



Resources to Attract, Hire,  
and Support Excellent  
Educators in Ohio

## **Strengthening Human Capital Management Systems in Ohio Schools and Districts**

Facilitator Guide for Educational Service Centers

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## Purpose of the ESC Facilitator Guide

The Ohio Department of Education (ODE) values and relies on Ohio's Educational Service Centers (ESCs) to provide support and expertise to area districts on statewide priorities. These priorities include helping districts to enhance their Human Capital Management Systems (HCMS) and emphasizing the importance of decisions related to attracting, hiring, and supporting the people working in our schools.

While services vary across ESCs, the intent for this guide is to provide multiple entry points to:

- Build awareness of and promote the use of resources located on [Ohio's Human Capital Resource Center](#) (HCRC).
- Increase capacity for human capital leadership.
- Support schools' and districts' human capital efforts by expanding transactional and/or strategic Human Resource (HR) service offerings.

## The Human Capital Resource Center (HCRC)

To strengthen HCMS in education, ODE developed statewide resources found on the [HCRC](#). These resources are grounded in Ohio's policies and practices, and are aligned to the national [Human Capital Leaders in Education Professional Standards](#).

Resources on the HCRC are organized by the following key areas:



# OhioHCRC.org

## Promoting the Use of HCRC Resources

ESC leaders can build awareness and promote the use of the HCRC resources through the following strategies:

1. Familiarize yourself with the breadth of resources on the HCRC.

*Tip: The [HCRC At-a-Glance document](#) provides ideas for ESCs and other educators to leverage the resources on the HCRC—ideal for sharing with your ESC colleagues.*

2. Increase capacity for human capital leadership. Take advantage of capacity building resources to deepen your learning such as:

- [Human Capital Webinar Series](#): Topics include onboarding, professional conduct, and recruitment.
- [HCRC Blog](#): New blogs added each month and can be searched by category.
- [Human Capital Leader in Education \(HCLE\) Certification Program](#): Multiple cohorts are offered each year.
- Professional Networks: Engage in conversations and learning with other human capital leaders.

### [Ohio Educational Service Center Association](#)

(OESCA)

- @oesca

### [American Association of School Personnel Administrators](#)

(AASPA)

- @\_AASPA\_

### [Ohio Association of School Personnel Administrators](#)

(OASPA)

- @OaspaBoard

### *Suggested Twitter hashtags*

#K12Talent

#K12HR

#HCLE

#OhioEd

#HotTopicsinHR

3. Promote the HCRC resources with schools and districts you serve.

- Sign up for the [HCRC List Serve](#) to stay current.
- Include HCRC announcements in local communication channels, such as newsletters, website, and social media.
- Highlight key resources in preparation for the times of the year when a significant amount of human capital work ramps up.

*Although most human capital efforts are ongoing, peak implementation times by season might include:*

Fall	Spring
<a href="#">Onboarding</a> , <a href="#">Evaluation</a> (Initial observation cycle)	<a href="#">Hiring</a> , <a href="#">Recognition</a> , Succession Planning, <a href="#">Evaluation</a> (Final holistic rating)
Winter	Summer
<a href="#">Recruitment</a>	<a href="#">Onboarding</a>

# Helping Schools and Districts Enhance their HCMS

Ohio’s ESCs are well positioned to support efforts to develop a comprehensive HCMS by providing transactional and/or strategic human resource services to Ohio schools and districts.

## Transactional HR & Strategic HR

Transactional HR and strategic HR are the two core elements of human resources.

**Transactional HR** supports day-to-day activities, often dealing with policies and procedures, compliance and legal issues, employee benefits enrollment, and similar activities.

**Strategic HR** supports long-term organizational goals and outcomes, proactive management of employee relationships, and often involves collaborating with other departments to make systems more effective.

Both transactional HR and strategic HR are important and cannot function separately.

*For HR departments to enhance their HCMS, they must have internal capacity and/or external partners to advance the HR department's mission and strategy while effectively handling transactional matters.*

Transactional HR	Strategic HR
Examples of Ohio ESC services <i>Note: Not an exhaustive list</i>	Examples of Ohio ESC services <i>Note: Not an exhaustive list</i>
<ul style="list-style-type: none"> <li>• Fingerprinting and background checks</li> <li>• Licensure management</li> <li>• Application management</li> <li>• Safety and/or compliance training</li> <li>• Record keeping</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment, hiring, and training of high-need classified positions (i.e. bus drivers, paraprofessionals, substitutes)</li> <li>• Administrative searches</li> <li>• Resident educators/mentorship</li> <li>• Operational excellence trainings (i.e. Lean Six Sigma)</li> </ul>

## Expanding Transactional HR Support to Districts

ESCs can expand their support for transactional HR activities in a variety of ways.

- **Expand existing services to other departments or positions.**

### Spotlight

#### North Central Ohio ESC

##### [Specialized Services](#)

- Bus Driver Services
- School Health Services
- Fiscal Services
- Attendance Officer Services

*Note: not an exhaustive list*



*Example: Currently manage bus driver applicants. Expand this service to nutrition department applicants.*

- **Expand existing compliance offerings to other compliance areas.**  
*Example: Currently manage safety compliance training on Bloodborne Pathogen. Expand compliance service offerings to manage the ParaPro Assessment certification needs.*
- **Manage applications and/or certifications for in-demand positions as a shared service or a consortium.**  
*Examples: Substitute teachers, paraprofessionals, bus drivers*

### Spotlight

#### ESC of Central Ohio

##### [Human Resources Services](#)



**educational service center**  
*of Central Ohio*

- Substitute Consortium
- ParaPro Assessment
- Application Management
- Bus and Van Driver Certification

*Note: not an exhaustive list*

## Expanding Strategic HR Support to Districts

ESCs can leverage HCRC resources to offer strategic HR support.

- Leverage the [Exploring Careers in Education](#) resources to support schools with workforce development efforts.
- Use the [Grow Your Own](#) Toolkit and program examples to facilitate local discussions.

### Spotlight

#### **Montgomery County ESC** Business Advisory Council

Through their Business Advisory Council, Montgomery County ESC facilitates employer outreach efforts and provides businesses options for workforce development engagement with schools as well as career education pathways for its students. The Business Advisory Council works to:

- Ensure student success and career-readiness
- Help existing and new businesses thrive
- Keep talent in the region
- Make Montgomery County a great place to live and work

[Click here](#) for the 2019-20 Joint Statement of Work, includes artifacts used for outreach efforts.



- Administer [exit surveys](#) and provide regional and district data summaries. Provide coaching to districts on how to interpret results and take action.
- Support efforts to formalize and enhance current [onboarding](#) practices with the Design Guide, Checklist Template, and related resources. Use the Inspiration examples to jump start ideas for re-imagining onboarding practices.



- Design a workshop using the [employee branding tools](#) to help schools and districts improve their recruitment efforts.

### Spotlight

ESC of Northeast Ohio



- [Employee Branding Services](#)
- [PLC for School Personnel Administrators](#): collaborates, examines and shares effective practices, expertise, and resources related to employment practices, personnel issues, human resource functions, and related legal topics.

*Note: Not an exhaustive list*

- Amplify the voices of districts' celebrations and recognition programs. Share stories to elevate the profession.

The [HCRC At-a-Glance document](#) provides additional ideas for ESCs in providing HR support to districts.



**We would love to highlight your ESC as you work with districts to elevate their human capital efforts!**

Contact us at [hcrc@education.ohio.gov](mailto:hcrc@education.ohio.gov).

## Facilitating HR Strategic Change

Often, education leaders recognize the need to improve their HCMS, but don't know where to start. Using HCRC resources, ESCs can support districts to:

- Diagnose strengths and opportunities in their HCMS
- Focus on specific human capital improvement areas

### Diagnosing strengths and opportunities

The BFK•Human Capital Assessment is a self-assessment tool developed to help education organizations diagnose the health of their overall HCMS. The assessment is organized by the four core areas of the [Human Capital Leaders in Education Professional Standards](#):

- Performance Excellence
- Strategic Staffing
- Talent Management & Development
- Culture & Total Reward



Below are examples of how ESCs can use the assessment with districts to inform collaborative conversations:

- Ask district leaders, school leaders, and other educators to individually take the assessment and share results with you for synthesis. One suggested way to synthesize results is to compare average responses of different groups of employees.
- Ask district/school leaders to individually take the assessment. Facilitate a conversation with these leaders to identify key areas of strength and priority areas for improvement. If the group is large, consider starting with small group conversations share before facilitating a full group discussion.
- Incorporate additional district data and metrics to inform conversations regarding HCMS strengths and opportunities (i.e. employee engagement data, number of days for a job posting, number of new claims for workers' compensation or grievances, return on investment data for job fair recruitment, etc.)

## Focusing on a specific area for improvement

Once a specific area for improvement is identified, use and adapt HCRC toolkit resources to support districts.

- Use the design guide resources to facilitate design meetings with district leaders and key stakeholders.
- Conduct focus groups or interview key staff using sample questions and suggested process steps.
- Adapt activities to meet the professional learning needs within the district.
- Use inspiration examples to begin a national or state scan of HCMS practices in education.
- Facilitate exploration of inspiration examples to help districts identify ideas. Consider using a Plus/Delta chart to capture likes and dislikes. Lead with questions such as:
  - What do you like?
  - What would you want to do differently?
  - How can you leverage existing resources and technology?
  - How well does this meet the needs of employees?

**HCRC toolkits** include various types of resources including design guides, templates, tip sheets, checklists, guidance, activities, & sample questions

**Employee Brand Checklist**  
Every experience is an opportunity to communicate your employee brand. The following is a list of areas to explore how you can best what you are doing to share your employee brand.

Environmental		
<input type="checkbox"/> Signage	<input type="checkbox"/> Staff offices	<input type="checkbox"/> Cafeteria
<input type="checkbox"/> Lobby	<input type="checkbox"/> Hallways	<input type="checkbox"/> Teacher's lounge
<input type="checkbox"/> Front office	<input type="checkbox"/> Classrooms	<input type="checkbox"/> Bathrooms
Brand/Identity		
<input type="checkbox"/> Name	<input type="checkbox"/> Mascot	<input type="checkbox"/> Key messages
<input type="checkbox"/> Logo, Colors	<input type="checkbox"/> Mission, vision, values	<input type="checkbox"/> Slogans
Events		
<input type="checkbox"/> Assemblies, Staff meetings	<input type="checkbox"/> Open houses, tours	<input type="checkbox"/> Teacher in-service days
<input type="checkbox"/> Parent-teacher conferences	<input type="checkbox"/> Graduation ceremony	<input type="checkbox"/> Interviews

**Stay Interview Sample Questions**  
Questions used during stay interviews should invite open dialogue and provide actionable information for the supervisor. Avoid closed questions that have a yes/no response.

The supervisor should remain open, ask clarifying questions, and reassure the employee of the value of his/her feedback.

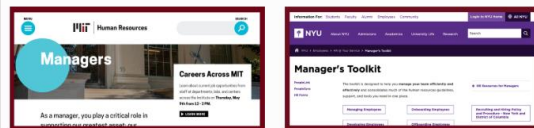
The following sample questions are commonly used within stay interviews. Also included is the rationale, options for rephrasing, and probing questions intended to help uncover the root issues.

Sample Stay Interview Questions	Considerations and Probing Questions
What do you look forward to when you come to work each day?	The starting question should set a positive tone. Probing questions: <ul style="list-style-type: none"> <li>• What parts of your job are most enjoyable?</li> <li>• What do you find most challenging?</li> </ul>
What are you learning here?	Employee development directly impacts employee engagement. Probing questions: <ul style="list-style-type: none"> <li>• What would you like to learn?</li> <li>• What kinds of career advancement opportunities are you interested in?</li> </ul>

**Inspiration pages** of the website allow you to see what others are doing on a variety of HC topics such as recruitment, branding, onboarding, stay interviews, and grow your own.

### Resource Hubs for Hiring Managers

Do hiring managers understand their role in the onboarding process? Explore ways to help hiring managers provide a positive onboarding experience for new employees.

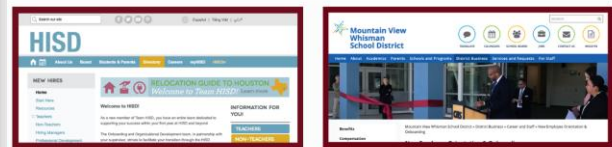


Massachusetts Institute of Technology

New York University

### Resource Hubs for New Employees

Explore these websites to gather ideas for welcoming new employees and providing easy access to important information.



Houston ISD

Mountain View Whisman SD