Adopted May 6, 2019

Hard-to-Fill/Difficult-to-Retain Incentive
Purpose

Periodically, the Elizabeth School District may identify full-time positions which for various reasons have become hard-to-fill and/or have experienced very high rates of turnover. The purpose of this policy is to provide the following:

1. Criteria for identifying hard-to-fill or difficult-to-retain positions;
2. Guidelines for determining incentives for identified hard-to-fill or difficult-to-retain positions; and
3. The process for communicating incentives to applicants and employees.

Criteria for identifying hard-to-fill or difficult-to-retain positions

A hard-to-fill incentive is a one-time monetary award to attract a new employee to be paid at the time of initial employment for a position that has been designated as hard-to-fill. A difficult-to-retain incentive is for a current employee in a position that has been designated as difficult-to-retain.

It shall be the responsibility of the Director of Human Resources to designate a position as hard-to-fill or difficult-to-retain. In most cases, hard-to-fill or difficult-to-retain status shall apply to licensed positions. However, the Director of Human Resources, on rare occasions, may designate a non-licensed position as hard-to-fill or difficult-to-retain. The Director of Human Resources shall take into consideration but not be limited to the following criteria for determining that a position is hard-to-fill and/or difficult-to-retain:

1. Number of qualified applicants applying for the position
2. Quality of applicants applying for the position
3. Turnover rate for the position
4. Length of position vacancy
5. Timing of the position vacancy
6. A specific critical district need to fill a position

Implementation of this policy for the 2019-2020 school year shall include hard-to-fill incentives only. The policy shall be re-evaluated following the 2019-2020 school year when difficult-to-retain incentives may begin to be implemented.

Guidelines for hard-to-fill incentives or difficult-to-retain incentives

The dollar amount of a hard-to-fill or difficult-to-retain incentive shall be determined by the Director of Human Resources in consultation with the appropriate principal or department director. However, incentives may not exceed $3,000 without prior approval

of the Board of Education.

In order to receive a hard-to-fill incentive, a new employee shall be required to remain employed full-time by the district, in their same position, for two consecutive school years. Should an employee voluntarily or involuntarily leave the district prior to the conclusion of the two consecutive years, the employee shall be required to reimburse the district for the entire amount of the hard-to-fill incentive. A new employee granted a hard-to-fill incentive shall be required to sign an agreement with the district to remain for two consecutive school years of full-time employment, to include the payback provision.

Individual difficult-to-retain incentives shall be reviewed every 5 years by the Director of Human Resources to determine if conditions warrant a revision or termination of the incentive for that position. Should a difficult-to-retain incentive be revised or terminated, employees on staff at the time of the change shall continue to receive the incentive granted prior to the change, as long as the employee continues to receive a satisfactory performance evaluation.

Communicating the hard-to-fill or difficult-to-retain incentive

It shall be the responsibility of the Director of Human Resources and the hiring principal or department director to clearly communicate the opportunity for a hard-to-fill or difficult-to-retain incentive to applicants for identified positions. A statement shall be included on all advertisements, job postings, at job fairs and other recruitment sources that an incentive shall be included for the selected candidate.