

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:

- 99.9% of full-time teaching positions were filled by the opening of school representing 1,757 new teacher hires.
- FCPS was selected as a district case study by Strategic Management of Human Capital (SMHC) as a national leader for execution of high quality human capital management programs.
- Aggressive recruiting at 53 colleges and universities and 18 consortium events and professional conferences resulted in the early employment of 417 highly qualified, ethnically diverse teachers.
- Two local job fairs were held resulting in 312 interviews and many early offers. Principals rated the quality of the job fair as a 3.96 on a 4 point scale.
- 338 student teachers were placed through contracted university partnerships providing FCPS a recruiting advantage for these teachers.
- 173,527 substitute jobs were filled reflecting a 97% teacher substitute fill rate.
- Partnered with the Fairfax County Housing Authority to create low cost housing opportunities for our new teachers and bus drivers. Through this partnership, 23 Magnet Housing units became available.
- Conducted a New Teacher Social event to assist in acclimating new teachers, enhancing a successful communications strategy for maintaining contact with and providing preparatory information for all new teachers.
- Developed and presented 2 Student Teacher Information Nights.
- Implemented Kenexa, a new applicant tracking system, providing enhanced business processes and more sophisticated functionality.
- Designed and implemented a “Growing Our Own Tradesmen” program in cooperation with FCPS academies to encourage targeted students to consider employment with FCPS.

- Continued to increase the number of employee incentives through the Smooth Transitions initiative.
- Managed the successful implementation of a special education highly qualified data tracking system for teachers.
- Developed and implemented a mock principal panel interview process for 32 aspiring principals, providing an authentic panel interview and feedback to each participant.
- Successfully managed the Open Until Filled process to provide more recruitment flexibility.
- Partnered with the Office for Children to hire 48 School Aged Child Care (SACC) instructors as substitute teachers and placed them at identified schools to act as permanent substitutes each Friday during the school year.
- Recruitment efforts generated between 6 and 100 qualified applicants per vacancy by position category.
- Divisionwide turnover of 6.39% compares favorably with Bureau of Labor Statistics 11.5% for educational services.
- Teacher retention rate of 93.45% as compared to national average of 92.3%.
- 6,072 background checks were completed resulting in the identification of 492 criminal history records.

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:

- Conducted a divisionwide working conditions survey of all school-based licensed educators, including the areas of workload, professional development, leadership, facilities and resources, and community involvement. Data was collected surrounding teacher perceptions of use of talents/energies and their career opportunities.
- 100% of the 104 claims of discrimination and harassment filed during the reporting period had initial investigations completed within 30 days.
- 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 3.
- Developed Discrimination and Harassment Awareness Training and delivered online or face to face to over 16,000 FCPS employees.

C. Staff Evaluation

- C.1 Evaluate regularly all personnel based on job performance expectations aligned to the Board's goals and values, recognizing excellence and providing constructive suggestions for improvement.**
- C.2 Recognize excellence and provide programs that celebrate outstanding contributions to our workplace and student success.**

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 7,672 teacher evaluations scheduled, 95.8% were evaluated.
- Of the 471 principal/assistant principal evaluations scheduled, 100% were evaluated.
- Managed a comprehensive licensure process that ensures a certified teacher in every classroom.
- The percentage of Highly Qualified teachers has increased each year to its current level of 98.7%, up 1.24% over last year and an increase of 3.74% over the last 2 years.
- In 2008, a total of 2,414 employees participated in formal orientation sessions. Average participant ratings for the sessions are 4.8 on a scale of 1 to 5.
- Continued to sponsor the recognition of outstanding employees through numerous award and recognition programs. In 2008 DHR launched Support Employee Week and a new Outstanding First Year Teacher Award nominee event.
- Participating in a joint multi-year enterprise resource planning project (ERP) with Fairfax County to replace core business systems, which in 2008 included mapping practices and business process re-engineering.

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 23 classification reviews, 6 with multiple incumbents, to maintain internal and external market equity for pay, job duties, and responsibilities.
- FCPS remains competitive in all major position categories.
- Completed 403(b) program compliance activity relating to program structure, vendors, employee contribution, and information access.
- The Family and Medical Leave Act (FMLA) regulations have been updated to reflect current federal updates concerning family members of active military members who are injured in the line of duty.
- Issued Total Compensation Statements in August 2008 to all benefits-eligible employees.