

Roger León  
Superintendent

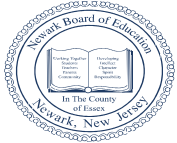
# Newark Board of Education

Where Passion Meets Progress

## CORRECTIVE ACTION PLAN

School District Name:	Newark Board of Education- Human Resource Services (HRS)	County:	Essex
Date of Board Meeting:	February 26, 2019		
Type of Audit	Hiring Practices Review Report July 2016-October 2017		
Contact Person:	Stacey Wilkerson		
Telephone Number:	973-733-6482		

Finding Number	Recommendation	Response to Findings	Method of Implementation	Person(s) Responsible for Implementation	Completion Date
1	<b>A. The District does not have adequate procedures for the recruitment and hiring staff.</b>	<ul style="list-style-type: none"> <li>▪ A presentation was made to the then Advisory Board in 2017 of the <i>Staffing Process and Protocol for Central Office Hires</i>.</li> <li>▪ As of September 2017, Hire recommendations are submitted to the Personnel Policy Committee for review/discussion after HRS approval. The Personnel Policy Committee makes the decision whether the recommendation can be added to the Board agenda for final vote.</li> </ul>	<ul style="list-style-type: none"> <li>a. There will be a review and update of the hiring process for Instructional, Non-Instructional and PerDiem hires. The <i>Staffing Process and Protocol for Central Office and the Recruitment, Selection, Hiring Policy [File Code: 4111]</i> will be used as a merged and amended.</li> <li>b. An updated Recruitment, Selection, Hiring policy will be submitted for approval to the Newark Board of Education.</li> <li>c. The Recruitment, Selection, Hiring policy will be available to Hiring Managers on the District's website.</li> <li>d. The Recruitment, Selection, Hiring policy will be reviewed annually.</li> </ul>	<p>Dr. Yolanda Mendez, Acting Executive Director of Human Resource Services</p> <p>Stacey Wilkerson, Director of Staffing and Recruitment</p> <p>Office of the General Counsel</p> <p>Keith Barton, District Affirmative Action Officer</p> <p>Office of Records and Verifications</p>	<ul style="list-style-type: none"> <li>a. November 2019</li> <li>b. December 2019</li> <li>c. January 2020</li> <li>d. June 2020</li> <li>e. Currently in Effect</li> </ul>

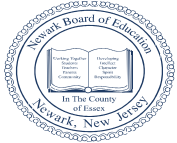


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			e. WISS & Company completes an annual audit of personnel files		
2	<p><b>B. The District did not maintain adequate documentation supporting the hiring process.</b></p> <p>a. Eight of ten files reviewed did not have interview committee scoring or ranking documentation</p> <p>b. Six of ten files did not have written rationale for the selection of a candidate</p> <p>c. Five of ten files reviewed had no evidence of screening of resumes</p> <p>d. Five of ten files reviewed did not have reference check information included</p>	<p>▪ As of September 2017, Personnel Interview Packets are provided by Hiring Managers to be submitted for Board Approval. The Personnel Interview Packets contain the following items:</p> <ul style="list-style-type: none"> <li>○ The Interview Summary Form provided by the hiring manager includes the name and title of the interview committee members, summary and ranking of scores and the names of all candidates interviewed</li> <li>○ Justification letters are provided by the hiring manager detailing the rationale and key highlights of the candidate's hire/promotion</li> <li>○ Hiring Managers are required to provide the resumes and interview material of all candidates that interviewed for the position</li> </ul>	<p>a. The District will establish a clear and succinct hiring process for all titles.</p> <p>b. An updated Recruitment, Selection, Hiring policy will be submitted for approval to the Newark Board of Education.</p> <p>c. The form(s) for the Personnel Interview Packet will be approved and reviewed by the Newark Board of Education.</p> <p>d. The Staffing team will meet monthly to ensure uniformity in Board submissions.</p> <p>e. The NJDOE Criminal History approval was required for all hires prior to scheduling an onboarding appointment.</p> <p>f. Each Staffing representative will review the Personnel Interview Packet to confirm that all required documentation is provided.</p> <p>g. Hiring managers will be required to submit interview materials for all candidates who were interviewed for the vacancy. Staffing will house these materials electronically.</p> <p>h. Staffing will submit all new hire files within 10 days of</p>	<p>Dr. Yolanda Mendez, Acting Executive Director of Human Resource Services</p> <p>Stacey Wilkerson, Director of Staffing and Recruitment</p>	<p>a. November 2019</p> <p>b. December 2019</p> <p>c. April 2019</p> <p>d. January 2019</p> <p>e. Implemented in November 2017</p> <p>f. Implemented in November 2017</p> <p>g. April 2019</p> <p>h. March 2019</p> <p>i. Currently in effect</p>

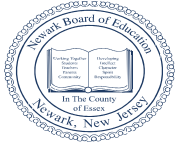


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	<p><b>e. One of ten files reviewed did not have a criminal history report included</b></p>	<ul style="list-style-type: none"> <li>o Hiring Managers are required to obtain three references from the candidates. HRS provides a template for use.</li> </ul>	<p>onboarding to the Records and Verification Department.</p> <ul style="list-style-type: none"> <li>i. WISS &amp; Company completes an annual audit of personnel files</li> </ul>		
3	<p><b>C. The District lacks guidelines for the screening and interview committees for the hiring of district employees.</b></p>	<ul style="list-style-type: none"> <li>▪ Hiring Managers for each department/ school site are responsible for establishing the screening and interview committee. In the schools, each Principal has had their screening/vetting of candidate system supported by their Assistant Superintendent and the Human Resource Services Department has also provided support. The Hiring Managers are required to provide their process, interview criteria, and interview questions for each hiring title based on the specialization of the title. Recommendations of questions to be utilized for interviews have been provided to hiring managers by HRS. As we move forward in the development of the Staffing Selection/Hire Process Manual we will revise and expand.</li> </ul>	<ul style="list-style-type: none"> <li>a. An Interview and Criteria Focus Group will be established; and comprised of personnel from, but not limited to, Affirmative Action, Human Resource Services and Teacher and Learning. This focus group will be responsible for creating rubrics and questions for all titles within the district. This will be completed in phases.               <ul style="list-style-type: none"> <li>a. Phase 1: Non-Instructional Titles</li> <li>b. Phase 2: Per Diem Titles</li> <li>c. Phase 3: Instructional Titles</li> </ul> </li> <li>b. Hiring Managers will utilize the newly established guidelines for screening and interviewing of candidates. They will also be advised of how the interview panel, should have a mix of personnel that is equivalent to the candidates being interviewed.</li> </ul>	<p>Dr. Yolanda Mendez, Acting Executive Director of Human Resource Services</p> <p>Stacey Wilkerson, Director of Staffing and Recruitment</p> <p>Keith Barton, District Affirmative Action Officer</p>	<ul style="list-style-type: none"> <li>a. June 2019               <ul style="list-style-type: none"> <li>a. July 2019</li> <li>b. August 2019</li> <li>c. September 2019</li> </ul> </li> <li>b. November 2019</li> <li>c. Currently in Effect</li> </ul>

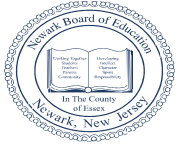


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			c. Applicant Screeners will be hired to review applications for all titles.		
4	<b>D. The District failed to document reference checks for new hires.</b>	<ul style="list-style-type: none"> <li>▪ Hiring managers are required to provide three reference checks for the candidate in their Personnel Interview Packet.</li> </ul>	<ul style="list-style-type: none"> <li>a. The form(s) for the Personnel Interview Packet will be approved and reviewed by the Newark Board of Education.</li> <li>b. The Staffing Department will review the staffing process and protocol materials created by an outside vendor to update the District's Recruitment, Selection, Hiring policy.</li> </ul>	Dr. Yolanda Mendez, Acting Executive Director of Human Resource Services Stacey Wilkerson, Director of Staffing and Recruitment	<ul style="list-style-type: none"> <li>a. April 2019</li> <li>b. November 2019</li> </ul>



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