

STAFF RECRUITMENT AND RETENTION

I. Statement of Intent

Questar III is a learning organization that seeks to perpetually expand its internal capacity in order to serve its students and its school districts, and to become a leader within the educational community. As a learning organization, Questar III is dedicated to recruiting, hiring and retaining employees who are not only well qualified for their positions but are committed to being lifelong learners, who desire to become experts within their fields and who understand the mission and goals of Questar III. Questar III strives to create a work environment that fosters performance and organizational identity.

II. Corporate Recruitment Strategy

Questar III establishes a Corporate Recruitment Strategy that will advance the organization's mission and goals that includes the following:

- A. Identifies current and future workforce needs focused on skills that will enhance the organization's collective capability to achieve its mission and goals;
- B. Relies upon research related to recruitment and retention of employees;
- C. Recognizes the need for succession planning to assure the continuation of quality services;
- D. Employs strategies to achieve a workforce with diverse backgrounds and experiences;
- E. Incorporates effective communications and marketing strategies to attract employees to Questar III as an employer of preference;
- F. Identifies and utilizes data for the purpose of evaluating the success of the recruitment strategy; and
- G. Advances the establishment of relationships with community and business leaders, institutions of higher education, and professional and technical organizations.

III. Recruitment Methods

Questar III will actively recruit well qualified employees who share the Questar III's mission and goals by employing wide range of strategies. Such strategies shall advance the Corporate Recruitment Strategy and may include but are not limited to:

- A. establishing a marketing campaign;
- B. participating in trade and employment fairs, and college recruitment opportunities;

- C. establishing relationships with local institutions of higher education and non-local teacher preparation programs in which local students are enrolled;
- D. offering volunteer administrative internships and student teaching opportunities as provided by the Board of Education's Protocols for Internships and Student Teaching Assignments Policy;
- E. establishing relationships with professional, technical, business and community-based organizations;
- F. utilizing the Internet to advertise positions and accept applications; and
- G. canvassing existing employees.

IV. New Employees and Retention Strategies

Questar III recognizes that effective employees are more likely to remain with Questar III when they understand and share the organization's mission and have the opportunity to participate as a member of the learning community. Prospective employees and new employees should have the opportunity to excel in their work at Questar III by learning about the organization's mission and engaging in aligned professional development opportunities that may be available to them.

- A. Hiring supervisors are expected to advise prospective employees of the organization's dedication to service, learning and excellence.
- B. New employees shall be expected to understand and advance the mission of Questar III, as set forth in the Board of Education's Tenure Policy and Obtaining Permanent Status- Civil Service Employees Policy.
- C. New employees shall be provided the opportunity to learn about Questar III's mission and goals through mentoring (for employees subject to the Board of Education's Mentor Policy), establishing informal partnerships with existing employees, and networking opportunities at Questar III events. New employees should be invited to participate in strategic planning events and other organizational planning events.
- D. Questar III strives to support employees who wish to prepare themselves for advancement within the organization, in accordance with collective bargaining agreements and Board policies.

V. Documentation of Recruitment Efforts

In order to evaluate the effectiveness of the Corporate Recruitment Strategy Questar III shall establish and maintain systems and data which will allow Questar III to evaluate the effectiveness of its Corporate Recruitment Strategy including but not limited to:

- A. A system of identifying how individual employees have been recruited. Such information shall be utilized to identify, over time, potential relationships between methods of recruitment, successful completion of probationary periods, and longer term retention of employees.
- B. A system to identify assignment changes or transfers, resignations, and terminations to determine when “sorting” tends to occur and why.
- C. A system of identifying student teachers, interns, part-time employees and others who may seek to be appointed as teachers, administrators or other full-time employees with Questar III. Such information shall be utilized to identify opportunities for well-qualified individuals to join the organization as well as opportunities to promote employees to new positions.

Such information shall be reviewed periodically, but not less than annually, in order to evaluate the effectiveness of recruitment and its relationship to retention of qualified employees. Such information shall be utilized to make recommendations to the Board of Education, if desirable.

VI. Expectations for Employees and Applicants

- A. Questar III staff members are ambassadors of our services, our organization, its students and the districts we serve, and represent the organization’s educational mission. Staff members will be encouraged and expected to utilize professional contacts and memberships in professional and community organizations to advocate the organization and thereby assist with recruiting well-qualified staff.
- B. Questar III encourages employees to engage in ongoing learning that will improve an employee’s effectiveness and so that he/she will be seen and known for his or her expertise. To support this, our organization encourages professional development activities that will advance the organization’s mission, and in accordance with employee collective bargaining agreements and Board policies.
 - C. Applicants are expected to fairly and accurately represent their credentials and experience. Questar III hiring staff members are expected to verify credentials and references of applicants. Any misrepresentation on the application discovered after an employee is hired shall be considered material to inducing Questar III to hire the employee and may result in dismissal or other appropriate action against the employee. Applicants shall be provided a copy of this policy during the interview process.

VII. Non-Discrimination

The Board adheres to the following non-discrimination statement which shall be included on applications for positions within Questar III:

Questar III does not discriminate on the basis of race, color, national origin, sex, disability, age, religion, creed, sexual orientation, military status, predisposing genetic characteristics, marital status, domestic violence victim status, or other characteristic protected by federal or state law in its programs and activities, including but not limited to recruitment and appointment of employees, employee pay and benefits, and other terms and conditions of employment. Questar III provides equal access to the Boy Scouts of America and other designated youth groups. The following persons at Questar III have been designated to handle inquiries regarding Questar III's non-discrimination policies and the application of regulations prohibiting discrimination:

Title IX Compliance Officer
Questar III BOCES
10 Empire State Blvd.
Castleton, NY 12033
518-477-8771

504 Compliance Officer
Questar III BOCES
10 Empire State Blvd.
Castleton, NY 12033
518-477-8771

School Attorney
Questar III BOCES
10 Empire State Blvd.
Castleton, NY 12033
518-477-8771

For further information on notice of non-discrimination, or to inquire regarding the application of regulations prohibiting discrimination, contact the U.S. Department of Education Office for Civil Rights.

ADOPTED: 01/10/08
REVISED: 08/24/14