

School Board Meeting

**Department of Human Resources and Talent Development
Update Regarding the Recruitment Strategic Action**

November 27, 2018

LCPS Strategic Plan

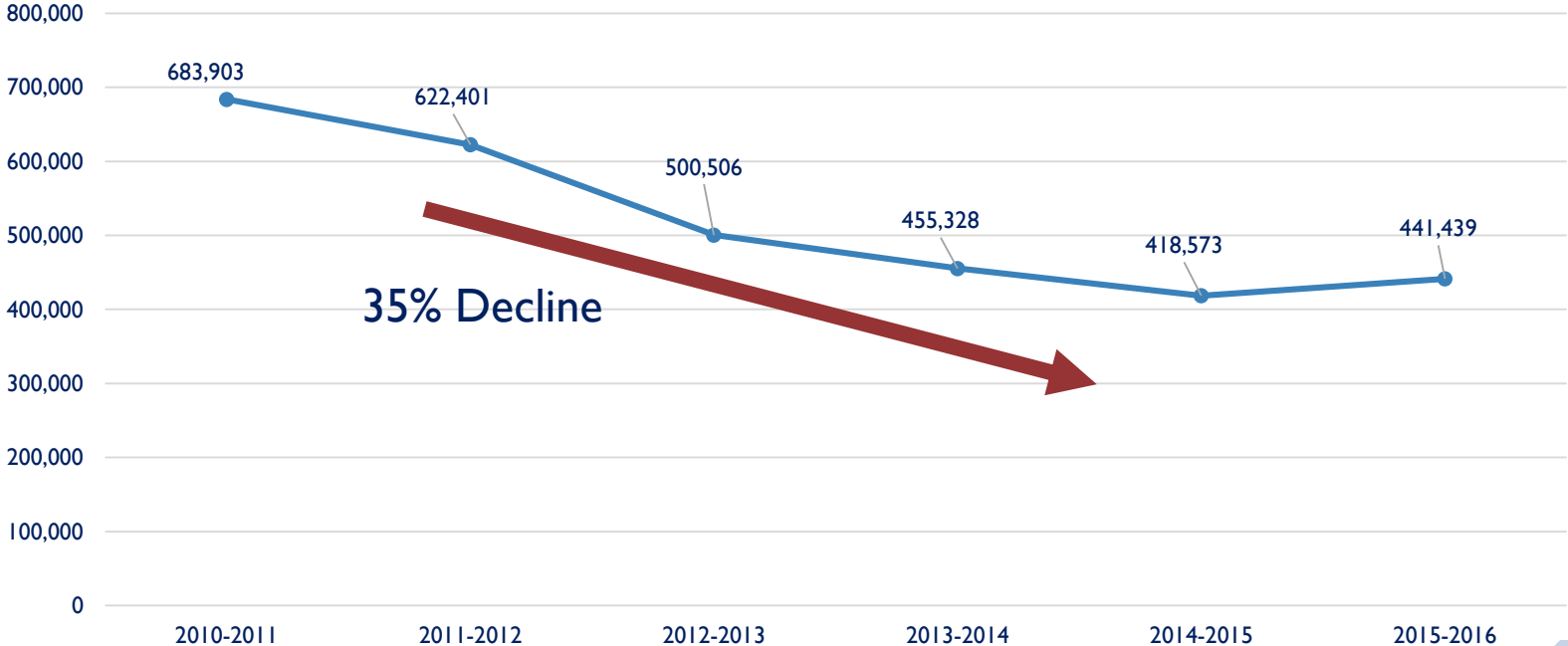


Goal 2: Cultivate a high-performing team of professionals focused on our mission and goals.

Topic: Recruitment

STRATEGIC ACTION	PERFORMANCE MEASURE	DESIRED OUTCOME
By 2020, LCPS will develop a recruitment program that will assist in staffing our schools and other departments within the School Division as well as attract a diverse applicant pool.	Established sourcing plan with components that include social media outlets, targeted use of online job boards and record of events with LCPS Personnel presence	FY16 Baseline Host 6 local fairs for staffing and have a Personnel Department presence at between 25 and 35 college/university fairs and community events.
		FY17 Develop sourcing plan that will evaluate and increase, where advisable, LCPS media presence.
		FY18 Expand LCPS's recruiting presence on social media and other online job boards.
		FY19 Develop recruiting presence in community outreach activities.
		FY20 Analyze LCPS's use of other recruitment advertising strategies,

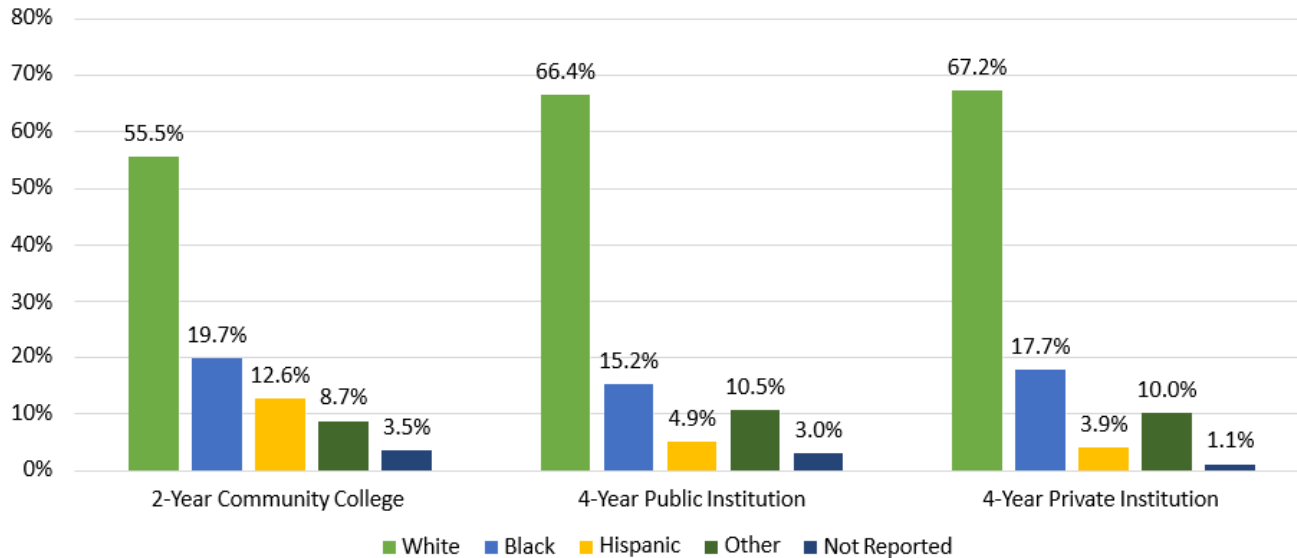
National Data on Teacher Preparation Program Enrollment



Source: Higher Education Act Title II Website. <https://title2.ed.gov/Public/Home.aspx>

Teacher Preparation Program Enrollment in Virginia

Enrollment by Institution Type and Ethnicity/Race – 2015/2016



Source: State Council of Higher Education in Virginia

Note 1: Community college enrollment includes teacher prep transfer and career switcher programs.

Note 2: Enrollment data excludes Liberty University's online programs for teacher preparation (87,350 students).

Note 3: Other includes American Indian/Alaskan Native, Asian/Pacific Islander, Multi-Race, and Non-Resident Alien.

Performance Measure 1

Established sourcing plan with components that include social media outlets, targeted use of online job boards and record of events with LCPS HRTD presence

Performance Measure I: Desired Outcome

FY19-Develop recruiting presence in community outreach activities

Performance Measure I: Actions

Participation in Community Events and Fairs (participated and ongoing)

- Job Prep Express
 - Employer panel
 - Interview workshop
- Hire Loudoun Career Fair-Fall and Spring
- LCPS Student Fairs
 - Fall College Fair-Stone Bridge HS
 - HBCU Showcase-Tuscarora HS
 - Spring Career Fair/Apprenticeship Night-Academies of Loudoun
- Veteran Recruiting Events
 - Loudoun and Quantico Veteran career fairs
 - Troops to Teachers-Teacher Interest Night
 - V3 Certification
- Gum Spring Library College and Career Fair
- Inspire-Connect-Educate Conference: Our Kids Rock Conference
 - Mock Interviews
 - LCPS Careers Opportunities
- Virginia Hispanic Chamber of Commerce-Employer Connect

Performance Measure I: Actions

Outreach to Community Organizations

- Communicate LCPS events to organizations to include diverse serving organizations (ongoing)
 - Loudoun NAACP
 - Asian American Chamber of Commerce
 - Northern Virginia Black Chamber of Commerce
 - Virginia Hispanic Chamber of Commerce
 - Loudoun County Indian Community-LCIC
- Troops to Teachers
- Fort Belvoir Employment Readiness Program
- Quantico Marine Corps Community Services (MCCS)
- Partner with diverse serving organizations (ongoing)
 - NAACP
 - MSAAC

Performance Measure I: Achievements

Increased visits to the LCPS recruitment webpage:
www.lcps.org/lcpsrecruitment

Timeframe	Site Visits to Recruitment Page
January 2016-December 2016	21,216
January 2017-December 2017	29,174
January 2018-December 2018*	43,719

*2018 is through October 2018

Performance Measure I: Achievements

Increased followers on social media:

	Twitter	LinkedIn
September 2016	5,457*	0
September 2017	7,308	1,570
September 2018	8,337	3,073

*@LCPSjobs Twitter account was created prior to the Recruitment arm in HRTD

Performance Measures 2 & 3

Established employee referral program with plans for expansion

Increased percentage of student teachers interested in remaining in LCPS

Performance Measures 2 & 3: Desired Outcomes

FY19-Add a referral component targeting student teachers

FY19-Increase the percentage of student teachers participating in job fairs and interview events by 5%

Performance Measure 2 & 3: Actions

Student Teacher New Hire Sessions (ongoing)

- Introduce recruitment team and contact information
- Share LCPS career fair information
- Promote LCPS referral program

College/University Placement Coordinators (planned)

- Promote LCPS career fairs and vacancies through placement coordinators
- Boutique student teacher events
- Promote LCPS referral program

Performance Measure 4

Completed plan to increase diversity in teaching force and evidence of training completion

Performance Measure 4: Desired Outcomes

FY19-With resources, expand unconscious bias training to additional individuals who typically serve on interview panels

FY19-Evaluate current onboarding program(s) to support diverse talent

Performance Measure 4: Actions

Unconscious Bias Training

- Part I: FY17 (completed)
 - Unconscious Bias Training
 - 522 participants
- Part II: FY18 (completed)
 - Hiring with Equity
 - 243 participants
- Part III: FY18 (completed)
 - Mitigating Unconscious Bias with Equity in Hiring
 - Expansion to teachers serving on interview committees
 - 277 participants
- Part IV: FY19 (planned)
 - Train-the-Trainer

Performance Measure 4: Data

“1 in 4 teachers of color enter through alternative certification pathways”

“Preparation and early mentoring strongly influence teacher effectiveness and retention”

Source: National Trends in Supporting Teacher Retention , September 2018, Learning Policy Institute

“Teacher workforce diversity – the first 5 years are crucial”

Source: A First Look at Teacher Retention in Virginia , October 2018, Teacher Retention Summit, Luke C. Miller, Ph.D

Performance Measure 4: Actions

New Hire Feedback (planned)

Employee Resource Group (planned)

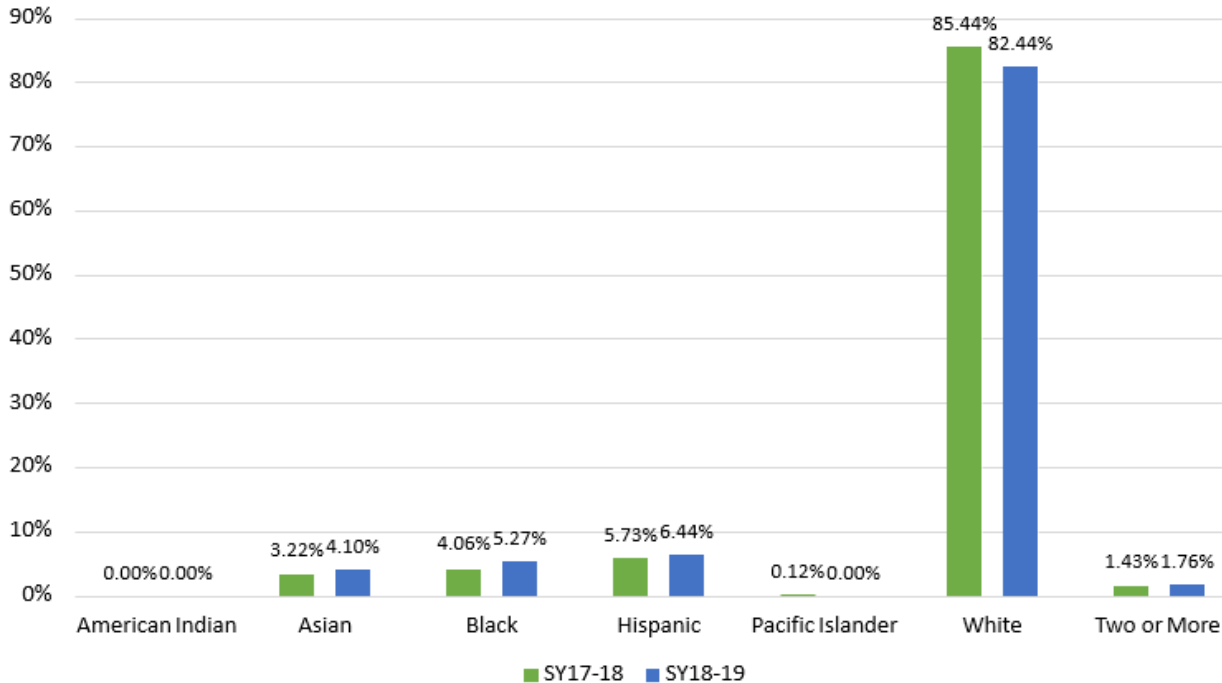
- Diversity Champions

Mentoring and Coaching (planned and ongoing)

- Additional Support for Career Switchers
 - Classroom Management
 - Career Switcher focus group
- Mursion training for new teachers
- Focus group for second-year teachers

Performance Measure 4: Achievements

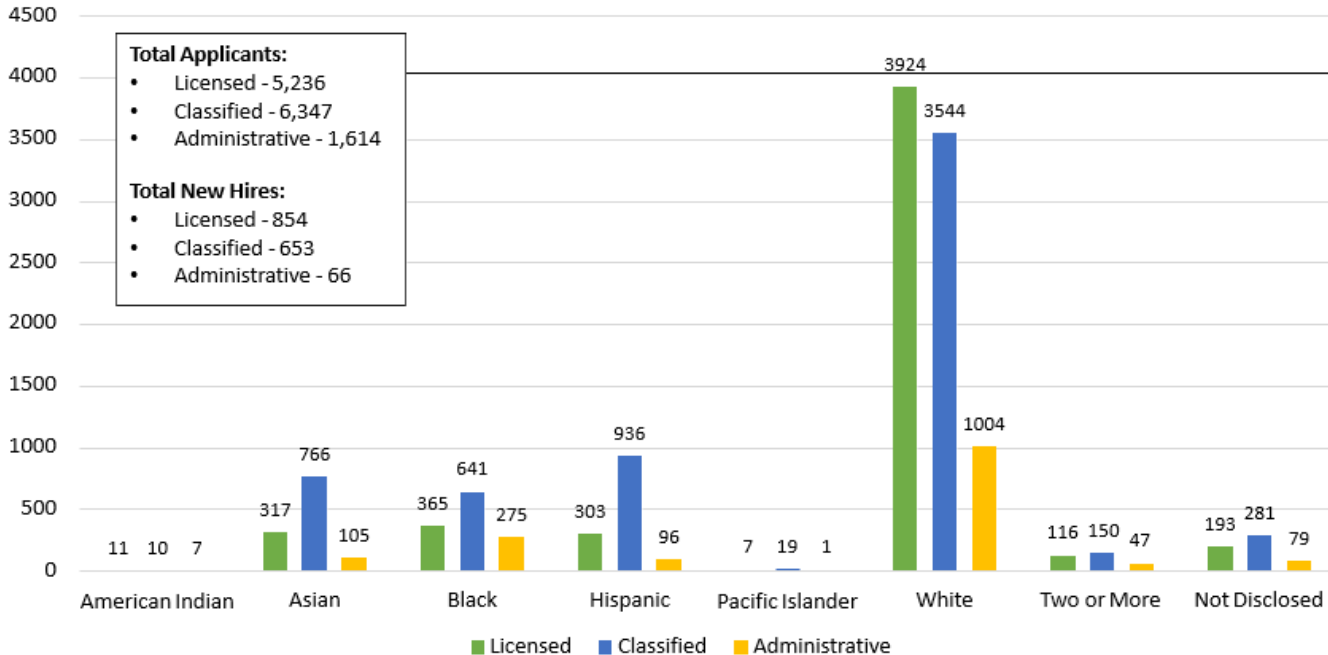
Licensed New Hires Yearly Comparison-Ethnicity and Race



HY17-18 to HY18-19:
23% increase in diverse new hires based on race and ethnicity

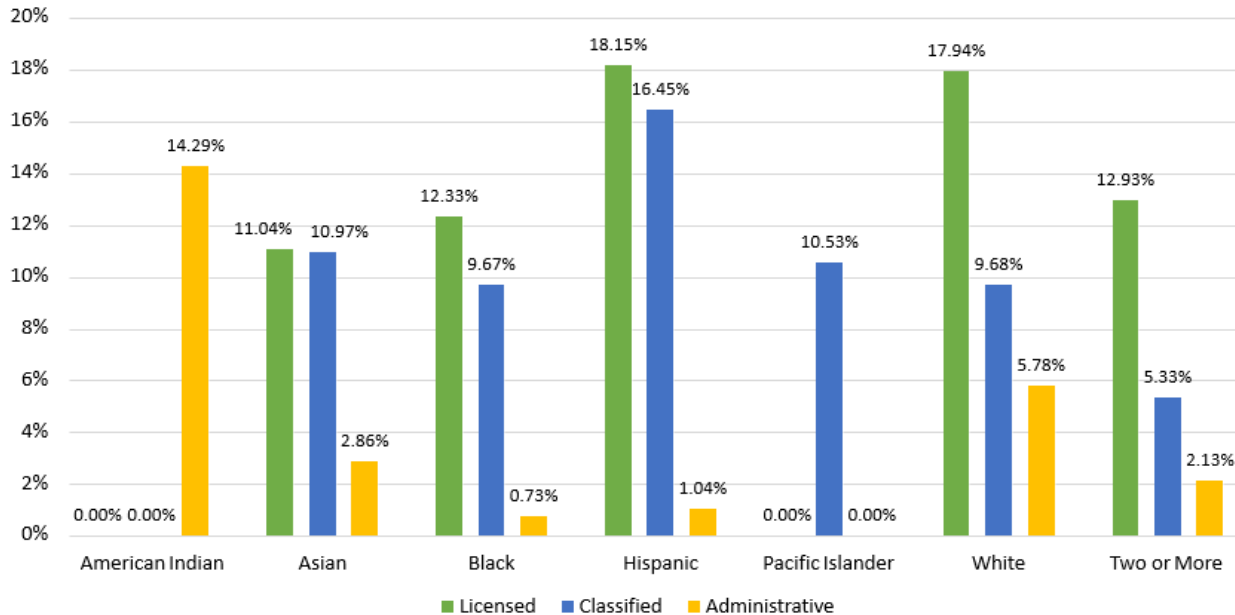
Performance Measure 4: Data

All Applicants: Ethnicity and Race



Performance Measure 4: Data

Percentage of Applicants Hired Compared to Total Applicants per Demographic: Ethnicity and Race



Performance Measure 5

Established candidate care, early hire, and long-term recruiting program

Performance Measure 5: Desired Outcome

FY19-With resources, implement a candidate care program aimed at retaining early hires and connecting with student teachers

Performance Measure 5: Actions

Candidate Care Portal

- Benefit information
- New hire forms
- Housing information
- Orientation calendar

Tips and Tricks for Principals

- Refer a friend
- Information in the portal
- Activities to network and engage

New Hire Webinars

- Living in Loudoun-housing
- Things to do in Loudoun
- Tips to connect with school and orientation events



Performance Measure 5: Actions

Student Teachers (ongoing)

- Introduce recruitment team and contact information
- Share LCPS career fair information
- Promote LCPS referral program
- Student Teacher Invitational (student teachers, career switchers, school counseling interns)-Fall and Spring

Progress Towards FY20

FY20 Desired Outcome

FY20-With resources, work with program sponsors, counselors, and principals to make recommendations for diversifying participation in Educators Rising and Teacher Cadet programs

FY20-Develop continued contact program for Educators Rising and Teacher Cadet students

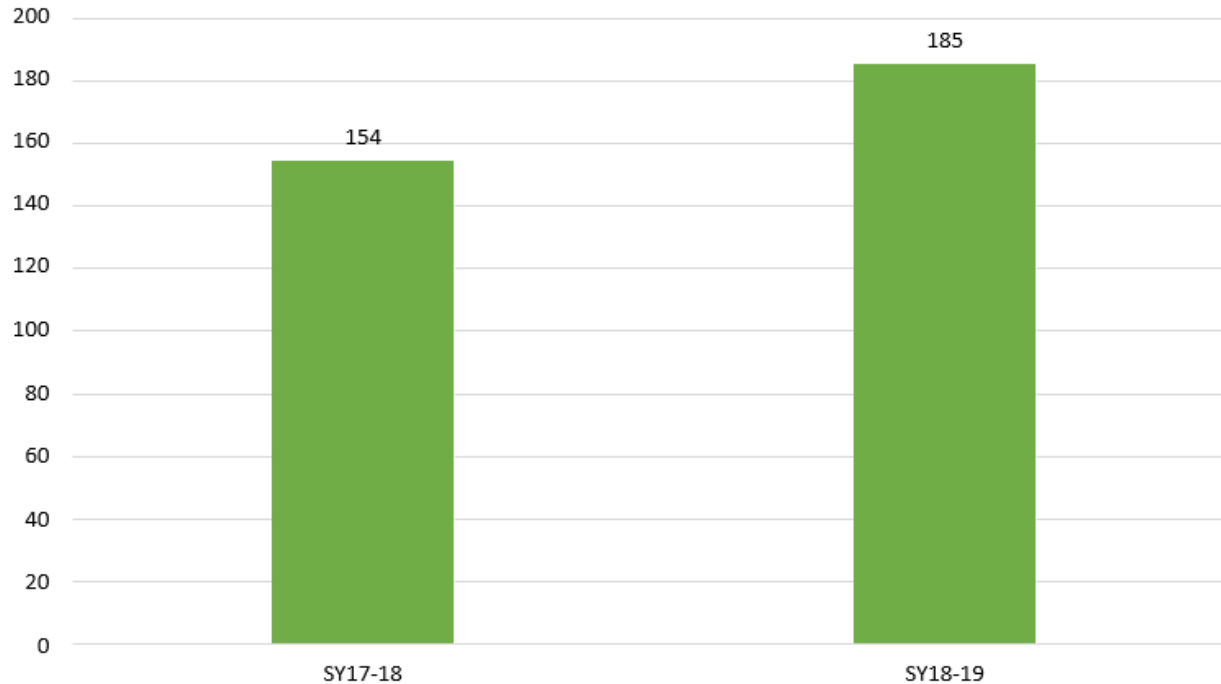
Progress Towards FY20: Actions

Ongoing and Planned Activities

- Monthly meetings with Educators Rising Sponsors
- Sponsor LCPS Educators Rising Conference
- Promote Teacher Cadet course during course registration-flyers and video in schools and career centers
- Meeting with Directors of Counseling
- Promote Teacher Cadet and Educators Rising at LCPS college fairs, HBCU Showcase
- Attend CAMPUS and AVID Senior Night –promote careers in education
- Visits to middle schools to talk with 8th graders about careers in education and promotion of Teacher Cadet and Educators Rising

Progress Towards FY20

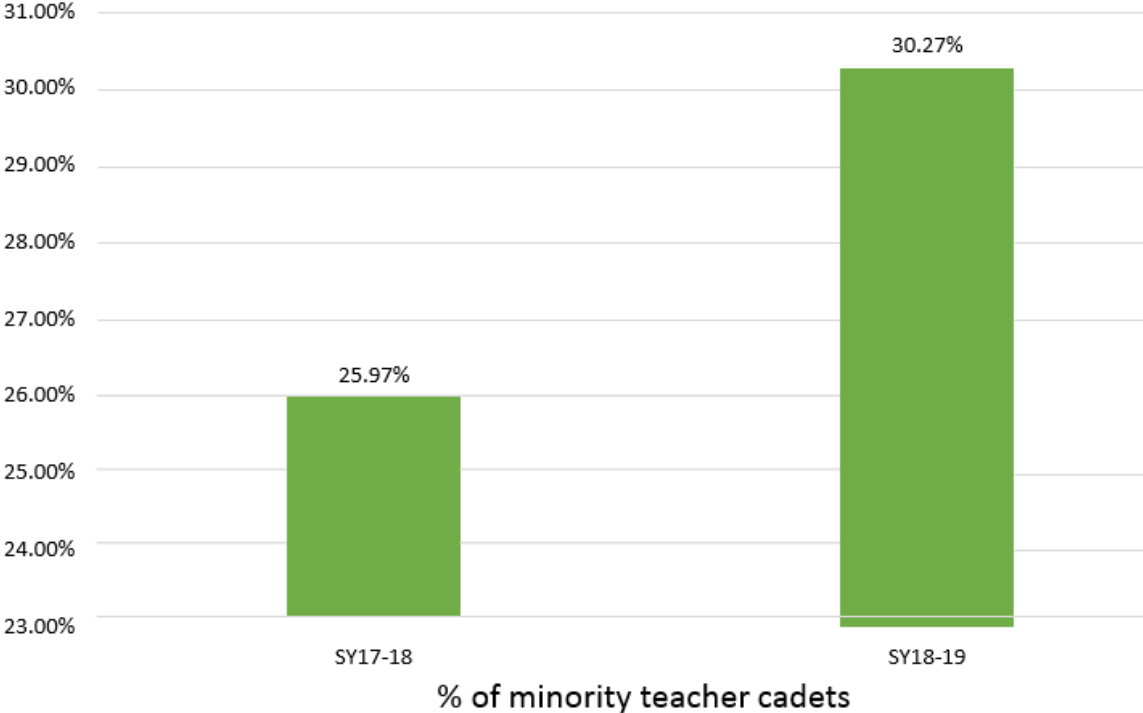
Teacher Cadet Student Enrollment-Multi-Year Comparison



SY17-18 to SY18-19:
20.13% increase in students enrolled in Teacher Cadet course

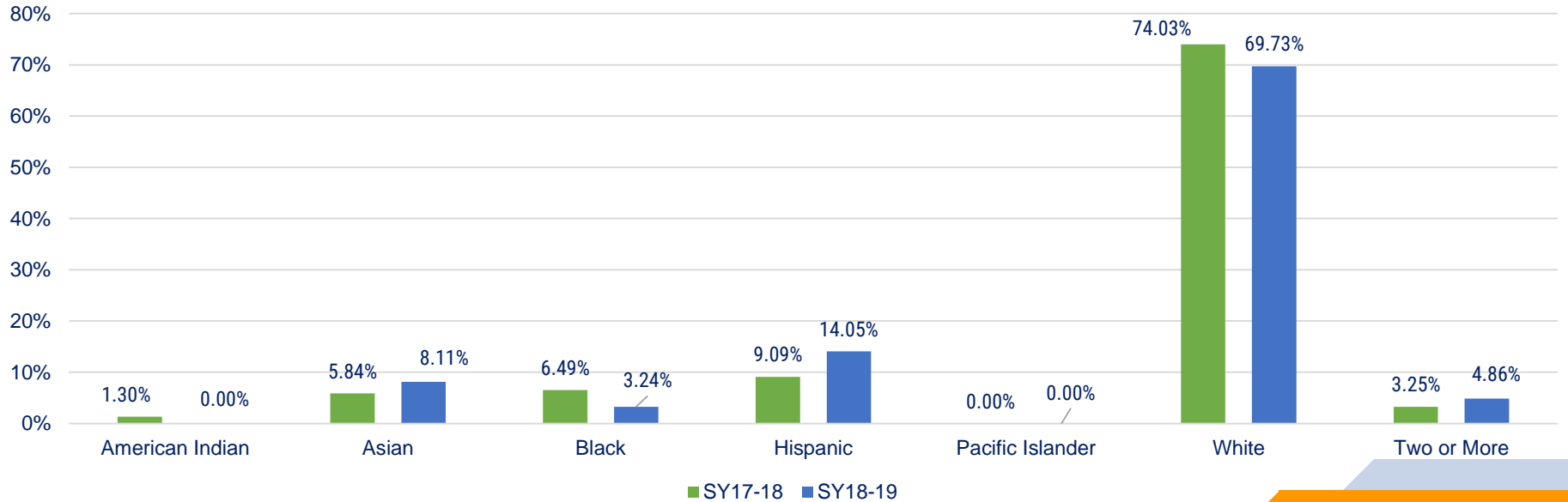
Progress Towards FY20

Teacher Cadet Student Enrollment-Ethnicity and Race



Progress Towards FY20

Teacher Cadet Student Enrollment-Ethnicity and Race



Recruitment Summary

- There is a decline in enrollment in teacher preparation programs. Not all of those enrolled in teacher preparation programs complete those programs.
- There are fewer minority candidates enrolled in teacher preparation programs.
- Proactive efforts to promote enrollment in Teacher Cadet and Educators Rising is a long-term strategy that will help support our teacher pipeline and increase diversity.
- It's essential to continue to enhance onboarding and mentoring opportunities for new hires to support teacher retention.
- Having a highly qualified teacher is the most important school-related factor in a student's success. Early hiring continues to be a priority as we compete for talent in a national teacher shortage.

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