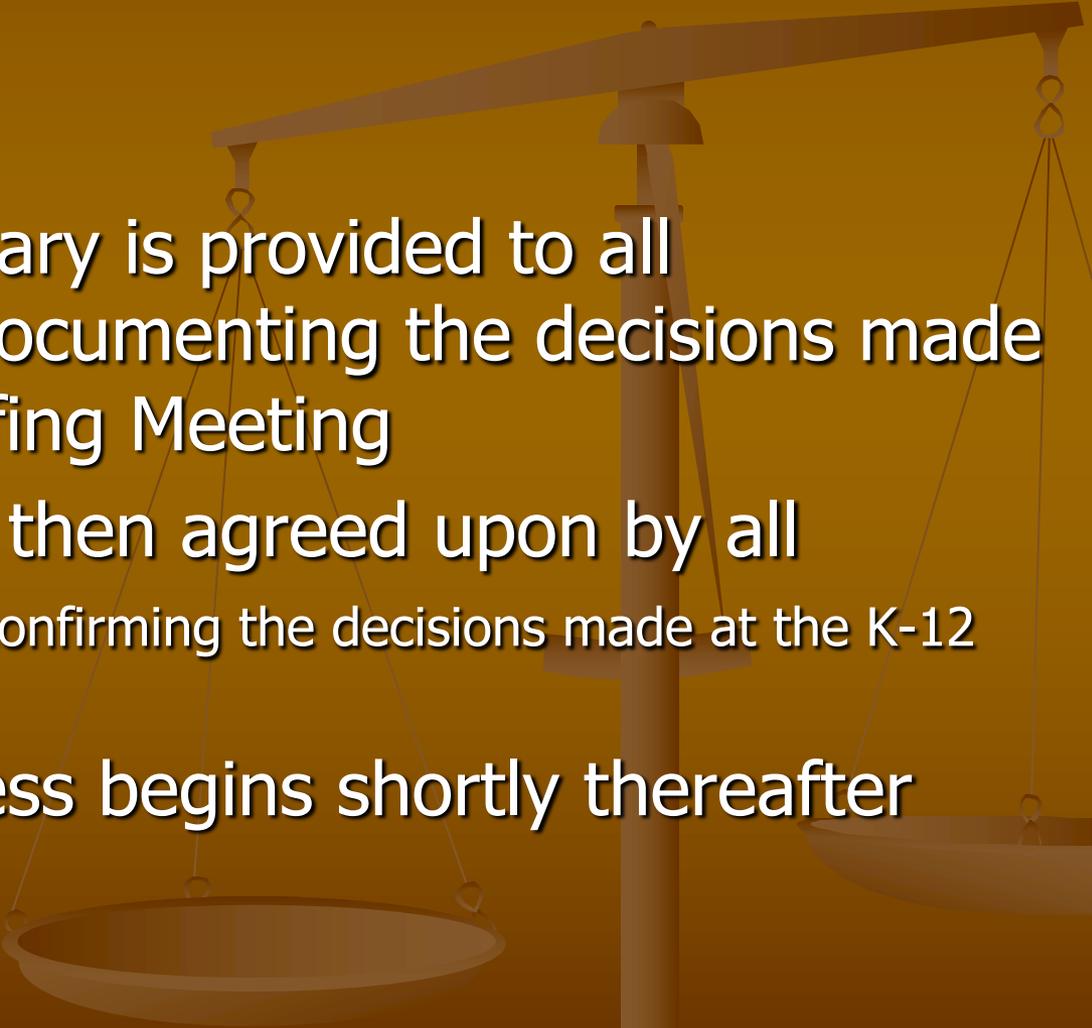
## ■ March/April

### ■ K-12 Staffing Meeting:

- This process allows for the decision to be made as a TEAM and everyone on that team is accountable for the decision
- No one can leave that meeting saying that the decision was handed down to them from Central Administration
- Additionally, everyone is provided with a solid rationale for each decision and therefore, has the justification behind the staffing

# District Staffing – A Team Decision With Accountability

## ■ April:

- A staffing summary is provided to all administrators documenting the decisions made at the K-12 Staffing Meeting
  - The summary is then agreed upon by all administrators (confirming the decisions made at the K-12 Staffing Meeting)
  - The Hiring Process begins shortly thereafter
- 

# QUESTIONS

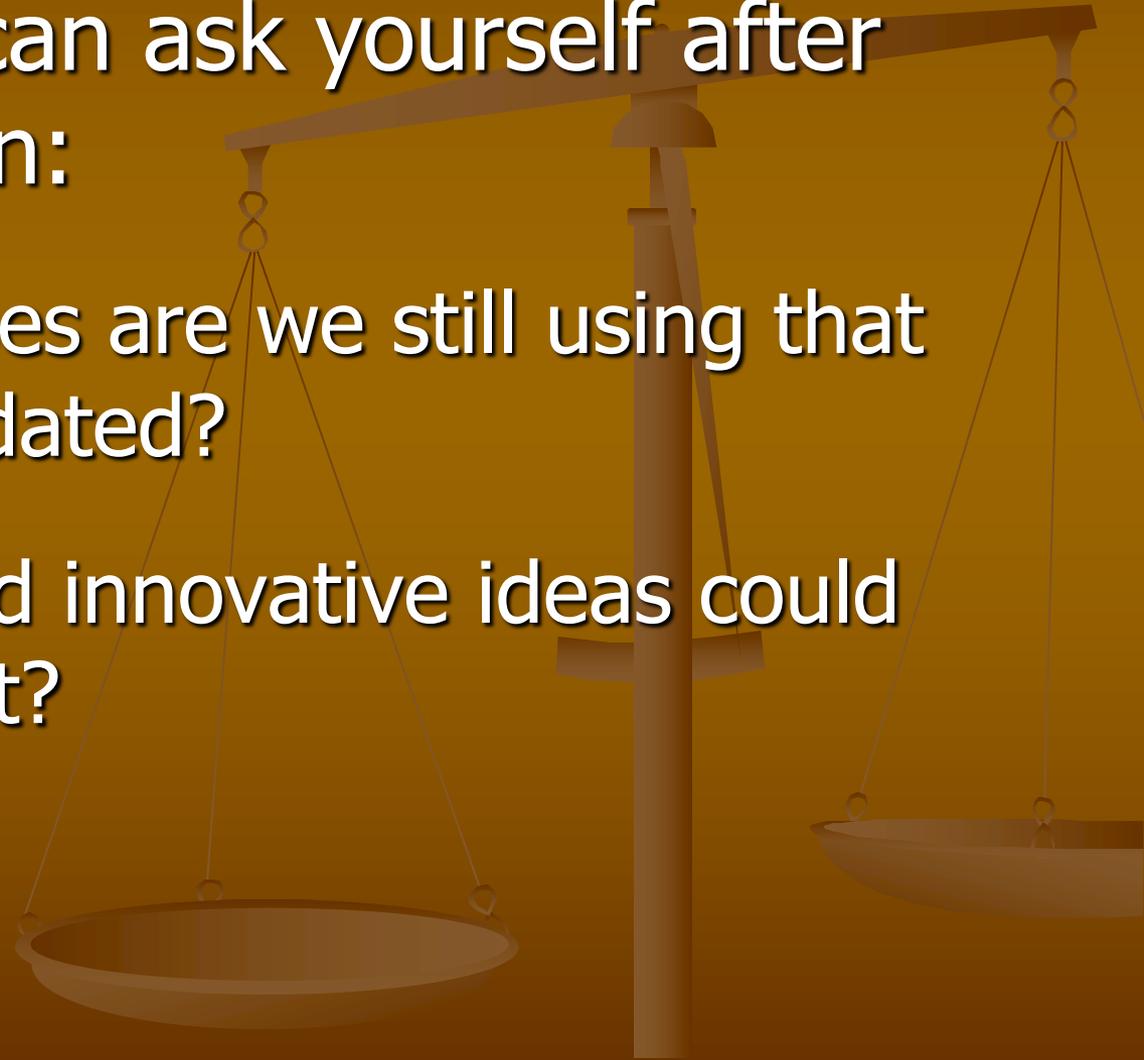
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# Activity

Questions you can ask yourself after this presentation:

- What processes are we still using that might be outdated?
- What new and innovative ideas could we implement?



# Activity

- Turn and talk with a partner and discuss what you just experienced
  - Compare and contrast the presented process to your existing staffing process
  - Share out with large group (if time permits)

