

Fairfax County School Board
Operational Expectations Monitoring Report
A = acceptable condition U = unacceptable condition

HUMAN RESOURCES
Period covered: 2006-2007

The Superintendent will 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. The Superintendent will:

Reasonable Interpretation:

Recruiting a diverse workforce means that the recruited applicant pool for FCPS positions equals or exceeds the diversity of the general candidate pool for given positions. Recruitment efforts must create rich diverse applicant pools of qualified individuals. Because diversity is manifested in a variety of ways, including geographic, economic, racial, ethnic, disability, gender, and other characteristics, the availability of data varies considerably.

High quality employees are defined as those who meet or exceed job expectations. A rigorous selection process including objective interviewing, reference checking, and requisite screening will provide sufficient indicators to identify qualified and high quality employees. Although the recruitment and selection process ensures a qualified workforce, the true measure of high quality can only be assessed after observation of actual performance. Ongoing training and development also serve to increase the quality of our workforce.

A. Recruitment, Selection and Retention

1. Recruit and hire qualified employees of diverse backgrounds.

Superintendent:	A	<input type="checkbox"/>	U	<input type="checkbox"/>
School Board:	A	<input type="checkbox"/>	U	<input type="checkbox"/>

Reasonable Interpretation:

Recruiting candidates from a variety of sources is essential to create diverse applicant pools of qualified individuals. Qualified is defined as meeting the position qualification requirements as described in the job specification. Teachers eligible for licensure, provisional or renewable, are deemed qualified.

Indicators:

- Report the number and percentage of applicants in each position category by ethnicity.
- Report the number and percentage of hires in each position category by ethnicity.

- Ensure a 3:1 ratio of qualified applicants for each vacant position by category.

Superintendent Statement of Condition:

Board Comments:

2. Retain a highly qualified and diverse workforce with a reasonable annual turnover rate.

Superintendent: A U
 School Board: A U

Reasonable Interpretation:

Research shows that high turnover in schools adversely impacts student achievement. To achieve high retention rates, we must have a quality work environment. Employee feedback on the work environment is essential to inform decisions and drive actions for retaining high quality employees. Retention rates will be calculated for non-retirees and individuals with acceptable performance ratings. Reasonable turnover is defined as at or below the national averages by position category.

Indicators:

- Retention rates by position category that meet or exceed national averages.

Superintendent Statement of Condition:

Board Comments:

3. Ensure that all staff members are qualified and trained to perform the responsibilities assigned to them.

Superintendent: A U
 School Board: A U

Reasonable Interpretation:

The Department of Human Resources provides recruitment, screening, selection, and placement processes which appropriately match employees' background, knowledge, qualifications, skills, abilities, strengths, and interests to the functional demands of their positions. Once employed, the Department of Professional Learning and Training (in collaboration with all FCPS Departments) provides professional development opportunities for licensed and support personnel to enable employees to continually learn and apply best practices to their respective jobs. A survey of employee performance expectations will help identify training needs.

Indicators:

- At least 95 percent of all employees meet or exceed performance expectations by major position category.
- 90 percent of employees, when surveyed, indicate they are appropriately trained for their positions.

Superintendent Statement of Condition:

Board Comments:

4. Administer appropriate and thorough background inquiries and checks prior to hiring.

Superintendent: A U
School Board: A U

Reasonable Interpretation:

A candidate is considered hired when all required documentation is received, reviewed, and deemed satisfactory. Until the process is complete, the candidate will not be added to the payroll, issued an identification badge, or provided e-mail or technology access. Procedures are in place so that new hires have a complete background check to include reference checks, FBI and State Police background checks, Sex Offender Registry, and employment eligibility verification prior to being hired.

Indicators:

- 100 percent of new employees complete full screening before they are hired and added to the payroll.

Superintendent Statement of Condition:

Board Comments:

B. Staff Treatment

1. Encourage full use of talents and energies.

Superintendent: A U
School Board: A U

Reasonable Interpretation:

The Department of Human Resources' mission is to recruit, develop, and retain outstanding employees committed to fostering educational excellence. FCPS must also provide an environment that embraces growth, innovation, educational and career opportunities to ensure organizational success. Through the Department of Professional Learning and Training employees are encouraged to pursue their job related interests, develop their talents and qualifications, and define specific career

paths and objectives. These employee efforts are actively supported through FCPS' provision of appropriate incentives and professional development opportunities.

Indicators:

- More than 90 percent of employees believe their talents and energies are utilized in their present positions.
- More than 90 percent of employees are aware of career development opportunities.

Superintendent Statement of Condition:

Board Comments:

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

Superintendent: A U
School Board: A U

Reasonable Interpretation:

Establishing a culture of respect begins with the first conversation an employee has with FCPS. It is reinforced during the new employee orientation and is built upon every day. All employees are expected to work to create a culture of respect for all students and staff members. This culture of respect forms the foundation of how we work together with each other as adults and with students. When issues or conflicts do arise, respect is reinforced by prompt, thorough, and fair investigations accompanied by appropriate action to resolve the matter.

Indicators:

- 100 percent of claims of discrimination and harassment have initial investigation completed within 30 days.
- More than 90 percent of all employees perceive FCPS as a quality workplace.

Superintendent Statement of Condition:

Board Comments:

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.

Superintendent: A U
School Board: A U

Reasonable Interpretation:

Openness requires that regular, well communicated, and accessible opportunities exist for employees to express their ideas, views, and concerns. Civility occurs when individuals can willingly express diverse and divergent viewpoints in a non-threatening and respectful environment. Responsiveness requires that issues are taken seriously and evaluated fairly before being acted upon.

Indicators:

- On at least a quarterly basis meet with each employee group to discuss working conditions and issues of concern.
- Report on analysis of issues requiring mediation to obtain organizational feedback and areas for improvement.

Superintendent Statement of Condition:

Board Comments:

4. Support staff members in their efforts to help students meet high academic standards.

Superintendent:	A	<input type="checkbox"/>	U	<input type="checkbox"/>
School Board:	A	<input type="checkbox"/>	U	<input type="checkbox"/>

Reasonable Interpretation:

(FCPS staff believe this operational expectation should be moved to the Professional Learning and Training Operational Expectations.)

Indicators:

Superintendent Statement of Condition:

Board Comments:

C. Staff Evaluation

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

Superintendent:	A	<input type="checkbox"/>	U	<input type="checkbox"/>
School Board:	A	<input type="checkbox"/>	U	<input type="checkbox"/>

Reasonable Interpretation:

Job performance expectations should be reviewed periodically to ensure all are aligned with and support operational expectations and student goals. Evaluation must include

identification of strengths and areas for improvement within the individual job performance expectations. Evaluations must be completed in a timely manner, and appropriate action taken when performance expectations are not met. "Regularly" is defined as meeting the pre-defined evaluation cycle for each employee. Employees will be evaluated six months after initial employment; after each of the first three years; and thereafter, every third year.

Indicators:

- Review job performance expectations to ensure alignment with School Board Vision, Mission, Goals, and Operational Expectations.
- Complete more than 95 percent of evaluations within the established regular cycles.
- FCPS will meet all state mandated timelines for nonrenewal of personnel.

Superintendent Statement of Condition:

Board Comments:

2. Recognize excellence and provide constructive suggestions for improvement.

Superintendent:	A	<input type="checkbox"/>	U	<input type="checkbox"/>
School Board:	A	<input type="checkbox"/>	U	<input type="checkbox"/>

Reasonable Interpretation:

Meaningful recognition can take many forms from a simple note of appreciation to employee of the year recognition programs. It is essential to foster a climate that celebrates success and recognizes the efforts, talents and contributions of our workforce. To foster such a climate, FCPS must regularly model recognition programs and recognize excellence.

Indicators:

- Report on programs that recognize excellence and employee accomplishments.

Superintendent Statement of Condition:

Board Comments:

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.

Superintendent: A U
School Board: A U

Reasonable Interpretation:

Compensation and benefit plans must be developed within budgetary guidelines and School Board funding priorities. Fair and equitable compensation plans are characterized by a well-maintained classification structure and competitive market pay.

Indicators:

- Report on classification reviews to ensure equitable and market-relative compensation.
- Complete, analyze, and report results of external and internal compensation and benefits surveys to ensure equity and market competitiveness and create salary scales, classification levels, and benefit programs that reflect this.
- Issue a total compensation statement to each employee to illustrate the total value of School Board salary and benefits.

Superintendent Statement of Condition:

Board Comments:

Summary Statement of the Superintendent:

Summary Statement of the Board:

Areas for Improvement:

Areas of Commendation:

Goal(s) for Human Resources for School Year:

Date for Re-Monitoring: