

EXECUTIVE SUMMARY

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EVIDENCE OF CONDITION FCPS OPERATIONAL EXPECTATION MONITORING REPORT

Function: Human Resources
Operational Expectation: To recruit, select, and retain a high quality and diverse workforce that enables FCPS to deliver a world-class education to every student in an environment characterized by high staff morale and loyalty to the FCPS mission and goals and in compliance with relevant laws and regulations.

- A. Recruitment, Selection, and Retention**
- A.1 Recruit and hire qualified employees of diverse backgrounds.**
- A.2 Retain a highly qualified and diverse workforce with a reasonable annual turnover rate.**
- A.3 Ensure that all staff members are qualified and trained to perform the responsibilities assigned to them.**
- A.4 Administer appropriate and thorough background inquiries and checks prior to hiring.**

Highlights – Evidence of Condition:

- Filled 99.9 percent of all full-time teaching positions by the opening of school, including the hiring of 1,476 new teachers.
- Received recognition by the American Productivity and Quality Center (APQC) in 2006 as a model and best practice district for recruiting and hiring practices.
- Employed 641 highly qualified, ethnically diverse teachers prior to June 1 as a result of aggressive recruiting at 54 colleges and universities and 10 consortium events.
- Conducted 625 interviews and made many early offers at two local job fairs the quality of which was rated by principals as 3.9 on a 4.0 point scale.
- Placed 484 student teachers through contracted university partnerships that serve as a recruiting advantage for FCPS.
- Increased the diversity of applicant pools through recruitment efforts that contributed to the steady increase in ethnic diversity in almost all job categories.
- Made 11 additional low cost housing units available for new teachers through the FCPS partnership with the Fairfax County Housing Authority.
- Developed and successfully implemented a series of communications entitled *Welcome Aboard* as a strategy for maintaining contact with all new teachers and providing preparatory information for their smooth induction into the school system.
- Procured a new applicant tracking system designed to enhance business processes and provide more sophisticated functionality, most notably in the areas of process tracking and reporting, with a phased implementation with training for this new product over the next several months.
- Developed and managed a process by which FCPS hires and retains excellent speech-language pathologists (SLPs) and audiologists by recognizing the required advanced certifications and paying their American Speech and Hearing Association (ASHA) dues and certification fees.
- Implemented a data tracking system for maintaining highly qualified special education teachers.

- Expanded administrator preparation and job understanding by implementing a mock principal panel interview process through which an authentic panel interview was conducted for 32 aspiring principals and feedback was provided to each participant.
- Provided more recruitment flexibility by successfully implementing the *Open Until Filled (OUF)* process.
- Partnered with the Office for Children to hire 48 *School Aged Child Care (SACC)* instructors as substitute teachers, and placed them in selected schools to act as permanent substitutes each Friday during the school year.
- Recruited between 4 and 48 applicants per vacancy by position category, with 10 applicants recruited for each teacher vacancy.
- Achieved a divisionwide turnover of 7.37 percent, a favorable comparison to the Bureau of Labor Statistics report of 11.9 percent turnover for educational services nationally.
- Maintained a divisionwide teacher retention rate of 92.8 percent as compared to the national average of 92.5 percent.
- Provided collaboration opportunities for professional growth in which 1,776 teachers participated.
- Completed 7,336 background checks resulting in the identification of 477 criminal history records to prevent the hiring of undesirable applicants.

B. Staff Treatment

B.1 Encourage full use of talents and energies.

B.2 Establish a culture of respect that treats all staff members in a fair and balanced manner.

B.3 Establish an atmosphere of openness, civility, and responsiveness that seeks broad-based staff participation in identifying organizational needs and means of implementing improvements; consider various viewpoints and reasoned dissent while achieving sound decision-making.

Highlights – Evidence of Condition:

- Developed a plan through the 2008 climate (working conditions) survey to collect data regarding teacher perceptions of the use of their talents/energies and their career opportunities.
- Completed initial investigations within 30 days for 100 percent of the 121 claims of discrimination and harassment filed during the reporting period
- Provided representation at every advisory council meeting scheduled throughout the year to assist and provide support. (A summary of meet and confer issues and staff response is included in Attachment 3.)
- Promoted mediation whenever possible as a first step for resolving issues.
- Provided guidance, confidential counseling, and referral services to more than 100 employees through the Employee Assistance Program (EAP).
- Offered operational Spanish classes for personnel who frequently interact with FCPS employees.
- Conducted sexual harassment training for all custodial staff.
- Made plans for upcoming mandatory sexual harassment training for all personnel.

C. Staff Evaluation

C.1 Evaluate regularly all personnel based on job performance expectations aligned to the Board's goals and values.

C.2 Recognize excellence and provide constructive suggestions for improvement.

Highlights – Evidence of Condition:

- Provided evaluation instruments for assessing employees from the beginning of their service, establishing appropriate job performance expectations, and recognizing excellence as well as making constructive suggestions for improvement.
- Evaluated 95.5 percent of the 6,578 teachers scheduled, a favorable rate considering unexpected events such as leaves of absence.
- Conducted 83.5 percent of the 564 principal or assistant principal evaluations scheduled.
- Managed the comprehensive licensure process that ensures a licensed teacher in every classroom.
- Decreased the number of teacher nonrenewals by 28 percent from the previous year.
- Increased the percentage of highly qualified teachers annually to the current level of 97.5 percent.
- Began the process of enhancing the HR Information System to provide online evaluation capability for support of employee evaluation processes.
- Revised online evaluations for instructional assistants effective September 2007 for alignment with other instructional evaluation instruments.
- Provided formal orientation sessions in which a total of 2,777 employees participated in 2007, with average participant ratings for the sessions being 4.8 on a scale of 1 to 5.
- Sponsored the recognition and celebration of outstanding employees and those who have served FCPS with dedicated service through numerous award and recognition programs.

D. Staff Compensation

Develop compensation and benefit plans that are fair and equitable and that attract and retain the highest quality employees competitive with the applicable marketplace.

Highlights – Evidence of Condition:

- Completed 151 classification reviews, 24 with multiple incumbents, to maintain internal and external market equity for pay, job duties, and responsibilities.
- Remained competitive in all major position categories. (Attachment 6).
- Renegotiated health benefit contracts to reduce costs to both FCPS and employees while improving services.
 - Reduced Dental PPO administration fee by 31.1 percent.
 - Renewed pharmacy benefit management for an estimated 500K savings in 2008.
 - Reduced medical BCBS premiums by 3.7 percent.
- Retooled benefits open enrollment communications to allow for better understanding and plan adherence.
- Negotiated removal of participant administrations fees with 457(b) plan vendor and brought new fund election into the investment structure.
- Issued Total Compensation Statements in August 2007 to all benefits-eligible employees.