

# 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:**

- 99.5% of full-time teaching positions were filled by the opening of school representing 1,366 new teacher hires.
- DHR was recognized in 2006 by the American Productivity and Quality Center (APQC) as a model and best practice district for recruitment and hiring practices.
- Aggressive recruiting at 85 colleges and universities resulted in the early employment of 641 highly qualified, ethnically diverse teachers.
- Two local job fairs were held resulting in 446 applicants interviewed and many early offers. Principals rated the quality of the job fair as a 3.9 on a 4.0 point scale.
- 385 student teachers were placed through contracted university partnerships providing FCPS a recruiting advantage for these teachers.
- Recruitment efforts resulted in increasingly diverse applicant pools and contributed to the steady increase in ethnic diversity in almost all job categories.
- Divisionwide teacher diversity increased from 14.7% to 15.1%.
- DHR partnered with the Fairfax County Housing Authority to create low cost housing opportunities for our new teachers.
- Employment Passport documents were created providing step by step instructions and a seamless process from recruitment to selection to employment and increasing employee satisfaction.
- Recruitment efforts generated between 4 and 44 applicants per vacancy by position category. For teacher positions, 8 applicants were recruited per vacancy.
- Divisionwide turnover of 7.44% compares favorably with Bureau of Labor Statistics of 11.9% for educational services.
- Teacher retention rate of 92.6% as compared to national average of 92.5%.
- 3,200 teachers participated in collaboration opportunities for professional growth.
- 6,622 background checks were completed resulting in the identification of 326 criminal history records.

- One hundred percent of new hires in 2006 completed their screening process before being added to the payroll.

## **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:**

- The DHR will collect data addressing employee perceptions of use of talents/energies and their career opportunities in a divisionwide climate survey.
- 100% of the 130 claims of discrimination and harassment filed during the reporting period had initial investigations completed within 30 days.
- The DHR attended every advisory council meeting that was scheduled throughout the year and provided support to individual employee advisory councils. A summary of meet and confer issues and staff response is included in Attachment 2.
- Efforts were made to promote mediation as a first step for resolving issues.
- Through the Employee Assistance Program (EAP), the DHR provided guidance, confidential counseling, and referral services to more than 100 employees.

## **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:**

- Employees are assessed from the beginning of service and all evaluation instruments provide for the recognition of excellence as well as constructive suggestions for improvement.
- Of the 8,325 teacher evaluations scheduled, 94.4% were evaluated.
- Of the 364 principal/assistant principal evaluations scheduled, 83.5%% were evaluated.
- The DHR manages a comprehensive licensure process that ensures a certified teacher in every classroom.
- Teacher non-renewals declined by 28% over the previous year.
- The percentage of Highly Qualified teachers has increased each year to its current level of 95%.
- The DHR will be enhancing its HR Information System to provide online evaluation capability to support employee evaluation processes.
- In 2006, a total of 2,772 employees participated in formal orientation sessions. Average participant ratings for the sessions are 4.7 on a scale of 1-5.
- The DHR sponsors 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 66 classification reviews to maintain internal and external market equity for pay, job duties, and responsibilities.
- FCPS remains highly competitive in all major position categories. (Attachment 5).
- Renegotiated health benefit contracts resulting in a savings of \$2.0 million and minimal premium increases for employees and FCPS.
- Implemented enhance vision benefits for all employees.
- Issued Total Compensation Statements in July to all benefits-eligible employees.