

POLICY 204-3

PERSONNEL DEVELOPMENT

To foster the very best efforts of professionals, the Department shall endeavor to provide opportunities for continuing development to teachers and to potential and incumbent educational officers in an environment of trust and respect for the individual. The Department shall endeavor to conduct and maintain a continuous and comprehensive program of professional development, designed to enhance the competencies and performance of its professional staff toward achieving desired educational outcomes for students.

In its management of personnel, the Department shall be guided by the concept of human dignity and human worth. This means that personnel must be selected through merit, that personnel can be developed to their fullest potential to accomplish the goals and objective of the Department of Education, given the opportunity and appropriate support system.

TEACHER EDUCATION PROGRAM

The Department, in cooperation with accredited institutions of higher education, may permit pre-service teachers in teacher education programs to teach, participate, and observe in the public schools of Hawaii, upon verification by the institutions of their ability to function effectively in Department classrooms. Such placements should contribute to the best interests of the Department and its students.

PROBATION

Initial Probation. Probation in personnel development is a period to acknowledge the potential for growth.

For the employee on initial probation, it is a period of intense self-examination to sort and refine the assets one brings to the new situation to the best advantage; it is a time to test one's capabilities to achieve results. From this initial assay, the individual derives a profile of strengths and needs on which to develop a program of self-improvement or development, which is a personal investment in one's professional growth.

For the institution, this is a time of close scrutiny of performance and responsible assessment of strengths and needs on which to develop a program of direct and immediate support. It is a time of calculated investment of resources to nurture the development of individuals in the Department's critical work force.

Probation when Promoted. In the total scheme of personnel development, individuals in the organization are motivated to higher levels of performance by upward movements within the profession. Such a movement into a new position signals a time of realignment of strengths and needs. This is a period of acknowledging the potential for growth in a position of choice. As such, the individual conducts a self-assessment from a base of past experiences to derive an abbreviated profile of strengths and needs on which to develop a selective program of improvement or development. The institution conducts a concentrated assessment to determine organizational fit, and designs appropriate programs of development to strengthen specific areas of needs. It is a time for the judicious use of resources to bring the individual up to optimal performances to achieve targeted goals.

CONTINUING EDUCATION PROGRAM

The Department shall establish and maintain a program of continuing education that includes workshops, institutes, courses, and other educational activities in cooperation with educational institutions and professional agencies. The program shall be based on expressed and perceived needs, broad-based participation, self and institutional initiatives, and on progressive development.

EDUCATIONAL OFFICERS PROFESSIONAL DEVELOPMENT PROGRAMS

The Department shall make available systematic provisions for those employees with leadership and managerial potential to be trained for levels of management in the system. The professional development shall be based on qualifying standards and progressive instruction.

PROGRAM MANAGEMENT

Consistent administration of Department policies shall be achieved through open and continuous communication and professional development. Decisions will be made at the most appropriate administrative levels. There shall be compliance monitoring by post-audit to assure quality performance and decision-making based on sound management principles.

Rationale: Continuing development and its corollary concept of self-assessment identify the exemplary practicing professional.

[Approved: 01/20/2015 (as Board Policy 204.3); amended: 06/21/2016 (renumbered as Board Policy 204-3)]

Former policy 5600 history: reviewed: 09/01/1970; amended: 10/1974, 06/1986, 12/1995