



Employee Hiring

Review of Human Resources
Processes in the Davis School
District

HR Department

Hiring Team



Traci Manfull

Special Education
Teachers



Cathy Robles

EL. Ed Teachers
& Administration



Monica Spackman

Secondary Ed
Teachers



Anjel Heslop

Substitutes
Teachers & Custodians



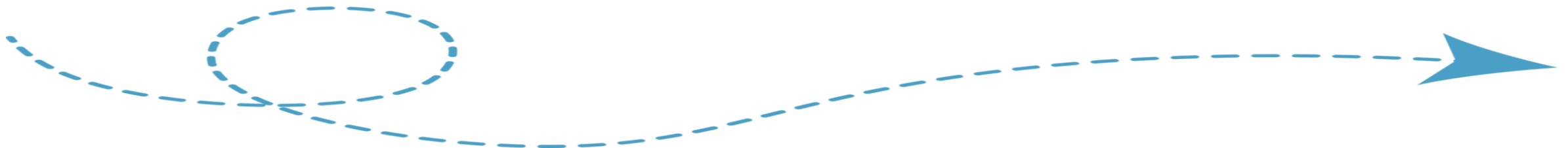
Emily Turpin

Educator Support
"Classified Staff"



Patti Stanger

Educator Support
"Classified Staff"



Philosophy and Vision for Hiring

Vision, Purpose, Recruitment Philosophy & Practice **(Policy [2HR-001](#))**

- Nourish equitable and consistent hiring practices
- Provide access to job opportunities for both internal and external applicants
- Maintain compliance with EEO requirements, negotiated agreements, and employment laws
- Foster a positive applicant experience that results in applicants who are the most qualified personnel
- Recruit and select the most qualified employees to support student learning
- Ensure there is no unlawful discrimination in all hiring activities

Key Recruitment & Selection Requirements

Key Recruitment & Selection Requirements (Policy [2HR-001](#))

- Vacancy approval from superintendency and HR-managed recruitment process
- Standardized position announcements and application procedures
- HR applicant background qualification screening and committee review
- Reference checks and educator discipline record review, when applicable
- Employment offers contingent on legal right to work in the U.S., successful completion of background checks, and all HR requirements
- Final employment approval authority rests with the Board of Education

Sequential Steps in the General Staffing Recruitment and Selection Process

Step	Primary Responsibility	Purpose
Authorization to Announce	Administration / Leadership	Approve the vacancy, funding, and need to begin recruitment
HR Posts Announcement	Human Resources	Advertise the position on Careers web page to attract qualified applicants
Application Submission	Candidates (Internal and External)	Provide qualifications, experience, and required documentation
Application Screening	Supervisor or Principal	Identify applicants who meet minimum and preferred qualifications
Interviews and Reference Checks	Supervisor or Principal	Evaluate fit and skills (often via a hiring committee), and conduct requisite reference checks
Selection and Recommendation	Supervisor or Principal	Select the top candidate and recommend for hire

DSD Teacher Retention: 10-Year Snapshot

Total teachers, teachers leaving education, and retention rates by school year (2017-2026)

2026 retention: 97.29%

TOTAL TEACHERS

3,322

+128 vs. 2017

LEFT TEACHING

90

-244 vs. 2017

RETENTION RATE

97.29%

+7.75 pts vs. 2017

10-YEAR AVG

90.64%

88.46%-97.29% range

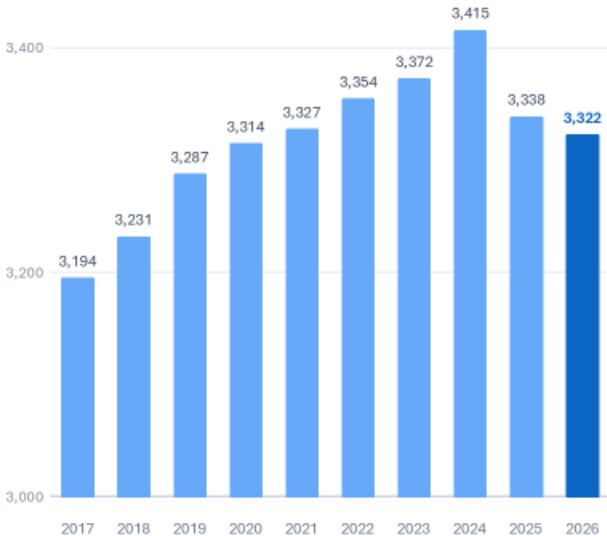
LOWEST LEFT

90

2026

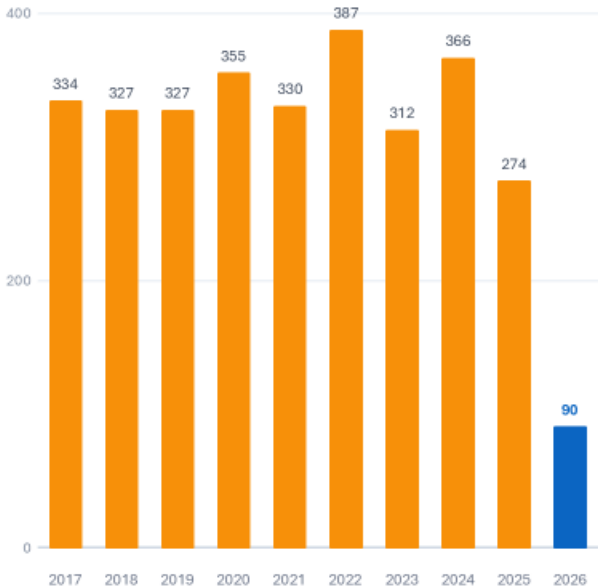
Total Number of Teachers

Range: 3,194-3,415



Teachers Leaving Education

Range: 90-387



Teacher Retention Rate

Annual retention percentage by school year

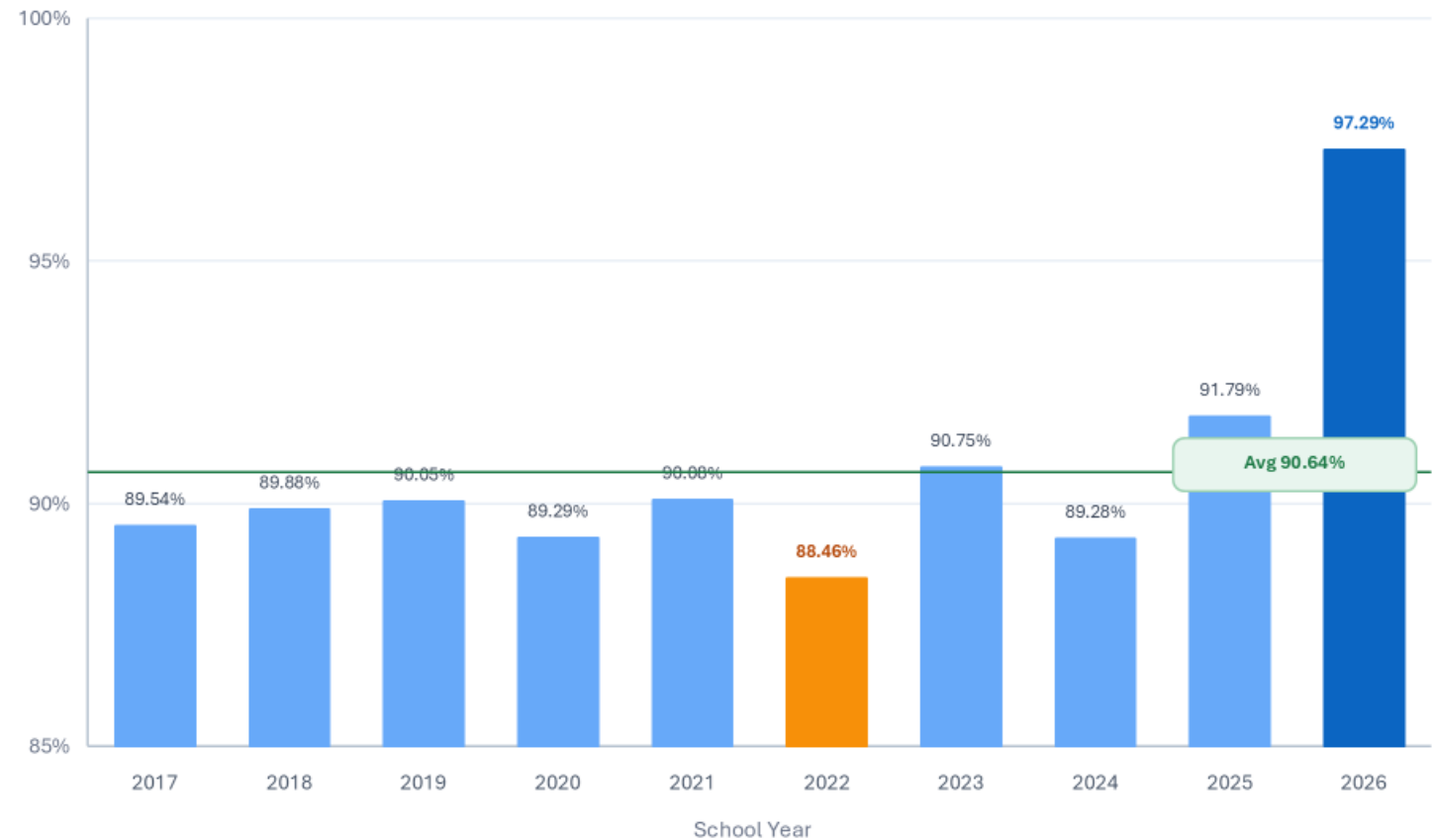


DSD Teacher Retention Rate by School Year

Bar graph from teacher retention data (2017-2026)

2026: 97.29%

Retention Rate (%)



Key takeaways

HIGHEST RATE

97.29%

2026 school year

LOWEST RATE

88.46%

2022 school year

10-YEAR AVERAGE

90.64%

2017-2026

2026 retained 3,232 of 3,322 teachers

Administrative Hiring Process-School Directors



Partnering with HR, school directors advertise open roles under defined minimum requirements.



School directors then appoint hiring committees to participate in file reviews and interviews.



Candidates present a *Body of Work*, showcasing their leadership qualities focused on DSD priorities, while directors review applicant reference checks.



Weighing each applicant's experience and body of work, alongside interview and reference findings, directors identify those best suited to serve the district, and the Superintendent grants final approval of the selections.

Administrative Team placement



Following candidate selection, school directors assess each school's team and finalize the administrative placements.



These decisions weigh each school's needs alongside team strengths and the candidate's experience.

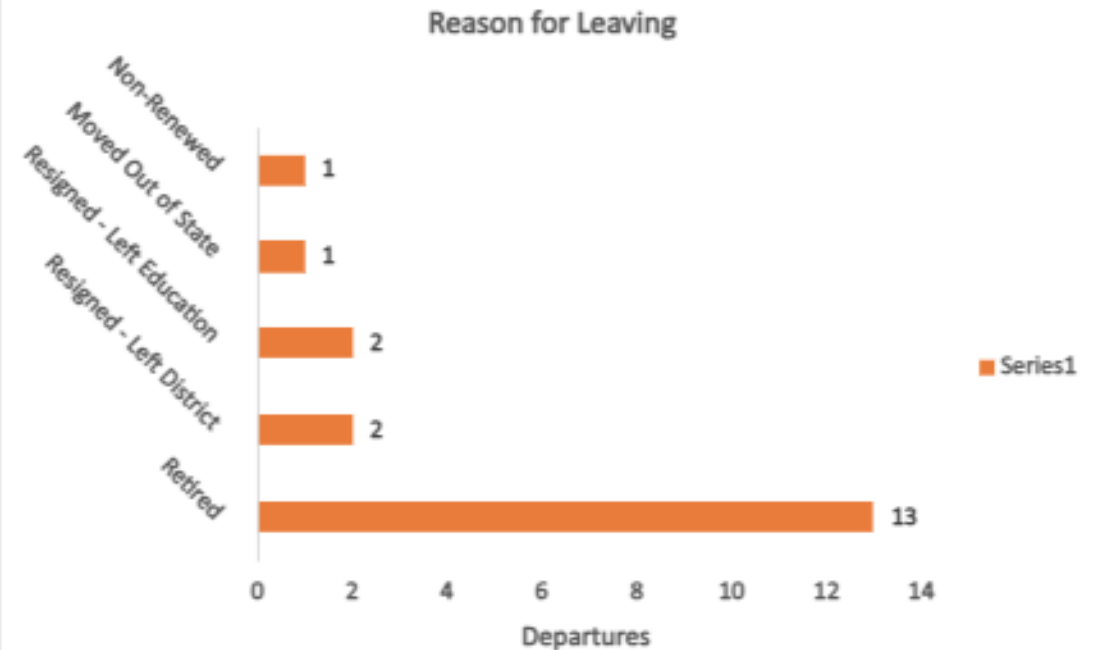
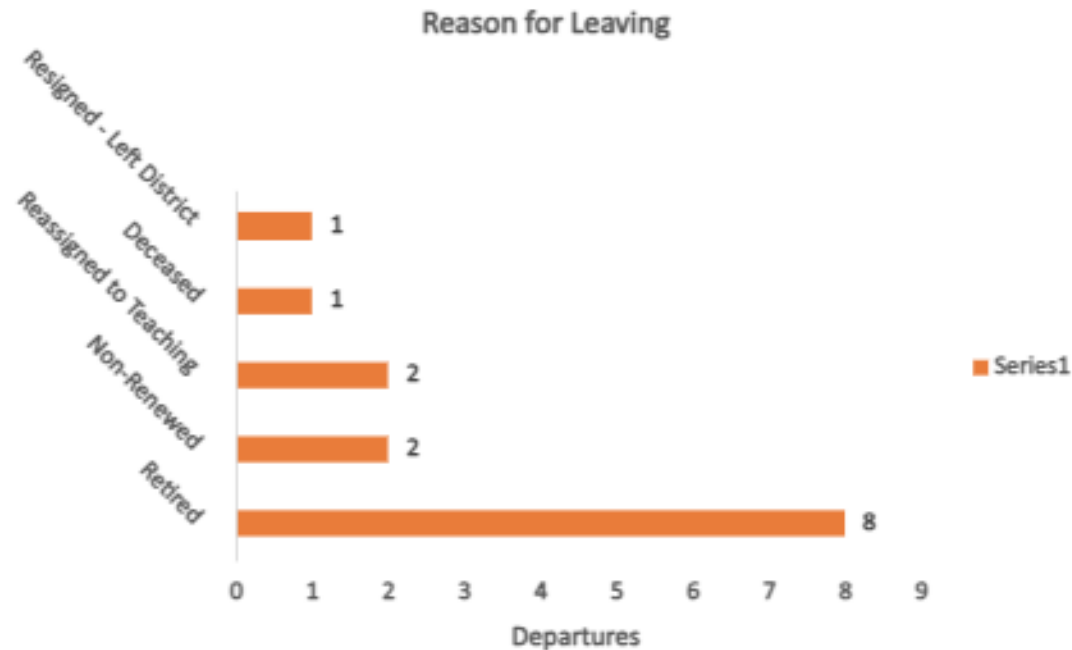
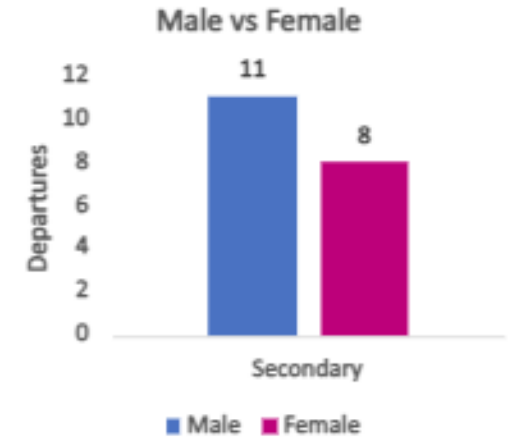
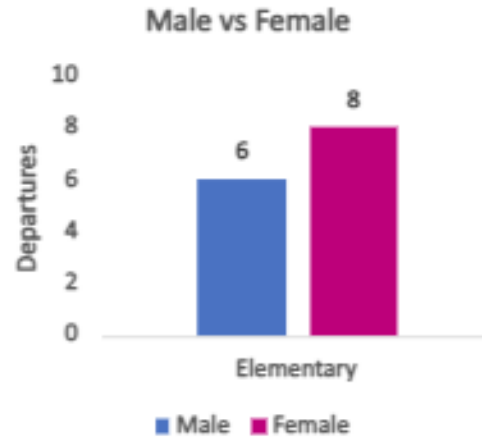
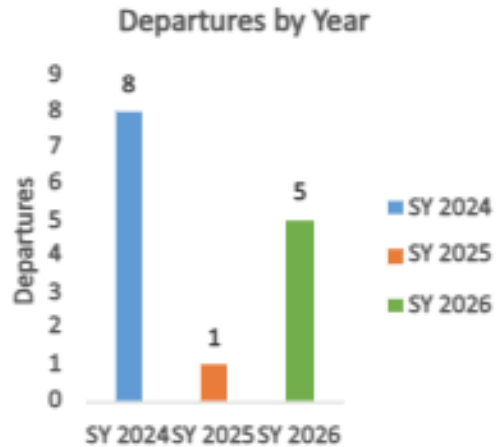
DSD Administrator Retention: SY 2024–SY 2026

Elementary

Secondary

14 total departures

19 total departures



Executive Staffing Hiring Process



Position Assessment

All open positions are assessed by Superintendency to review job responsibilities; determination is made for reopening, realignment or reclassification.



Position Posting

Supervising superintendency member works in collaboration with HR to post position. Position descriptions always include minimum requirements and salary table.



Candidate Review By Committee

Superintendency selects hiring committee to review candidate files, and determine candidates for interview process.

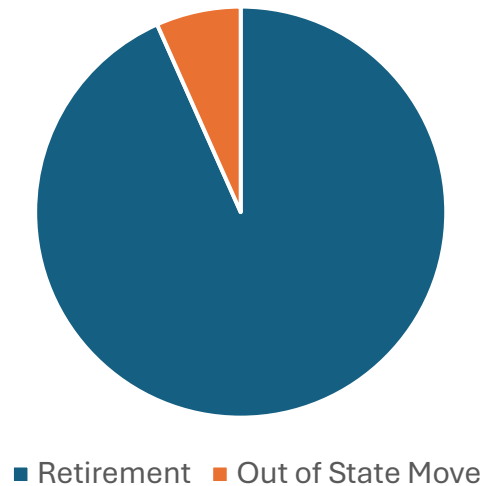


Applicant Selection

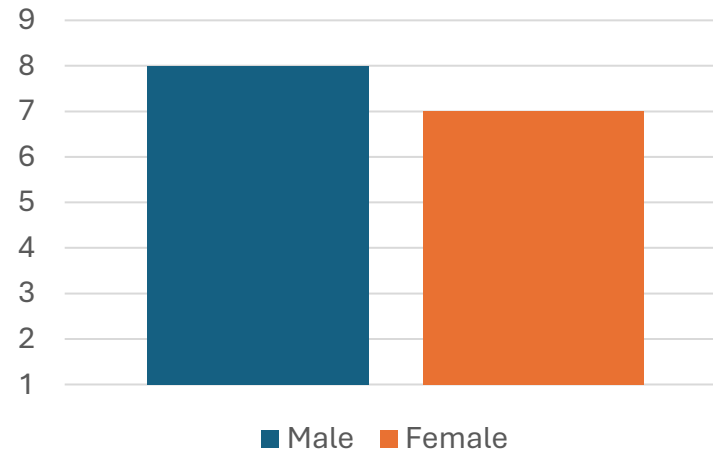
Similar to Principals, Superintendency reviews all applicants, experience, interview, and reference information. Applicant is selected based on work experience, demonstrated skillset, reference input, and clear understanding of how each applicant will best serve the district.

Executive Staff Retention Data

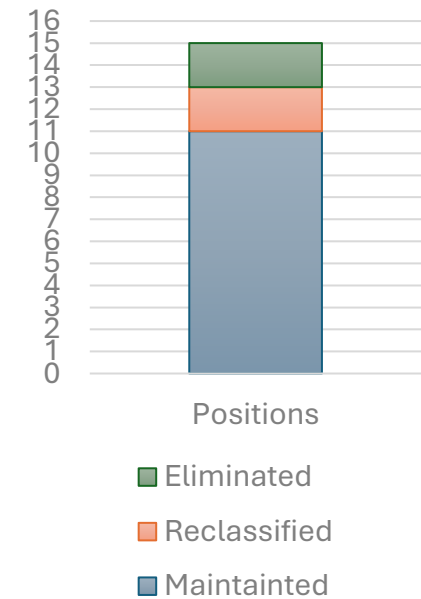
Executive Departures
2023-2026



Departures Male vs. Female
Executive Staff 2023-2026



Position Assessment
Adjustments
2023-2026





Questions?
