**Effective principals understand the importance and exhibit skills in human resource leadership.**

Introduction and Rationale:

Education is a people business. Between 80%-90% of total budget outlays for schools provide for the salaries and benefits of staff. Of all the variables that affect student learning, the one with the highest

effect size is the skill and abilities of teachers (Haycock, 1998). The variable with the second highest effect size is the skill and abilities of school leaders (Fink, 2012). In both cases… people.

Education leaders do well to recognize the outsized importance and effect of the people who work in schools. The pipeline that provides excellent schools with the ongoing supply of human resources needed for high-performance can be designed and optimized for peak effect. In most school systems, the responsibility for human resource leadership is shared between central administration and building level administration. This Learning Experience is primarily designed to develop human

resource leadership skills in building level administrators. However, when both central and school level administrators work cooperatively and skillfully in a complementary fashion, students benefit in large and long-lasting ways.

The leadership skillsets involved in optimizing the HR pipeline are well known and best practice strategies abound. Here is a starter list of areas where top HR leaders excel:

* Recruiting / creating a quality pool for selection
* Selection / understanding and recognizing elements of teacher quality
* Selection / interviewing skills and non-interview methods of performance prediction
* Induction and onboarding of new staff
* Recognizing employees in meaningful and motivation ways
* Work design
* Creating authentic and meaningful work
* Community building as a method of attracting and retaining talent
* Creating school cultures that attract and retain talent
* Talent identification and development
* Coaching peak performers
* Developing marginal performers
* Designing rites, rituals, and ceremonies to mark employee milestones and accomplishments
* Out-counseling / removal of incompetent performers
* Employee assessment and evaluation
* Professional learning
* Team development
* Identifying leadership potential among staff / increasing leadership density
* Retention of key staff
* Coaching for performance improvement
* Mentoring for career optimization

An effective principal assess their own level of awareness and skill in each of the mentioned HR skillsets. It is helpful to delineate which of the HR leadership functions are the domain of central administration, which are the responsibility of building level leadership, and which are shared. No matter who is ultimately responsible, each school’s future accomplishments are mightily shaped by leaders’ abilities to attract, select, develop, retain, and optimize the performance of people.