

## HRAC Meeting Minutes, Monday, March 1, 2021

The sixth meeting of the Human Resources Advisory Committee 2020-2021 (HRAC) met on Monday, March 1, 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  
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  
Marco Salinas, Multimedia Engineer, FCPS  
Anthony Harris, President of the Fairfax Alliance of Black School Educators  
David Swan, Chair of Support Services Employees Advisory Council (SSEAC)  
Dean Brooks, FCPS Human Resources  
Mie Devers, FCPS Human Resources  
Carolyn Haydon, FCPS Human Resources  
Michael Draeger, FCPS Human Resources  
Marwa Ali, Community Representative from Sully District  
Cheryl Larsen, Community Representative from Mount Vernon  
Ashley Hicks Johnson, FCPS Human Resources

The meeting proceeded as follows:

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

6:00pm-6:10pm Welcome, Meeting Agenda and Introductions: The Meeting Agenda was presented. Chairman Bumbaca shared the March 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. Each participant then introduced themselves.

6:10pm-6:15pm Minutes of the January 4 and February 1 Meetings: Chairman Bumbaca thanked Hunter Mill Representative Beth Eachus for compiling the meeting minutes for both January 2021 and February 2021.

Lee Representative Tiffany Pryce made a motion that the January 2021 minutes be approved and Braddock Representative Lisa Griffin seconded the motion. The motion passed with one abstention David Swan.

Representative at-large Anita Branch made a motion that the February 2021 minutes be approved and Lee Representative Tiffany Pryce seconded the motion. The motion passed with one abstention David Swan.

Chairman Bumbaca again thanked Hunter Mill Representative Beth Eachus for compiling the meeting minutes as they inform our future work. David Swan, Chair of Support Services Employees Advisory Council (SSEAC), said that the minutes were so well done by Hunter Mill Representative Beth Eachus that he was immediately caught up on three months of efforts.

6:15pm-6:20pm Update and Perspective from School Board Members: School Board Member Karen Keys-Gamarra thanked Chair Bumbaca and the committee for all their insights and all their hard work.

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 Springfield Representative Patty Barbour and Lee Representative Tiffany Pryce along with our HRAC Chair Leonard Bumbaca had been chosen as our representatives on the HR Assistant Superintendent Search Panel. Chair Bumbaca shared that the work was aligned with the goals of the HRAC and there were excellent candidates. He also thanked FCPS Human Resources specifically Carolyn Haydon and Adam McGeehan for their tremendous efforts in coordinating the process. Springfield Representative Patty Barbour agreed with Chair Bumbaca and shared that it was a well-run and well-organized process.

6:25pm-7:55pm Recruitment and Hiring Efforts Presentation: Chair Bumbaca introduced the next item on the agenda and asked Interim Assistant Superintendent of FCPS Human Resources Sean McDonald to provide an overview and introduce the team of presenters.

Acting Director Of the Office of Talent, Acquisition and Management Carolyn Haydon thanked for the feedback on the process and introduced Ashley Hicks Johnson, a senior specialist from the Talent, Acquisition Management. The presentation first focused on Grow Your Own Programs including Teachers for Tomorrow, Early Childhood Careers and Educators Rising Clubs. Teachers for Tomorrow Workgroup is focused on supporting and guiding expansion of FCPS Grow Your Own Programs. She shared that 31 Recruitment Contracts were awarded to former FCPS students and 42 Letters of Intent were awarded to former FCPS students. Annual Back2Fairfax programs are offered to former FCPS students as well. Senior Specialist Ashley Hicks Johnson also discussed the expansion and communication efforts regarding these Grow Your Own Programs.

Recruitment Administrator Dean Brooks next spoke on Diversity Recruitment. He shared that FCPS is focused on expanding recruiting efforts at HBCU (Historically Black Colleges and Universities) and MSI (Minority Serving Institutions). As part of this continuing effort, FCPS is establishing partnerships with colleges and universities to support pre-service teachers. We have over 400 students teachers that work in FCPS each year. FCPS also supports teacher preparation programs at colleges and universities. He also shared that FCPS is now expanding efforts to connect with possible teacher and other candidates through community organizations, employee associations and places of worship. FCPS also participates in recruitment and college job fairs held at HBCUs, HSIs (Hispanic Serving Institutions) and AANAPISI (Asian American Native American Pacific Islander Serving Institutions). He also shared that FCPS has expanded postings on job boards and online sites including EdWeek's [TopSchoolsJobs.com](http://TopSchoolsJobs.com), [DiversityinEd.com](http://DiversityinEd.com) and [DCJobs.com](http://DCJobs.com). He shared that additional FCPS recruitment efforts also include University Diversity Showcases, EdFest, Teacher Initiative Consortia, Career Switcher Nights, etc. Recruitment Administrator Dean Brooks shared that FCPS measures the effectiveness of their efforts and communicates their results through the Goal 3 Premier Workforce report.

Interim Assistant Superintendent of FCPS Human Resources Sean McDonald shared that FCPS is taking two paths towards to recruit talent. He said that the first path is a more traditional approach by recruiting through from job fairs, universities and the community while the other path is to focus internally with our FCPS students. And he shared that this recruitment is not just focused on teachers but also trades personnel. Senior Specialist Ashley Hicks Johnson discussed the Trades for Tomorrow program which focuses on recruitment of students who may be interested in trades positions by connecting with current students and possibly assisting with costs of trades studies and apprenticeships.

Interim Assistant Superintendent of FCPS Human Resources Sean McDonald shared that it is the goal of Talent Acquisition and Management to expand and strengthen our pipeline.

David Swan, Chair of Support Services Employees Advisory Council (SSEAC), thanked Senior Specialist Ashley Hicks Johnson for discussing the Trades for Tomorrow program as the SSEAC had worked with FCPS on this effort. He then asked Recruitment Administrator Dean Brooks about the efforts to recruit beyond teachers and how FCPS measures success of recruitment efforts beyond teachers. Recruitment Administrator Dean Brooks shared that the recruiting efforts at universities were not just for teachers but also for accountants, IT professionals, etc. All FCPS job postings are shared on job boards and online. Chair of SSEAC David Swan followed up and asked if these were targeted efforts. Recruitment Administrator Dean Brooks said they were targeted. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald shared that the data included in the Goal 3 report was focused on teacher positions but recognized that this data should be gathered and measured across all positions and has been done in the past. Recruitment Administrator Dean Brooks shared that FCPS appears in career fairs and community events to recruit for all FCPS positions. Senior Specialist Ashley Hicks Johnson also shared (via chat) that our Back2Fairfax Operational event is targeted towards careers in IT as well as the trades. We will have two sessions hosted by FCPS IT groups on IT networks within FCPS. It was all share that FCPS Career Switcher needs were across all groups, not just teachers.

Springfield Representative Patty Barbour asked questions regarding return on investment specifically as it related to Virginia State University. She asked how many students were interviewed for teaching positions and how many did we hire. Recruitment Administrator Dean Brooks shared that they are engaging the students early on to improve the recruitment. Springfield Representative Patty Barbour then shared that Teachers for Tomorrow should be made available in our schools with higher percentages of minorities along the Route 1 corridor. And she also asked how many of the scholarships given were given to our FCPS minority students. Acting Director Of the Office of Talent, Acquisition and Management Carolyn Haydon shared (via chat) that Lewis High School started the Teachers for Tomorrow program this year.

Springfield Representative Patty Barbour also asked how FCPS partnered with the HBCU Festival as she is heavily involved and works it every year. Recruitment Administrator Dean Brooks responded that FCPS is a participant and looking to expand their role. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald shared he would appreciate if Springfield Representative Patty Barbour would assist them in expanding and growing that relationship and the team is just three people so any leverage or assistance would be greatly appreciated. David Swan, Chair of Support Services Employees Advisory Council (SSEAC), shared that he was concerned that considering the importance of this effort is that it might not be reasonable to expect a three person team to meet all these expectations. School Board Member Karen Keys-Gamarra agreed but shared that the HRAC can make recommendations to address that problem.

Springfield Representative Patty Barbour also asked which schools or regions were doing the best at hiring minority teachers and can we start to identify best practices that can be shared.

Dranesville Representative Shareem Annan asked how many offer acceptances were related to our recruiting efforts at HBCU events, etc. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald shared that they could get the data to the HRAC. He also shared that it was a very competitive market and there were less teachers graduating. Dranesville Representative Shareem Annan also wanted to know if there were trends as far as applicants dropping out of the process. She shared that she was impressed by the community efforts and thought that Divine 9 might be another local organization with which FCPS should connect.

Lee District Representative Tiffany Pryce thanked FCPS for the great presentation and shared that there seemed to be a disconnect between the great recruiting efforts and our results. She asked what are the barriers and shared that there are schools still do not have black teachers. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald shared we are continuing to build overall diversity in our hires but we have a gap between the number of black applicants and black teachers hired. He also shared that they worked with FCPS leadership to understand implicit bias and develop plans to remove that bias. He said we do have schools that have zero black teachers and that is unacceptable. HR special projects administrator Mie Devers provides support to the 21 schools that do not have black teachers to work to change that situation. He shared that some situations are due to the community issues and so HR is focused on providing principals the support that they need.

Representative Joyce Harris shared that her children attended FCPS high schools and the black teachers that they had were few. She asked if we have all these partnerships then we should have more minority teachers and asked about the process for placement of minority teachers at schools. She suggested that new approaches might be needed including workshops featuring minority staff to speak and connect with the potential applicants.

Chair Leonard Bumbaca shared that there were a number of good ideas that we should capture and if we don't have time, please email those ideas that we might not have had time to hear or miss.

President of the Fairfax Alliance of Black School Educators Anthony Harris shared that he believed that there were two issues: 1) pipeline and 2) hiring. He had participated in the training with principals regarding implicit bias and felt that it was good work and powerful. He shared that if we want to hire more black and brown staff then we have to do one of two things that the people who are hiring are examining their hiring practices for implicit bias or we need to have more leadership of color. He shared that he recently hired a reading specialist that was an African American female and an engineering teacher who is a black man. The reading specialist has now taken a position as an assistant principal. We need to cultivate and develop talent. He asked about how much work has been done regarding incentives and he asked why teachers are going to other school districts rather than FCPS. He asked whether there were incentives that we could offer so that people of color come to FCPS. President of the Fairfax Alliance of Black School Educators Anthony Harris shared that we should talk to our minority staff as to what they thought of FCPS recruitment and hiring practices and we should ask HR special projects administrator Mie Devers to identify and learn what works.

David Swan, Chair of Support Services Employees Advisory Council (SSEAC), shared via chat that we will have to "up our game" on non-financial incentives if step increases and MSA efforts fail again this year.

Braddock Representative Lisa Griffin said that we need to know how many offers went out and how many acceptances in relation to our recruitment efforts. She shared that we also need to measure quality and retention of that hire via a longitudinal assessment. She said that teachers

should be incentivized to recruit great teachers. Providence Representative Mimi Dash said (via chat) that teachers recruiting teachers is key and that part of that is recognizing and respecting teachers. Hunter Mill Representative Beth Eachus shared (via chat) that when she worked in professional services, we were given "finders fees" to bring in colleagues if they were hired and stayed for a year.

Mt Vernon Representative Cheryl Larsen asked (via chat) if we can get statistics on what percent of applications are submitted by minorities and compare that to what percent of new hires are minorities. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald shared that it is included in the Goal 3 report.

David Swan, Chair of Support Services Employees Advisory Council (SSEAC) asked how does our retention rate compare between diverse and non diverse employee groups, specifically does it vary by area, facility, age, or job role.

School Board Member Karen Keys-Gamarra said that this discussion is what is important to the School Board. She shared that we have talent and ideas in this committee that we need to capture and utilize to improve our results.

Chair Leonard Bumbaca asked that the committee email ideas to him or Michele Cross. He also thanked Hunter Mill Representative Beth Eachus for working to capture all the ideas and discussion.

School Board Member Karen Keys-Gamarra asked Interim Assistant Superintendent of FCPS Human Resources Sean McDonald if we could bring in someone from Human Resources to get us data for this discussion in response to questions posed in the meeting and via chat. Interim Assistant Superintendent of FCPS Human Resources Sean McDonald shared that they will follow up with all data requests.

7:25pm-7:55pm Employee Engagement Survey Analysis and Perspective: Chair Bumbaca introduced the next item on the agenda.

Interim Assistant Superintendent of FCPS Human Resources Sean McDonald gave an overview of the Employee Engagement Survey Analysis presentation. Michael Draeger, Director of HR Business Services, and his team send out the employee engagement survey and compile and analyze results. Director Michael Draeger looked to the top highly engaged/engaged schools to identify drivers and best practices. He identified some common drivers which included school leadership, work environment, and a clear mission and vision and also shared highly engaged/engaged schools had a range of diversity.

Hunter Mill Representative Beth Eachus said that most of the schools that were highly engaged/engaged were elementary and asked if it was possible to look at higher performing middle schools or high schools to identify drivers as they may be different. Director Michael Draeger said that they can get that data.

Providence Representative Mimi Dash asked about the ethnicity breakdown and if it was just teachers or if it included other staff members at the school. Director Michael Draeger said that it included all staff.

Dranesville Representative Shareem Annan asked how do schools become highly engaged or engaged and if there was action plans developed for the schools that were not highly engaged. Michael Draeger, Director of HR Business Services, shared that we have data workshops and work with leadership to develop action plans at school sites.

David Swan, Chair of Support Services Employees Advisory Council (SSEAC), asked if that data was solely school-based and also asked if there is more recent data as this data is from 2 years ago. He also asked if the principal should determine whether and to whom the survey was disseminated. Michael Draeger, Director of HR Business Services, shared that the K12 (engagement) survey is promoted to all staff but it is not mandatory to protect confidentiality.

Chair of SSEAC David Swan asked that FCPS request that the VDOE climate survey be disseminated to all personnel - not just teachers and IAs. He shared that when data was analyzed from the K12 survey that the support services had the lowest scores. Michael Draeger, Director of HR Business Services, shared the K12 survey used to be every year but has moved to every two years due to cost reasons and so that there was time to analyze, develop actions and assess effectiveness and that the VDOE has a climate survey on opposite years.

David Swan, Chair of Support Services Employees Advisory Council (SSEAC), said that K12 survey was a better survey tool but that we must all assess staff. He further shared that every school has to give every employee has an opportunity to share feedback and it should not just be at the discretion of the principal. He also shared that the state's climate survey is the one that concerns him until we can afford to do the K-12 more inclusive survey every year. David Swan, Chair of Support Services Employees Advisory Council (SSEAC) also shared (via chat) that we need to correlate the exit surveys to the engagement survey results over the years.

President of the Fairfax Alliance of Black School Educators Anthony Harris shared that he provides the survey to every single staff person in his school and encourages participation in both the K12 engagement survey and the VDOE climate survey.

Chair Bumbaca next asked Representative At-Large Emily VanDerHoff to share her Employee Engagement Survey analysis and perspectives. She presented her summary and shared that workload issues are growing according to the survey results and that these workload issues impact retention. She shared that there are ongoing concerns regarding workload and the pandemic increased those issues. Representative At-Large Emily VanDerHoff shared that we get periodic check-ins through the ORSI survey which measures ongoing concerns regarding workload which has increased during the pandemic. She shared that the word art highlighted the words: Overwhelm, Challenge, Stress.

David Swan, Chair of Support Services Employees Advisory Council (SSEAC), said that his understanding is that the quick ORSI questionnaires are not for all staff, but solely instructional positions.

Interim Assistant Superintendent of FCPS Human Resources Sean McDonald shared that he would bring more information about the ORSI surveys and process to the next meeting.

Providence Representative Mimi Dash shared (via chat) that workload and respect issue are critical to trying to sell FCPS to new hires who have choices.

Representative At-Large Emily VanDerHoff highlighted that the survey results showed that staff did not believe that Division Leadership understood employee needs as it was rated on the lower end. She also shared that planning time was identified as an issue and could impact retention.

Chairman Bumbaca thanked Representative At-Large Emily VanDerHoff for her analysis.

7:55-8:00pm Agenda Setting for next Month and Wrap-up: Chairman Bumbaca thanked Hunter Mill Representative Beth Eachus for compiling the meeting minutes and they will be reviewed and discussed at the next meeting.

Chairman Bumbaca asked for a motion to adjourn. Hunter Mill Representative Beth Eachus made a motion to adjourn and Springfield Representative Patty Barbour seconded the motion. The motion was unanimous.

The next meeting of the HRAC meeting will be held virtually on Monday, April 12th from 6:00pm-8:00pm.