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# FCPS Audit Report: 25-1003 - Critical Process Review - Hiring

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June 2025

Prepared by  
Office of Auditor General

8115 Gatehouse Road, Suite 5500  
Falls Church, VA 22042

# Report Highlights

<p><b>Background:</b></p> <p>The Department of Human Resources (HR) for Fairfax County Public Schools (FCPS) is assigned the administrative function to recruit and hire all employees, established in FCPS Regulation 4101 <i>Responsibilities of the Department of Human Resources</i>. The hiring process for FCPS consists of recruitment, selection, appointment, and onboarding tasks, and is primarily facilitated by the Office of Talent Acquisition and Management (TAM), with support from other HR offices. 3,413 new contracted employees were hired from July 1, 2023, to December 31, 2024.</p>	<p><b>Audit Scope:</b></p> <p>Hiring practices in place from July 1, 2023, through December 31, 2024.</p> <p><b>Audit Objectives:</b></p> <ul style="list-style-type: none"> <li>• Understand the business processes and the acceptable risk level determined by management.</li> <li>• Evaluate the design and operating effectiveness of controls.</li> <li>• Identify key or redundant controls.</li> <li>• Propose recommendations to management to improve process effectiveness and efficiency.</li> </ul>
<p><b>Financial Indicators (from FCPS FY25 Program Budget):</b></p> <ul style="list-style-type: none"> <li>• 25,747.3 budgeted full-time equivalent positions for the entire division.</li> <li>• \$3.3 Billion of \$3.7 Billion budget (89.1%) is used for employee compensation.</li> <li>• \$8.3 Million budget for Talent Acquisition (51.0 positions).</li> </ul>	

Risk rating: High = red; Moderate = yellow; Low = green

#	Findings	Recommendations
1	OAG noted challenges with the design of the hiring and onboarding processes that may lead to inconsistent application of hiring practices, loss of interest from applicants, and data silos that disrupt workflows.	Notable recommendations to management: <ul style="list-style-type: none"> <li>• Consider centralizing instructional hiring.</li> <li>• Consider reorganizing the onboarding workflow to prioritize critical tasks.</li> <li>• Consider implementing automated hiring processes.</li> </ul>
2	OAG noted a limited number of measurable goals and objectives tied to milestones throughout the hiring process, which may prevent management from adequately measuring operational effectiveness.	Notable recommendations to management: <ul style="list-style-type: none"> <li>• Identify milestones within the hiring processes to track.</li> <li>• Establish formal goals for timely completion of entire hiring process.</li> </ul>
3	OAG found that data for hiring tasks completed in BrassRing may not be reliable due to manual processes.	Notable recommendations to management: <ul style="list-style-type: none"> <li>• Identify data needed for monitoring purposes.</li> <li>• Implement a method for ensuring data is accurately recorded.</li> </ul>
4	Changes to the principal hiring process made in May 2024 were not effectively communicated internally and externally.	Notable recommendations to management: <ul style="list-style-type: none"> <li>• Document, communicate, and evaluate the effectiveness of the current principal recruiting and hiring process.</li> <li>• Develop a formal strategy for recruiting and hiring principals and assistant principals.</li> </ul>

*Management concurred with all recommendations. For more information and context, please refer to the report in its entirety.*

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# Executive Summary

Office of Auditor General (OAG) conducted a performance audit of Critical Process Review – Hiring in accordance with the Fiscal Year (FY) 2025 audit plan approved by the Fairfax County School Board.

Fairfax County Public Schools (FCPS) School Operating Fund employs 25,743.7 full-time equivalent staff members. As established in FCPS Policy 4101 *Responsibilities of the Department of Human Resources*, recruitment and hiring is one of the administrative functions assigned to the Department of Human Resources (HR), and is facilitated primarily by the Office of Talent Acquisition and Management (TAM) within HR.

The scope of this audit included an evaluation of key hiring processes for the period of July 1, 2023, through December 31, 2024. The objectives of this audit included the following:

- Understand the business processes and the acceptable risk level determined by management.
- Evaluate the design and operating effectiveness of controls.
- Identify key or redundant controls.
- Propose recommendations to management to improve process effectiveness and efficiency.

As a result of this audit, OAG identified three moderate risk findings and one low risk finding. Management agrees with the findings and recommendations. Findings and recommendations are summarized below:

## **Finding 1 – Streamlining the Design of Hiring and Onboarding Processes** (*Moderate Risk*)

OAG noted challenges with the design of the hiring and onboarding processes, including decentralized instructional hiring practices, stagnant candidate pools, duplicate efforts in verification of employment history, applicant information silos, communication delays with non-selected applicants, and manual recruitment and screening processes. These challenges may lead to inconsistent application of hiring practices, loss of interest from applicants, and data silos that disrupt workflows. OAG recommended that HR should:

- Consider centralizing instructional hiring tasks to flow through BrassRing.
- Consider reorganizing the onboarding workflow to prioritize and frontload critical tasks.
- Consider implementing automated processes within the current hiring workflow, such as resume screening and candidate matching.
- Establish a talent pipeline of previous applicants that can be automatically qualified for future requisitions.
- Retain applicant information from screening and interview tasks within BrassRing for other hiring managers to access.
- Regularly cleanse talent pools for instructional positions to filter out uninterested candidates.
- Improve the timeliness of communication with non-selected candidates.

## **Finding 2 – Establishing Formal Goals and Milestones for Hiring Tasks** (*Moderate Risk*)

OAG noted a limited number of measurable goals and objectives established by HR that are tied to milestones throughout the hiring process. For a sample of 100 new employees, OAG calculated an average time-to-fill of 78 days and an average time-to-hire of 34 days. Without formally established goals and milestones specific to hiring practices, it may impact the ability

for management to adequately measure the effectiveness of current hiring processes and initiatives, and may make it more difficult for management to identify and improve ineffective processes. OAG recommended that HR should:

- Identify milestones within the hiring processes for TAM and program managers at schools/departments to track.
- Establish formal goals for timely completion of entire hiring process, as well as each milestone being tracked.

**Finding 3 – HR System Data Reliability (*Moderate Risk*)**

OAG found that data for hiring tasks completed in BrassRing, specifically HR status updates for applicants, may not accurately represent when tasks were completed. 41 of 100 new hires sampled by OAG moved through multiple HR status updates in one day, due to manual steps within the hiring process that take place outside of the applicant tracking system. Applicant HR status for manual hiring steps is manually updated by HR personnel. Unreliable data may prevent management from effectively assessing and monitoring hiring processes. OAG recommended that HR should:

- Identify data needed for monitoring purposes.
- Implement a method for ensuring data is accurately recorded.
- Establish a baseline for monitoring purposes.
- Measure and report on data in the HR Staffing Dashboard.

**Finding 4 – Communication of Principal Hiring Practices (*Low Risk*)**

During the audit scope period, FCPS advertised the use of a principal pool to source candidates. Changes to the principal hiring process were made in May 2024 but were not effectively communicated internally and externally to current members of the principal pool and prospective members wishing to apply. This may have impacted the ability for FCPS to source quality candidates due to a lack of transparency and clarity into the process. OAG recommended that HR should:

- Document, communicate, and evaluate the effectiveness of the current principal recruiting and hiring process.
- Develop a formal strategy for recruiting and hiring principals and assistant principals.

We appreciate the consultation, cooperation, and courtesies extended to our staff by HR during this audit.

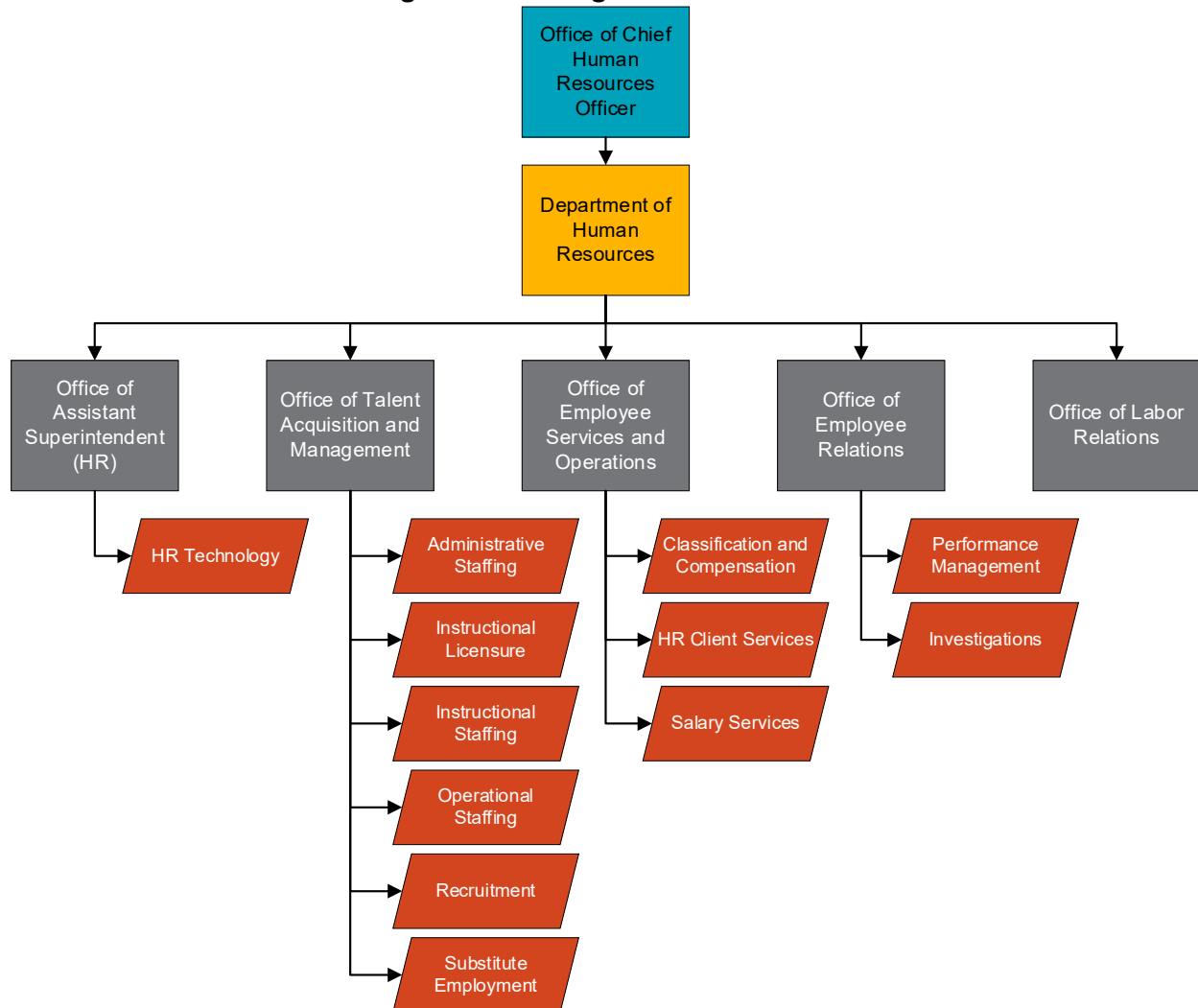
# Background, Scope and Objectives, and Methodology

## Background

The Department of Human Resources (HR) for Fairfax County Public Schools (FCPS) is assigned the administrative function to recruit and hire all employees, established in FCPS Regulation 4101 *Responsibilities of the Department of Human Resources*. FCPS' workforce is comprised of administrative, instructional, operational, and temporary hourly employees who support the division in achieving its mission to inspire and empower students to meet high academic standards, lead healthy, ethical lives, and be responsible and innovative global citizens.

The mission of HR is to build, retain, and serve a world-class workforce committed to educational excellence. Having a strong human capital strategy ensures that there are supportive, high functioning systems in place to attract, recruit, mentor, develop, recognize, and retain high performing individuals. HR's offices include:

**Figure 1 - HR Organizational Chart**



#### Office of Assistant Superintendent (HR)

The Assistant Superintendent of HR is responsible for operationalizing the vision of the Chief Human Resources Officer and carrying out the strategic initiatives that will advance HR services that the FCPS workforce deserves. The office's scope of work includes:

- HR Technology – in partnership with the Department of Information Technology, responsible for managing the various systems used by the department such as UConnect, Lawson, BrassRing, and Onboarding.

#### Office of Talent Acquisition and Management (TAM)

Hiring is primarily facilitated by TAM. TAM recruits and hires a talented workforce that is committed to fostering educational excellence. TAM's sections and scope of work includes:

- Administrative Staffing – oversees the hiring of vacant principal positions with candidates from the principal pool, and identifies and hires other school-based and central administrative positions.
- Instructional Licensure – ensures that new instructional employees are licensed or will be eligible to be licensed; helps current instructional employees with recertification.
- Instructional Staffing – oversees the hiring of instructional positions; manages the voluntary internal transfers of instructional personnel between FCPS sites.
- Operational Staffing – oversees the hiring of operational staff.
- Recruitment – involved in identifying and acquiring candidates for administrative, operational, and instructional positions through advertising and job fairs.
- Substitute Employment – assists substitutes, substitute applicants, and school staff to support filling daily and long-term employee and classroom absences.

#### Office of Employee Services and Operations (ESO)

ESO's mission is to enhance the working experience for FCPS employees by providing excellent employee service, streamlining processes, and reducing administrative burdens. ESO's sections and scope of work includes:

- Classification and Compensation (C&C) – responsible for developing, managing, assessing, evaluating, and revising classification and compensation programs to align with both internal and external market standards.
- HR Client Services – administers fingerprinting and background checks for new hires and recurrent employees; oversees the onboarding experience, issues badges, and manages the Gatehouse Welcome Center.
- Salary Services – maintains the division's salary plans, stipends, and internal employee transfers; maintains physical personnel records.

#### Office of Employee Relations (OER)

OER oversees and is responsible for the division's fair and equitable treatment of all employees and ensures compliance with federal, state, and local laws, as well as FCPS policies and regulations related to nondiscrimination and employee misconduct. This includes, but is not limited to, compliance with Title VII of the Civil Rights Act, and the Americans with Disabilities Act (ADA). OER's sections and scope of work includes:

- Performance Management – oversees the performance assessment process and evaluations for employees.
- Investigations – responsible for handling allegations of child abuse/neglect,

discrimination/bullying, employee misconduct, and employee/applicant arrest/conviction for crimes; responds to Health Insurance Portability and Accountability Act (HIPAA) complaints and facilitates training for employees on how to be compliant with legal requirements.

#### Office of Labor Relations (OLR)

OLR was established in Fiscal Year (FY) 2025 to provide strategic leadership and direction to FCPS labor relations initiatives and collective bargaining functions. OLR is comprised of a director and two business specialists, whose scope of work includes: advising managers and employees on labor relations matters; grievance and arbitration procedures; performance issues and disciplinary actions; and administration of collective bargaining agreements.

Per the FY 2025 Approved Budget, FCPS' School Operating Fund employs 25,743.7 full-time equivalent positions, 92.7% of which are school-based. \$3.3 Billion of the \$3.7 Billion FY 2025 budget, or 89.1%, is for employee compensation. As of January 1, 2025, FCPS also employs 11,673 active hourly employees. Between July 1, 2023, and December 31, 2024, FCPS hired 3,413 new contracted employees, with 3,367 separations during the same period.

### **FCPS Strategic Plan**

The FCPS Strategic Plan is the framework that guides the work of FCPS. The plan consists of five student-centered goals and four pillars that identify what FCPS must do to reach these goals. Pillar C, Diverse, Adaptive, & Supported Workforce, is the component of the Strategic Plan that most closely aligns with the scope of this audit, as it expresses that FCPS recruits and retains staff who reflect the diversity of students and families; provides meaningful continuous learning, exceptional compensation, and balanced workload; and creates a safe and culturally responsive environment that values staff voice. An analysis of staff diversity and compensation is found in **Appendix D**.

### **Hiring Process**

Generally, the hiring process consists of the following phases:

#### Recruitment

TAM's Recruitment team develops a Strategic Recruitment Plan, which outlines various goals, objectives, and strategies the office employs to source talent. FCPS attends over 100 recruitment events every year. Recruitment consists of specific events such as job fairs, networking events, and informational sessions. FCPS also has initiatives in place to build pipelines for teachers and trades positions (known as Teachers for Tomorrow and Trades for Tomorrow). To address national teacher talent shortages, FCPS has started hiring ambassador teachers through Participate Learning, prospective teachers through the Teacher Trainee Initiative, and career switchers through various alternative licensure programs such as EducateVA and iTeach. Additionally, priority hiring is given to schools with high turnover rates, high vacancy rates, and Free and Reduced-Price Meal (FRM) status. When requisitions are opened within the BrassRing Applicant Tracking System (ATS), they are posted to the FCPS Careers Page on the public site, and are advertised and sourced to other job boards, partners, and associations for greater outreach. Requisitions for instructional positions are centralized, and are posted as a pool rather than an individual school-specific vacancy. During the scope period of the audit, principal positions were filled using a candidate pool, with application windows posted throughout the year for admission into the pool, as well as ad hoc.



## Selection

Selection begins with the submission of an application by an interested candidate, and consists of the screening, interviewing, and assessment of applicants. HR staff will manually pre-screen candidate applications against job specifications to ensure the necessary requirements are met. Qualified candidates are provided to hiring managers for consideration, and candidates are interviewed and assessed through various tasks. Lastly, hiring managers conduct reference checks and will recommend their preferred candidate to HR through the submission of a Request to Hire, via the Online Position Detail Report (PDR) in UConnect.

### *Instructional Selection*

For instructional positions, candidates may apply to a general pool for their specific role. When applying, there is currently not an option to indicate any preferred work locations aside from selecting a region. To be considered for a specific location, applicants must reach out directly to a school via email to express interest in addition to applying.

Principals may source talent from the general instructional pool of qualified candidates that have not been placed at another location. Alternatively, principals may screen resumes, conduct interviews and assessments, and select candidates who reach out to them directly via email, even if they have not yet applied to a general pool. However, all candidates must have a profile in BrassRing, must apply to the relevant position pool they are being considered for, and must be screened by HR before a Request to Hire may be submitted.

### *Principal Selection*

Prior to May 2024<sup>1</sup>, to be selected for a principal position, candidates applied to be admitted into the principal pool. Current principals were automatically considered for any vacancies. However, internal candidates who were not currently principals and all external candidates were required to participate in a three-step selection process consisting of the following:

#### *1. Application Screening*

Candidates apply to the posted principal pool application window, and upload a current resume and response to an essay prompt. The HR Administrative Staffing team screens documents using a performance matrix to ensure that candidates are qualified. Qualified candidates must have or are eligible to hold a Postgraduate Professional License with endorsements in administration and supervision preK-12, plus seven years of progressively more responsible experience in teaching and administration or supervision, with a minimum of three years administrative experience.

#### *2. Data Task*

Applicants who are qualified to move to step 2 participate in an online assessment. Candidates are given two days to complete the assessment and submit a detailed response, which is assessed using a performance matrix.

#### *3. Performance Assessments*

Applicants who are qualified to move to step 3 participate in performance assessments which include a teacher observation task, a complex scenario task, and an interview, assessed by members of the FCPS Leadership team and experienced principals.

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<sup>1</sup> Principal hiring practices changed during the scope period of the audit; as of May 2024, principal pools were no longer being used to source principal candidates.

Once principal candidates were admitted into the candidate pool, they were alerted of any new vacancies and applied to be considered through a private gateway.

After May 2024, new application windows for admission into the principal pool were paused, and principal vacancies are now publicly posted and filled ad hoc, open to any interested candidates to view and apply to through the administrative gateway.

#### Appointment

Once a preferred candidate is identified, HR staff will review the Request to Hire, review the Online PDR to ensure that the position is vacant, and verify that the candidate is qualified to assume the position. Classification and Compensation (C&C) within ESO will confirm job history with new hires and calculate salary based on provided experience. After determining salary, C&C drafts an offer form and sends the form to the preferred candidate. Once accepted, the candidate proceeds to onboarding.

#### Onboarding

Employee onboarding is facilitated by ESO through the BrassRing Onboarding module, and takes place after an offer of employment is accepted. There are multiple workflows depending on the position type and if a candidate is contracted or hourly. The default onboarding workflow can be found in **Appendix A**. Onboarding consists of four phases. Phase 1 consists of candidates reviewing and confirming personal information, and initiating employment verification process through Verifent, an employment history verification solution. Phase 2 consists of candidates reviewing FCPS terms and conditions, policies, and employee resources; completing training on MyTime and Fair Labor Standards Act (FLSA); providing direct deposit information; completing forms for criminal and child abuse/neglect background checks by Virginia State Police (VSP), the Federal Bureau of Investigation (FBI), and Virginia Department of Social Services (VDSS); and completing the first section of Form I-9 for employment eligibility verification. Phase 3 is where the required fingerprinting, background checks, and employment eligibility verification tasks take place, either in-person or virtually. To proceed to Phase 4, where employees elect medical, dental, and retirement benefits, all background checks must come back as cleared. Once background checks clear, candidate information is exported to Lawson, the FCPS Human Resource Information System (HRIS). After the final onboarding task is completed, a second and final export to Lawson takes place.

For a detailed illustration of the hiring process for contracted positions, please refer to the flowchart found in **Appendix B**. Additional details on the instructional hiring process prior to Request to Hire is documented in the flowchart found in **Appendix C**.

### **HR Systems**

The following systems are used throughout the hiring process:

#### BrassRing Applicant Tracking System

BrassRing is the applicant tracking system FCPS uses to draft and post requisitions; review applicant information; screen applications; and maintain talent pools for instructional and principal positions. Over 96,000 applications were submitted in 2024, with over 16,000<sup>2</sup> hires with a start date in 2024.

#### BrassRing Onboarding

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<sup>2</sup> Excludes Independent Contractors, Transfers, and Volunteers.

BrassRing Onboarding is used to facilitate onboarding tasks for new employees.

#### UConnect (Online PDR)

UConnect is the online gateway to HR and payroll information for employees. The Online PDR within UConnect is where hiring managers may view vacancies and submit Requests to Hire once candidates have been selected.

#### Verifent

Verifent is used during onboarding to collect employment history information from previous employers.

#### Lawson

Lawson is the FCPS HRIS system where employment information for all FCPS employees is maintained. UConnect is the FCPS employee information portal within Lawson.

#### StaffConnect

StaffConnect is the FCPS HR portal, where applicants, employees, and retirees may request support from HR and submit questions about benefits, disability, leave, MyTime, pay, and more.

#### MyPath (Rolling Implementation Starting December 2025)

FCPS is in the process of transitioning to MyPath, a new Oracle Fusion Human Capital Management (HCM) software solution. Work began on defining business requirements and the design of the system during the audit scope period, but new processes impacting hiring will not go live until December 2025. This system will replace the following systems currently used throughout the hiring process:

- Lawson
- UConnect
- BrassRing (ATS and Onboarding)
- StaffConnect

Other systems to be replaced outside of the scope of this audit are MyTime (timekeeping system) and MyPDE (professional development and performance evaluation system).

Implementation will take place in three phases:

#### Phase 1 – Core HR/Payroll (began 2024; go-live December 2025)

- Payroll
- Workforce compensation
- Self-service HR
- Benefits
- Absence management
- Time and labor
- Payroll

#### Phase 2 – Recruiting and Talent Management (begin January 2026; go-live January 2027)

- Recruiting
- Resume parsing
- Performance/goal management
- Onboarding/separation

- Document management
- Employee engagement

Phase 3 – Advanced HCM (begin July 2026; go-live April 2027)

- Learn/learn connect
- HR help desk
- Policy automation
- Work life
- Workforce planning
- Health & safety

## **Scope and Objectives**

OAG conducted this performance audit in accordance with Generally Accepted Government Auditing Standards (GAGAS). Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings, observations and conclusions based on our audit objectives.

The scope of this audit includes an evaluation of key hiring processes for the period of July 1, 2023, through December 31, 2024.

The objectives of the audit were to perform the following:

- Understand the business processes and the acceptable risk level determined by management.
- Evaluate the design and operating effectiveness of controls.
- Identify key or redundant controls.
- Propose recommendations to management to improve process effectiveness and efficiency.

As required by GAGAS, OAG assessed whether internal control was significant to the audit objectives. OAG's assessment included the use of the Committee of Sponsoring Organizations of the Treadway Commission internal control framework. The framework includes five components: Control Environment; Risk Assessment; Control Activities; Information and Communication; and Monitoring; along with 17 related principles. OAG determined that all five components of internal control and the 17 related principles were significant to the audit objectives.

## **Methodology**

To satisfy the audit objectives, the audit team performed the following:

- Reviewed applicable laws, regulations, and FCPS policies, regulations, and standard operating procedures.
- Reviewed prior audits completed by OAG containing findings and recommendations relating to hiring and onboarding practices.
- Conducted walkthrough meetings and interviews with HR personnel to gain an understanding of hiring and onboarding goals, objectives, key risks, systems, and controls.

- Evaluated systems utilized by FCPS during hiring and onboarding.
- Researched best and leading practices from the Society for Human Resource Management (SHRM) and other industry leaders.
- Benchmarked hiring practices for certain positions against other neighboring and comparably sized public school systems.
- Identified any established control monitoring activities or established baselines for measuring effectiveness of control activities.
- Analyzed hiring data for new contracted hires during the audit scope period.
- Examined hiring and onboarding documentation within dedicated systems for new hires.

#### Sampling Plan

OAG assessed the design of the controls related to the hiring processes such as recruitment, applicant screening, candidate selection, appointment, and onboarding for contracted positions. To test the design of these processes, OAG conducted walkthroughs and interviews of various hiring controls with HR personnel, documented hiring tasks in narrative and flowchart format (see **Appendix B** and **Appendix C**), and obtained access to systems to directly review and evaluate operating effectiveness.

To test the operating effectiveness of controls, OAG selected a sample of 100 employees new to FCPS that were hired during 2024.

Position Type	New Hire Population	New Hire Sample
Instructional Assistants	358	20
Teachers	1,111	30
Operations	432	30
School-Based Administrators	19	10
Non-School Based Administrators	25	10
<b>Total</b>	<b>1,945</b>	<b>100</b>

While processes may differ slightly based on the position type, testing included a review of the following key attributes found for all new hires:

- Associated requisition in BrassRing ATS.
- Candidate profile, application, resume, and required supporting documentation.
- Successful completion of milestones prior to onboarding.
- Completion of onboarding tasks in Onboarding system.

OAG used HR status updates within BrassRing to measure the time-to-hire and time-to-fill for each new employee, and compared these metrics with benchmarking data collected by the Society for Human Resource Management (SHRM), specifically for the public administration and education industries.

#### Benchmarking Against Other School Districts

The audit team also conducted research on 25 school districts (11 large or comparably sized and 14 neighboring) to learn about their hiring practices for principals. OAG found that 19 of 25 districts (11 large/comparable and eight neighboring) advertised the use of a principal candidate pool for filling principal vacancies.

#### **OAG Organization**

OAG is free from organizational impairments to independence in our reporting as defined by government auditing standards. OAG reports directly to the Fairfax County School Board through the Audit Committee. We report the results of our audits to the Audit Committee and the reports are made available to the public via the FCPS website.

## Audit Findings, Recommendations, and Management's Responses

The findings within this report have been attributed a risk rating in accordance with established risk criteria as defined in Table 1.

**Table 1 – Risk Criteria**

Type	Description
High	One or more of the following exists: <ul style="list-style-type: none"><li>• Controls are not in place or are inadequate.</li><li>• Compliance with legislation and regulations or contractual obligations is inadequate.</li><li>• Important issues are identified that could negatively impact the achievement of FCPS program/operational objectives.</li></ul>
Moderate	One or more of the following exists: <ul style="list-style-type: none"><li>• Controls are in place but are not sufficiently complied with.</li><li>• Compliance with subject government regulations or FCPS policies and established procedures is inadequate, or FCPS policies and established procedures are inadequate.</li><li>• Issues are identified that could negatively impact the efficiency and effectiveness of FCPS operations.</li></ul>
Low	One or more of the following exists: <ul style="list-style-type: none"><li>• Controls are in place but the level of compliance varies.</li><li>• Compliance with government regulations or FCPS policies and established procedures varies.</li><li>• Issues identified are less significant but opportunities exist that could enhance FCPS operations.</li></ul>

OAG identified three moderate risk findings and one low risk finding.

## Finding 1 – Streamlining the Design of Hiring and Onboarding Processes

**Risk Rating:** Moderate – *Issues are identified that could negatively impact the efficiency and effectiveness of FCPS operations.*

### Condition:

OAG evaluated the design of the hiring and onboarding processes and associated controls implemented by the Department of Human Resources (HR) as part of this audit, and documented these steps in the flowcharts in **Appendix B** and **Appendix C**. As a result of this evaluation, OAG noted the following:

#### Decentralized Instructional Hiring Process

Principals may engage and conduct interviews with teacher or instructional candidates that have not applied to a position if candidates reach out to them directly. However, when submitting a Request to Hire, principals may not proceed with a candidate until they formally apply to the applicable pool position they are being hired for. HR then must screen the preferred candidate before principals are able to submit the Request to Hire (see **Appendix C** for the instructional hiring process up until the Request to Hire step). When applicants are looking to apply to school-specific vacancies, they are directed to first apply to the general pool position and then contact the school directly via email to express interest. Currently, there is no option for candidates to indicate their preferred work location in the general pool application.

#### Stagnant Candidate Pools

Candidate pools in BrassRing, the Applicant Tracking System (ATS) for FCPS, are not regularly cleansed to remove any non-interested applicants from consideration. Candidates who are no longer interested in a position that have applied for or have accepted outside employment will remain in consideration unless they take action to withdraw their application.

#### Duplicate Effort for Employment Verification

Prior to submitting a Request to Hire, hiring managers must perform and document a reference check for the candidate. Once the reference check is performed, the hiring manager will submit the documented reference check as part of the Request to Hire to HR for review. During onboarding, HR also uses Verifent, an employment verification solution, to confirm employment history with previous employers from the last five years. However, per the Office of Talent Acquisition (TAM), non-responses from previous employers do not impact the ability for candidates to proceed through onboarding and start their assignments.

#### Prioritization of Critical Tasks in Onboarding Workflow

Employee onboarding is facilitated by the Office of Employee Services and Operations (ESO), through the Onboarding module within BrassRing. To work for FCPS, it is a requirement that all candidates must be eligible to work in United States, must submit to fingerprinting for the purpose of obtaining criminal history records through Virginia State Police (VSP) and the Federal Bureau of Investigation (FBI), and must pass a child abuse and neglect background investigation through Virginia Department of Social Services (VDSS). These tasks take place in Phase 3, either in-person or virtually. Though these tasks are required by law and FCPS policies and regulations, OAG identified other tasks that take place prior to these critical tasks.

There are four phases in the default contracted onboarding workflow that new employees must complete. Phase 1 consists of candidates reviewing and confirming personal information, and initiating employment verification process through Verifent, as described above. Phase 2



consists of candidates reviewing FCPS terms and conditions, policies, and employee resources; completing training on MyTime and Fair Labor Standards Act (FLSA); providing direct deposit information; and completing forms for criminal and child abuse/neglect background checks and employment eligibility verification (form I-9). Phase 3 is where the required fingerprinting, background checks, and employment eligibility verification tasks take place, either in-person or virtually. To proceed to Phase 4, where employees elect medical, dental, and retirement benefits, all background checks must come back as cleared.

#### Applicant Information Silos

Hiring managers are required to submit interview scoring documentation for vacancies in the Online Position Detail Report (PDR) once a preferred candidate has been selected. This information is not available in BrassRing to allow for HR to analyze the success of the recruitment process and solicit feedback from program managers on the quality of candidates they were provided. Schools across the division hire for the same instructional positions using the same pool of applicants. Hiring managers hiring for a position do not have access to how other program managers rate candidates after interviews are conducted.

#### Communication with Non-selected Applicants

Applicants who are not selected for a position are not notified of their final status until a requisition is marked as “Closed” in BrassRing. For requisitions where multiple candidates may be hired, this may delay the communication of hiring decisions with applicants. During testing, the average amount of days from when an applicant’s status was marked as Hired/Placed to when the requisition was closed was 14 days (for non-pool requisitions). For instructional pool requisitions, applicants may not receive notice of a decision until the following school year, as requisitions remain open through the end of the year. As an example, the requisition hiring Grades 1-3 Teachers for the 2023-2024 school year was opened on October 31, 2022, and closed on August 12, 2024.

#### Manual Recruitment and Screening Processes

During ongoing staffing through the year and when non-pool vacancies occur, requisitions are manually drafted and posted, and HR employment specialists will manually screen candidates as they apply to determine if the minimum job requirements are satisfied. Currently, candidates that apply for a position within FCPS are not automatically qualified for other positions that their experience may align with, as there is currently no candidate matching done in BrassRing as a conventional ATS is used for, making the sourcing of talent reactive. Therefore, BrassRing is currently being used as a repository for applicant resumes, rather than an ATS that allows for FCPS to build and establish a talent pipeline that can be utilized to address future vacancies with quality, pre-screened candidates.

In 2024, 96,568 applications were submitted in BrassRing. Per the Fiscal Year (FY) 2025 Program Budget, the Office of Talent Acquisition and Management (TAM) consists of 51 positions, averaging nearly 1,900 applicants per staff member.

#### **Criteria:**

Per the Strategic Recruitment Plan for FCPS, HR has a mission to provide an optimal experience for employees and stakeholders by combining effective and efficient processes.

Per the Government Accountability Office’s (GAO) *Standards for Internal Control in the Federal Government*,

- 10.03 – “Management designs appropriate types of control activities for the entity’s internal control system.”
- 10.06 – “Control activities can be implemented in either an automated or a manual manner. Automated control activities are either wholly or partially automated through the entity’s information technology. Manual control activities are performed by individuals with minor use of the entity’s information technology. Automated control activities tend to be more reliable because they are less susceptible to human error and are typically more efficient.”
- 14.01 – “Management should internally communicate the necessary quality information to achieve the entity’s objectives.”
- 14.03 – “Management communicates quality information down and across reporting lines to enable personnel to perform key roles in achieving objectives, addressing risks, and supporting the internal control system.”
- 15.01 – “Management should externally communicate the necessary quality information to achieve the entity’s objectives.”
- 15.08 – “Management periodically evaluates the entity’s methods of communication so that the organization has the appropriate tools to communicate quality information throughout and outside of the entity on a timely basis.”

Per Gartner<sup>3</sup>, an ATS allows recruitment teams to improve operational efficiency by automating workflows for job requisitions, collecting, assessing and interviewing job applicants (screening), as well as extending and signing job offers. They also serve to enhance the applicant’s experience through the hiring process by providing enhanced career portals, and streamlining recruiter-applicant communications.

Per the Academy to Innovate HR<sup>4</sup>, maintaining a talent pipeline allows organizations to engage with top talent before they start actively seeking new job opportunities, giving them access to a pool of high-quality candidates who may not be available through traditional job postings. The two types of people in a talent pool are those who haven’t applied yet, but may want to do so in the future and that want to follow the company in the meantime; and those who already applied before but didn’t get the job, for example, because they didn’t have the right expertise for that particular role but did match the company culture.

Per IBM, data silos form when information becomes isolated in specific departments, systems or locations, preventing organizations from fully using their data assets. When decision-makers have access to complete information, they can make the most informed choices.

### **Cause:**

Challenges identified by OAG are a result of the following:

- Decentralized instructional hiring processes.
- Manual application and resume screening.
- Lack of processes in place to regularly cleanse talent in pool positions that undergo staffing throughout the year to ensure applicants remain interested in employment with FCPS.
- Similarity in information collected from reference checks and information obtained during employment verification through Verifent.

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<sup>3</sup> Gartner is a research and advisory firm focusing on business and technology topics.

<sup>4</sup> Academy to Innovate HR (AIHR) provides training and resources on HR topics.

- Lack of timely communication with applicants on hiring status.
- Applicant information being maintained across multiple systems that do not integrate with each other, and may not be readily accessible for review.
- Past applicants not being considered for future vacancies before they apply.

**Effect:**

The current design of the hiring system may result in:

- Inconsistent application of hiring practices.
- Potential loss of interest from applicants due to ineffective communication during hiring.
- Added work for HR personnel from manual processes.
- Data silos that disrupt workflows and create operational inefficiencies.
- A reactive hiring strategy that does not consider the existing talent currently in BrassRing.
- BrassRing serving as a repository for resumes rather than a true applicant tracking system.
- Redundant and duplicative processes.
- Instructional pools comprised of uninterested applicants.

Requiring hiring managers to record interview results and ratings in BrassRing could allow for HR to analyze information to measure the quality of the applicants provided to hiring managers, and would also allow for hiring managers to view how other hiring managers rated candidates when determining who to interview for their own vacancy.

**Recommendation:**

HR is in the process of deploying MyPath, the new Oracle Human Capital Management (HCM) system, which will replace many of the systems currently used in the hiring and onboarding processes. Such systems that will be impacted include Lawson, BrassRing, Online PDR, and the Onboarding module. This change in systems will take place in multiple phases, with work impacting recruitment and talent acquisition to begin in January 2026 and set to go live in January 2027. The following recommendations can apply to current practices, as well as the work management will do leading up to the future implementation of MyPath.

OAG recommends that HR should:

- Consider centralizing instructional hiring tasks to flow through BrassRing.
- Consider reorganizing the onboarding workflow to prioritize and frontload critical tasks.
- Consider implementing automated processes within the current hiring workflow, such as resume screening and candidate matching.
- Establish a talent pipeline of previous applicants that can be automatically qualified for future requisitions.
- Retain applicant information from screening and interview tasks within BrassRing for other hiring managers to access.
- Regularly cleanse talent pools for instructional positions to filter out uninterested candidates.
- Improve the timeliness of communication with non-selected candidates.

**Management Responses (Actions and Due Date):**

Management concurs with the findings and recommendations.

- We are exploring BrassRing capability to have candidates apply directly to specific school openings and then be loaded into a general pool. The tentative completion date is January 2026.
- We intend to cleanse applicant pools on a quarterly basis. The tentative completion date is November 2025.
- The gap between the Verifent check and that of FCPS has been rectified. The essential question on Verifent is now included on the FCPS reference form. The tentative completion date is July 2025.
- Critical onboarding tasks are now differentiated as pre-boarding or orientation/onboarding. The tentative completion date is July 2025.
- Auto-statusing for all qualified positions has been in place since April for operational employees. The tentative completion date is July 2025.
- BrassRing training as an ATS is being developed for all program managers. Requirements will include all documentation logged in BrassRing, access to applicant pools, and AI-leveraged statusing for more efficient candidate evaluations. The tentative completion date is November 2025.

## Finding 2 – Establishing Formal Goals and Milestones for Hiring Tasks

**Risk Rating:** Moderate – *Issues are identified that could negatively impact the efficiency and effectiveness of FCPS operations.*

### Condition:

TAM's Recruitment Team has developed a Strategic Recruitment Plan, which outlines the office's goals and objectives relating to hiring. While reviewing the plans developed during the scope period of the audit, OAG noted limited goals and objectives tied to established hiring milestones throughout the process.

One of the goals within the plan for 2025-26 is to streamline recruitment processes, with an objective to optimize the hiring process to improve candidate experience and reduce time-to-hire. However, there is not an established baseline or specific target time-to-hire noted within the plan, and other measurable outcomes are not included in the plan.

HR reports certain metrics, or key performance indicators (KPI), to FCPS Leadership through the HR Staffing Dashboard. Currently, the dashboard reports on hiring metrics such as total applicants, total qualified applicants, total offers extended, total applicants hired, and total offers declined. The dashboard also reports on onboarding times for contracted employees. However, OAG did not observe any established reporting on hiring timelines for tasks that are completed prior to employee onboarding, such as application dates, pre-screening, interviewing, conducting reference checks, submitting requests to hire to HR, extending offers to candidates, and offers being accepted.

To independently collect information on hiring milestones for FCPS, OAG examined a sample of 100 new FCPS employees hired during the audit scope period, and reviewed hiring milestones for the requisition and onboarding tasks associated with each candidate. Using the hiring milestones in BrassRing and the Onboarding platform, OAG determined the average time-to-fill<sup>5</sup> and time-to-hire<sup>6</sup> for requisitions. We compared these averages for FCPS to benchmarking data collected by the Society for Human Resource Management (SHRM), as noted in the table below:

Milestone	SHRM Average	FCPS Average
Time-to-Fill	65 days	78 days
Time-to-Hire	29 days	34 days

FCPS had an average time-to-fill of 78<sup>7</sup> days and average time-to-hire of 34<sup>8</sup> days, compared to 65 days and 29<sup>9</sup> days for SHRM benchmarking data.

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<sup>5</sup> Time-to-fill measures position open to offer accepted.

<sup>6</sup> Time-to-hire measures application date to offer accepted.

<sup>7</sup> Excludes requisitions serving as pools for hiring multiple candidates, such as teachers, instructional assistants, counselors, psychologists, technology support specialists, and food services managers in training, as staffing is ongoing throughout the year.

<sup>8</sup> Includes all requisitions, and is measured as application date through offer accepted date. Average time-to-hire for non-pool positions is 47.

<sup>9</sup> Although SHRM benchmarking data does not include time-to-hire, the Screen applicants through Offer to acceptance timelines reported by SHRM, which would represent time-to-hire, totals to 29 days.

Because instructional staffing takes place year-round, time-to-fill would overstate the time it takes to fill an instructional position, as requisitions open in the fall before the applicable school year FCPS is hiring for. Time-to-hire can be used for instructional or pooled positions, as it measures the time it takes from a candidate submitting an application to accepting an offer.

OAG also found that expectations for hiring managers regarding timely completion of hiring tasks are not formally established and documented.

### Criteria:

Regulation 4101 *Responsibilities of the Department of Human Resources* established that HR is assigned the administrative functions to recruit and hire all employees and to evaluate, organize, and plan for the recruitment of personnel.

Organizations can utilize SHRM benchmarking data as a tool to help evaluate decisions and activities that affect their programs. Below are the averages for the data collected by SHRM, specific to Public Administration and Education industries:

Nonexecutives	n	Average
Time-to-fill	108	65 days
Position open to position approved-to-fill	118	22 days
Position approved-to-fill to job posted	124	8 days
Job posted to screening started	123	14 days
Screen applicants	126	9 days
Conduct interviews	126	9 days
Make final decision and extend offer	126	7 days
Offer to acceptance	127	4 days

Per GAO's *Standards for Internal Control in the Federal Government*:

- 6.02 – “Management defines objectives in specific and measurable terms to enable the design of internal control for related risks.”
- 6.07 – “Management determines whether performance measures for the defined objectives are appropriate for evaluating the entity’s performance in achieving those objectives. For quantitative objectives, performance measures may be a targeted percentage or numerical value. For qualitative objectives, management may need to design performance measures that indicate a level or degree of performance, such as milestones.”
- 10.03 – “Management establishes activities to monitor performance measures and indicators. These may include comparisons and assessments relating different sets of data to one another so that analyses of the relationships can be made, and appropriate actions taken. Management designs controls aimed at validating the propriety and integrity of both entity and individual performance measures and indicators.”
- 12.02 – “Management documents in policies the internal control responsibilities of the organization.”
- 12.03 – “Management documents in policies for each unit its responsibility for an operational process’s objectives and related risks, and control activity design, implementation, and operating effectiveness.”

- 12.04 – “Those in key roles for the unit may further define policies through day-to-day procedures, depending on the rate of change in the operating environment and complexity of the operational process. Procedures may include the timing of when a control activity occurs and any follow-up corrective actions to be performed by competent personnel if deficiencies are identified.”
- 13.02 – “Management designs a process that uses the entity’s objectives and related risks to identify the information requirements needed to achieve the objectives and address the risks.”
- 16.02 – “Management establishes a baseline to monitor the internal control system. The baseline is the current state of the internal control system compared against management’s design of the internal control system. The baseline represents the difference between the criteria of the design of the internal control system and condition of the internal control system at a specific point in time. In other words, the baseline consists of issues and deficiencies identified in an entity’s internal control system.”
- 16.04 – “Management monitors the internal control system through ongoing monitoring and separate evaluations. Ongoing monitoring is built into the entity’s operations, performed continually, and responsive to change. Separate evaluations are used periodically and may provide feedback on the effectiveness of ongoing monitoring.”
- 16.09 – “Management evaluates and documents the results of ongoing monitoring and separate evaluations to identify internal control issues. Management uses this evaluation to determine the effectiveness of the internal control system. Differences between the results of monitoring activities and the previously established baseline may indicate internal control issues, including undocumented changes in the internal control system or potential internal control deficiencies.”

**Cause:**

The current Strategic Recruitment Plan does not establish formal goals and milestones for various hiring tasks that would allow for HR to measure effectiveness. Additionally, TAM is working to develop additional KPIs but has not fully implemented them. The metrics that HR currently reports on that could measure effectiveness of hiring processes do not include time to complete certain tasks within the process prior to onboarding.

**Effect:**

Without formally established goals and milestones for hiring processes and identified metrics to measure against, HR may not be able to adequately measure the effectiveness of current hiring processes and initiatives. This may make it difficult for management to identify and improve ineffective processes.

**Recommendation:**

OAG recommends that HR should:

- Identify milestones within the hiring processes for TAM and program managers at schools/departments to track.
- Establish formal goals for timely completion of entire hiring process, as well as each milestone being tracked.

**Management Responses (Actions and Due Date):**

Management concurs with the findings and recommendations.

- Baseline data is being developed this year in collaboration with ESO and within TAM. The tentative completion date is September 2025.
- More specific KPIs will be developed for next year's recruiting plan. The tentative completion date is September 2025.
- We are excited to develop to develop metrics aligned to SHRM standards. The tentative completion date is September 2025.



### **Finding 3 – HR System Data Reliability**

**Risk Rating:** Moderate – *Issues are identified that could negatively impact the efficiency and effectiveness of FCPS operations.*

#### **Condition:**

During the audit, OAG found that data for hiring tasks completed in BrassRing may not be reliable. For example, OAG noted 41 cases in BrassRing where a candidate's status was updated from initial review or qualified to interviewed to offer extended to onboarding, all on the same day. Per our understanding of the hiring process, this would not be a realistic expectation, as many steps occur between application screening and an offer of employment being extended, such as managers conducting interviews with candidates, performing reference checks, and creating and uploading a Request to Hire with supporting documents; followed by HR reviewing the Request to Hire, determining salary, and creating and reviewing the offer form. This indicates that hiring tasks are performed outside of BrassRing and applicant status is not updated until after a decision to hire is made. OAG attempted to measure FCPS hiring timelines against other benchmarking timelines collected by SHRM aside from time-to-hire and time-to-fill, but due to the unreliable nature of the data for tasks occurring between application submission and offer acceptance dates, OAG could not use these comparisons to draw conclusions.

#### **Criteria:**

Per the Strategic Recruitment Plan, HR's mission is to provide an optimal experience for employees and stakeholders by leveraging people, data, technology, and policies to promote informed decision-making.

Per GAO's *Standards for Internal Control in the Federal Government*,

- 10.03 – “Management designs appropriate types of control activities for the entity's internal control system... Transactions<sup>10</sup> are promptly recorded to maintain their relevance and value to management in controlling operations and making decisions. This applies to the entire process or life cycle of a transaction or event from its initiation and authorization through its final classification in summary records. In addition, management designs control activities so that all transactions are completely and accurately recorded.”
- 10.06 – “Control activities can be implemented in either an automated or a manual manner. Automated control activities are either wholly or partially automated through the entity's information technology. Manual control activities are performed by individuals with minor use of the entity's information technology. Automated control activities tend to be more reliable because they are less susceptible to human error and are typically more efficient.”

Per IBM, high quality data allows organizations to identify KPIs to measure the performance of various programs, which allows teams to improve or grow them more effectively. Good data also means that teams can identify where there are breakdowns in operational workflows.

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<sup>10</sup> In this context, GAO defines a transaction as, “an event that may occur in operational, compliance, or financial processes.”

**Cause:**

Prior to onboarding, HR utilizes at least three separate systems to complete hiring tasks, with some tasks being manually facilitated outside of a dedicated system, like scheduling and conducting candidate interviews and performing reference checks. Once some of the manual tasks are completed, they are documented and uploaded as attachments with the Request to Hire in the Online PDR, which does not fully integrate with BrassRing. As applicants move through phases of the hiring process, status updates are manually changed for applicants by HR. Additionally, for instructional positions, principals have the authority to screen resumes, conduct interviews, and select teachers outside of BrassRing without ensuring that selected candidates have applied to a position.

**Effect:**

Data entry for applicant status in BrassRing may not be reflective of the actual dates some tasks were completed. Unreliable data will not present an accurate overview of the hiring process when used for monitoring and reporting. This may lead to a lack of transparency and understanding of hiring timelines and may prevent HR from effectively assessing and monitoring hiring processes.

**Recommendation:**

OAG recommends that HR should:

- Identify data needed for monitoring purposes.
- Implement a method for ensuring data is accurately recorded.
- Establish a baseline for monitoring purposes.
- Measure and report on data in the HR Staffing Dashboard.

**Management Responses (Actions and Due Date):**

Management concurs with the findings and recommendations.

- New hiring workflows with ESO have rectified the all function in same day. The tentative completion date is July 2025.
- While the HCM MyPath project will resolve multiple platform issues in 2027, we will continue to work to streamline the use of BrassRing as an ATS. The tentative completion date is June 2026.

## Finding 4 – Communication of Principal Hiring Practices

**Risk Rating:** Low – *Issues identified are less significant but opportunities exist that could enhance FCPS operations.*

### Condition:

During the scope period of the audit, OAG noted that principal pool application windows were no longer being posted for prospective candidates to apply to be admitted into the principal pool. The last application window was posted in February 2024, and closed in May 2024. TAM confirmed to OAG that changes to the principal hiring process were not communicated to members of the pool who were already screened and eligible for consideration for FCPS principal vacancies. Additionally, these changes were not reflected on the public FCPS website or the internal employee hub page. After the last application window was closed, principal vacancies were filled as a regular ad hoc requisition, where any interested applicant could apply for consideration. Between February 2024 and December 31, 2024, there were 36 principal positions that were advertised.

Since 2017, FCPS has utilized the principal pool process to build a pool of qualified and vetted candidates that are eligible to apply for principal vacancies. A component of the Principal Pipeline Initiative (PPI)<sup>11</sup>, the principal pool process is an avenue to measure preparedness for principalship. OAG has conducted two audits in which the principal hiring process was evaluated, with each audit containing recommendations for management to consider to further enhance these processes.

### Criteria:

As of February 2025, guidance on the public FCPS website advised that interested applicants must first be admitted to the pool before being considered for principal vacancies. Per the internal employee hub Administrative Staffing page, “Our principal vacancies are filled with candidates from the principal pool. Implementing a principal pool has helped increase and diversify the applicant pool and ensure greater transparency around how our school system selects its schools’ leaders.”

Per the Principal Selection Process page on the FCPS website, there are three application windows throughout the year, and the principal window is currently closed and will reopen in the fall of 2024. The principal pool selection process consists of the following three steps:

#### Step 1: Application Screening

- Candidates apply to the posted principal pool and upload a current resume and respond to an essay prompt.
- The HR Administrative Staffing team screens documents.

#### Step 2: Data Task

- Candidates complete an online assessment and submit a detailed response.

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<sup>11</sup> The Principal Pipeline Initiative, commissioned by the Wallace Foundation, supported efforts in six districts across the United States to develop principal pipelines through engagement in activities related to the preparation, hiring, development, evaluation, and support of school leaders (Susan M. Gates, 2019).

### Step 3: Performance Assessments

- Performance assessments include a teacher observation task, a complex scenario task, and an interview, assessed by members of the FCPS Leadership team and experienced principals.

OAG independently verified that as of March 2025, the public FCPS website provides current information on the principal hiring process for interested candidates, while the FCPS employee hub has not yet been updated.

Per GAO's *Standards for Internal Control in the Federal Government*,

- 12.05 – “Management periodically reviews policies, procedures, and related control activities for continued relevance and effectiveness in achieving the entity’s objectives or addressing related risks. If there is a significant change in an entity’s process, management reviews this process in a timely manner after the change to determine that the control activities are designed and implemented appropriately. Changes may occur in personnel, operational processes, or information technology.”

According to *Principal Pipelines: A Feasible, Affordable, and Effective Way for Districts to Improve Schools*, the four components of the PPI are:

1. Leader standards that guide all pipeline activities
2. Preservice preparation opportunities for assistant principals and principals
3. Selective hiring and placement
4. On-the-job induction, evaluation, and support.

A district is said to have implemented the selective hiring and placement component if the following criteria are met:

- The selection process includes entry into a talent or hiring pool
- Candidates are required to complete performance tasks aligned to district standards as part of the hiring process.

OAG conducted benchmarking of principal hiring processes at 25 large and neighboring school districts, and confirmed that 19 of 25 districts advertise and maintain a pool of pre-screened principal candidates.

### **Cause:**

Principal hiring has been facilitated outside of the established principal pool process since May 2024, driven by FCPS Leadership. Changes to the process were not effectively communicated, and a formal alternative process or strategy for sourcing and evaluating principal candidates was not developed and established prior to the change.

### **Effect:**

Insufficient communication of accurate information to interested external candidates and current members of the principal pool may impact the ability for FCPS to source quality candidates, and may present the appearance of a lack of clarity and transparency from FCPS.

### **Recommendation:**

OAG recommends that HR should:

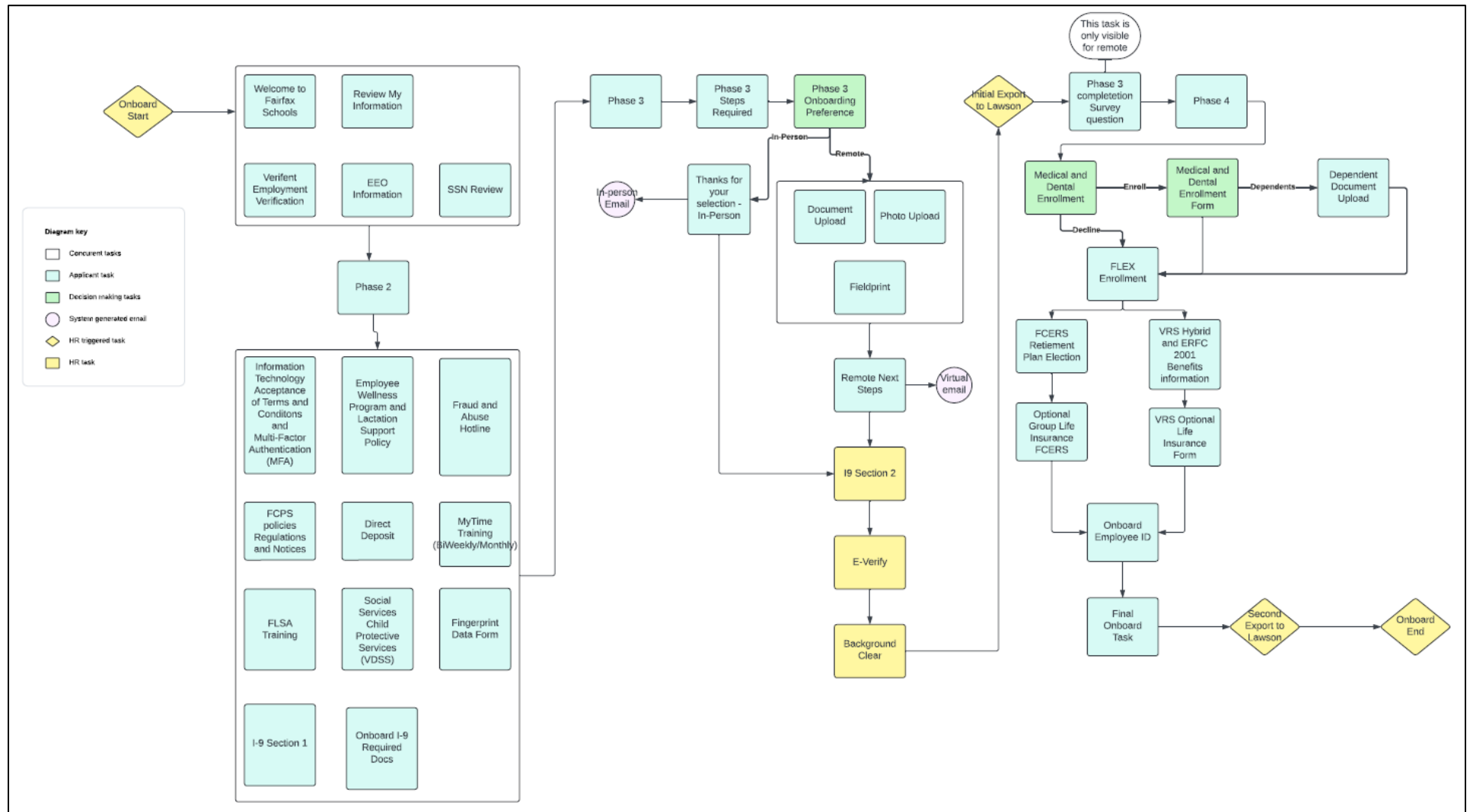
- Document, communicate, and evaluate the effectiveness of the current principal recruiting and hiring process.
- Develop a formal strategy for recruiting and hiring principals and assistant principals.

**Management Responses (Actions and Due Date):**

Management concurs with the findings and recommendations.

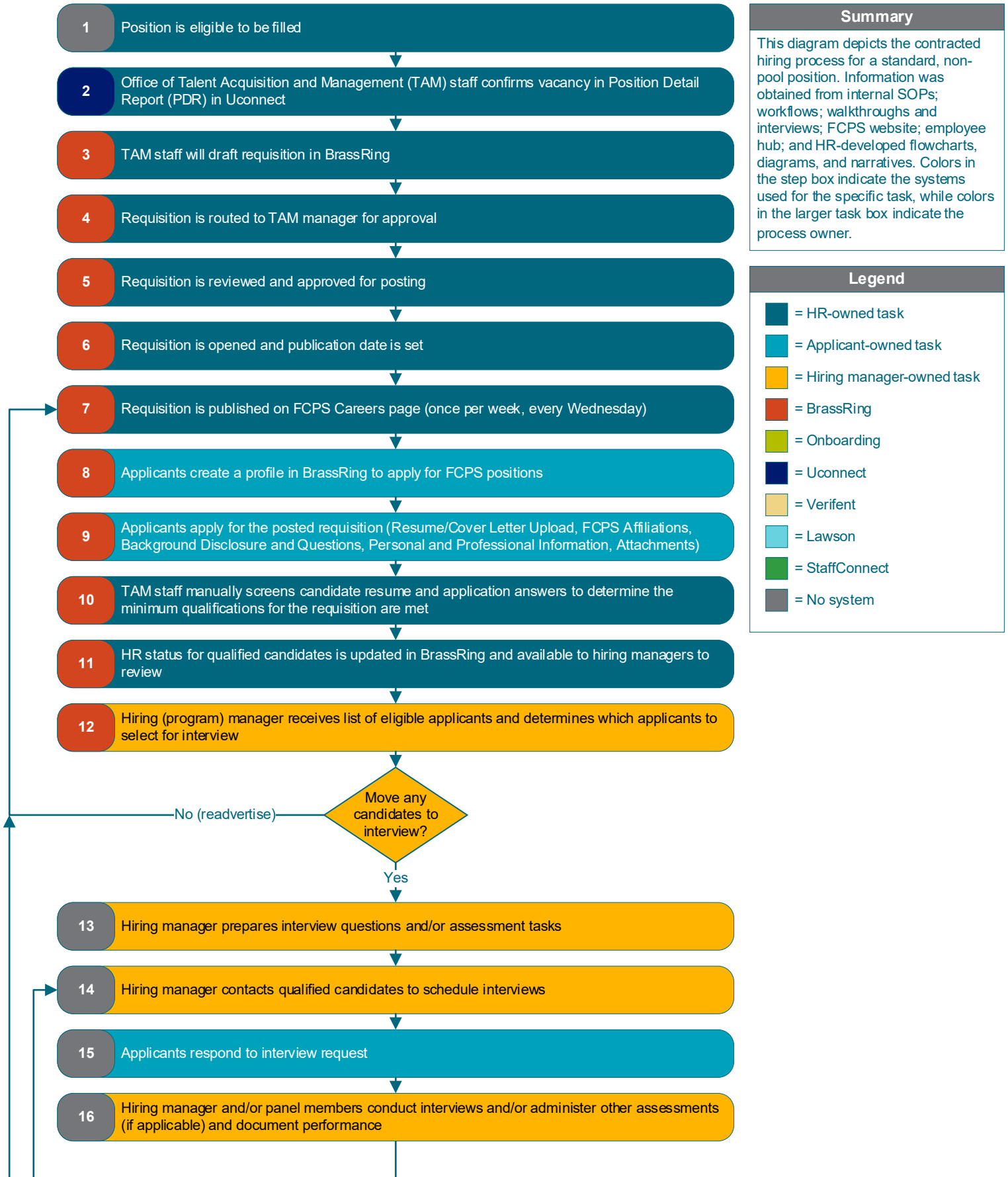
- Old website removed in March to resolve miscommunication about pools. The tentative completion date is July 2025.
- New FCPS position/goals have been created for FY26 for Leadership Succession. The tentative completion date is July 2025.

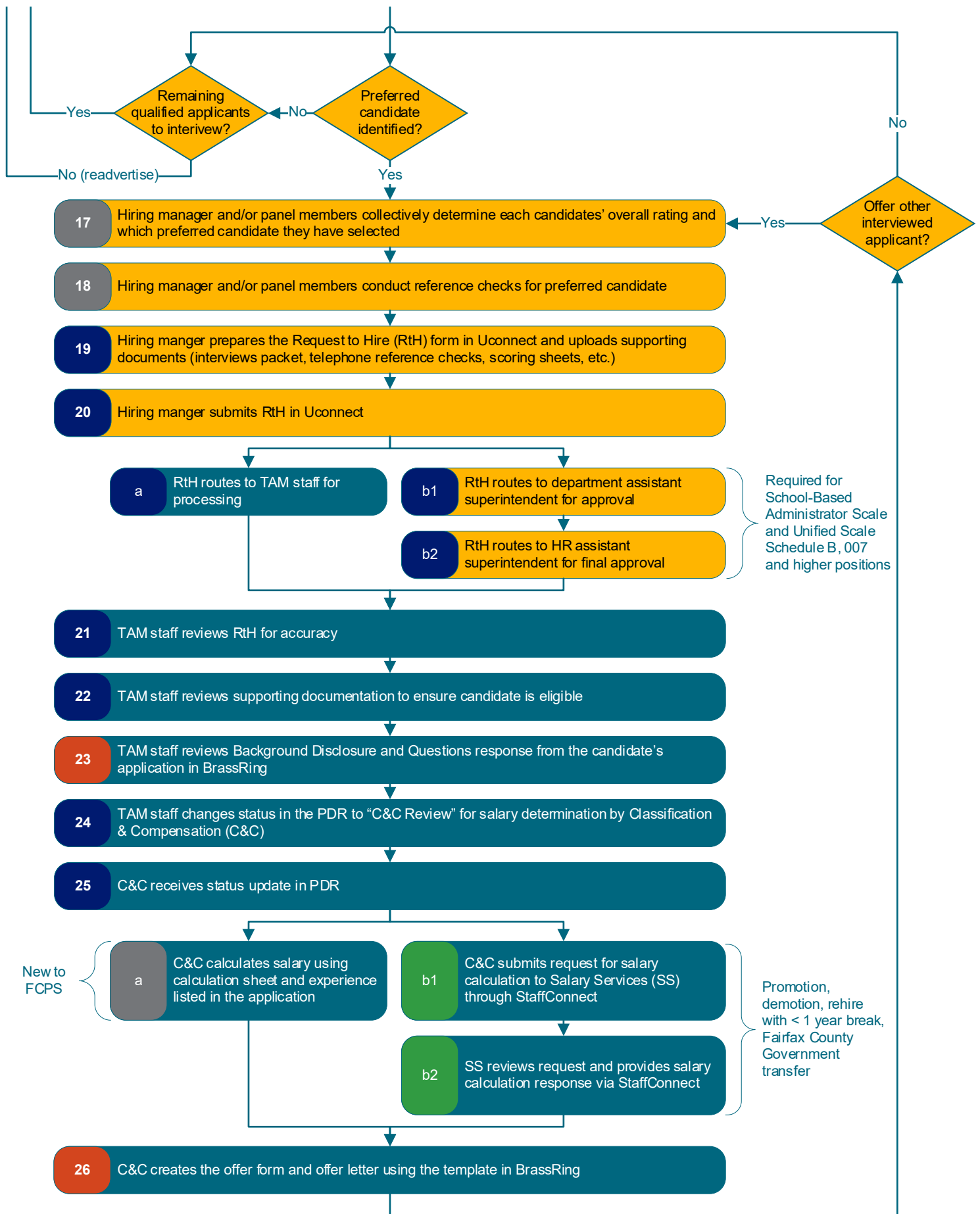
## Appendix A – Default Onboarding Workflow



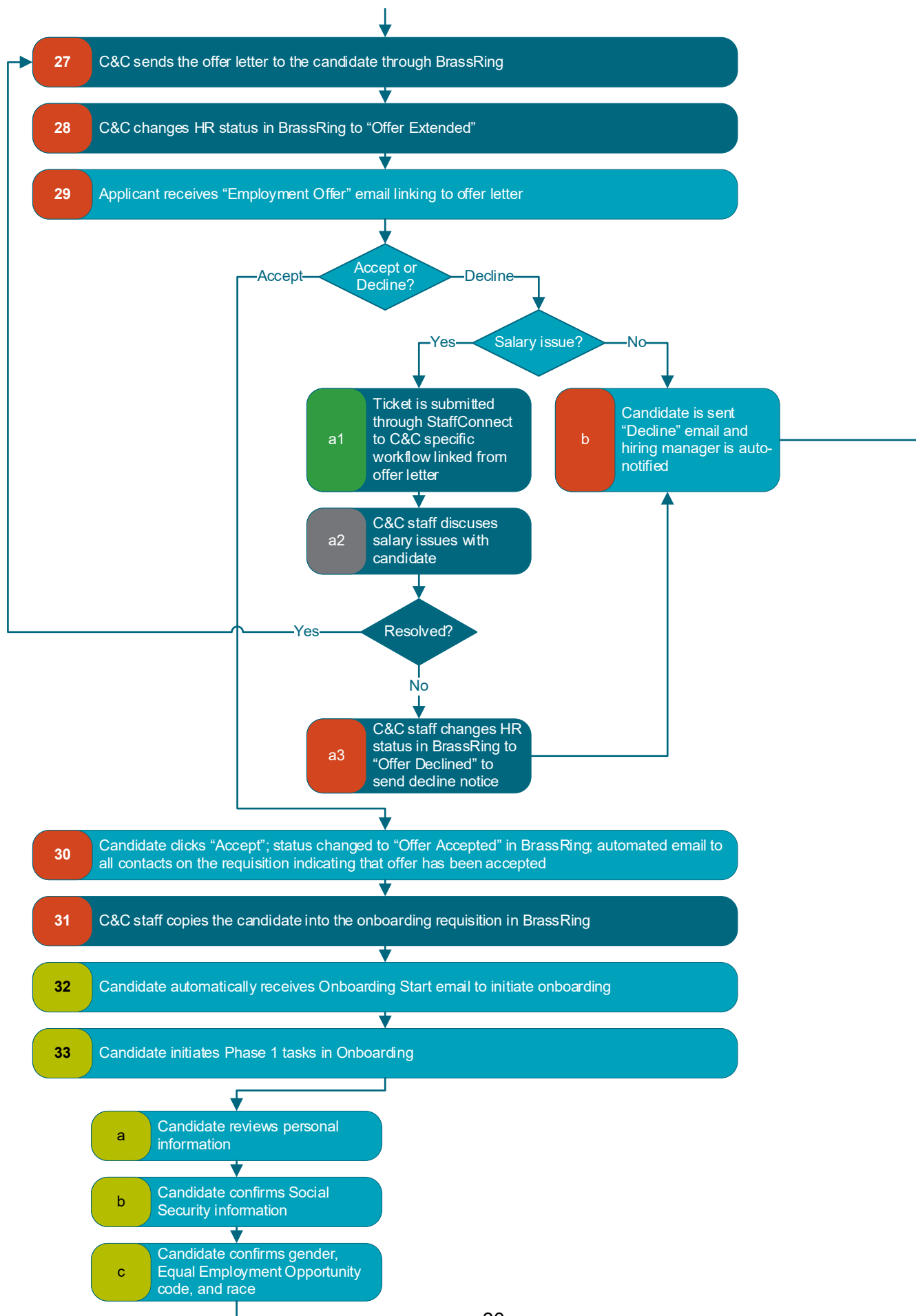
## Appendix B – General Contracted Hiring Process

As of April 2025

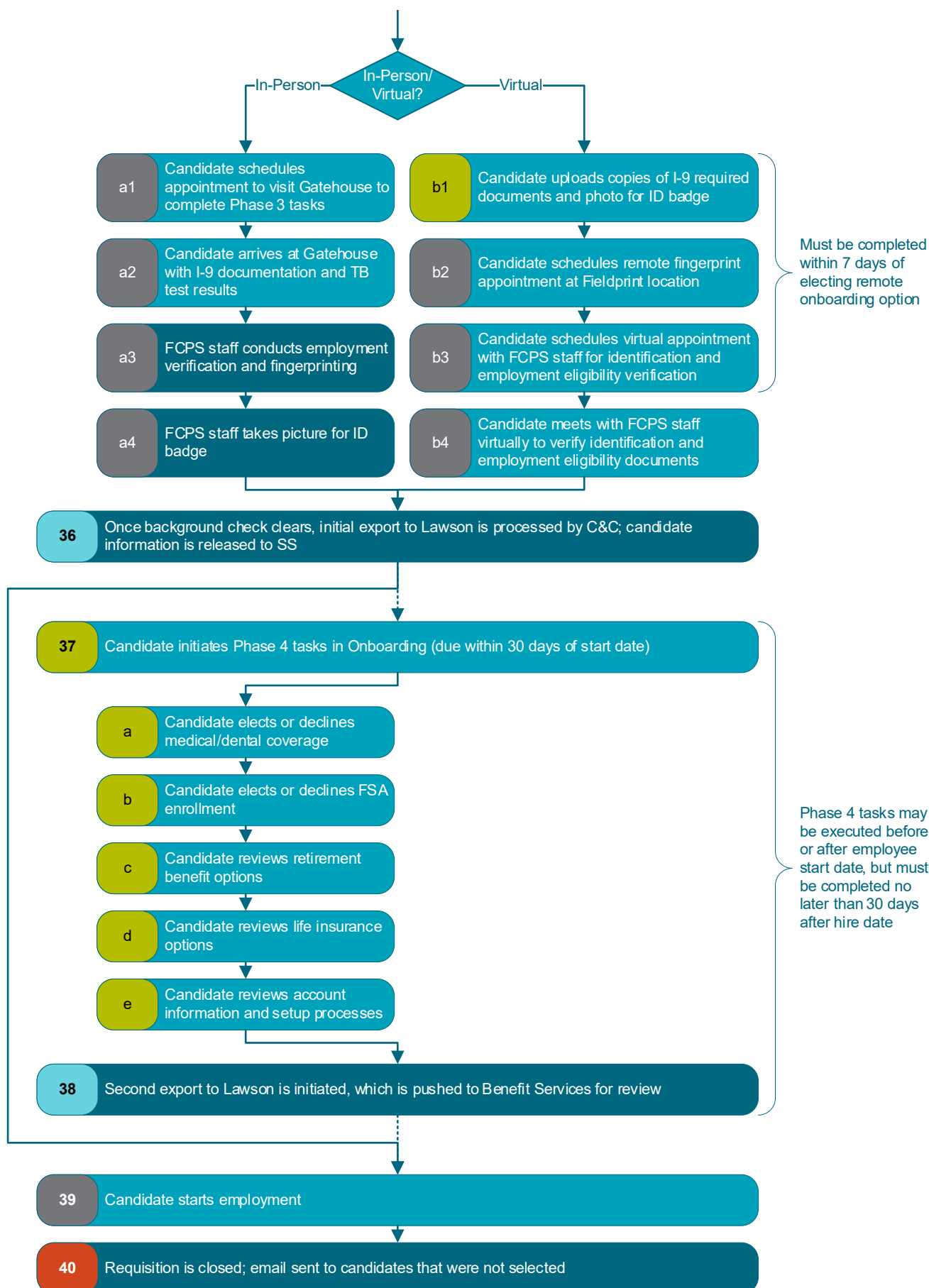




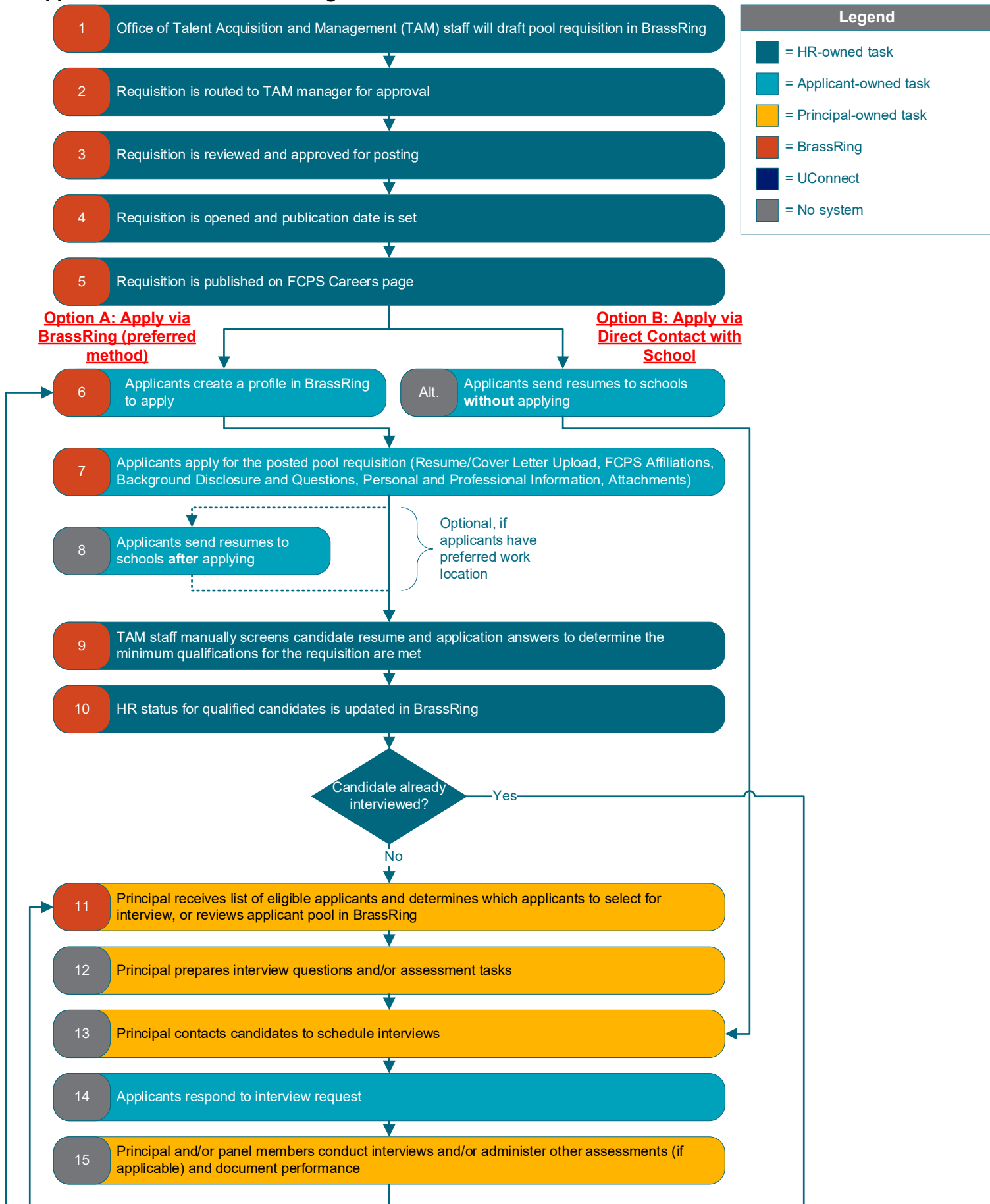


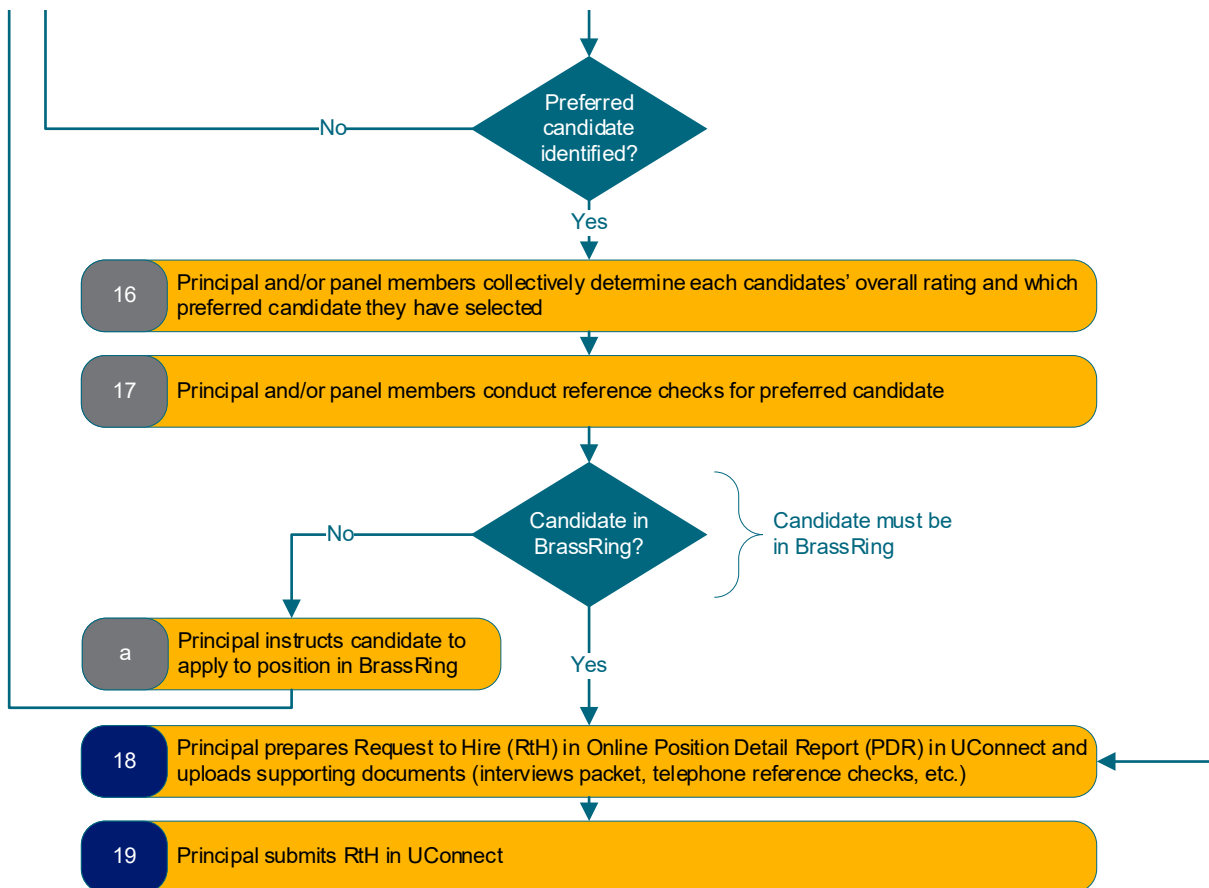






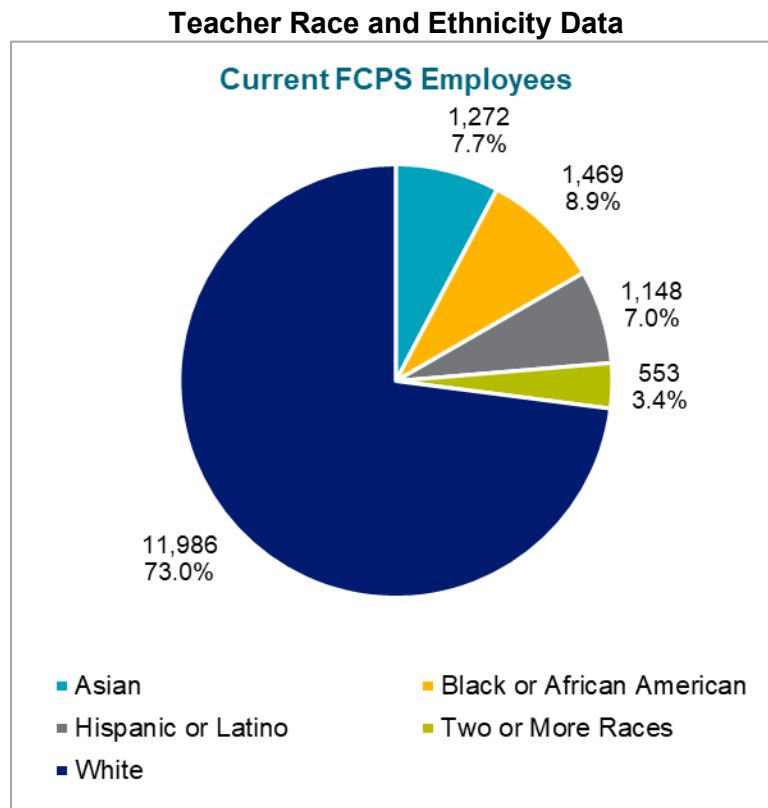
## Appendix C – Instructional Hiring Process





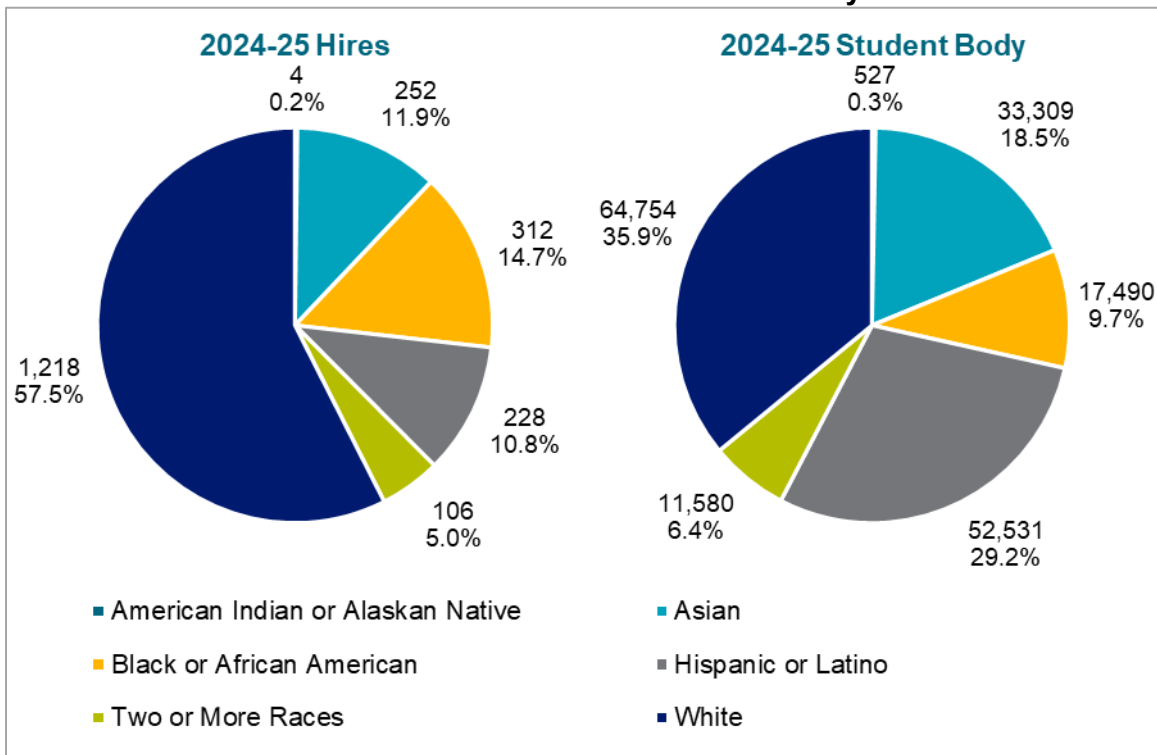
## Appendix D – FCPS Strategic Plan Data

Recruit and retain staff who reflect the diversity of students and families



Source: HR Staffing Dashboard (as of January 2025)

### 2024-25 Teacher Hires vs. Student Body



Source: HR Staffing Dashboard (as of January 2025)

### Exceptional compensation

### FY 2025 Washington Boards of Education (WABE) Guide<sup>12</sup> Salary Information

School Division	Teacher Salary					Instructional Assistant	
	Step 1 + Bachelors Degree	Average	Step 1 + Masters Degree	Middle Masters Degree	Maximum	Beginning Hourly	Maximum Hourly
Alexandria City	\$57,207	\$94,767	\$64,988	\$96,016	\$131,208	\$24.98	\$42.57
Arlington County	\$56,676	\$95,177	\$64,888	\$98,149	\$133,352	\$24.69	\$44.54
Fairfax County	\$58,251	\$89,974	\$64,076	\$96,815	\$123,918	\$21.79	\$38.82
Falls Church City	\$58,540	\$94,170	\$64,812	\$101,076	\$137,143	\$18.22	\$41.97
Loudoun County	\$58,147	\$90,408	\$64,033	\$96,444	\$122,766	\$20.58	\$37.99
Manassas City	\$58,070	\$88,702	\$64,919	\$85,504	\$137,391	\$19.59	\$33.81
Manassas Park City	\$56,410	\$73,387	\$62,410	\$83,010	\$128,814	\$19.73	\$36.56
Prince William County	\$57,340	\$83,124	\$63,340	\$95,806	\$152,763	\$18.81	\$44.32

Source: FY 2025 WABE Guide

<sup>12</sup> Annual report of information collected via survey from the following eight school divisions: Alexandria City, Arlington County, Fairfax County, Falls Church City, Loudoun County, Manassas City, Manassas Park City, and Prince William County.

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## OAG's Mission and Vision

To promote Fairfax County Public Schools' achievement of its strategic goals, Office of the Auditor General's (OAG) mission is to independently determine whether the ongoing processes for controlling fiscal and administrative operations and performance throughout Fairfax County Public Schools are adequately designed, functioning in an efficient, effective manner, and fully accountable to its citizens of Fairfax County. We accomplish the mission by providing the following services:

- Annual [risk assessment](#) and [audit plan](#)
- [Performance and financial internal audits](#)
- Management of the [Fraud, Waste, and Abuse Hotline](#)
- Education and outreach

Our vision is to deliver innovative and respected audit, advisory, investigative services and risk assurance to protect Fairfax County Public Schools as a leader in student achievement. We achieve this by providing an independent perspective and encouraging collaborative improvement.

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Contact us at [internalaudit@fcps.edu](mailto:internalaudit@fcps.edu) for copies of reports not available on the [audit reports webpage](#).

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Online form: <https://www.fcps.edu/auditor> (anonymity optional)

Automated answering system: 571-423-1333 (anonymous)

Main office: 571-423-1320 (not anonymous)

Email: [internalaudit@fcps.edu](mailto:internalaudit@fcps.edu) (not anonymous)

