Loudoun County School Board

Budget Work Session

Department of Personnel Services
January 14, 2016
Overview of DPS Activities

- Staffing, Licensure, Contracts
- Recruitment, Retention, and Recognition
- Employee Relations
- Mentoring, Coaching, Evaluation
- Substitute Management
- Compliance
- Personnel Data Management and Reporting
- Oracle Phase II – Software Systems Transition
DPS Core Questions

Core Belief: A culture of continuous improvement drives the fulfilment of our mission

- What is your proposed solution?
- How can we do that?
- What if this were happening to me?
- How do the decisions I make today affect our students?
- How do the decisions I make today affect our employees?
• 0% increase last year due to reallocation and strategic reductions
• 6 positions repurposed through attrition since FY14
• Net gain of 1 employee since FY 09 (2.17%)
In the meantime, the employee population has increased by 22.5%, and the student population has increased by 26.9%.
FY 17 Budget Priorities

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

- Recruit and retain high-performing teachers in an emerging shortage environment
- Recruit and retain other employees by examining the classification system to ensure it is internally equitable and externally competitive
FY 17 Budget Priorities

Strategic Goal: Deliver effective and efficient support for student success

- Monitor contract and work agreement terms, hours, days, salaries, and experience verifications
Personnel

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

Strategic Goal: Deliver effective and efficient support for student success

- Increase of 14.9% requested
- Four positions requested:
  - Personnel Specialist, Recruitment
  - Licensed Teacher Recruiter, 212 days
  - Personnel Supervisor, Classification
  - Personnel Specialist, Monitoring
Recruitment – National and State Data

• Decrease nationally in number of individuals entering teaching (Title II Higher Education Act Report, 2014)
  
• Decrease has caused hardships nationally with hard-to-fill positions such as math, science, ELL, special education (Henderson, 2015; McKenna, 2015; Newton, 2015; Rich, 2015; Westervelt, 2015)

• Virginia among states recognized nationally as having a decreased enrollment in teacher preparation programs, with a 4.23% year-over-year decrease from 2012 to 2013 (Title II Higher Education Act Report, 2014)
Recruitment – National Data

National Data on Teacher Preparation Program Enrollment 2009-10 to 2012-13

Source: Department of Education Title II Higher Education Website
Recruitment – Virginia Data

Number of Students Enrolled in Teacher Preparation Programs in Virginia 2009-10 to 2012-13

Source: Department of Education Title II Higher Education Website
Recruitment – Teacher Shortage Impact to LCPS

LCPS Year-over-Year Monthly Average Licensed Vacancy Comparison

# Resources In Other School Divisions

## Region IV

<table>
<thead>
<tr>
<th>School System #1</th>
<th>School System #2</th>
<th>School System #3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment Supervisor</td>
<td>Coordinator of Recruitment</td>
<td>Talent Acquisition Supervisor</td>
</tr>
<tr>
<td>Recruitment Coordinator</td>
<td>Employment Specialist – recruits teacher positions &amp; organizes recruitment trips</td>
<td>Two (2) Talent Acquisition Specialists</td>
</tr>
<tr>
<td>Recruitment Specialist (classified*)</td>
<td>Employment Specialist – recruits support and hourly positions</td>
<td>Administrative Assistant (classified)</td>
</tr>
<tr>
<td>223-Day Licensed Position – focuses on teacher cadet programs and teacher engagement</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Classified position indicated where known
Personnel Specialist, Recruitment

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

• Coordinate LCPS job fair participation
• Create a sourcing plan for all LCPS recruitment needs
  ✓ Inviting presence for more diverse candidates
  ✓ Colleges and universities—network
  ✓ Internal referrals
  ✓ Social media
  ✓ Associations
  ✓ Websites
Licensed Teacher Recruiter

- Institute a candidate care program
- Encourage candidates to accept offers with LCPS over those of other organizations.
  - Mitigate the impact of declined offers
  - Mitigate the impact of resignations prior to the start of school
  - Improve retention before start date
- Network with current LCPS teachers to create a flow of new teachers

Strategic Goal: Cultivate a high-performing team of professionals focused on our mission and goals
Licensed Teacher Recruiter

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

- Build on Teacher Cadet and Educators Rising programs
- Facilitate roundtable discussions with current LCPS teachers on recruitment and retention, to include discussions regarding minority recruitment and retention
Reclassification

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

• Administrative Salary Scale
  ✓ 149 job titles
  ✓ Placement practices
• Classified Salary Scale
  ✓ 191 job titles
• Auxiliary Salary Scale
  ✓ 4 job titles
  ✓ Does not correspond with licensed degree levels
<table>
<thead>
<tr>
<th>STRATEGIC ACTION</th>
<th>PERFORMANCE MEASURE</th>
<th>DESIRED OUTCOME (TARGET)</th>
</tr>
</thead>
</table>
| Develop and implement a review cycle for reviewing the compensation of all positions on the classified, auxiliary, and administrative salary schedules. The review will include an assessment of whether positions are placed at the appropriate level within a salary scale. | Summary reports to include positions reviewed | FY16 Baseline: Positions are reviewed on an ad-hoc basis.  
FY17: Assess a portion (specific portion TBD) of all non-teaching positions to determine whether any changes are recommended.  
FY18 Assess another portion (specific portion TBD) of all non-teaching positions to determine whether any changes are recommended.  
FY19 Assess another portion (specific portion TBD) of all non-teaching positions to determine whether any changes are recommended.  
FY20 Assess another portion (specific portion TBD) of all non-teaching positions to determine whether any changes are recommended. |
• Classified and administrative positions reviewed on a six-year cycle
• Analysis of auxiliary salary scale
• Analysis of placement practices on the administrative salary scale
• Comparable job titles reviewed contemporaneously
• Targeted use of financial resources
• Internally equitable and externally competitive

Strategic Goal: Cultivate a high-performing team of professionals focused on our mission and goals
Current Reclassification Process

• Ad hoc
• Review completed in response to a specific request
• Comparable job titles not always reviewed concurrently
• No designated staffing support
• No designated resources for contracting
<table>
<thead>
<tr>
<th>Current</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>No full time designated employee</td>
<td>Personnel Supervisor</td>
</tr>
<tr>
<td></td>
<td>$135,851 (using FY17 Budget Estimate)</td>
</tr>
<tr>
<td>Review done on an as needed basis – no cycle</td>
<td>Six-year position review cycle</td>
</tr>
<tr>
<td>Reactive in nature</td>
<td>Proactive, strategic approach</td>
</tr>
<tr>
<td>Initiated when justification packet submitted by manager; includes a questionnaire</td>
<td>Tools utilized may include interviews of incumbents and supervisor, job observations, internal questionnaires/surveys and external market surveys</td>
</tr>
<tr>
<td>Process for administrative and auxiliary scale positions have varied over the years but were all ad hoc</td>
<td>Review and updates of job descriptions as positions analyzed</td>
</tr>
<tr>
<td></td>
<td>All positions reviewed when cycle is complete</td>
</tr>
<tr>
<td>School Division #1</td>
<td>School Division #2</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>No school division employees</td>
<td>Four administrative school division employees, plus a recruiting team</td>
</tr>
<tr>
<td>Contracted with consultant</td>
<td>Consulting with contractor to develop cycle</td>
</tr>
<tr>
<td>Positions reviewed at rate of $400+ an hour</td>
<td>No additional cost of resources has been established yet</td>
</tr>
<tr>
<td>$400+ X 8 hours a day = $3200+ per day</td>
<td>Cost of contract unknown</td>
</tr>
<tr>
<td>Positions reviewed on an ad hoc basis</td>
<td>Positions reviewed on an ad hoc basis</td>
</tr>
<tr>
<td>Reactive, no established review cycle</td>
<td>Reactive, initiated by recruiting team or hiring manager</td>
</tr>
</tbody>
</table>

School Division Comparison
Region IV
Personnel Supervisor, Classification

- Evaluate job descriptions and salary scales to determine appropriate classification
- Design and develop tools and procedures for classification
- Conduct observations, interviews, analyses, and market analysis
- Design employee/manager communications
- Update job descriptions
- Make policy recommendations

Strategic Goal: Cultivate a high-performing team of professionals focused on our mission and goals
Monitors contract and work agreement terms, hours, days, salaries, and experience verifications

Sample from high-volume period shows this function pays for itself

Function currently being performed by a part-time retiree and a data and monitoring specialist

- Over 300 data requests annually
- Succession planning
- Planning to implement a new software system
• 12.3% increase following last year’s 34.2% decrease
  ✓ Contractual Services constitutes most of the increase
  ✓ Other categories are small dollar amounts
Primary increase is in contractual services

- FY 15 actuals showed increase in payments to state police
- VA CPS rate increased by 20%
- Licensed hires up since FY 14
- Increase in volunteer coaches
- Fluctuations in TB test/screening rates
- Fluctuations in CPS expenditures based on history of residency
Materials, Supplies, and Equipment

✓ Increase is related to our employee evaluation software system
✓ Both more employees overall as well as adding more employee groups
✓ Vendor has been acquired after long period of no increases
• Written justifications are provided for every new initiative/position requested
• A draft job description is provided for every new position requested
• We anticipate that if all positions were approved, we would still be behind our competitors in the amount of resources devoted to recruiting and behind some competitors in amount of resources devoted to position reclassification.

• Pursue objectives that have the biggest impact on quality in the classroom by cultivating a high-performing team of professionals focused on our mission and goals.

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