

ELIZABETH SCHOOL DISTRICT

HARD TO FILL POSITION HIRING/RETENTION INCENTIVE POLICY

DRAFT

PURPOSE

Periodically, the Elizabeth School District has identified full-time positions which for various reasons have become hard to fill and/or have experienced low rates of retention and high rates of turnover. The purpose of this policy is to provide the following:

1. Applicable criteria for identifying hard to fill or retain positions;
2. Guidelines for determining a hiring incentive for identified hard to fill or retain positions, and
3. The process for communicating the incentive to applicants.

CRITERIA FOR IDENTIFYING HARD TO FILL OR RETAIN POSITIONS

A hiring incentive can be a one-time monetary award to be paid to a new full-time employee at the time of employment in a position that has been designated as hard to fill, or an ongoing year to year monetary award to be paid to a full time employee in a position that has been designated as difficult to retain.

It shall be the responsibility of the Director of Human Resources to designate a position as hard to fill or to retain staff. In most cases, hard to fill or retain status shall apply to licensed positions. However the Director of Human Resources, on rare occasions, may designate a non-licensed position as hard to fill or retain. The Director of Human Resources shall take into consideration but not be limited to the following criteria for determining that a position is hard to fill and/or shows low rates of retention and high rates of turnover:

1. Number of qualified applicants applying for the position.
2. Quality of applicants applying for the position.
3. Turnover rate for the position.
4. Length of position vacancy.
5. A specific critical district need to fill the position.

GUIDELINES FOR A ONE-TIME HIRING INCENTIVE OR AN ONGOING RETENTION INCENTIVE

The dollar amount of a one-time hiring incentive or an ongoing retention incentive shall be determined by the Director of Human Resources in consultation with the appropriate principal or department director. However in no case shall an incentive exceed \$3,000 at hiring or per full school year.

In order to receive a one-time hiring incentive, a new employee shall be required to provide the district with 2 consecutive full school years of full-time employment in their position. Should an employee voluntarily leave the district prior to the conclusion of the 2 consecutive years, the employee shall be required to reimburse the district for a prorated amount of their hiring incentive for the remaining period up to 2 years. A new employee granted a one-time hiring incentive shall be required to sign an agreement with the district to remain for two consecutive full school years of full-time employment, to include the payback provision.

Ongoing retention incentives shall be reviewed every 5 years by the Director of Human Resources to determine if conditions warrant a revision or termination of the incentive. Should an ongoing incentive be revised or terminated, employees on staff at the time of the change will continue to receive the incentive granted prior to the change.

COMMUNICATING THE HIRING INCENTIVE OR THE ONGOING RETENTION INCENTIVE

It shall be the responsibility of the Director of Human Resources and the hiring principal or department director to clearly communicate the opportunity for a hiring incentive to applicants for identified positions. A statement shall be included on all advertisements, job postings, at job fairs and other recruitment sources that a one-time hiring incentive shall be included for the selected candidate.