

Human Capital Initiative

In 2014 the BPS implemented a new teacher hiring [process](#) designed to start earlier in the year and to increase each traditional school's autonomy to hire high quality teachers that fit the specific needs of that school. Increasing teacher diversity in schools was also a key objective of the initiative. The thrust behind this initiative was the belief that improving teacher quality is the single most important strategy to increasing student achievement.

The Human Capital Initiative (HCI) took advantage of existing contract language that allowed schools to "open-post" positions by providing a \$1,250 stipend for each open position, which did not require further negotiations with the BTU. Under this system, schools have the freedom to pick the best candidates for a position, whether they are current employees or external candidates, and are not bound by seniority in hiring decisions. This initiative allowed the BPS to shift the hiring process months earlier, when the most effective and diverse candidates would still be available. Additionally, this change enabled the BPS to expand "mutual consent hiring" to all schools, instead of just a select few that had hiring autonomy.

The commitment to teacher effectiveness and workforce diversity does come with a cost as some tenured teachers have not secured permanent teaching positions over the past two years, but remain employed by the BPS in positions of "suitable professional capacity" due to state tenure law. The salary and benefit costs of the SPC teachers and the cost of stipends totaled \$10.5 million in fiscal 2015, and are budgeted at \$13.3 million in fiscal 2016 and \$10.6 million in fiscal 2017.

Excerpt from BMRB *Special Report*, **Next Teachers' Contract Must Be About Reform: Change should focus on supporting effective teachers** - August 22, 2016