Loudoun County School Board

FY20 Superintendent’s Proposed Budget

Department of Human Resources and Talent Development
Presentation Overview

• Department Major Activities and Continuous Improvement
• FY20 Budget Priorities
• Staffing
• Operations and Maintenance
• Summary

pp. 149-157
Overview of HRTD Activities

- Staffing, Licensure, Contracts
- Recruitment
- Employee Relations and Compliance
- Mentoring, Coaching, Evaluation
- Leadership Development (onboarding and professional learning)
- Diversity and Inclusion in hiring efforts
- Variety of training efforts for role transitions and HR topics
- Substitute Management
- Classification
- HRMS Data Management and Reporting

pp. 149-157
Continuous Improvement

- Diversity Champions
- Differentiated support for career switchers and special educators
- Earlier hiring and Teacher Transfer Fairs
- Compensation/Classification Reviews
- Large scale training effort on policy changes (CPS reporting and drug and alcohol)
- Refined substitute interviewing process
- Applicant data

Core Belief: A culture of continuous improvement drives the fulfilment of our mission
• 23% increase in diverse licensed new hires from October 1, 2017 to September 30, 2018
• 20.13% increase in Teacher Cadets
• Teacher Cadets 4.3% more diverse year-over-year
• HRTD has averaged growth of 1.1 FTE per year for the last 11 budget years

• 12 positions repurposed through attrition since FY14 (21.4% of current staffing FTE’s)

• Multi-Year Trends
  • Significant increases in employee relations investigations likely due to increased reporting, increased training, increased specificity in policies, and national trends
  • Increases in new hires, especially substitutes
  • Decrease in number of candidates in teacher preparation programs
# Increase in Investigations

<table>
<thead>
<tr>
<th>Investigation Type</th>
<th>Time Period</th>
<th>Percentage Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>FY17 to FY18</td>
<td>35%</td>
</tr>
<tr>
<td>All</td>
<td>FY18 to FY19 (1st five months)</td>
<td>80%</td>
</tr>
<tr>
<td>Harassment and Discrimination</td>
<td>FY17 to FY18</td>
<td>116%</td>
</tr>
<tr>
<td>High School</td>
<td>FY17 to FY18</td>
<td>125%</td>
</tr>
</tbody>
</table>
New Hire Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>All New Hires</th>
<th>Licensed</th>
<th>Classified</th>
<th>Administrative</th>
<th>Part-Time</th>
<th>Substitutes/Trainees</th>
<th>Coaches</th>
</tr>
</thead>
<tbody>
<tr>
<td>SY16-17</td>
<td>2316</td>
<td>788</td>
<td>337</td>
<td>53</td>
<td>259</td>
<td>146</td>
<td>121</td>
</tr>
<tr>
<td>SY17-18</td>
<td>2708</td>
<td>838</td>
<td>597</td>
<td>62</td>
<td>190</td>
<td>91</td>
<td>91</td>
</tr>
<tr>
<td>SY18-19</td>
<td>2984</td>
<td>854</td>
<td>653</td>
<td>66</td>
<td>207</td>
<td>1083</td>
<td>121</td>
</tr>
</tbody>
</table>

HY October 1, 2017 – September 30, 2018

Human Resources and Talent Development
National Data on Teacher Preparation Program Enrollment

35% Decline

Total Substitutes in Substitute Pool

- 2016-17: 2,444
- 2017-18: 2,810
- 2018-19*: 3,002

* 2018-19 Data as of 01/15/2019
Substitute Fill Rates by Month*

*Comparison of National data to LCPS data, Data taken from Frontline Data Analytics

Data as of 01/08/2019
**HRTD FY20 Budget Priorities**

- Address speed of hiring process which is affected by growth, increasing opportunities to hire early, hire high-performing employees, and hire diverse applicants.
- Contribute to safe, secure learning environments and a respectful workplace by accommodating growth in employee relations activities.
- Support data-based decision making and accurate and confidential record-keeping by ensuring that human resources management/information systems can respond to growth and changing needs.

**Strategic Goal:** Cultivate a high-performing team of professionals focused on our mission and goals.
## FY20 Expenditure Changes

<table>
<thead>
<tr>
<th>PRIMARY CHANGES</th>
<th>FTE</th>
<th>$ in millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Growth</td>
<td>6.0</td>
<td>$0.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6.0</td>
<td>$0.8</td>
</tr>
</tbody>
</table>

Human Resources and Talent Development
# Other Growth Staffing

<table>
<thead>
<tr>
<th>PRIMARY CHANGES</th>
<th>FTE</th>
<th>$ in millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRTD Coordinator</td>
<td>1.0</td>
<td>$0.1</td>
</tr>
<tr>
<td>HRMS Analyst</td>
<td>1.0</td>
<td>$0.1</td>
</tr>
<tr>
<td>HRMS Specialist</td>
<td>1.0</td>
<td>$0.1</td>
</tr>
<tr>
<td>Pre-Employment Specialist</td>
<td>1.0</td>
<td>$0.1</td>
</tr>
<tr>
<td>Recruitment/Job Applications Assistant</td>
<td>1.0</td>
<td>$0.1</td>
</tr>
<tr>
<td>HRTD Supervisor</td>
<td>1.0</td>
<td>$0.1</td>
</tr>
<tr>
<td>Mentoring Program</td>
<td>-</td>
<td>$0.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6.0</td>
<td><strong>$0.7</strong></td>
</tr>
</tbody>
</table>
Staffing

• 3 classified positions requested:
  ✓ HRMS Analyst
  ✓ Pre-Employment Specialist
  ✓ Recruitment/Job Applications Assistant

• 3 administrative positions requested:
  ✓ HRTD Coordinator (High School Focus)
  ✓ HRMS Specialist
  ✓ HRTD Supervisor (Equity, Compliance, Respectful Workplace)

Strategic Goal: Cultivate a high-performing team of professionals focused on our mission and goals
• No net staffing increase in this area for 15 years
• 87% more FTEs in LCPS since 2004 resulting in a significant increase in employee transactions
• Conducted 281 new hire sessions last year
• Business process changes
  ✓ Supporting the establishment of an electronic method for managing statutorily required I-9’s
  ✓ Executing new business process for communication with employees about work authorizations
  ✓ Supporting payroll and budget by adding additional assignments to records
  ✓ Processing summer school and part-time hires
  ✓ Entering more data fields to produce robust reporting
Pre-Employment Specialist

• Conducted over 2,700 reference checks last year
• Processed over 7,200 emails and phone calls related to reference checks
• Process fingerprints for all new employees and cross checking applications for information on convictions returned
• Produce ID badges and send to Safety and Security for coding
• Greater emphasis on references with federal legislation and LCPS Policy 7308, Provision of Professional References
• Critical position for timely hiring
• Contributes to safe and secure learning environments
Recruitment/Job Applications Assistant

• Two people processed over 9,500 emails with questions from applicants about employment in the past year
• Post all positions—2,100 postings in last year
• From April to October 2018, received over 5,000 phone calls from applicants
• Average of 44 applicant phone calls per day with up to 80 calls on higher volume days
• Calls usually last from 2-20 minutes
• Process applications (includes checking disclosures for criminal history, termination, licensure and work eligibility)

Strategic Goal: Cultivate a high-performing team of professionals focused on our mission and goals
• Prepared materials for 46 recruitment events and over 600 interview packets for principals/hiring managers last year

• Having three recruitment/job applications assistants instead of two:
  ✓ increases the likelihood of hiring earlier
  ✓ increases customer service to candidates
  ✓ addresses growth
  ✓ accommodates additional questions some applicants have about new software
  ✓ processes applications for principals and other hiring managers sooner
These three classified positions all affect our ability to hire early and respond to candidates in a timely manner.

Research by the Learning Policy Institute (LPI) as well as LCPS internal data shows that late hiring can impact overall recruitment and retention as well as student learning.

LPI estimates the cost of replacing a teacher in a suburban school division is $11,000, which would make the LCPS estimated cost of teacher attrition in FY18 $5.23 million.

Early hiring is one of the most important measures we can use to mitigate the impact of attrition.
HRTD Coordinator

• Position would focus on staffing and employee relations for high schools
• Processed 2,008 coaching and co-curricular contracts in FY18
• 3,602 secondary employees and 190 student teachers currently supported by two coordinators (one high school and one middle school)
• 125% increase in high school employee relations investigations from FY17 to FY18
• Position would contribute to faster response times and safe and secure learning environments

Strategic Goal: Cultivate a high-performing team of professionals focused on our mission and goals
• Level 1 administrative position
• Functional support for Oracle iRecruitment and Learning Management, SmartFind (substitute system), LaserFiche (personnel file document repository), I-9, and Groveware (data/event management) with an understanding of HR business operations
• Collaborate with vendors, DDI, DIT, and internal and external stakeholders
• Manage more complex job application errors to ensure eligible candidates are available for consideration
• Support transition to electronic platform for new hire paperwork
• Manage security profiles for HR systems based on role assignment to maintain confidentiality of sensitive employee data
• Advertised and attempted to hire for a vacant position at a lower level for several months and were unable to generate robust applicant pool
• Focus on equity, compliance, and respectful workplace
• 116% increase in harassment and discrimination reports from FY17 to FY18
• Harassment investigations have policy-driven timelines and outcome communication requirements
• Position would also be the administrative liaison for EEOC cases
• Respectful workplace training
  ✓ New research suggests that this type of habit change may be more effective than standard harassment training
  ✓ Self-assessment component
  ✓ Possible book studies
Non-FTE Staffing

• Mentoring stipends and payment to new teachers and instructors for new teacher activities
  ✓ Increase in number of 1:1 mentors (from 620 to 700)
  ✓ Successful earlier hiring means more new teachers attend Beginning Teacher Institute and initial mentor-mentee meetings in August, resulting in more hourly payments (12% increase)
  ✓ Apple Federal Grant now has a cap on mentor stipends, resulting in our need to plan for variability with local funds

Strategic Goal: Cultivate a high-performing team of professionals focused on our mission and goals
• $38,000 increase
  ✓ Diversity and shortage area event(s)—recruitment
  ✓ Diversity Champions (recruitment)
  ✓ LCPS graduates-to-teachers event for college students
  ✓ Onboarding events for new hires
  ✓ Respectful workplace professional learning materials
Operations and Maintenance

• Reallocation of pre-hire TB nursing costs to cover additional background checks for larger employee base, increase in online evaluation system costs, increases in substitute management, and plans for continued hiring with equity training

• New employee orientation ($20,000 is now included in operating budget that was managed as a grant before; offset by revenue)
• Written justifications are provided for every new position requested
Transparency

Draft job descriptions are provided for positions requested (pp. 325-330)
Summary

• Pursue objectives that have impact on quality in the classroom (early hiring; safe, secure and respectful working and learning environments) 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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