

EEA 538: Human Resource Management in Education

School of Education and Leadership

3 Credits
Effective Date ()
Course Dates:()

Access to the Internet is required.

All written assignments must be in Microsoft-Word-compatible formats.

See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

Prerequisite Courses: N/A

Faculty Information

Professional experience information for instructors is found under Faculty online at <https://www.cityuniversity.ca/our-faculty/>

Contact Information

Contact information for instructors is found under Faculty Information online at <https://www.cityuniversity.ca/our-faculty/>

Course Description

This course introduces students to personnel management in schools and school systems. Topics include human resource management systems in employee recruitment, performance appraisal, staff and program assessment, the supervision and the professional development of certificated and classified employees, and the development and supervision of volunteers and partners. Students assess appropriate laws, regulations, and best practices in human resource management.

Course Resources

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Access is provided through the *Reading List* link in your online course as well as from the library homepage ("Find Your Reading List" button).

Note: Required resources that must be purchased by the student are tagged “Purchase from a vendor of your choosing.” Required resources with a direct link, “Available through CityU Library”, are available electronically at no cost to students.

Students in Canada may purchase course resources from the Canada Bookstore, and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

Course Outcomes

In this course, learners:

- Examine appropriate Human Resources practices in recruiting, hiring, induction, supervision, professional development, retention, discipline, and dismissal
- Analyze provincial/territorial laws, local laws and regulations
- Examine the practice of inclusion and diversity from a district policy perspective
- Appraise district-wide sustainability policies

Additional Information

Declaration of Inclusion

The CityU Master in Educational Leadership program honours human diversity in all its forms and is committed to the principle of universal human dignity. We respectfully acknowledge that our program resides on the ceded and unceded territories of our First Nations and our programming acknowledges the First Nations, & many others whose histories, languages, & cultures continue to influence our vibrant Canadian communities. We further acknowledge that our learning community is greatly enriched through the voices and perspectives of staff, faculty, and students from all intersections of society including LGBTQ+, BIPOC and diversely-abled communities

Indigeneity

City University philosophically and pragmatically supports the First Nations perspective of learning as being rooted in reciprocity, the relational, and the experiential. City University instructors are required to infuse into their curriculum the traditional teachings from many indigenous communities. This blend of indigenous knowledge allows for cultural uniqueness and practices that come from the reflections on the telling of stories, traditional teachings, and the understandings of ceremony.

Sustainable Development Goals

In 2015 the United Nations created 17 goals to achieve a sustainable world by the year 2030 (<https://plancanada.ca/>). City University actively supports these goals and requires that each course syllabus articulate and include as part of its content, at least two of these goals that relate to the course’s objectives and outcomes. Through these actions, City University hopes to inspire our students to help create a more inclusive, equitable, and safe world for the future.

Grading Scale

The grades earned for the course will be calculated using CityU's decimal grading system, found in the current University Catalog (<https://www.cityu.edu/catalog/>).

Grading rubrics with details on how each assignment will be graded are located under *Assignments* and/or in *My Grades* in the online course menu. Students should review the rubric for each assignment prior to completing their work to understand how it will be assessed.

Course Assignments and Grading

The grades earned for the course will be derived using City University of Seattle's decimal grading system, based on the following:

Overview of Required Assignments	% of Final Grade
Human Resource Management Matrix, Plan, and Presentation	45%
Toolkit for Managing Human Resources in Schools and Programs	45%
Participation	10%
TOTAL	100%

Course Assignment Details

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Human Resource Management Matrix, Plan, and Presentation

The HR Matrix is a graphic organizer outlining the major components and processes of personnel management in schools and school systems. The plan describes how to manage the components and apply best practices to processes. The matrix includes the key components of the plan, including job advertisement and recruitment; testing and interviewing; assignment, transfer, and promotion; induction, professional development; supervision and evaluation of employees, cultural differences, indigeneity, sustainability, and volunteers; discipline; separation, including retirement, dismissal, and non-renewal. Each student shares/presents her/his matrix, one key component, and the teacher evaluation component of the plan to the class. Submit the matrix and entire plan to the instructor.

Components	% of Grade
Analysis, Content, and Organization of the Plan	40%
Matrix/Graphic Organizer	25%
Presentation of Key Component	25%
Quality Professional Communication including APA	10%
TOTAL	100%

Toolkit for Managing Human Resources in Schools and Programs

This Toolkit is a collection of artifacts and resources that support human resource management in schools. It includes tools and strategies for collaboration and partnerships with community members, the FNMI community, families, volunteers, service providers, and those traditionally employed by a school district. The toolkit may include case studies, scenarios and vignettes, short readings, interview questions, in-basket exercises, problem solving exercises, advanced organizers, simulations, mock interview questions and guidelines, telephone screening interview questions, exit interview instruments, model application forms, application letters, resumes, observation and evaluation forms, and other reporting forms commonly used in schools; references to publications, web pages, community directories, professional organizations, and contacts that can provide assistance to school leaders in managing human resources for a school community. The toolkit supports the student in applying theory to practice in a position of school or program leadership. Special attention should be made to best and promising practices.

The toolkit also includes a file for Collaboration:

- a. District or provincial policies/procedures addressing engagement of families and communities, such as the First Nations Metis, Inuit (FNMI) community, as well as inclusion of volunteers, partnerships, use of facilities/building rental, and other “partnership” practices such as a schools’ foundation, scholarship organization, etc.
- b. Constitutions, compacts, by-laws, agreements of understanding, and other statements that define the role, responsibilities, and relationship of non-district employees and organizations to a project, such as the UN sustainability goals, service, or activity benefiting students and/or student learning, e.g., volunteer tutoring, teen health center, reading buddies, music boosters, athletic boosters, schools foundation.
- c. Anecdotal information from interviews, news accounts, school newsletters, etc., that establish the existence and “working parameters” for volunteers and partnerships for a school or program.
- d. Partnership Profile Form (or an equivalent) available through the instructor.

Components	% of Grade
Best Practices: Identify and Analyze Characteristics of High-Performing schools	15%
Recommendations to address Opportunity Gaps	25%
Collection/Organization	25%
References	25%
Presentation of Recommendations	10%
TOTAL	100%

Attendance and Participation

Class attendance and participation is an integral part of this course. Coming prepared to class is essential because the information, knowledge, skills, and expertise they exchange with peers and instructors contributes toward a strong learning community. It is highly important that students attend and actively participate in class. In any part of the class, the instructor determines the amount of credit awarded for alternative assignments.

Components	% of Grade
Communication	50%
Collaboration	50%
TOTAL	100%

Course Policies

Late Assignments

A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue arises coordinate with the instructor prior to the assignment's due date and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

Participation

You are responsible for meeting or exceeding the participation requirements as listed in the syllabus and in the Learning Management System classroom.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

University Policies

Students are responsible for understanding and adhering to all CityU's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by CityU policy. CityU also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should always be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment, and bullying conduct, whether through person-to-person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment, and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the **my.cityu.edu** student portal. Accommodations must be requested by the 20% mark of this course (e.g., day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the University Catalog under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A

complete copy of this policy can be found in the University Catalog in the section titled *Attendance* under *Student Rights & Responsibilities*.

Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

Support Services

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the Disability Support Services page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the Ask a Librarian service, or access library resources and services online, 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at mycityusupport@cityu.edu to request a username and password.

