School Board Meeting

Strategic Action Plan Update

Department of Human Resources and Talent Development

February 27, 2018
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.
Teacher Shortage in Virginia

• “...Teacher shortages have long existed in the state, but the issue has become increasingly severe in terms of the number of unfilled positions, the breadth of subject areas that are hard to staff, and the diversity of teachers relative to the student body.”

• The number of unfilled teacher positions across the state has increased by 40% over the past 10 years.

Source: Preliminary Report from the Advisory Committee on Teacher Shortages, October 2017, University of Virginia
National Data on Teacher Preparation Program Enrollment

Teacher Preparation Program Enrollment in Virginia

Enrollment by Institution Type and Race/Ethnicity – 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.
DESIR ED OUTCOME
FY17 – Develop sourcing plan that will evaluate and increase, where advisable, LCPS media presence.

AC HIEVEMENT
Sourcing plan developed to include the following components:
- ✔ Strategic Early Hiring
- ✔ Unconscious Bias Training
- ✔ Employee Referral Program
- ✔ College/University and Community Partnerships
- ✔ Troops to Teachers and V3 Certification
- ✔ Career Fairs (Internal/External)
- ✔ Student Teacher Recruitment
- ✔ Candidate Care
- ✔ Teacher Cadet/Educators Rising Pipeline
- ✔ Social Media and Online Job Board Marketing
DESIRED OUTCOME
FY18 – Sourcing plan select component highlights:

ACHIEVEMENT

Strategic Early Hiring
- 5 strategy workshops conducted for principals, senior staff, and HRTD staff
- Detailed attrition data by endorsement area is analyzed for a multi-year period to predict needs

Career Fairs
- 12 in division fairs/events and 39 college/university events representing 40 diverse colleges scheduled
- February 2018 in division fair: 204 participants – 60 early contracts offered
- 195 participants attend first annual licensed transfer fairs conducted

Pursuing V3 (VA Values Veterans) Certification
- Overview to HRTD Committee – Nov. 2017
- Event announcements/postings to Fort Belvoir and Quantico Employment Transition Centers
Diverse College and University Outreach/Partnerships/Career Fairs

- Benedict College
- Bennett College
- Bowie State University
- Claflin College
- Clinton College
- Coppin State University
- East Carolina University
- Elizabeth City State University
- Elon University
- Fayetteville State University
- Fisk University
- George Mason University
- Greater Philadelphia Teacher Job Fair
- Hampton University
- Howard University
- James Madison University
- Lane College
- Livingstone College
- Morgan State University
- Morris College
- North Carolina A&T State University
- North Carolina Central University
- Old Dominion University
- Princeton University
- Radford University
- Saint Peter’s University
- Seton Hall University
- Shaw University
- St. Augustine’s University
- Tennessee State University
- University of Maryland-Eastern Shore
- University of Maryland – College Park
- University of North Carolina
- University of the District of Columbia
- Virginia Commonwealth University
- Virginia State University
- Virginia Union University
- University of Virginia
- College of William & Mary
- Winston Salem State University

List above is not inclusive of all recruitment areas. HBCUs are in bold font.
**RECRUITMENT**

**DESIRED OUTCOME**
FY18 – Expand LCPS’s recruiting presence on social media and other online job boards.

**ACHIEVEMENT**
HRTD LinkedIn account established
- 2,163 followers and growing
- Posts highlight LCPS schools, activities, and employee spotlight
- Highlight recruitment events and vacancies
- Search, find, and engage candidates
- Employee network that promotes LCPS

HRTD Twitter account @LCPSjobs
- 8,173 followers and growing
- Tweets highlight LCPS schools and activities
- Tweets promote recruitment events
DESIRED OUTCOME
FY18 – Expand LCPS’s recruiting presence on social media and other online job boards.

ACHIEVEMENT

HRTD Recruitment webpage
- 15,417 webpage visits (10-1-17 to date)
- 27,082 webpage visits (10-1-16 to 9-30-17)
- Advertise career fair events

HRTD highlights on LCPS Facebook: New teacher recognition first weeks of school
- 3,317 Likes, 93 Shares, and 387 Comments

College/University Job Boards
- 179 career sites to include HBCUs and HSIs

Targeted use of online job boards
- Washington Post (filters postings to other sites)
- Indeed
- Teachers-Teachers.com
- Topschooljobs.org (ED Week)
- Troops to Teachers (National and State)
RECRUITMENT

DESIRED OUTCOME

FY17 – Develop and implement a candidate referral system.

FY18 – Add a referral component targeting new employees.

ACHIEVEMENT

Candidate referral system established
✓ Marketing campaign continues (Peachjar, LinkedIn Spotlight, LCPS website)
✓ 178 candidate referrals received from employees and community members
✓ 39 referred candidates hired

New referral component added
✓ NEO (New Employee Orientation) recruitment announcement and “Refer a Teacher” postcard given to over 800 new hires
✓ Reminder emails sent to new employees with career fair flier and postcard to kickoff SY19 hiring season
DESIRED OUTCOME

FY17 – Work with consulting services to develop a plan to create a more diverse teaching force and build a network of recruiting resources for diverse talent including colleges/universities, local organizations and national non-profits. Provide training for hiring managers on unconscious biases.

ACHIEVEMENT

With consultant, developed plan to create a more diverse teaching force

- Hire earlier
- Provide training for hiring managers
- Implement new applicant tracking system
- Expand the recruitment team
- Recruit to reach diverse populations
- Refresh marketing materials
- Utilize social media
- Implement Vision 20/20 plan

Provided training on unconscious bias to hiring managers (Summer/Fall ’16)

- 522 participants: principals, assistant principals, deans, counselors, teacher leaders, supervisors, directors, and cabinet members
Marketing Advertisements
DESIRED OUTCOME

FY18 – Provide training for key interview committee members on unconscious biases. Work within HRTD and with school and division hiring managers to increase diversity on hiring committees. Develop relationships with college and university education programs (including HBCUs and HSIs) that have historically yielded large numbers of new hires to LCPS.

ACHIEVEMENT

Provided training for key interview committee members on unconscious bias

✓ Summer 2017: 243 Participants: principals, assistant principals, supervisors, directors, and cabinet members
✓ Simulated resume review and interview process
✓ Review of best practices for creating a diverse applicant review team and interview panel

Continued development of college/university partnerships

✓ Developed presentation about LCPS and career readiness for campus visits
✓ Fall ’17: Conducted 5 campus workshops with university education students (UDC, SU, UMW, JMU, VCU)
✓ Established W&M Troops to Teachers partnership
SUMMARY

✓ The recruitment strategic action is a living document that serves as a roadmap focused on hiring high-performing teachers in a shortage environment with a continued focus on increased diversity.

✓ There is a decline in enrollment in teacher preparation programs at the state and national levels. Not all of those enrolled in teacher preparation programs complete those programs.

✓ There are fewer minority candidates enrolled in teacher preparation programs at the state and national level.

✓ Early hiring is essential as teacher candidates have multiple opportunities in this continued shortage environment.

✓ Recruiting over 800 highly qualified teachers annually is challenging and exciting. HRTD is proud of the many recruitment achievements which ultimately impact student learning in a positive way.
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