Human Resources and Talent Development Coordinator – Special Education

Administrative Position, Level 2
Salary Range: Refer to Administrator Salary Scale
12 Month Position, 8 hours Per day

DESCRIPTION:
The Human Resources and Talent Development Coordinator is responsible for providing HR support regarding all aspects of recruiting, hiring and staffing for special education positions and programs for Loudoun County Public Schools.

PRIMARY RESPONSIBILITIES:
- Counsels applicants and employees in matters of licensure, job qualifications, evaluations, career pathways, resignations/termination/retirement and other professional issues
- Partners with hiring managers in recruiting, interviewing, screening and making recommendations regarding personnel for employment; assists in the orientation of new personnel and provides information, direction and assistance in implementing HR policies
- Participates in the resolution of employee relations issues
- Participates in investigations and produces cogent reports
- Represents the School Division in unemployment hearings as required by the Virginia Employment Commission and the other states as required
- Reviews and assures compliance with Federal, State and other statutes and regulations affecting HR programs
- Leads special projects and performs related work as required

QUALIFICATIONS:
- At minimum, holds a Bachelor’s Degree from an accredited college or university, with a Master’s Degree, school administration and supervision endorsement, or human resources certifications preferred (e.g., PHR, SPHR, SHRM-CP, SHRM-SCP)
- Has experience in human resources environments or school-based environments in a licensed or administrative role
- Has knowledge of the principles and practices of public school administration, human resources administration, employee evaluation systems and equal employment
- Has working knowledge of computer applications including Word, Excel, PowerPoint, applicant tracking technology, etc.
- Has strong written and verbal communication skills and a preference for detail
- Has demonstrated the professional and personal characteristics necessary for working effectively with school personnel and within the community
- Has demonstrated the ability to work successfully in a fast-paced, high volume work environment

ORGANIZATIONAL RELATIONSHIP:
The Human Resources and Talent Development Coordinator – Special Education is directly responsible to the Human Resources and Talent Development Supervisor – Special Education.
Human Resources and Talent Development (HRTD) Coordinator – Special Education

Justification

The purpose of this memo is to request an HRTD Coordinator to assist in our service delivery to school-based and central office special education hiring managers. As the LCPS special needs student population and programs continue to grow, the demand for efficient human resources support for special education K-12 programs increases. Special education services are provided to over 8,500 LCPS students and include a multitude of specialized programs for students with disabilities.

Currently, there is only one HRTD administrator who is responsible for all special education staffing and employee relations for an employee base of almost 1,650 special education teachers, teacher assistants, and behavior assistants. This employee is responsible for facilitating the hiring of new licensed and classified employees, managing voluntary and involuntary transfers, and addressing employee relations issues and subsequent investigations. Staffing for special education also includes summer extended school year services, which for the summer of 2016 required this employee to determine the eligibility of approximately 800 applicants.

This employee has a large volume of positions to fill because the attrition and transfer rate among special education employees is higher than for other similar employee groups. Not including hourly positions, there were 364 new special education employees (205 classified and 159 licensed) hired between October 1, 2015 and September 30, 2016. In addition, there were 72 licensed and 44 classified internal transfers among these employee groups. Additionally, both the number of LCPS students and the proportion of LCPS students in need of special education services continues to increase, creating additional new vacancies due to both student population growth and program growth. These factors add significant volume to the work of the HRTD administrator assigned to this employee group.

Another aspect of this employee’s role is to collaborate routinely with the Special Education Director, who is tasked with allocating budgeted positions based upon program needs, adding further role complexity. Special education remains a critical needs area, which often means that hiring for these positions continues into the start of the school year. In addition to the staffing demand, the special education office operates specialized programs at many of the schools within the division, and these programs can be relocated to accommodate student Individualized Education Plan (IEP) needs, enrollment, school capacity, or other variables. When this occurs, it is time-intensive to notify the impacted employees of involuntary transfers due to changes in program locations. In planning for the 2016-17 school year, specialized programs at 18 different schools were relocated.

In alignment with the LCPS strategic goal to cultivate a high performing team of professionals focused on our mission and goals, adding an HRTD coordinator position to focus on special education staffing and employee relations will improve upon our current ability to provide efficient and immediate support to our principals and special education faculty and staff which will positively impact our students.
Human Resources and Talent Development Coordinator – Support Services

Administrative Position, Level 2
Salary Range: Refer to Administrator Salary Scale
12 Month Position, 8 hours per day

DESCRIPTION:
The Human Resources and Talent Development Coordinator is responsible for providing HR support regarding all aspects of recruiting, hiring and staffing to support services departments and programs for Loudoun County Public Schools.

PRIMARY RESPONSIBILITIES:
• Counsels applicants and employees in matters of licensure, job qualifications, evaluations, career pathways, resignations/termination/retirement and other professional issues
• Partners with hiring managers in recruiting, interviewing, screening and making recommendations regarding personnel for employment; assists in the orientation of new personnel and provides information, direction and assistance in implementing HR policies
• Participates in the resolution of employee relations issues
• Participates in investigations and produces cogent reports
• Represents the School Division in unemployment hearings as required by the Virginia Employment Commission and the other states as required
• Reviews and assures compliance with Federal, State and other statutes and regulations affecting HR programs
• Leads special projects and performs related work as required

QUALIFICATIONS:
• At minimum, holds a Bachelor’s Degree from an accredited college or university, with a Master’s Degree, school administration and supervision endorsement, or human resources certifications preferred (e.g., PHR, SPHR, SHRM-CP, SHRM-SCP)
• Has experience in human resources environments or school-based environments in a licensed or administrative role
• Has knowledge of the principles and practices of public school administration, human resources administration, employee evaluation systems and equal employment
• Has working knowledge of computer applications including Word, Excel, PowerPoint, applicant tracking technology, etc.
• Has strong written and verbal communication skills and a preference for detail
• Has demonstrated the professional and personal characteristics necessary for working effectively with school personnel and within the community
• Has demonstrated the ability to work successfully in a fast-paced, high volume work environment

ORGANIZATIONAL RELATIONSHIP:
The Human Resources and Talent Development Coordinator – Support Services is directly responsible to the Human Resources and Talent Development Supervisor – Support Services.
Human Resources and Talent Development Coordinator (HRTD) – Support Services

Justification

The purpose of this memo is to request an HRTD Coordinator to assist in providing service delivery to support services and central office staffing and employee relations. Adding a coordinator to this area would afford us the opportunity to redistribute the employee/department assignments so that we can better provide better service to schools, support services departments, and central office departments. There are just over 2,900 positions/employees that are managed by this area of our office, which includes a wide range of positions such as custodians, cafeteria workers, bus drivers, mechanics, maintenance workers, social workers, physical therapists, psychologists, budget analysts, benefits specialists, systems engineers, computer technicians, etc. In addition, administrative positions such as specialists, coordinators, and supervisors are served by the current HRTD supervisor and HRTD coordinator for support services.

An analysis of data for the 2015-16 school year confirmed that this area experiences the highest percentage of employee relations matters. An HRTD coordinator would be able to conduct an internal investigation and advise principals/supervisors in the management of employee matters. The proposed position would support the increasing needs and demands in this area of our office.

Another need that has been identified is a comprehensive review and revision of all 350+ current job descriptions. This need is increased with the upcoming implementation of Oracle as the new school division Human Resource Management System. The Oracle module dedicated to job advertisements and applicant tracking can be set-up to be the repository of all of our job postings/descriptions, so this additional position would afford us the capacity within the support services area of our office to update job descriptions and work toward having the new system include new job descriptions. Job descriptions would be reviewed along withADA requirements and FLSA requirements. The goal would be to create an online bank of job descriptions over time, creating greater transparency and efficiency as well as maximizing the Oracle conversion.

The capacity to conduct a thorough review and revision on a regular cycle would ensure that LCPS is promoting all of our job advertisements in a manner to try and attract the very best employees. Because the positions within support services and central office departments are so varied, the current team that supports this area is very familiar with many of the job descriptions. We believe that this team is the best suited to conduct the job description reviews. The proposed human resources and talent development coordinator would afford this team the opportunity to become proactive in reviewing and assessing job descriptions to ensure requirements are updated and then kept current because additional staff capacity would be created.

In addition to investigations and the emerging need for a comprehensive review of job descriptions, this area of our office processes hiring requests throughout the year as the support employee group resigns/retires throughout the given school year as opposed to spring/summer hiring for licensed staff. During the 2015-16 school year this area hired about 270 new employees into full-time, part time, and hourly positions.
An analysis of the special projects assigned to this area confirmed that this group is managing several projects, including the ongoing regular review/revision of the LCPS Organizational Charts; an internal position change process that ensures other departments are informed so that systems may be updated when personnel transactions change job titles, levels, evaluators, etc., and the management of the classified reclassification process in accordance with School Board policy.

This proposed position will provide LCPS with a resource necessary to strengthen and support the School Board’s strategic goal of cultivating a high performing team of professionals focused on our mission and goals.
Instructional Coach, HRTD

Licensed Position
Salary Range: Refer to Licensed Salary Scale
207 Days

DESCRIPTION
The Instructional Coach is responsible for working directly with new and identified teachers in their development of best instructional practices and classroom management. The Instructional Coach will serve as a resource for principals and the Department of Human Resources and Talent Development in collaboratively designing and delivering effective job-embedded professional learning to new and identified teachers.

PRIMARY RESPONSIBILITIES
- Provide one-on-one coaching for new and identified experienced teachers who need support through classroom visits, feedback, modeling, reflection, and problem-solving
- Assist with the Department of Human Resources and Talent Development with teacher Plans of Improvement and Plans of Assistance
- Communicate and work collaboratively and confidentially with teachers and administrators
- Provide workshops and training that will enhance the professional learning of teachers
- Use technology for organization, communication, and documentation
- Assist the Mentor, Coaching, and Evaluation Supervisor by monitoring and assessing the effectiveness of the Mentor and Coaching program
- Assist in gathering and distributing information and data to enhance instruction to LCPS students
- Perform other duties as deemed necessary

QUALIFICATIONS
- Holds a valid Virginia teaching license; special education endorsement preferred
- Has a minimum of five years successful teaching experience and is recognized as an exemplary classroom teacher and excellent professional role model
- Has demonstrated interpersonal and leadership skills for working effectively with colleagues, administrators, and students
- Has demonstrated commitment to personal professional growth and learning
- Is willing to engage in formative assessment processes and reflective conversations with teachers
- Is able to work collaboratively and share instructional ideas and materials
- Has excellent oral and written communication skills

The Instructional Coach reports to the LCPS Mentor, Coaching, and Evaluation Supervisor within the Department of Human Resources and Talent Development.
As part of our effort to provide equitable services to both general education and special education teachers and to keep pace with LCPS growth, the Department of Human Resources and Talent Development (HRTD) requests two licensed instructional coach positions with 207-day contracts to serve first-year teachers and teachers identified by their principals as needing additional support. These two positions would allow our department to provide coaching services to the higher number of new teachers we are welcoming each year and to special education teachers. These are school-based itinerant positions spending over 95% of time in schools.

The LCPS Evaluation, Mentoring, and Coaching Office in HRTD currently employs four instructional coaches federally funded by Title II, Part A. Instructional Coaches provide non-evaluative assistance in an effort to support the LCPS strategic goal to cultivate a high performing team of professionals focused on our mission and goals. The instructional coaching program differs from the instructional facilitator program in that the focus is one-on-one support of new teachers and teachers identified as needing support. In the 2015-2016 school year (data for 2016-2017 will be available at the end of the school year), the four instructional coaches provided support to 273 general education teachers. The amount of contact time with teachers is one predictor of coaching success. Last year there was a ratio of one coach to over 68 teachers coupled with travel time required by the geography of a relatively large school division. With the growth of both new hires and total staffing from the 2015-2016 to 2016-2017 school year, it is projected that the number of new teachers and teachers needing support will increase for the current year and continue to increase next year.

In addition to addressing growth, it is a goal to align services provided to special education teachers to those currently being provided to general education teachers. There were 159 licensed special education employees hired between October 1, 2015 and September 30, 2016. The Department of Pupil Services (DPS) does not have the capacity to provide parallel coaching support to the extent offered through the Mentoring and Coaching Program. Through collaboration between the two departments, the professional growth of new and identified special education teachers will be positively impacted through the services provided by instructional coaches, and the specific needs of special education students will be addressed.

Another consideration in the effort to provide equitable services is data that shows that special education teachers are overrepresented in the number of teachers who require mid-year support, a designation for teachers who might receive a less than proficient summative evaluation and who subsequently require professional assistance. In the 2015-2016 school year, 32% of LCPS teachers identified as needing mid-year support were special education teachers. Nationally, special education teachers are more difficult to recruit than teachers in other fields, serve students with complex needs, and leave their positions at a higher rate than
teachers in other fields. LCPS seeks to ensure that resources are available to provide special education teachers with equitable onboarding and support opportunities.

The two requested licensed positions would accommodate growth in the number of new teachers as well as allow for cohesive, collaborative, equitable services to be provided to all new and identified teachers in LCPS, furthering our goal of cultivating a high-performing team of professionals focused on our mission and goals.
Human Resources and Talent Development Supervisor – Recruitment

Administrative Position, Level 3
Salary Range: Refer to Administrator Salary Scale
12 Month Position, 8 hours per day

DESCRIPTION:
The Human Resources and Talent Development (HRTD) Supervisor for Recruitment is responsible for providing support regarding all aspects of the LCPS recruiting program and strategic goal of cultivating a high performing team of professionals. The HRTD Supervisor directs the work of the Recruiters.

PRIMARY RESPONSIBILITIES:

- Analyzes the results of recruiting efforts, identifies trends, and develops data reports.
- Supervises sourcing plan for the Division; coordinates and/or participates in supervising, organizing, and conducting training for Recruiters and assists Hiring Managers in recruiting, interviewing, screening, and making recommendations regarding personnel for employment.
- Coordinates and implements the sourcing plan for LCPS recruitment needs in critical areas, and uses developed resources to engage in specialized sourcing of highly qualified teacher and other licensed candidates, principals, and some critical needs positions at senior staff level.
- Designs and supervises training for hiring managers regarding interviewing, screening, and participation in career fairs.
- Supervises related administrative and classified staff.
- Serves as a member of Division-wide committees to represent the interests of personnel; serves on committees, task forces, and work groups as assigned.
- Coordinates and evaluates LCPS job fair participation, including LCPS-sponsored, college/university, and industry specific job fairs and cultivates those relationships. Monitors yields and makes strategic recommendations for the recruitment budget.
- Reviews and assures compliance with Federal, State and other statutes and regulations affecting human resources programs and performs related work as required.

QUALIFICATIONS:

- Holds a Bachelor’s Degree from an accredited college or university in a related field, Master’s Degree or human resources certifications preferred.
- Has experience in personnel management, recruiting, public school administration, teaching, and staff development training or a related field.
- Has knowledge of the principles and practices of public school administration, personnel administration, special education, employee evaluation systems and equal employment.
- Has working knowledge of computer applications including Word, Excel, PowerPoint, applicant tracking technology, etc.
- Has strong written and verbal communication skills and a preference for detail.
- Has demonstrated the professional and personal characteristics necessary for working effectively with school personnel and within the community.

ORGANIZATIONAL RELATIONSHIP:
The Human Resources and Talent Development Supervisor – Recruitment is directly responsible to the Human Resources and Talent Development Director.
Recruiter

Administrative Position, Level 1
Salary Range: Refer to Administrator Salary Scale
12 Month Position, 8 hours per day

DESCRIPTION:
The Recruiter will formulate and implement recruiting strategies in support of the mission of Loudoun County Public Schools and its strategic goal of cultivating a high performing team of professionals. The position is responsible for building upon LCPS’s internal resources and establishing and maintaining contact with licensed employees as a source of candidate referrals. This position will also be responsible for building upon the Department’s connection to the school division’s programs that encourage students to pursue careers as teachers (e.g., Teacher Cadet and Educator Rising programs), and will also have the responsibility for building a candidate care program designed to maintain contact and build relationships with highly preferred teacher candidates.

PRIMARY RESPONSIBILITIES:

- Develop and manage a candidate care program with the goal of influencing candidates to accept offers with LCPS over those of other organizations
- Network with current LCPS teachers, with emphasis on recent college graduates, to create a flow of new teachers to LCPS
- Assist with creating and managing employee referral initiatives that encourage employees to refer candidates to LCPS
- Build upon the Teacher Cadet and Educator Rising programs that function as a potential source of future teachers, and be the point-of-contact for the department’s connection to these programs; Maintain contact with LCPS graduates pursuing teacher education programs in college and set up summer events and internship opportunities, if funded
- Facilitate roundtable discussions with current LCPS teachers on recruitment and retention, to include discussions focusing on minority recruitment and retention; Coordinate current LCPS teacher participation in job fairs and other recruitment and retention activities
- Assist in marketing vacancies, LCPS events, and campus visits on social media
- Be the “Subject Matter Expert” on all things LCPS and work collaboratively with LCPS’s Benefits Department and Federal Programs Office to stay abreast of benefits options and loan forgiveness programs
- Participate in the coordination of student teacher recruitment programs based on LCPS initiatives; Attend job fairs and provide continuous training to recruitment staff with HR backgrounds regarding knowledge, skills, and dispositions for effective teaching
- Complete other duties and related tasks as assigned

QUALIFICATIONS:

- Holds a minimum of a Bachelor’s Degree from an accredited college or university and a valid Virginia teaching license; Master’s Degree is preferred
- Has demonstrated successful teaching experience; Experience in recruitment and retention practices is preferred, but not required
- Has knowledge of what constitutes a highly preferred teacher candidate, and can effectively identify and articulate those qualifications
Has demonstrated interpersonal and leadership skills necessary for building strong rapport and relationships with teachers, administrators, candidates, and students (as a source for future teachers), to include the ability to maintain strict confidentiality regarding personnel matters.

Has excellent oral and written communication skills; Has a strong working knowledge of Microsoft Office applications and applicant tracking systems.

Has the demonstrated ability to work successfully on tasks with competing priorities in a fast-paced environment.

**ORGANIZATIONAL RELATIONSHIP:**
The Recruiter is directly responsible to the Recruitment Supervisor.
Recruiter Justification

One of LCPS’s strategic goals is to cultivate a high performing team of professionals focused on our mission and goals. The work of the Department of Human Resources and Talent Development provides a vital function in the recruitment and retention of highly qualified employees to the school division, and the Department consistently strives to meet and exceed the high expectations of the school division, students, parents, and members of the community that LCPS serves. The purpose of this document is to outline a request for a recruiter to focus on a long-term recruitment strategy with LCPS students and graduates as well as provide candidate care. This request is very similar to an FY 17 request that was not funded. The position is needed to increase the number of student teacher interested in remaining in LCPS and establish a candidate care and long-term recruiting program, which are parts of the School Board’s recruiting strategic action.

National Data

Recent nationally published articles have pointed out an increasing shortage of teachers in public school districts across the country (Henderson, 2015; McKenna, 2015; Newton, 2015; Rich, 2015; Westervelt, 2015). Many districts are concerned that the problem will continue to get worse, due to teacher preparation programs enrolling and credentialing fewer teachers (Title II Higher Education Act Report, 2014). Nationally the decrease in the number of people entering teacher preparation programs was 36% from 2010 to 2014 according to federal data (Title II Higher Education Act Report, 2014). According to federal data from 2009-10 to 2013-14, Virginia experienced a 21.24% decrease in teacher preparation enrollment (Title II Higher Education Act Report, 2014).

![National Data on Teacher Preparation Program Enrollment 2009-10 to 2013-2014](source: Department of Education Title II Higher Education Website)
**Current Status**

LCPS seeks to position itself to limit the local impact of national trends and hire a high performing team to serve its growing and increasingly diverse student population. The HRTD Department currently has two recruiters to focus on hard-to-fill areas and diversity recruiting. LCPS hired 788 licensed employees for the 2016-2017 school year alone in addition to administrative, classified, and auxiliary staff and substitutes. The current recruiters are focused on developing a sourcing plan that will evaluate and increase media presence where advisable, expanding social media presence, developing and implementing a candidate referral system, sourcing candidates, diversifying the candidate pool, and continuing unconscious bias training for hiring managers. When budget reconciliation for FY 17 occurred, short-term recruiting strategies were prioritized over long-term recruiting strategies. By comparison, the competitor division closest to the size of LCPS has four professional positions dedicated to recruiting, and one of these focuses on longer-term efforts.

**Resource Needed**

The HRTD Department requests a 1.0 FTE Level 1 administrator. The role of this position would fill two long-standing needs of the HRTD Department: providing candidate care and building upon the resources already within the school division.

The anticipated duties of this position include the following:

- Instituting a candidate care program (*The goal of this research-based recruiting strategy is to influence candidates to accept offers with LCPS over those of other organizations and to mitigate the impact of declined offers and resignations prior to the start date of school.*)
- Networking with current LCPS teachers, with emphasis on recent college graduates, to create a flow of new teachers to LCPS
- Creating employee referral initiatives that encourage employees to refer candidates to LCPS (*Research shows that employee referrals are often stronger sources of candidates than advertisements.*)
- Building upon the Teacher Cadet and Educator Rising (formerly Future Educators of America) programs that function as a potential source of future teachers and working with sponsors to diversify participation in these programs (*This year LCPS hired 136 LCPS graduates as new licensed employees.*)
• Working with student teachers to create interest in employment with LCPS
• Facilitating roundtable discussions with current LCPS teachers on recruitment and retention, to include discussions focusing on minority recruitment and retention
• Coordinating current LCPS teacher participation in job fairs and other recruitment and retention activities

This requested resource would allow the HRTD Department to fulfill aspects of the School Board’s recruitment strategic action, which is critical given the national and regional decline in teacher education candidates.