

**Eastern Suffolk BOCES
Strategic Action Plan IV.A: Human Resources Administration**

ADDRESSES BOCES GOAL(S):

- II. Staff Development
- III. Shared Services
- V. Cost-Effectiveness, Quality Management, and Operational Efficiency
- VI. Technology
- VII. Strategic Planning
- VIII. Health, Safety, Security, and Space
- XI. Human Resources

RESPONSIBLE ADMINISTRATOR:

Assistant Superintendent, Human Resources
Director of Recruitment and Retention
Administrator for Human Resources

COLLABORATOR(S):

Administrative Council
Bargaining Units
Office of Technology Integration
Recruitment/Retention Committee
Human Resources Recruiter
Communications Program Assistant
Web Manager
Principal Clerk
Sr. Stenographer

STRATEGIC PLANNING STRATEGY: By July 2016, Eastern Suffolk BOCES will have 1) developed initiatives for recruiting and retaining a highly qualified and diversified workforce; 2) documented and supported professional development for administrative and teacher staff units; 3) developed succession plans for select administrative positions within the agency; and 4) become a regional resource in all areas of human resources administration.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
Professional Development- Human Resources will review and continue to coordinate a broad based agency-wide system of staff development for all employees to meet all mandated professional development requirements.	ongoing	Dir., Ed. Support Services Assistant Superintendent, Human Resources	Process ongoing

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2. Professional Development- Human Resources will continue to support and assess annually the goals and objectives of the Administrative Supervisory Unit mentoring program and provide recommendations that align with agency-wide goals and objectives.	2008	Asst. Supt., Human Resources HR Committee Director, Recruitment and Retention	
3. Professional Development- Human Resources will evaluate current mentoring initiatives in the BEES unit and provide a report with recommendations that align with agency-wide goals and objectives.	2010-11	Asst. Supt., Human Resources HR Committee Director, Recruitment and Retention Executive Administrator for Human Resources	
5. Professional Development- Human Resources will evaluate current mentoring initiatives in the Civil Service units and provide a report with recommendations that align with agency-wide goals and objectives.	2009-10	Asst. Supt., Human Resources HR Committee Director, Recruitment and Retention Executive Administrator for Human Resources	
6. Professional Development- Human Resources will continue to utilize the agency's management information system to track professional advancement activities and coordinate the input of data for tracking purposes.	ongoing	Human Resources Office of Tech. Integration	System complete Process ongoing
7. Recruitment- The annual Career Fair for Culturally and Ethnically Diverse Educators will continue to be evaluated on a yearly basis. Improvements will be made based on participating school districts' needs and requests.	ongoing	Director, Recruitment and Retention Community Relations Assistant Public Relations Assistant Web Manager Principal Stenographer	
8. Recruitment and Retention- Policies and practices concerning the recruitment and retention of a diversified workforce will be evaluated internally by a committee and externally by a firm specializing in this type of organizational evaluation	2010	Asst. Supt., Human Resources HR Committee Director, Recruitment and Retention Executive Administrator for Human Resources Recruitment/Retention Committee	

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<p>9. Succession Planning- Human Resources will begin researching the development of a systematic approach to succession planning among the administrative ranks that ensures leadership continuity, develops potential successors, and identifies talent and focuses resources on developing that talent.</p>	<p>2010</p>	<p>Asst. Supt., Human Resources HR Committee Director, Recruitment and Retention Executive Administrator for Human Resources</p>	
<p>10. Regional Resource- Bi-monthly Personnel Administrators meetings will continue. Meeting goals and topics will be based on the identified needs of the school district personnel administrators. Development of the Extranet site for this group will continue. Additionally, regional recruitment initiatives will be further developed.</p>	<p>2011</p>	<p>Asst. Supt., Human Resources HR Committee Director, Recruitment and Retention Executive Administrator for Human Resources</p>	

RESOURCES REQUIRED:

- Budget to support recruitment activities, space, technology, personnel.

POSSIBLE SOURCES OF FUNDING:

- BOCES General funding; Federal, State and Local Grants; Teacher Centers, Program Charges.

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BASELINE DATA AND RESULTS:

1) Measurement A. Initiatives for Recruiting/Retaining a Highly Diversified Workforce

Baseline Year: 2008

Baseline Data:

- School district participation at the Annual Career Fair for Culturally and Ethnically Diverse Educators. (see attached baseline data)
- The number of highly qualified candidates participating in the fair, as measured by certification status. (see attached baseline data)
- The number of diversified candidates participating in the fair (bilingualism is the only measure of diversity for this activity, as ethnicity cannot be quantified for this purpose.) (see attached baseline data)
- The percentage of administrative staff in the agency representing diverse cultural/ethnic backgrounds. (baseline data currently 10.3% minority)
- Exit interviews will be conducted among all administrative and teaching staff who choose to depart from the agency on their own accord in order to begin identifying the causes for employee separation. (baseline data currently 0)

2016 Projection:

- The number of school districts participating in the Annual Career Fair for Culturally and Ethnically Diverse Educators will increase by 2.
- The number of highly qualified candidates participating in the fair (as measured by certification status) is not a reliable measure as the recruitment and selection for specific certifications will be dependent upon participating school districts' expressed staffing needs.
- The number of diversified candidates participating in the fair (bilingualism is the only measure of diversity for this activity, as ethnicity cannot be quantified for this purpose) will increase by 5%.
- The percentage of administrative staff in the agency representing diverse cultural/ethnic backgrounds will have increased by 3%.
- Exit interviews will have been conducted for 100% of the administrative and teaching staff who choose to depart from the agency on their own accord.

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2) Measurement B. Documented and Supported Professional Development for Administrative and Teacher Staff Units

Baseline Year: 2008

Baseline Data:

- 20.4% of teachers acquired professional development hours for the purpose of salary increments as per the contract.

- The baseline data for the percentage of teachers meeting the 175 hour NYSED professional development requirement for maintenance of certificate is not yet available for 2007-08.

- 11.0% of Teaching Assistants acquired Level 3 certification.

- The baseline data for administrative professional development is currently 2 administrative leadership professional development days and 1 Superintendent Conference day. The total number of administrators attending this event is unavailable.

2016 Projection:

- The percentage of teachers acquiring professional development hours for the purpose of salary increments is an unreliable measure as this is an optional professional development opportunity as per the contract.

- 100% of the agency's teachers will have met the 175 hour NYSED professional development requirement within the 5-year cycle.

- 100% of the agency's teacher assistants will have met the 75 hour NYSED professional development requirement within the 5-year cycle.

- 20% of Teaching Assistants will have acquired Level 3 certification.

- 100% of the agency's administrative staff will have met the agency established criteria for professional development.

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Tracking Teacher Professional Advancement

Year	Total Number of Teachers (approximate)	Total Number of Teachers Acquiring Professional Development Hours	Percentage
2007-08	652	133	20.4%
2008-09			
2009-10			
2010-11			
2011-12			
2012-13			
2013-14			
2014-15			
2015-16			

Tracking Teacher 175 hr. Professional Development (for maintenance of “Professional” certificate)

Year	Total Number of Teachers (approximate)	Total Number of Teachers Acquiring Professional Development Hours	Percentage
2007-08	NA	NA	NA
2008-09			
2009-10			
2010-11			
2011-12			
2012-13			
2013-14			
2014-15			
2015-16			

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Tracking Teaching Assistant Certification/Professional Development

Year	Total Number of Teacher Assistants (approximate)	Total Number of Teachers Assistants Acquiring Level 3 Certification	Percentage
2007-08	239	26	11.0%
2008-09			
2009-10			
2010-11			
2011-12			
2012-13			
2013-14			
2014-15			
2015-16			

- A tracking mechanism is in place and is updated when information is received from staff. Data entry into the NYSED TEACH system is updated at the same time.
- As of June 30, 2008, there are 26 Teaching Assistants who hold a Level 3 certificate. A tracking mechanism is in place and is updated when information is received from staff. Data entry into the NYSED TEACH system is updated at the same time.

Tracking Teacher Assistant 75 hr. Professional Development (for maintenance of certificate)

Year	Total Number of Teachers (approximate)	Total Number of Teachers Acquiring Professional Development Hours	Percentage
2007-08	NA	NA	NA
2008-09			
2009-10			
2010-11			
2011-12			
2012-13			
2013-14			
2014-15			
2015-16			

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Tracking and Evaluating Administrator Professional Development

Information from the Administrators Leadership Academy and Agency Sponsored Mentoring programs has been gathered:

Year	No. of New Administrators	No. of New Administrators Mentored
2007-08	NA	NA
2008-09		
2009-10		
2010-11		
2011-12		
2012-13		
2013-14		
2014-15		
2015-16		

*3 were position changes/upgrades, etc. ** 7 were position changes/upgrades, etc

Tracking Administrator 175 hr. Professional Development (for maintenance of “Professional” certificate)

Year	Total Number of Teachers (approximate)	Total Number of Teachers Acquiring Professional Development Hours	Percentage
2007-08	NA	NA	NA
2008-09			
2009-10			
2010-11			
2011-12			
2012-13			
2013-14			
2014-15			
2015-16			

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3) Measurement C. Developed Succession Plans for Administrative Positions within the Agency

Baseline Year: 2008

Baseline Data:

- Currently there is no formalized administrative succession planning taking place within the agency

2016 Projection:

- Succession plans will have been developed for Administrative Council positions

Baseline Data:

- An average number of 15 personnel administrators representing the agency's component school districts attended the 2007-2008 bi-monthly personnel meetings facilitated by the ESBOCES Department of Human Resources

2016 Projection:

- The average number of personnel administrators participating in the bi-monthly personnel meetings facilitated by the ESBOCES Department of Human Resources will increase by 5 participants

Regional Resource- Bi-monthly meetings

Year	Total Number of Meetings	Average Number of Attendees	Total Number of Component School District Personnel Administrators	Topics covered
2007-08	5	15	51	
2008-09				
2009-10				
2010-11				
2011-12				
2012-13				
2013-14				
2014-15				
2015-16				

- Extranet site developed and demonstrated at the last 2007-08 Personnel Administrators meeting.