

Approved by the Charlotte-
Mecklenburg Board of Education
February 13, 2007
Regular Board Meeting



Charlotte, North Carolina

November 28, 2006

REGULAR MEETING
of the
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on November 28, 2006. The meeting began at 6:00 p.m. and was held in Room 267 of the Government Center. CMS TV Channel 3 televised the meeting.

Present: Joe White, Chairperson;
Molly Griffin, Vice-Chairperson, (District 5);
Kaye McGarry, Member At-Large;
Trent Merchant, Member At-Large;
Larry Gauvreau (District 1);
Vilma D. Leake (District 2);
George Dunlap (District 3);
Tom Tate (District 4); and
Ken Gjertsen (District 6)

Absent: There were no absences

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; Members of Executive and Senior Staffs; Landis Wade, Attorney from Helms Mulliss & Wicker, PLLC, representing the Board; Carole Hamrick, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson White called the meeting to order at 6:00 p.m. Chairperson White welcomed everyone to the Board's second meeting of the month which will be conducted in a Work Session format. The Board, with training from the Broad Institute, has been working on management oversight and reform measures for CMS. Last month, the Board conducted a comprehensive review of the Finance Department and tonight the Board will conduct a comprehensive review of the Human Resources Department.

A. Adoption of Agenda

Chairperson White said Dr. Gorman has asked that the Board approve moving agenda item III. B. (Report/update on Harding University High School) to be the first item under Reports/Information. No Board member objected.

Ms. Griffin moved that the Board approve the adoption of the agenda as amended,

seconded by Ms. Leake, and the Board voted 8-0 to approve the motion. Mr. Dunlap was absent at the time of the vote.

II. CONSENT ITEMS

- A. Recommend approval of appointment of administrative personnel.
- B. Recommend approval of a resolution to use the new Flat Branch Elementary School and the new Mallard Creek High School sites as collateral for the Certificates of Participation.

Chairperson White said item II. A. (Recommend approval of appointment of administrative personnel) would be deleted because Dr. Gorman did not have any appointments to present tonight.

Ms. Griffin moved, seconded by Mr. Tate, that the Board approve Consent Item II.B., and the Board voted 8-0 to approve the motion. Mr. Dunlap was absent at the time of the vote.

III. REPORTS/INFORMATION ITEMS

B. Report/update on Harding University High School

Chairperson White called upon Dr. Gorman to present the report. Dr. Gorman called upon Ann Clark, Regional Superintendent for High Schools; Dr. Jeff Linker, Program Specialist for the Magnet School Program; and Guy Chamberlain, Associate Superintendent for Auxiliary Services, to present the report. Ms. Clark said the report will provide an update on Harding University High School; address concerns that were raised by the Harding University High School community at the November 14, 2006 Regular Board meeting; and review the next steps. Ms. Clark reviewed current status of personnel; the Math, Science, and Environmental Studies Magnet compact and guaranteed continuation seat; status of 9th grade students; students who did not meet continuing educational requirements and are not successful are returned to their home schools; school security; and instructional and tutorial support for students. Mr. Chamberlain reported that CMS completed a \$5.8 million project in 2003 that was funded by the 1996-1997 State and Local Bonds. The project included renovations of Building B to improve science classrooms; new concession and storage buildings; new roof on Building C; and campus-wide improvements that included fire alarms, band room and band storage renovations, modifications to the cafeteria and courtyard, and replacing the track. Harding University has remained on the priority list despite the renovations and was recommended to be included in the 2007 Bond referendum. The County Commission approved the project to be included in a package of six projects which will go forward as a possible public-private partnership. A Request for Quote (RFQ) has been issued and feedback has been received. Interviews for the successful developer will begin in the next several weeks. The scope of the project is valued at approximately \$15 million and will include the addition of twenty-six classrooms; renovations to all existing buildings; and a campus master plan. The renovations are scheduled to be completed in three years. Comments from the Board members included the following:

- Ms. Leake wanted to ensure the quality and level of experience for the math teachers. She

also wanted staff to consider the parent recommendations to bring in support from outside of the educational environment. Ms. Clark said this has been considered but there have been no certified candidates from the business industry. Ms. Leake suggested that experienced staff from other schools be used to tutor students because they are aware of the process.

- Ms. Griffin suggested that an entrance requirement utilizing Dr. Gorman's 8th Grade Plus initiative be created because it is important that students be on grade level.
- Mr. Merchant wanted to ensure that parents are involved in the discussions and process, and their feedback is taken into consideration.
- Mr. Tate wanted to ensure that CMS had steps in place to ensure that there would not be a shortage of quality magnet teachers in the future.
- Ms. McGarry suggested that a differentiated pay scale, based on what the market will bare, be offered as an incentive to math and science teachers to attract them into the district.
- Mr. Gjertsen also wanted to ensure that steps are put in place to ensure this situation does not happen again. Dr. Gorman said check point meetings to review every vacancy will be conducted throughout the year on a bi-monthly basis. Mr. Gjertsen asked what is the total number of math high school teachers in the system? Ms. Clark said she would provide the information at a later time. Mr. Gjertsen expressed concern that there was a shortage of math teachers in the Math Magnet Program.

Mr. Dunlap arrived at the Regular Board Meeting at 6:35 p.m.

- Mr. Gauvreau asked if Harding University High School was part of the Magnet School Assistance Program (MSAP)? Mr. Linker said Harding University High School is not currently a grant school.
- Ms. Leake asked had the Harding University High School Improvement Plan been shared with the parents of the school? Ms. Clark said the School Improvement Plan has been signed-off on but the Framework for Action is an addendum to that document and parents may see the draft of that document. The School Leadership Team has not signed-off on that at this point as they will review it on Friday. Ms. Leake encouraged staff to be more inclusive than just the School Leadership Team. She asked when is the principal expected to return to the school? Ms. Clark said there is not a definitive date at this time but it is not anticipated that her leave will last until the end of the school year. Ms. Leake asked would staff conduct an assessment of the students who are behind in their academics? Ms. Clark said this has already taken place and is a part of the tutorial program that is in place. Ms. Leake said the parents are asking that CMS provide quality leadership, quality staff, strong academic standards, and a safe school environment.
- Mr. Dunlap asked if the School Improvement Plan was a comprehensive plan. He said it is important to not only deal with the symptoms of the problem but to look at the whole school and what is needed to improve the quality of education. Ms. Clark said that is the intent of the Framework for Action which has been put in as a mandate for all the priority high schools across the state. That is the framework that will be presented in draft form to the School Leadership Team for their review and feedback. This is a comprehensive look at what the state of North Carolina has identified as critical components. Mr. Dunlap asked will the Board members be copied on the final version? Ms. Clark said yes, the Board must review it prior to it being submitted.
- Ms. Leake asked Dr. Gorman if he would meet with the parents of Harding University

High School? Dr. Gorman replied, yes.

- Mr. Gauvreau expressed concern that almost half of the students at Harding University High School were not on grade-level. He suggested that the school be reconstituted and some of the magnet programs be eliminated. The symptoms may not be in that high school itself as the root cause may be the performance of the students and not the components towards which this initiative is directed. Dr. Gorman said staff wants to continue to work with all schools to make them valuable, and supporting magnets would be a separate issue. Harding University High School was not on the list for reconstitution consideration this year.
- Mr. Dunlap expressed concern that no admission standards were established because that could mean the worst students from any school could attend Harding University High School. He believes the students should have demonstrated math and science proficiency prior to being accepted in the Magnet Programs.
- Mr. Gauvreau believes the standards for the Magnet Programs are too low. He encouraged that all Magnet Programs be reviewed. The same situation could happen at any one of the high schools and it would be better to focus on the root cause.
- Ms. Leake expressed concern that she was not first informed of the situation at Harding University High School by CMS staff but was informed by parents.
- Chairperson White said we are the Charlotte-Mecklenburg public school system and responsible for educating each and every child including the students who are difficult to educate. He has great faith that the staff of CMS is trying to do that.

A. Report on Management Oversight of Human Resources Systems

Chairperson White called upon Dr. Gorman to present the report. Dr. Gorman said the Board has ten management oversight processes which are scheduled to be reviewed. Management oversight of the Finance Division was conducted last month. Tonight, staff will review the process and integrity of the Human Resources System. Dr. Gorman introduced Maurice Green, Chief Operating Officer, and Kathy Auger, Acting Assistant Superintendent for Human Resources, to present the report. Ms. Auger introduced Monique Gardner-Witherspoon, Executive Director of Employment and Licensure; Janet Hamilton, Executive Director of Employee Relations; and Vincent Smith, Executive Director of Human Resources Administration. Ms. Auger said the report will review facts of the CMS workforce; the Human Resources Division; the journey from application to retirement; and system measures that matter. Ms. Auger said the Human Resources (HR) Division is currently in transition moving towards a transformed organizational structure, processes, and technology based on best practices. CMS has 18,461 full and part-time employees and teachers represent 52% of the workforce. When compared to other districts, CMS has a lower teacher to student ratio at 1:14 and hires more principals and assistant principals per student. The HR Department has eighty-nine staff members that provide support to CMS employees and job applicants. The recruitment, hiring, and licensure functions include instructional and non-instructional employment teams, recruitment, and a licensure area that coordinates with employment. The employee relations area includes orientation, employee relations, and compliance functions such as criminal records checks. The administrative operations area includes benefits and compensation; the current HR information system; data analysis; employee records; and operation of the applicant and substitute systems. In addition to leadership and management functions, the assistant superintendent's area also includes executive staffing, budget, and

allotment. For the 2006-2007 school year, CMS operates with a 1:207 ratio of HR staff member to employee compared to a national average of 1:100. Ms. Gardner-Witherspoon reviewed the hiring cycle; the allotment process; establishing a vacancy; employment posting and advertisement; the on-line application process and acknowledgement of application; review of applications; interview process; reference checks; and employee recommendation, recruitment incentives, and hire. Ms. Gardner-Witherspoon also reviewed the marketing and recruiting process; candidate generation; job and transfer fairs; screening and selection of employees; and teacher support programs. Ms. Hamilton presented the employee orientation process which included employee welcome; an emphasis on customer focus commitment; HR Policies; compliance requirements such as finger printing, criminal background check, and drug testing; Blood-Borne Pathogens Video; and employee relations, training, and support. Mr. Smith reviewed the local and state comprehensive measures utilized to take care of employees that included benefits; leave options; compensation; and retirement. CMS offers eighteen Health and Welfare Programs to employees. Seven of the programs are state provided and eleven are local. Ms. Hamilton explained the exit interview process. All employees who leave CMS receive an exit survey and are offered an opportunity for an exit interview. The information from the surveys is compiled in quarterly and year-end reports and provided to key administrators for their review and action. Ms. Auger reviewed the new interim-principal hiring process and system measures that matter which included quantity of staff, highly qualified teachers, and faculty equity. Ms. Auger said the organization of the HR Department will be enhanced with the completion of the implementation of the new Lawson Technology system and adopting best practices. The best practices will include the implementation of customer-driven service components; tracking staffing performance; viewing the status of employment vacancies and e-mail notification; using the same system for HR, payroll, and general ledger; issuance of company ID numbers; paperless processes utilizing workflow and electronic signatures; and a single point-of-contact for employee questions. Many of the best practice objectives will be accomplished with the transformation and the Lawson implementation. The future structure is designed to move from a reactive, transactional focus to a more strategic and proactive focus. The system will allow self-service functions for the employee and managers. The number of functions that they can perform on-line will increase and will include address changes, benefit changes during open enrollment, and access to personal data. The future structure will combine a wide-variety of customer-focused enhancements supported by the Lawson Technology implementation and coordinated Human Resources' transformation.

Mr. Gauvreau left the Regular Board Meeting at 7:55 p.m.

Comments from Board members were as follows:

- Mr. Dunlap said he is surprised there are still issues in the HR system because this seems like a perfect system. He expressed concerns regarding the hiring process and said the public has informed him of their concerns about the hiring process. He said the public believes CMS will not hire a person who has been charged with a criminal offense regardless of the conviction. Ms. Hamilton said that is not true. The policy states that if a person is charged with a crime, that person is given thirty days to get that issue cleared. If the issue is not cleared within the thirty days, staff will determine if that person may continue employment with CMS. Mr. Dunlap asked will CMS hire a person who has been

charged with an assault? Ms. Hamilton said staff will thoroughly discuss the circumstances of the situation with the applicant. Staff must review these instances on an individual basis which includes reviewing the police report and utilizing all sources of information available to make the determination as to whether CMS can, in good conscience, allow that individual to work with children. Staff must take the safety of children in consideration and evaluate the incident on its merits. Mr. Dunlap said there is the image in the community that people charged with an offense will not be hired. He encouraged staff to work to change that image. Mr. Dunlap expressed concern regarding the rehiring process. People have stated they reapplied to CMS for employment and were told they were not eligible for rehire and staff will not explain the reason why. He asked is it policy that if a person fails to give a two-week notice they can never be rehired? Ms. Hamilton said that is correct. Ms. Auger said she has taken appeals on that issue. Mr. Dunlap said that is two different answers and would like this concern addressed. Mr. Dunlap asked how does CMS determine how many people are needed to staff each department such as Human Resources? Ms. Auger said the Human Resources Department recently had an outside agency study the processes in the department. They analyzed the approximately 1,000 tasks; mapped out those processes; and determined the necessity of the tasks and in what area they should be performed. A time and staffing analysis was completed to determine how long it would take to complete the function and how many people it would take to perform the remaining tasks of the department.

- Mr. Tate expressed concern that there is not a teacher staffing balance in Focus Schools when compared to regular schools. There are Board policies that address the need to have a balance of teachers in all schools. He asked how does the HR Department accomplish a staffing balance for all schools? Ms. Auger said CMS does not have that balance. The HR Department does have a certain role and responsibility for this and she encouraged the community, teachers, and the Board to help determine methods to get this accomplished. CMS has incentives such as the transfer process, signing bonuses, and different pay schedules as being piloted with the High School Challenge Schools but additional incentives would help this initiative. Mr. Tate asked who determines to what school an experienced or inexperienced teacher may be assigned? Ms. Auger said this is a complex question. In some circumstances, it is self-directed such as at a Job Fair. Within the department, staff reviews the qualifications of the individual and directs them to the neediest schools. The individual may decide to decline that position and choose to wait for another position to be posted that would better suit their needs. HR is struggling to decide whether that applicant should be allowed to be interviewed for the other position. Mr. Tate said regarding the issues at Harding University High School, what is needed in the Human Resources' system to ensure that all staff members who need to know are aware of what is happening? Ms. Auger said there is a weekly PMOC meeting consisting of senior and executive staff. In the summer, there is a presentation regarding the opening of schools and information is shared regarding staffing, transportation, etc. Mr. Tate said presently Ms. Auger is the Acting Associate Superintendent for Human Resources; what is the status of that position? Mr. Green said CMS has hired a search firm and the search process is in progress. Currently, finalist candidates are being interviewed. Should we decide to select one of those candidates, a recommendation will be made to the Superintendent. This should take place in December or January.
- Chairperson White said he understands the fine-line of hiring and firing people, especially in considering people who have been charged or convicted of an offense. Our business is

working with children and the staff member who makes the decision to hire an individual who has been charged or convicted of a crime may have to answer to the Board should that individual violate Board policy. He said he has made the recommendation to not rehire an individual when they have walked off the job.

- Ms. McGarry expressed concern regarding the recruitment efforts of CMS. She has heard that CMS has not had strong, professional representation at conferences and job fairs, and the displays were inadequate. She asked what has changed in this regard in the past couple of years? She said CMS has great benefits and should use that as a selling point to perspective clients as well as the fact that Charlotte is a wonderful place to live. She does not approve of forcing teachers to work at certain locations. She believes recruiting dynamic leaders with the right skill-set for each school will attract teachers to that environment. Ms. Auger said the CMS recruitment efforts have been improved in the past year. CMS has worked closely with Wachovia and analyzed their recruiting efforts to ensure the most productive locations are being targeted. A new CD has been created that stresses the school district, the community, and the many aspects of Charlotte which include family and single life. Ms. Auger pointed out the CMS promotional displays which incorporate CMS and Charlotte that were on display in the meeting room. She said regarding training and who is being sent on recruitment conferences, an analysis was completed to determine who had been most effective. Ms. Hamilton said CMS recently hired Evelyn Coston, Director of Recruitment, who replaced Tillie Clark who retired. She conducted her first job fair in the fall and it was a great success. She has also initiated other activities to enhance the recruitment efforts of CMS such as partnering with universities and involving Teaching Fellows to recruit for the district.
- Mr. Merchant expressed concern that CMS is more focused on passive recruitment measures rather than active recruiting. He encouraged CMS to make phone calls to the best potential people and stealing people from other districts. Ms. Auger said in the past several weeks, CMS has been conducting an analysis of the achievement results of principals in North Carolina as well as other states to locate those principals who have been most successful with student achievement. CMS is developing a series of letters and e-mails that are targeted to individuals based on their particular achievements and those the district is specifically seeking. As Ms. McGarry mentioned, leadership in the schools is one of the primary ways to attract teachers to a particular school. Statistics indicate there is a shortage of math teachers across the nation. CMS staff is reaching out to any and all leads and doing a number of initiatives to seek individuals. Mr. Merchant suggested doing google searches, reviewing on-line directories, and raiding other systems and independent schools. Mr. Merchant discussed the importance of executive coaching and training for new principals.
- Mr. Gjertsen wants to be kept up-to-date on the progress of the installation of the new information system. He asked what are the goals that are driving this initiative? Ms. Auger said as a part of the transition, staff has analyzed each section of the Reform Policy on Effective Teachers and Administrators to begin to develop strategies that follow the expectations of that policy. Staff will be working with the Superintendent to create a charter that will outline specific objectives related to that policy and will focus on the recruitment, retention, and job assignment. Mr. Gjertsen expressed concern that many of the Focus Schools lacked teachers with advanced degrees, certified teachers, and teachers with four plus years of experience. He said CMS is in the business of student achievement. It will be difficult to close the achievement gap and fix the problems in the

Focus Schools when schools have this type profile. He said he had previously asked that a profile of the teachers be included in the school report card. Mr. Gjertsen said quality teachers make a difference. It is evident that CMS has a lack of quality teachers in its Focus Schools and that is one of the problems. He asked what are the goals to get this fixed and when will it be fixed? Dr. Gorman said we believe this is very important and it is included in the 100-Day Plan that will be presented tomorrow. Large-scale data analysis has proven that average experience has a direct impact on student performance correlated to average experience of teachers. Mr. Gjertsen said we must go beyond incentives. This is not a problem that has easy answers but it must be addressed.

- Ms. Leake expressed concern that CMS does not send the best staff to the weakest students as this would help educate every child in the district. She believes it would be better to send some of the best people from central office to the schools to teach the students. She encouraged CMS to recruit teachers from the universities and to grow their own teachers. She wants to see CMS provide quality teachers and principals in every school.
- Ms. Griffin would also like CMS to have highly qualified teachers in all schools. Ms. Griffin asked does everyone who applies for a job get a response? Ms. Auger said, no, and that is a concern for many people. In September, CMS did a survey with other companies to see how they respond to applicants. Many companies now do on-line responses to acknowledge the application has been received and some companies only respond to an applicant after an interview. These issues are being addressed with new technology to include tracking where an applicant is in the process as well as responding in writing to applicants beginning with the higher pay grade positions. Ms. Griffin said the community has expressed concern that CMS is not responsive. She encouraged CMS to be more responsive by asking applicants for their e-mail address and responding to them via e-mail. Ms. Auger said not having adequate staffing in the Human Resources Department to meet the demands of responding to applicants in a timely manner contributed to the concerns of responsiveness. Ms. Griffin said increasing the on-line capabilities will help in this effort. Ms. Griffin said because of the shortage of math and science teachers across the nation, CMS should consider a different delivery model such as distance learning, large lectures, or a center for Math AP.
- Mr. Dunlap said he would not suggest that CMS hire anyone who would be hurtful to children. He encouraged CMS to thoroughly consider all applicants for employment and not just ignore applicants because the interviewer may have a feeling. He expressed concern that some staff members may have judgmental barriers or show discrimination to hiring qualified people because they may have made one mistake in their life. Ms. Hamilton explained that staff does a thorough review of each applicant; allows the applicant to provide additional information; evaluates the facts of each individual based upon his/her merit; and makes the best decision, keeping in mind what is safe for children. Mr. Dunlap wants to ensure that CMS does review each individual case and that there is an appeal process. Mr. Dunlap expressed concern that personality conflicts with staff and administrators may be a barrier to hiring and retaining successful people. He believes measures other than firing an individual should be taken to resolve personality conflicts. Ms. Hamilton said staff is called upon to mediate and resolve issues between administrators, teachers, and other employees on a weekly basis. Staff gathers the facts from both sides to make a determination. Each circumstance is handled individually. Mr. Dunlap asked that staff provide him the number of Equal Employment Opportunity (EEO) complaints filed against CMS and the number of complaints given to Employee Relations

on a yearly basis.

- Mr. Tate said regarding the hiring cycle, what is the average time from allotment to hire? Ms. Gardner-Witherspoon said this varies. Some applicants submit all the information that is necessary and a determination can be made quickly. Other applicants may need additional time to provide references or transcript information. On average, for the referral process to a principal, it would take about two weeks for an applicant who has submitted all the necessary information for review. Mr. Tate asked how does CMS interface with the applicants to gather the additional information needed? Ms. Gardner-Witherspoon said after the initial contact by the HR Analyst, they will inform the applicant of any additional information required. Mr. Tate asked on an annual basis is the volume of applications too large and the number of staff too small that each applicant cannot be notified that their application has been received? Ms. Hamilton said it is largely due to the tremendous volume of applications, especially at peak times. Staff is anticipating the implementation of the Lawson System which will allow acknowledgements and status to be sent. Ms. Auger said the applications for critical need areas such as math and science are pulled daily and receive immediate attention.
- Chairperson White said he has heard complaints from applicants who have gone through the interview process but never heard anything again from CMS. Chairperson White said that anyone who has gone that far in the process should receive a letter. He also expressed concern that some applicants have been informed that they have a job but called the next day to be informed that they do not have the job. He said this type of incident should not happen and believes the process must be improved.
- Ms. McGarry believes it would be better to err on the side of being safe when hiring applicants with criminal records because there is too much at stake with children. Two things beyond incentives that will attract teachers to a school are a safe environment and the principal supporting the teacher. She expressed concern about the retention rate of teachers and hopes this will continue to be a focus point for CMS. She believes CMS must retain the teachers that are good and eliminate the others. Ms. McGarry asked how many tenure teachers are there in the system? Ms. Auger said the teachers who have completed four years of experience would have tenure. Ms. Auger will provide an exact number at a later time. Ms. McGarry said she believes tenure is holding CMS back.
- Mr. Merchant encouraged CMS to be aggressive and creative in recruiting.
- Mr. Gjertsen expressed concern that there are no cycle time measurements established. He asked that a set of benchmarks including cycle times be created so that improvements as a result of the new technology can be indicated. CMS must know where they are today to establish improvements as a result of Lawson in the future.
- Ms. Leake said regarding individuals who commit crimes, she has a problem with expecting teachers to walk the line but not students. Classroom safety is important and teachers and principals must be protected from students who are violent. This will help to maintain staff. Ms. Leake said CMS provides good benefits and the state of North Carolina has a great retirement program and those should be good selling points to recruit staff. She expressed concern that CMS does not have a program to award or honor employees who have served CMS for five, ten, twenty, or thirty years. She encouraged CMS to provide a pin or certificate to show appreciation to employees for their service. She also believes CMS should provide benefits to non-certified employees. CMS must value every employee including cafeteria and custodial employees. Ms. Leake supports the concept of tenure as long as people are doing their job.

- Mr. Dunlap expressed concern that policy states for applicants who fail to take a drug test within twenty-four hours, they are not eligible for rehire. He finds it hard to understand that law enforcement agencies will allow people who have previously tested positive for drugs to be hired but those same people cannot be a bus driver, custodian, or painter in CMS. He believes there are a lot of good people in the community who do not pose a risk to children that could provide a valuable service to CMS if given the opportunity. Mr. Dunlap asked does CMS have a set of standards for bus drivers that are much higher than the state standards? He said he has been told that people can have a CDL and would be eligible for hire by any other company but they are told by CMS that they cannot be a bus driver. He asked where is the disconnect and why can they be employed by other companies but not CMS? Mr. Dunlap said this is the image in the community and CMS should review its process. Mr. Green said staff is happy to review the hiring process and look at criminal histories in a different manner. In reality, when something bad happens with one of our employees the issue is how did you allow this person in our system. The Board of Education changed its policy to state that when an applicant falsifies his/her application by not including their criminal history, they cannot be hired. CMS experienced many applicants that had a minor offense such as shoplifting many years ago who forgot to include the information on their application. The Board wanted to have a strong reaction to an individual situation that can be overcompensated and caused Human Resources' staff to follow the Board's direction. Staff will be happy to reevaluate this concern if the Board wishes. He expressed concern that if the Board chooses to lessen its standards for hiring employees and a staff member makes a decision to go a different way, that staff member should not be criticized for hiring an applicant based upon the lesser standards. Mr. Green said staff will rewrite policies to review how to evaluate the criteria for employment and present them to the Board. Mr. Green said he is concerned that should a staff member make a decision based upon those revised policies, that individual should not be held accountable for following those directions such as hiring an individual who falsified an application. Mr. Dunlap said the Board has not rescinded the policy that states if an individual falsifies his/her application they can still be hired. Mr. Green said the Board has changed that policy. The Board revised that policy after there were many hearings regarding individuals who had failed to disclose insignificant offenses. The revised policy allows Employee Relations to utilize its judgment in making those decisions as to whether to continue the employment of that individual. Mr. Dunlap said that was not his intent of that policy. He asked does CMS still have a panel to review complaints or appeals based on this issue? He said if this is still in place why was the policy changed? Mr. Dunlap asked to be provided a copy of that policy. Mr. Green said the Board initially decided to change the policy because many of the hearings revealed the applicant had forgotten to include the offense or the applicant thought the offense and record had been cleared by his attorney. The Board then decided that rather than say the individual was fired as a result of falsification of the application, staff would review the facts and determine should that individual continue employment. Mr. Dunlap asked that the policy be reviewed to ensure the Board made that decision and not the panel hearing those complaints. Mr. Green stated this was a Board policy change.
- Ms. Griffin stated she wants CMS to maintain its high standards. This may cause employee shortages for CMS but the safety of our children is her first priority. She would not advocate reductions in the hiring standards.
- Chairperson White said he has experienced the difficulties of recruiting bus drivers. He

has an appreciation for staff in the hiring process because it is one of the toughest jobs in the system.

Chairperson White thanked the Board for a good discussion and staff for the well-prepared presentation.

ADJOURNMENT

By consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 9:20 p.m.

Chairperson, Joe. I. White, Jr.

Clerk to the Board, Nancy Daughtridge