

## Meeting Minutes for FCPS' Human Resource Advisory Committee, January 7, 2019

**Location:** Gatehouse

**Minutes recorded by:** Lisa Raj

### Meeting Summary:

1. Helen Nixon's presentation on the Office of Research and Strategic Improvement (ORSI). Gallup has shown that "work-life balance" or flexibility is why many teachers leave, and "career growth" is why people change jobs in general. Possible best practices are stay conversations, focus groups, school improvement plans, and work-life balance conversations. Most importantly, clear expectations, coaching conversations, frequent feedback, and providing a direction for career to grow are some main practices we can utilize further.

2. Questions to ask ORSI to investigate

#### Main Questions (short term):

- What patterns exist in demographic data by elementary/middle/high in terms of best/worst practices?
- What data is currently missing?
- How does FCPS currently monitor and use data – what do they proceed to do with it?

#### Other questions:

- Is anyone in FCPS currently monitoring how teachers spend their time?
- Are schools implementing teacher retention guidelines and are we holding them accountable?
- How does personality/experience play into account in hiring/retaining teachers?
- How is school climate analyzed? What factors are used to do so?

3. Overview to prep for hosting Dr. Fabio Zuluaga, Region 2 Assistant Superintendent (RAS) and Lead RAS

Dr. Zuluaga will inform us of current status of coaching conversations and answer our previously informed questions.

- Alicia Plerhoples will lead charge to list questions for Dr. Zuluaga
- Questions must be submitted to her by January 16th
- Follow up questions are limited to 30 seconds speaking time

4. Proposed questions for Dr. Zuluaga

- How do you monitor current teacher retention on an annual basis?
- What do you do based on annual data?
- What are some of best practices you have uncovered?
- What are some areas you need more support on?
- How is management retention related to teacher retention?

5. Future Plans

January 23<sup>rd</sup> – Helen's meeting with the Society for Human Resource Management (SHRM)

February – Dr. Zuluaga's presentation

March – ORSI presentation

Note: Possibly bring in more people in committee – needs discussion

**Possible Variables:** number of substitutes, length/redundancy of exit surveys

**Important Points:** holding leadership accountable, improve leadership, helpful and meaningful employee engagement

**Best Practices Noted:** providing clear expectations, coaching conversations, frequent feedback, providing plan for career growth, focus groups, school improvement plan, work-life balance conversations, stay conversations

Detailed/Chronological Meeting Minutes:

**Response to Agenda**

- Howard Dwyer and Leonard Bumbaca express concern on factors other than just numbers – excess workload, redundant surveys, monetizing time, “overwhelmed”
- Megan McLaughlin – emphasizes bringing points/questions up to hold board accountable
  - Create project momentum model specifically for teacher retention

**Update from Helen – ORSI**

ORSI offers to conduct data analysis on employee engagement and school demographics

- Will have information to share by February meeting

Helen meeting with SHRM on January 23<sup>rd</sup>

- Future meetings we can invite content experts (March/April)
- Brian Willey – explore improving leadership

Gallup

- Best Practice: Focus on first month experience – make employees want to stay
- Seven essential stages of the employee life cycle (two detailed below)
  - Hiring process
    - Fair, speed, method, 6-month check-ins, intent surveys and stay conversations
  - Performance
    - Clear expectations, manager competence,
    - Less than 41% of employees know what is expected of me
- Viewed 12 questions of engagement
  - Tiffany Pryce - “engagement” should be meaningful and helpful
- Best practices
  - Stay conversations – helping employees know where to go/how
  - Focus groups - specific groups of teachers with similar areas
  - School improvement plan – annual goals of school w/ practices
  - Work-life balance conversations – what can we do for you in terms of flexibility
- Other districts don’t have as much of a focus on teacher retention
  - System: HR sets guidelines-> school does this
  - Do not have HR advisory committee
- Summary – Clear expectations, coaching conversations, frequent feedback, and providing direction for career to grow

**Questions for ORSI**

Time

- Is anyone in FCPS looking at how teachers spend their time?
  - “time motion study”

- Time budget out of 375 hours – prepping, meeting, teaching
- Currently no penalty for time inefficiency in place

#### School Demographics

- What patterns exist in demographic data by elementary/middle/high in terms of best/worst practices?
- What is FCPS doing with its data? Truly using the input and data?
  - Holistically
  - By each data source
- What are the practices used by schools with highest retention rates?
- Are schools implementing teacher retention guidelines?
  - Is there a system for holding them accountable?
- How does personality/experience play into account – hiring, nurturing a certain type of personality type
  - Using years of experience as a method of measuring
- How is school climate analyzed? What factors are used to do so?

#### \*Possible variables – substitutes, length/redundancy of exit surveys

##### Buckets

- Monetizing time
- Disparities between schools (best and worst retention)
- Learning from exit survey responses
- What data is missing?

Short term (Megan) – analyze best/worst patterns, identify missing data, previous usage of retention data/current practices (FCPS systems currently)

Long term – monetizing time

##### Final Categories:

- Demographics
  - Exit surveys
  - Compare best/worst schools with retention
- Identify missing data
- Investigate how FCPS currently uses data and implements practices

#### **Dr. Fabio Zuluaga – Region 2 Assistant Superintendent, Lead RAS**

##### Meeting:

- Tell us current status of coaching conversations
- Provide list of comprehensive questions
- Alicia – in charge of summarizing questions until next month
  - Grouping questions by topics
- System of limiting questions
  - 15 minutes for q&a
  - Limit questions for 30 seconds
- Send in questions by January 16<sup>th</sup> to Alicia

Megan – bringing in deputy superintendent (Dr. Frances Ivey) as she was tasked with similar topics

Leonard – using app to display questions on board system

**Proposed Questions to ask Dr. Zuluaga**

- How do you monitor current teacher retention on an annual basis?
- What do you do next?
- What are some of best practices you have uncovered?
- What are some areas you need more support on?
- How is management retention related to teacher retention?

**Future plan ideas**

January 23<sup>rd</sup> – Helen’s meeting with SHRM

February – speaking with Dr. Zuluaga

March – ORSI presentation

- SHRM
  - Other companies/private sector in HR experts
- Inviting people in to seat as public
- Brian Willey – brings up concern for bringing too many people in to the HRAC