

## HRAC Meeting Minutes, Monday, January 4, 2021

The fourth meeting of the Human Resources Advisory Committee 2020-2021 (HRAC) met on Monday, January 4, 2021 from 6:00 p.m. to 8:00 p.m. Minutes compiled by Beth Eachus.

In attendance were:

Karen Keys-Gamarra, School Board Member Liaison  
Sean McDonald, Interim Assistant Superintendent of FCPS Human Resources  
Michael Draeger, FCPS Human Resources Director, HR Business Services  
Leonard Bumbaca, HRAC Chair, Community Representative from Mason District  
Shareem Annan, Community Representative from Dranesville District  
Patty Barbour, Community Representative from Springfield District  
Anita Branch, Community Representative at-large  
Mimi Dash, Community Representative from Providence District  
Beth Eachus, Community Representative from Hunter Mill District  
Elizabeth (Lisa) Griffin, Community Representative from Braddock District  
Joyce Harris, Community Representative at-large  
Tiffany Pryce, Community Representative from Lee District  
Emily VanDerHoff, Community Representative at-large  
Sara West, Student Representative  
Kimberly Adams, FEA President  
Tina Williams, FCFT President  
Rich Hronik, Multimedia Engineer, FCPS  
John McLaren, Senior Member Relations Specialist, FCFT

The meeting proceeded as follows:

The meeting was called to order by 6:00 p.m. by HRAC Chairman Leonard Bumbaca

6:00pm-6:05pm Welcome and Meeting Agenda: The Meeting Agenda was presented. Chairman Bumbaca welcomed everyone to the meeting and announced that Michael Draeger from Human Resources would be joining us. Chairman Bumbaca also shared the January agenda and communicated that if we were not able to address all items on the agenda during the meeting then we would move those items to next month.

6:05-6:15pm Minutes of the November 9, 2020 and December 7, 2020 meetings: Chairman Bumbaca thanked Hunter Mill Representative Beth Eachus for compiling the meeting minutes for both November and December. Providence Representative Mimi Dash wanted to extend a commendation to the “secretary” for the very thorough and detailed minutes. Chair Bumbaca also wanted to express appreciation for Hunter Mill Representative Beth Eachus who stepped in to facilitate meeting when he had technology issues. After edits, Providence Representative Mimi Dash made a motion to accept the minutes from November and December as edited. Braddock Representative Elizabeth (Lisa) Griffin seconded the motion. A vote was taken and it was unanimous.

6:15pm-6:20pm Update from the School Board including updates on Reports to School Board (2020 and 2021 HRAC Reports): Chair Bumbaca shared that we are currently scheduled to present 2021 HRAC report on May 25th. Regarding the previous year report (2020), Chair Bumbaca communicated that we are hoping to present to the School Board as part of the February meeting.

School Board member Karen Keys-Gamarra joined the meeting and communicated that she felt that inviting the School Board members to attend our February meeting would provide an opportunity for the School Board members to hear our report. She shared that the School Board respects the work of the HRAC and the information is helpful to their work. She also shared that she felt that there was a level of expertise within this committee which would be beneficial to the Board. She shared that the School Board meetings have largely been focused on Return to School and Equity for Thomas Jefferson admissions.

Chair Bumbaca communicated that he would invite the prior year HRAC members to participate in next month's meeting and presentation of the 2020 HRAC report.

6:20pm-6:25pm HRAC Participation in HR Assistant Superintendent Search: Chair Bumbaca shared that the HRAC was invited to participate on the panel and that Tiffany Pryce had been chosen as our representative on the HR Assistant Superintendent Search Panel.

The Interim Assistant Superintendent of FCPS Human Resources Sean McDonald communicated that the consultant HYA conducted a nationwide search and candidates were identified and brought to the leadership team to be interviewed so that the slate might be narrowed. However, the Interim Assistant Superintendent of FCPS Human Resources Sean McDonald also communicated that no successful candidates were identified during that interview process. FCPS would be extending their search window and hoping for a March timeframe. He also shared that it has been difficult to find candidates during the pandemic and it is important to find the right candidate.

Chair Bumbaca shared that the HRAC appreciates that we are to be included in the process. FEA President Kimberly Adams thanked Interim Assistant Superintendent of FCPS Human Resources Sean McDonald and communicated that she is glad that we are waiting.

Community Representative from Lee District Tiffany Pryce shared that she understood that the panel members would not have the opportunity to ask questions. The Interim Assistant Superintendent of FCPS Human Resources Sean McDonald communicated that the consultant HYA had developed a list of questions based on feedback from a group of stakeholders. He shared that the feedback was used to create a candidate profile as well as a list of prescribed questions. He also shared that he had taken notes during our December HRAC meeting and had developed question to be included based on our committee's concerns and discussions. He further shared that if there are further questions that the HRAC would like to have included, please email him. Community Representative from Lee District Tiffany Pryce asked if we could discuss potential questions at an HRAC meeting to include all members' feedback. Chair Bumbaca shared that the HRAC could add it to a future agenda.

6:25pm-6:40pm Discussion of HRAC 2021 Goals: Chair Bumbaca shared the HRAC 2020/2021 Tasks including: 1) Employee Bill of Rights (EBOR) - Portrait of a Workplace and 2) Acquisition, Development, Employment, and Retention of School-Based Minority Staff members. Chair Bumbaca shared the template from the U.S. Army that Braddock Representative Elizabeth (Lisa) Griffin provided as an example of a framework.

Braddock Representative Elizabeth (Lisa) Griffin asked if FCPS HR had established strategic goals. The Interim Assistant Superintendent of FCPS Human Resources Sean McDonald communicated that the HR goals are part of the FCPS strategic plan, specifically Goal 3 which is to have a premier workforce. There is no separate framework for HR.

Representative at-large Emily VanDerHoff asked if the most recent data for Goal 3 had been released. The Interim Assistant Superintendent of FCPS Human Resources Sean McDonald communicated that it would be available in February.

Providence Representative Mimi Dash asked what is the evaluation process for the success of recruitment. The Interim Assistant Superintendent of FCPS Human Resources Sean McDonald communicated that all data is reported as part of the Goal 3 presentation and that Recruitment I measure by number of candidates, race and gender, ability to fill open positions, etc. He also shared that we look at Return on Investment as it relates to Recruitment. This data is embedded in Goal 3 reporting. He shared that we also evaluate recruitment opportunities. Providence Representative Mimi Dash said that the data would be helpful in our work and asked if it could be shared. The Interim Assistant Superintendent of FCPS Human Resources Sean McDonald agreed that it would be helpful and he will share report.

Braddock Representative Elizabeth (Lisa) Griffin also asked if we could see last year's Goal 3 report.

Chair Bumbaca asked that we approve this draft as a committee. Providence Representative Mimi Dash made motion that we accept those draft as the HRAC goals for 2020/2021. Representative at-large seconded the motion. A vote was taken and approved unanimously.

6:40pm-6:55pm Employee Bill of Rights (EBOR) Review and Collective Bargaining Context and other issues: Chairman Bumbaca shared that Interim Assistant Superintendent of FCPS Human Resources Sean McDonald would speak to the HR perspective and legal review but that FEA President Kimberly Adams and FCFT Tina Williams could also speak to this agenda item.

Interim Assistant Superintendent of FCPS Human Resources Sean McDonald shared that the FCPS Division Counsel was still reviewing the document and doing an in-depth review of each of the items. And he shared that they are also seeking guidance from the School Board on how to proceed. At this time, there was no detailed report from Legal.

Chair Bumbaca shared that originally EBOR was intended as a standalone document but there may be legal implications. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald shared that he had discussed with FCPS Division Counsel how EBOR played into Collective Bargaining. He shared that currently Collective Bargaining has not yet been adopted by the State Legislature had paused the legislation and may be enacted in May.

FCFT President Tina Williams shared that Collective Bargaining was in the early stages but that EBOR overlaps with the focus on a positive working environment aspects of Collective Bargaining. She shared that the two would complement each other and that the School Board feedback would be helpful.

FEA President Kimberly Adams communicated that the EBOR document was very important and that it would be helpful regardless of the adoption of Collective Bargaining. She also shared that Collective Bargaining would not begin until May at the earliest and that the adoption of EBOR could be sooner.

School Board member Karen Keys-Gamarra shared that the School Board could look at EBOR but not until after they received legal input. The issue is that the language included in documents like EBOR can create entitlements and potential lawsuits.

Providence Representative Mimi Dash communicated that the SR&R has more rights for students than what is identified for staff. She also shared that we as a committee should be prepared for rejection from Legal and that our committee should be proactive.

School Board member Karen Keys-Gamarra asked what sources were used to develop the language used. Chair Bumbaca shared that the HRAC had researched many states and local school districts. He also share that the committee had used the format of the IRS document to simplify the document.

Interim Assistant Superintendent of FCPS Human Resources Sean McDonald shared that the EBOR document was under review by Legal and had not been rejected.

Lee Representative Tiffany Pryce asked if there was timeline from Legal. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald shared that the FCPS Division Counsel was working on it but no timeline was established as of yet.

Chair Bumbaca shared that it appeared that the review of and possible adoption of EBOR and Collective Bargaining would be on parallel paths.

6:55pm-7:50pm K12 Insight documents (HR Business Services) and Q&A: Chair Bumbaca thanked Michael Draeger, FCPS Human Resources Director, HR Business Services, for being here to discuss the survey process.

Interim Assistant Superintendent of FCPS Human Resources Sean McDonald introduced the documents shared and also communicated that he and FCPS Human Resources Director Michael Draeger would give an overview of the employee engagement survey process.

FCPS Human Resources Director Michael Draeger provided an overview of the survey cycle process. He communicated that the Employee Engagement Survey was last conducted in 2019 and was administered over a three-week window. After the surveys are completed, the results are compiled by K12 Insight. K12 Insight compiles the results and does the data analysis by division, region, department, school and office.

K12 Insight then works with the leaders including principals and program managers on how to interpret data and utilize it to inform planning and decision-making. Over 300 members of FCPS leadership participated in workshops last February and identified strengths and priorities. There is a 4 step guide provided by K12 Insight to turn data into action and is grounded in a Continuous Improvement loop. There is also an opportunity for an exercise of Self Reflection. Leadership identifies the 3 highest positive responses and the 3 most negative as a starting point. A root cause analysis is then conducted. Leadership studies the data and creates an action plan as well as establishing a timeline. K12 encourages them to share the data and engage the employees and staff in developing action items.

Hunter Mill Representative Beth Eachus asked if other members of the workforce were included in developing action items. FCPS Human Resources Director Michael Draeger said that leadership were directed to engage their staff in developing solutions.

Representative at-large Emily VanDerHoff asked how frequent was the survey administered. FCPS Human Resources Director Michael Draeger responded that it had been done on an annual basis but had moved to every other year so that there was time to evaluate effectiveness of actions taken. Additionally the State now conducts their own climate survey in the off years.

FEA President Kimberly Adams shared that the FEA and FCFT participated in developing the solutions in the past but were no longer as deeply involved in the process. She shared that she thought the union participation could be valuable.

Interim Assistant Superintendent of FCPS Human Resources Sean McDonald shared that he had reached out to the Region Asst Superintendents to discuss how the results were utilized. He shared that it is used in discussions with leadership on how it was used to support change and to encourage collaboration as well as hold leadership accountable for outcomes. When the respective regions receive the report, they review the data, develop heat maps and use it to inform discussions with leadership. They review participation rates as well as levels of engagement. They also review it over the years to identify trends. The data is also combined with the state climate survey, the family engagement survey results, etc. to coach conversations as well as support and develop strategies for improvement. School leadership with low engagement are coached and collaboration is encouraged. They work to identify best practices and share it across the regions and FCPS.

Representative at-large Emily VanDerHoff asked if the HRAC should be looking at the top 20 schools to identify trends. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald shared that school-specific data is not shared publicly but best practices can be identified and shared with the committee.

Interim Assistant Superintendent of FCPS Human Resources Sean McDonald communicated that we had all received the K12 Insight Results document and it includes two components that he wanted to highlight:

- Within the Executive Summary, he wanted to share that 84% of the respondents were engaged or highly engaged in the work which is a 7% improvement.
- Work Environment received the highest weighted score
- Division Leadership received the lowest weighted score and may be an area of improvement
- Scores for workload reasonableness have been decreasing with workload concerns as a common theme
- Workload has been a concern this year due to the pandemic and also has been an area of opportunity in previous years.
- Engagement data by race and ethnicity is available for our review and use in identifying areas for opportunity.

Providence Representative Mimi Dash asked what question or questions were used to assess engagement. FCPS Human Resources Director Michael Draeger responded that K12 Insight utilized the first 9 questions to assess engagement.

Interim Assistant Superintendent of FCPS Human Resources Sean McDonald communicated that he hoped what was shared was responsive to the questions of the HRAC regarding how the survey was utilized.

Hunter Mill Representative Beth Eachus asked if there was an opportunity to benchmark and learn from schools that do well in areas of engagement and share across FCPS. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald communicated that there are opportunities to benchmark and share ideas within the debrief sessions. Additionally, the regional superintendents provide opportunities through principal meetings.

FCFT President Tina Williams asked how do we ensure accountability in terms of goals and outcomes. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald stressed the importance of leadership being held accountable through data. He shared that there is also a focus on communicating best practices as well as providing continuous professional development focused on equity. He communicated that making those links

between equity and diversity work and the work that happens through the employee engagement process. The goal is support the engagement of all employees.

Chair Bumbaca asked if there was information provided to leadership with a breakdown by race and ethnicity. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald communicated that information was not broken down within regional reports and that might be an opportunity for the committee to share.

Springfield Representative Patty Barbour asked what are the goals for what we want to see as it relates to recruitment and retention. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald communicated that the goals for the division are embedded in the FCPS strategic plan Goal 3 including recruitment, hiring and retention. He further explained that specific goals are incorporated within the School Improvement Plan.

Braddock Representative Elizabeth (Lisa) Griffin shared that there is an opportunity to take it a step beyond the survey and establish focus groups as part of the feedback loop and identify action items utilizing tactical feedback to build a premier workforce. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald communicated that is not the current structure as the data and action items are site-specific.

School Board member Karen Keys-Gamarra shared that the employee engagement numbers have been flat and she believed that the members of the HRAC had valuable knowledge and insights that could be useful. She further shared that this information is timely as the HRAC has an opportunity to feed and provide information as well as a framework for our future Asst Superintendent for Human Resources for FCPS. She also shared that we need to use best practices and the recommendations provided to inform hiring decisions.

Providence Representative Mimi Dash asked who was included in assessment of engagement data and determine actions. She shared that she felt that a team approach including staff members beyond the principal and administrators would be beneficial. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald agreed that we should encourage greater involvement beyond the principals in determining solutions.

Representative Joyce Harris asked if there is a specific question to measure improvement on diversity in the survey. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald stated that the engagement survey is just one data point as part of a collection of other data points (informally and formally) to inform decision-making.

7:50pm-7:55pm Responsibility and Responses of Regional Superintendents in Support of School Climate Survey Goals: Chair Bumbaca shared that this agenda item will be addressed at a future meeting.

7:55pm-8:00pm Agenda Setting for Next Month and Wrap-up: Chairman Bumbaca discussed goals for February meeting and our agenda including an item on the HRAC participation in the HR Assistant Superintendent Search. The plan is to invite members of the School Board to participate and hear a presentation of the HRAC 2020 report.

Dranesville Representative Shareem Annan if a diversity and inclusion index survey has been considered. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald said there has not.

Providence Representative Mimi Dash asked if we can review the FCPS diversity recruitment plan and provide feedback. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald said we could have a brief overview at a future meeting.

School Board member Karen Keys-Gamarra shared that Return to School has been the focus of the School Board. She said that COVID testing, mitigation and providing vaccinations for FCPS staff is the focus and a resolution regarding priority of access to vaccinations has been written and sent to the Governor.

Chair Bumbaca thanked the committee and specifically thanked Hunter Mill Representative Beth Eachus for her help with moderating the meeting and the minutes.

Providence Representative Mimi Dash made a motion to end the meeting. Springfield Representative Patty Barbour seconded the motion. A vote was taken and it was unanimous.

The next meeting of the HRAC meeting will be held virtually on Monday, February 1st from 6:00pm-8:00pm.