

Action Plan for Objective 2: Recruit, Retain and Develop Staff

Goal: By July 2016, Woodstock will ensure that each year the School is fully and appropriately staffed, in accordance with our desired mix of qualifications, experience and national background.

Indicators

A. Marketing

- a) 15% increase in the number of hits on the jobs pages of the school website.
Baseline data: 1 January – 1 March 2011: Employment Home Page – 3,671; Teaching vacancies – 2,581; Admin vacancies (including Principal) – 1,375; Residence vacancies – 1,312; Support vacancies – 1,123
- b) 20% increase in the number of qualified applicants for jobs posted.
Baseline data: 1 January – 1 March 2011: *Teaching vacancies:* 107 applications received; *Residence Vacancies:* 27 applications; *Support vacancies:* 27 applications.

B. Recruitment

- a) All vacancies notified to HR by 15th March/15th September will be filled at the commencement of each semester.
Baseline data: At July 2010, there were __ posts vacant, and __ staff were unable to join on time because of visa delays.
- b) A maximum of 5% of newly-recruited staff per annum who either break their contract or fail their probationary period within 12 months of appointment.
Baseline data: Intake of July 2010, 5 staff broke contract within one year, and one failed his probationary period.

C. Retention

- a) Increase in average tenure of faculty from 5 years to 6 years.
Baseline data: at March 2011: average tenure of faculty is 5.3 years. *We need to disaggregate the data by national/international staff, and take into account a small number of very long-serving staff. This will affect the target and help us focus our strategies where most needed.*
- b) 12% increase in number of staff members who are serving a second or subsequent contract after the initial three years.
Baseline data: at January 2011: 54% of staff are currently on a second or subsequent contract (target 66%).

D. Evaluation and professional development

- a) 100% of faculty receive an effective evaluation each year, with identification of training needs and a personal development plan.
- b) 100% increase in the number of hours per annum of in-house professional development.
- c) By 2016, all AP teachers will have received AP training within 12 months of appointment..
- d) Increase in the number of staff completing a Master's degree while at Woodstock (during previous 5 years) from 0 to 3.
- e) All grade KG-6 teachers to attend a writing (literacy) workshop within one year of appointment.

Please note that this action plan is subject to the additions of further detail to the staff evaluation and development section (D).

Objective 2A: Marketing

- a) 15% increase in the number of hits on the jobs pages of the school website.
- b) **Baseline data:** 1 January – 1 March 2011: Employment Home Page – 3,671; Teaching vacancies – 2,581; Admin vacancies (including Principal) – 1,375; Residence vacancies – 1,312; Support vacancies – 1,123
- c) 20% increase in the number of qualified applicants for jobs posted.
Baseline data: 1 January – 1 March 2011: *Teaching vacancies:* 107 applications received; *Residence Vacancies:* 27 applications; *Support vacancies:* 27 applications.

Action Step/Strategy	Person accountable	Others engaged	Timeline	Required Resources	Indicators of Success	Date Achieved	Signoff
a) Review the navigation and layout of the website to make it easier for enquirers to find the jobs section.	Head of Comms	Social Media specialist	June 2011	Staff time	Carry out user surveys and show improvement in outcomes.		
Carry out SEO analysis to promote the Woodstock website higher up the search rankings for international school job hunters.	Head of Comms	Social Media specialist	June 2011	Staff time	WS should rank in the top five for relevant keyword searches.		
Research and make use of third party recruitment sites to drive traffic to our pages.	Head of Comms	Social Media specialist	July 2012 and annually	Staff time & budget for ad placement	Measure click-throughs from third-party sites.		
Research and use Google AdWords at appropriate times of the year.	Head of Comms	Social Media specialist	July 2012	Staff time and budget item	Measure click-throughs.		
b) Improve the information on the recruitment pages to encourage qualified applicants and discourage others.	HR Director, Head of Comms		June 2011		Reduce number of unqualified applicants.		
Work with the Winterline Foundation and others to place targeted advertisements online which will encourage direct applications.	HR Director		June 2011 and annually	Staff time	(a) Number of applicants received via agents; (b) number qualified; (c) number appointed.s		
Review the school's use of recruitment fairs: number interviewed, jobs offered, acceptances. Assess value for money.	HR Director		May 2011	Staff time	Either increase number of appointments made at fairs, or reduce recruitment costs by discontinuing investment.		

Objective 2B: Recruitment

a) Zero vacancies at the commencement of each school year.

Baseline data: At July 2010, there were __ posts vacant, and __ staff were unable to join on time because of visa delays.

b) A maximum of 2 staff per annum who either break their contract or fail their probationary period within 12 months of appointment.

Baseline data: Intake of July 2010, 5 staff broke contract within one year, and one failed his probationary period.

Action Step/Strategy	Person accountable	Others engaged	Timeline	Required Resources	Indicators of Success	Date Achieved	Signoff
a) Ensure that vacancies are identified and posted on the website early in the school year.	HR Director		October 2011	Staff time	Jobs posted on website in a timely manner.		
Every job to have a closing date, with interviews and appointments following immediately after.	HR Director		October 2011	Staff time	Objectives met.		
All staff involved in interviewing will be trained and equipped to make good decisions.	HR Director		October 2011	Staff time; good practice literature	Training records for all staff involved in interviewing.		
All information for visa applications etc. to be with new staff at least 3 months before they are due to arrive.	HR Director		March 2012	Staff time	Objective met.		
HR staff will maintain close contact with new staff to ensure no problems arise.	HR Director		August 2011	Staff time	New staff satisfaction (via survey).		
b) Information for new staff will be updated annually to enable effective planning for coming to Woodstock.	HR Director		May 2011 & annually	Staff time	Objective met.		
Orientation will be reviewed to ensure that new staff are fully briefed.	HR Director		August 2011 & annually	Staff time	New staff satisfaction (via survey).		
Ensure that HoDs/managers carry out careful departmental orientation, supervision and performance assessment during the first six months.	HR Director		August 2011	Staff time	New staff satisfaction (via survey); departmental and staff records show work done.		
Ensure that Staff Welfare Officer follows up all new staff to identify problem areas early on.	HR Director		August 2011	Staff time	New staff satisfaction (via survey).		

Objective 2C: Retention

a) Increase in average tenure of faculty from ___ years to ___ years.

Baseline data: at March 2011: average tenure of staff is 5.3 years. *We need to disaggregate the data by national/international staff, and take into account a small number of very long-serving staff.*

c) 12% increase in number of staff who are serving a second or subsequent contract after the initial three years.

Baseline data: at January 2011: 54% of staff are currently on a second or subsequent contract (target 66%).

Action Step/Strategy	Person accountable	Others engaged	Timeline	Required Resources	Indicators of Success	Date Achieved	Signoff
Carry out a rigorous analysis of available data to (a) verify the general opinion that we face a retention problem and to assess the validity of the objectives proposed; (b) validate the planned strategies.	HR Director	Staff rep to Board Staff working group	September 2011	Staff time	Test reality; devise a workable plan.		
Review the baseline data for 2010-2011 to ensure that this was a “typical” year; carry out a baseline exercise for 2011-2012 to confirm data.	HR Director	Staff working group	September 2012	Staff time	Baseline data known to be accurate.		
Identify factors which (a) are causing staff to leave (b) would encourage them to stay. <i>Methods:</i> analysis of exit interviews; staff survey; research into peer schools.	HR Director	Staff working group	Dec 2011	Staff time	Actionable understanding of issue.		
Address issues around Staff Development via objective 1D (<i>see below</i>)	Action Planning teams		Dec 2011	Staff time & staff devel. budget	Staff development will be perceived by staff (as offering an incentive to continued service.		
Address issues around salary and benefits through negotiation with the Board and improved financial planning.	Principal & Finance Director		March 2012 or later	Financial resources incl. fundraising	Salary and benefits will be perceived by staff (via survey data) as not being a disincentive to continued service.		
Address other issues as identified (e.g. housing, social life, career progression)					a) Disincentives will be reduced and incentives will be increased (via survey data). b) Retention targets will be met.		

Objective 2D: Evaluation and professional development

- a) 100% of faculty receive an effective evaluation each year, with identification of training needs and a personal development plan.
- b) 100% increase in the number of hours per annum of in-house professional development.
Baseline data: (to be confirmed) (i) all staff training, 2010-2011: 150x2=300 person/hours; (ii) Team courses, on site: all residence staff, 1 course (24x5=120 person/hours); faculty and residence, 1 PD session (90x2=180 person/hours); music faculty 1 day course (7x5=35 person/hours). Aggregate: 635 hours; target 1270 hours.
- c) By 2016, all AP teachers will have received AP training within the last five years.
Baseline data: 2009-2010: 3 teachers received AP training during the year. Number trained within last 5 years: details pending.
- d) Increase in the number of staff completing a Master's degree while at Woodstock (during previous 5 years) from 0 to 3.
Baseline data: 2009-2010: no teachers on Master's courses.
- e) All grade KG-6 teachers to attend a writing (literacy) workshop within one year of appointment.
Baseline data: to be identified.

Action Step/Strategy	Person accountable	Others engaged	Timeline	Required Resources	Indicators of Success	Date Achieved	Signoff
a) Develop pedagogy/skills standards as a means of teacher evaluation.	Academic Dean	HR Director					
a) Improve the evaluation tools for teachers and other staff, and ensure implementation.	Academic Dean	HR Director	Sept 2011			Sept 2011	
a) Carry out training needs analysis for all staff via evaluation system.	Heads of department	HR Director	November 2011 and each year.	Staff time.	All staff identify personal training needs.		
b) Identify common training needs best addressed through all-school or team training and write a plan for delivery.	HR Director		December 2011 and each year.	Staff time; budget for external trainers.	In-house professional development plan for 2012.		
b) Monitor outcome and improve planning for subsequent years.	HR Director		November 2012 and each year.	Staff time.	Improved staff		
c) Identify qualifying staff and arrange AP training.	Heads of senior school		June 2011 and each year	AP training budget.	Objective achieved; improved student outcomes at AP.		
d) Identify qualifying staff and appropriate courses.	Heads of school		August 2011.	Budget.	Objective achieved.		
e) Identify qualifying staff and appropriate courses.	Head of junior school		August 2011.	Budget.	Increased quality of writing in students moving to senior school.		