

HIGH QUALITY STAFF
RECRUITMENT AND
RETENTION A PRIORITY
FOR SUCCESSFUL
SCHOOL DISTRICTS

HUMAN RESOURCES
PRACTICES CREATE
SUCCESSFUL
RELATIONSHIPS IN WAWM

Human Resources

"From what we get, we can make a living; what we give however, makes a life."

Arthur Ashe

focus

One of the most important things a school district can do to affect student achievement is to hire highly qualified teachers who know how to make connections with students!

Helping achieve WAWM District goals

The School District of West Allis-West Milwaukee spends over 80% of its budget on personnel costs. Personnel are not just the most significant liability incurred by the district. Personnel are also the district's largest asset.

The Human Resources Department spends a considerable amount of time and effort recruiting talented and dedicated staff from local university career fairs, using technology based application systems including WECAN, the job search engine on the State of Wisconsin, www.wisconsin.gov, and

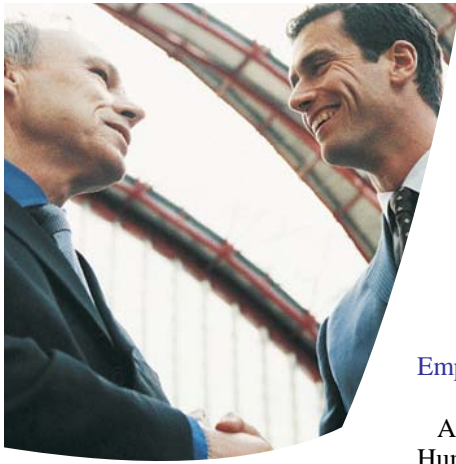
national career posing sites for education related positions. Responses to position postings are usually quite large. For an elementary posting we could see hundreds of applicants. The average administrative posting receives over thirty highly qualified applicants.

A goal in recruitment this year is to attract a more culturally diverse candidate pool to the district's postings. Administration has also begun to align hiring and compensation systems with the district's evaluation system. This supports attracting and retaining the best candidates for the district.



Professional Educator Mentoring

A professional educator planted in the district needs support to thrive and be most successful. Part of the mission of the Department of Human Resources is to provide a thorough orientation to the district. This happens during extensive training before the school year begins. In addition, each new professional educator is provided a mentor for their first year and up to three years depending on their need. Mentors and new professional educators have conversations focused on the new professional educator's work and student achievement that is aligned with the district's teacher evaluation system and expectations. Finally, new professional educators participate in five support seminars throughout the school year.



Successful Relationships Define The District's Work

The Department of Human Resources meets regularly with employee groups to maintain healthy open communication focused on student learning needs.

Defining Employee Expectations

The Director of Human Resources is the facilitator of employee supervision, evaluation and discipline. The department designs some of the support systems in place for new teachers, mainly the orientation and mentoring systems. Working in concert with Instructional Services, Student Services and Business Services to make sure that new teachers are fully informed of their benefits and compensation, the district philosophy pertaining to student supports and his/her individual responsibilities as they relate to knowing what to teach and how to teach it.

A major focus for the Department of Human Resources this past year and for the immediate future is to clearly communicate employee expectations that have altered due to the changes implemented by the School Board to meet the requirements of Act 10. Act 10 was a budget legislation that also created new rules for labor management functions.

Employee Compensation

Also in the upcoming year, Human Resources will be working closely with the Board in conjunction with Business Services and the Superintendent to define a new performance compensation system. Human Resources brings the most current research on effective employee compensation to the board to support the decisions made concerning the district's future compensation structures.

What Happens When Employees Fail

When employees struggle to meet their duties, the Human Resources Department guides principals or supervisors in the support process, helping to define improvement plans which define job behaviors and expectations and to access any training employees may need to improve their performance. When employees are unable to make those improvements, the Director of Human Resources comes in as a last set of eyes before the district moves to terminate the employee/employer relationship.

Employee Support

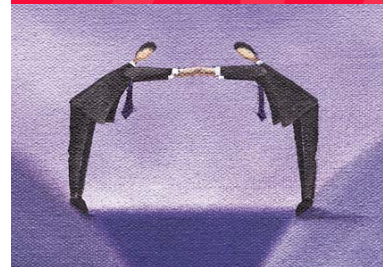
Occasionally employees need support because they or their family members are experiencing medical, emotional or other personal issues. The Department of Human Resources supports those employees by guiding them to a contracted employee support program called IMPACT. We also work with employees when there is a need to be absent from work for extended periods through the facilitation of a leave through the state or federal Family Medical Leave Act (FMLA) or through a board approved disability leave.

Employee Misconduct

The School District of West Allis-West Milwaukee is gifted with a large group of highly trained, caring and dedicated employees. Unfortunately, employees will choose to behave in an unacceptable manner at times.

When that happens, the Department of Human Resources steps in and facilitates the employee discipline process defined in each employee group contract. Employees are brought in for an initial misconduct hearing and the process from there can be stopped or the district can impose job action ranging from a letter in their file up to and including termination.

SUPPORTING EMPLOYEES FOCUSING ON CHILDREN



The Department of Human Resources is proud of its work to support employees in making a smooth transition from the former negotiated work environment to the new Act 10 environment.

The district's School Board bridged the gap between the two environments by enacting two Memorandums of Understanding (MOU) with both the district's professional educator and educational assistant employees. These memoranda were designed to provide employees with some certainty of employment without giving away the tools provided by Act 10 to garner savings and meet school needs without major program cuts for 2011-2012.

The Department of Human Resources continues to bridge the transitions necessary to create new professional working environments that support the desire of the current board to maintain West Allis - West Milwaukee as a highly desirable employer and as a school district of choice for the district's resident students. We bridge those transitions by clearly communicating with employees and supporting them as they transition to a new status quo.



WAWM Department of Human Resources

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