

**Blackwater Community School**  
**AKIMEL O'OTHAM PEE POSH CHARTER INC. 3-5**



**Recruitment & Retention Plan**  
**(SY 2016-17)**

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## **OUR MISSION**

'Quality Education begins Here'

### **Leadership Belief Statement...**

The Blackwater Community School (BWCS) Leadership Team is committed to serving our school's faculty, staff, and children, and families with integrity, fairness, trust, and inspirational leadership. We will strive to build a school culture that is consistently honest, supportive and respectful to each other and to all who grace our school with their presence.

In active partnership with our colleagues and families, we will create and pursue a vision for educational excellence that is based on abiding belief that each adult in our school will exercise sound judgement and the honest regard for individual differences.

### **Mission & Philosophy**

- Creating child-centered, activity based learning environments;
- Incorporating individual learning styles in the delivery of instruction;
- Implementing developmentally appropriate curriculum for all children;
- Encouraging adults to actively support their children's education;
- Demonstrating respect for others and self;
- Valuing culture and language as a cornerstone for learning.

### **In order to support these values four goals have been identified:**

- All children read independently by third grade
- All students will test proficient/advanced in reading and math as measured by state standards.
- Students demonstrate knowledge of their language/culture
- Individual student attendance rate of 90% or better

## **CORE BELIEFS**

- All students should graduate college and career ready.
- All students should have a safe, clean and secure environment that is free of bullying
  - and that creates opportunities for learning.
- Student engagement is critical to student success.
- Partnerships with all stakeholders are vital to student success.
- BWCS should be fiscally sound and maximize resources for student success.
- BWCS should honor diversity and create equity across the district.

- BWCS should identify, recruit, retain and develop the best employees.

### **PURPOSE**

The 2016-17 Recruitment and Retention Plan serves as the blueprint for hiring and retaining employees at Blackwater Community School. This is the first phase of a multi-year development process of attracting, developing and retaining highly qualified teachers and staff at our school.

A key element to student success is highly qualified and dedicated employees focused on educating the whole child. BWCS is dedicated to recruiting the best employee. Human capital or the “quality of the individual” is paramount to impacting student achievement.

Together with social capital (the quality of the group) and decisional capital (expertise in judgment and decision-making), these will have a large impact on performance of employees; teachers, specifically. (Hargreaves, A. and Fullan, M., 2012).

### **BWCS EMPLOYEE:**

BWCS is committed to employing the best candidates for our students. Each one of our Employee has all of the following qualities:

- Life-long learner
- High Expectations for students and themselves
- Open to change
- Has a positive attitude and work ethics
- Sense of responsibility and focused
- Driven and focused on student achievement
- Team player and helpful to others
- Collaborative
- Values diversity

### **BWCS HIRING PROCESS:**

At the beginning 2014-15, the BWCS hiring process was modified and updated. The goal was to recruit and retain the highest quality employee, as well as making it a collaborative and thoughtful process with stakeholder input. Our current practice maximizes stakeholder involvement, but minimizes timelines to ensure the highest quality candidates are hired.

### **Recruitment & Retention**

BWCS now maintains the competitive teacher salaries in the surrounding area. Not only are we attracting the most highly qualified candidates to our school, but we are engaging in competitive compensation for our certificated staff.

BWCS has developed and implemented few new strategies to ensure our teachers get the

needed peer mentoring and coaching thru a model by which mentor's feedback, guidance, collaboration has become paramount to launch each teacher successfully within our educational system. We also collectively updated and developed a coherent evaluation process for certificated staff. BWCS makes every effort to frontload a quality and need-based professional development opportunities and PLC on weekly and on an ongoing basis throughout the school year. School Calendar has clearly earmarked Wednesday as a dedicated PD day for all certified teachers.

### **Staffing**

Classrooms will have qualified staff at all levels that maximize student engagement. A staffing handbook guides principals and staff to ensure staff to student ratios are optimized for maximum effectiveness and engagement.

### **Culture & Climate**

We are committed to maximizing teacher and employee collaboration for effective teaching and learning. Teachers engage in professional learning communities.

BWCS needs the most highly qualified staff leading and teaching our students. This calibration will further synthesize and provide the coherence for the hiring and retention process.

### **Professional Development**

Research-based professional development opportunities are offered throughout the school year for certificated and classified staff. Effective teaching and learning is cornerstone to student achievement and preparing college and career ready BWCS students. Training opportunities to increase employee proficiencies are improving operations and employee effectiveness.

### **ADVERTISING POSITIONS**

Potential applicants can apply for positions on [www.usajobs.org](http://www.usajobs.org). We also promote BWCS at the following locations:

- School website: [www.bwcs.k12.az.us](http://www.bwcs.k12.az.us)
- Arizona Department of Education website
- Arizona State universities such as ASU, UofA in Tucson
- Bureau of Indian Education website at [www.bie.edu](http://www.bie.edu)
- Through Teaching Job Fairs in Phoenix sponsored by Arizona State University

## **HARD TO FILL POSITIONS**

We actively pursue all avenues to recruit and retain employees for all positions. The following positions are “hard to fill” and BWCS is taking measures to recruit highly qualified candidates to these positions. There are many reasons that attribute to the difficulty in filling these positions. These include: school’s rural and isolated location from the metro area, lack of quality candidates, lack of candidates with the appropriate qualifications, competition with other districts and business settings, and limited enrollment in the preparation programs for the type of candidates needed.

- Special Education Teacher
- Early Childhood Education Teachers
- School Psychologist
- ELA/Reading Teachers/Interventionists
- Mathematics Teacher/Math Interventionists
- Bilingual (Akimel O’Otham Pee Posh Language expert)

## **BWCS HIRING POLICY AND STRATEGIES:**

Per the Blackwater Community School/Akimel O’Otham Pee Posh Charter School Inc. Policy, only fully certified teachers are eligible to apply for positions annually. In addition, all applicants must clear the background investigation, fingerprint clearance and FBI clearance per federal, state and tribal law.

Compensation:

The school conducts annual salary reviews of surrounding school districts to ensure that the salaries are competitive along with the salary schedule. Furthermore, the school has generous benefits that are underwritten at a high level by the school to provide further compensation.

301 Funds: Under the State of Arizona requirements, all teachers are eligible for 301 funds based on performance.

Hiring bonus: The school has the option to offer a hiring bonus based on recruitment needs.

## **EXPECTATION SETTING MEETING**

New employees to BWCS are inducted with a welcoming and clarified hiring process. After employees have proceeded through a multi-layered stakeholder interview, they then engage in an orientation process which includes clearly defined school wide expectations as well as team-building activities. This also provides an opportunity for the school instructional coaches and School Leadership Team to engage in a one-on-one meeting and demonstration lesson to ensure the prospective teacher candidate is highly qualified and best fit for the BWCS.

## **RECOMMENDATIONS FOR 2016-17 AND BEYOND**

BWCS is dedicated to being one of the highest performing school in the community. School has been making the required Adequate Yearly Progress under the Bureau of Indian Education as required by the NCLB act of 2001. We have further growth to reach this goal and to ensure that we are recruiting and retaining the most highly qualified and sought after employees. Our work will continue as we develop and collaborate with our stakeholder groups and increase process effectiveness.

- Provide clarity and coherence on processes and initiatives
- Develop deeper criteria of excellence to attract and develop our talent (certificated, classified) staff at BWCS
- Continue to refine Peer mentoring model in the form of grade level lead teachers
- Create an inclusive new teacher induction program to prepare and retain our newest teachers
- Continue to analyze and refine current hiring processes