



# EXCELLENCE EQUITY & OPPORTUNITY

2023-30 STRATEGIC PLAN

December 5, 2024

## Executive Limitation 4: Human Resources



## Executive Limitation #4: Human Resources

*The Superintendent shall not fail to recruit, select, retain, and appropriately compensate a highly qualified and diverse workforce that enables FCPS to deliver a world-class education to every student in an environment characterized by high staff morale. The Superintendent shall not fail to ensure employees are able to work in a collaborative manner towards achieving the Division's Strategic Plan goals, that they have avenues for providing input and feedback, and that they receive relevant professional learning to support their performance and growth.*

## Executive Limitation #4: Human Resources

1. Create a working environment and culture that consistently:
  - a. Values employee talent and expertise and ensures all are treated with dignity and respect;
  - b. Establishes an atmosphere of openness, civility, and responsiveness that is conducive to teaching and learning;
  - c. Seeks staff participation in decision-making, considers various viewpoints and reasoned dissent in order to achieve sound decision-making;
  - d. Treats all staff members in a fair, impartial, and balanced manner and provides for the timely and effective handling of complaints and appropriate due process.
2. Implement policies and develop regulations that:
  - a. Establish and communicate clear personnel rules, procedures, and accommodation protocols, and provide staff with an opportunity to become familiar with their rights and responsibilities under Division policy;
  - b. Maintain favorable working conditions to promote high morale;
  - c. Protect against discrimination, harassment, retaliation, or other mistreatment;
  - d. Adhere to all state and federal code and other legal requirements and align to industry best practices.

## Executive Limitation #4: Human Resources

3. Recruit, develop, and retain a highly qualified and diverse workforce by:
  - a. Developing and maintaining fair and competitive compensation and benefit packages that attract and retain the highest quality employees, and consider the regional living wage;
  - b. Ensuring all staff members are prepared to perform the responsibilities assigned to them;
  - c. Mandating background inquiries and checks prior to hiring or approving any paid personnel or applicable volunteers;
  - d. Making progress towards employing a workforce that reflects the diversity of FCPS students and families;
  - e. Implementing a plan for leadership development and succession planning to ensure leadership continuity within the Division.
4. Evaluate all employee performance with a process that is fair, consistent, regular, and aligned with state regulations and FCPS policies and regulations.
5. Provide effective and efficient professional learning and training for all staff members to ensure they are able to perform the tasks assigned to them and to increase individual and team performance

## #1: Values employee talent and expertise and ensures all are treated with dignity and respect

A variety of [employee recognition programs](#) honor thousands of employees.

- FCPS CARES
  - The FCPS CARES program received 1,705 nominations in FY 2024.
  - New this year is the FCPS CARES of the Quarter initiative. Business partners are sponsoring four \$500 cash awards to divisionwide CARES recipients, selected from CARES of the month winners.
- Excellence Awards
  - In October 2024, 102 (out of 205 nominations) employees were recognized at the annual Excellence Awards for exceeding expectations in supporting the initiatives of the FCPS Strategic Plan.

Affinity Groups help support retention and promote diversity and inclusion in FCPS with a safe place to build community and find support from educators with similar identities and backgrounds. Affinity Groups currently include Asian Educators, Black Educators, Latino/Hispanic Educators, Middle Eastern Educators, Neurodivergent Educators, LGBTQIA+ Educators, and Aspiring Leaders of Color.

## **#1: Establishes an atmosphere of openness, civility, and responsiveness that is conducive to teaching and learning**

StaffConnect is a single portal system in which applicants, employees, and retirees are able to request support from HR. The portal gives users 100% transparency about the process of their request, measures completion times, and monitors the team's success in serving our employees.

- Human Resources and Finance departments are analyzing processing times to establish target turnaround times for each topical category in StaffConnect as well as subject matter expertise needed to complete the requests.
- As of November 2024, there are a total of 60 services that can be provided via StaffConnect.

# #1: Establishes an atmosphere of openness, civility, and responsiveness that is conducive to teaching and learning

- Human Resources has been working to improve the employee experience by mapping and optimizing key processes, including onboarding, offboarding, performance evaluations, (re)classifications, and hiring. Since March 2024, three onboarding workflows have been optimized, targeting (1) contracted employees, (2) hourly employees, and (3) independent contractors.

Onboarding Optimizations in FY 2025	
Workflows optimized	Improvement
Contracted New Hires	41.4 days saved
Hourly New Hires	9.4 days saved

Note: data for independent contractor process is not yet available

## #1: Establishes an atmosphere of openness, civility, and responsiveness that is conducive to teaching and learning

- To further improve the new hire experience, the HR Client Services team introduced a fully-remote onboarding option for contracted employees in September 2024.

Employee Onboarding					
New Hire Type	January - December 2022 (actual)	January - December 2023 (actual)	January - October 2024 (actual)	January - December 2024 (forecast)	% Change from 2023 to 2024 forecast
Contracted	1,975	1,984	1,910	2,061	+4%
Hourly	2,461	2,635	1,952	2,258	-14%
Independent Contractors	409	497	478	532	+7%
Other (including Transportation, Volunteers, International Teachers, etc)	5,920	5,245	4,954	5,686	+8%
<b>Grand Total</b>	<b>10,765</b>	<b>10,361</b>	<b>9,294</b>	<b>10,537</b>	<b>+2%</b>



# #1: Establishes an atmosphere of openness, civility, and responsiveness that is conducive to teaching and learning

- Red Rover, the substitute management system launched in December 2023 and has improved the school to substitute communication process.
- The Red Rover system was adapted for use by summer school programs for the first time in 2024, resulting in a 93% fill rate.

Substitute Fill Rate		
	Prior to Red Rover August 2023 - December 2023	Since Red Rover Launch August 2024 - October 2024
Number of total assignments	125,353	80,652
Number of filled assignments	100,830	69,862
Fill rate	80.44%	86.62%

# #1: Establishes an atmosphere of openness, civility, and responsiveness that is conducive to teaching and learning

- Additional enhancements have been made to the substitute teacher program to increase the number of qualified candidates and to provide consistent classroom support for our students through site-based substitutes.

FCPS Site-Based Substitutes		
	SY 2023-24	SY 2024-25
Number of site-based substitutes	238	240*
Number of schools with site-based substitutes	104	107

\*At the time of this report, 224 site based subs hired; 16 vacancies being actively recruited

## **#1: Seeks staff participation in decision-making, considers various viewpoints and reasoned dissent in order to achieve sound decision-making**

- Employee Engagement Survey
  - Conducted every two years to measure employee satisfaction and identify areas for improvement.
  - The results of the latest survey, administered October 28 through November 15, 2024, will be analyzed to develop action plans for addressing any concerns and enhancing employee engagement.
- Exit survey
  - Provided out to all contracted employees leaving the organization, both retirees and resignees.
  - Beginning in October 2024, employee exit surveys are now administered through StaffConnect in an effort to increase the response rate to 34% (in FY 2024).
  - Prior to October 2024, the HR-2 Resignation Form was handled through a paper-copy submission and therefore difficult to obtain exit survey responses.

## **#1: Seeks staff participation in decision-making, considers various viewpoints and reasoned dissent in order to achieve sound decision-making**

- The Office of Labor Relations coordinated the representational election process for our three bargaining units. Two unions were elected to serve as the exclusive representatives for employees as outlined in the Collective Bargaining Resolution.
  - On July 18, 2024, the Fairfax County School Board certified the Fairfax Education Unions (FEU) as the exclusive representative for the Licensed Instructional and Operational Bargaining units at FCPS.
  - On October 24, 2024, the School Board certified the Fairfax County Federation of Principals, Supervisors, and Administrators (FCFPISA) as the exclusive representative for Administrators and Supervisors bargaining unit.

## #2: Maintain Favorable Working Conditions and Promote High Morale

On July 1, 2024, FCPS implemented its new [Paid Parental Leave \(PPL\) program](#). Through this new program, eligible employees can receive 8 weeks of paid leave for childbirth, adoption, or foster placement of a child. PPL will coordinate with Family and Medical Leave Act (FMLA) leave to provide employees with paid time off.

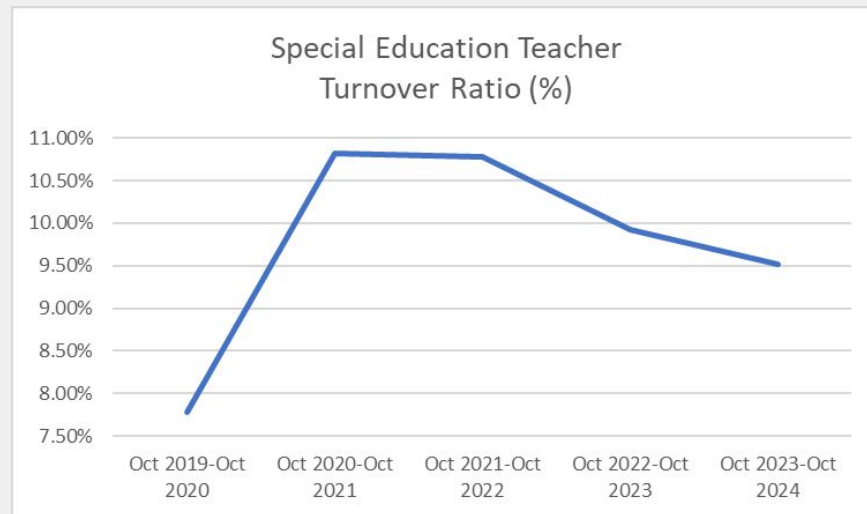


## #2: Adhere to All State and Federal Code and Other Legal Requirements and Align to Industry Best Practices

- In July 2023, FCPS began the process of re-fingerprinting employees hired prior to 2006 in order to store all employee fingerprints digitally and conduct routine background checks.
  - As of October 2024, 90.5% of all necessary fingerprints have been completed with plans in place to capture the remaining fingerprints before the end of the school year.
- Several FCPS regulations and notices related to HR have been updated since the last Executive Limitation #4 presentation in May 2024 to better align with our current organizational needs and with federal and state codes, including, but not limited to, the following:
  - [Regulation 4440: Performance Assessments and Evaluations](#) (Effective May 22, 2024)
  - [Regulation 4612: Salary and Schedule Guidelines](#) (Effective July 1, 2024)
  - [Notice 4650: Salary Supplements](#) (Effective July 1, 2024)

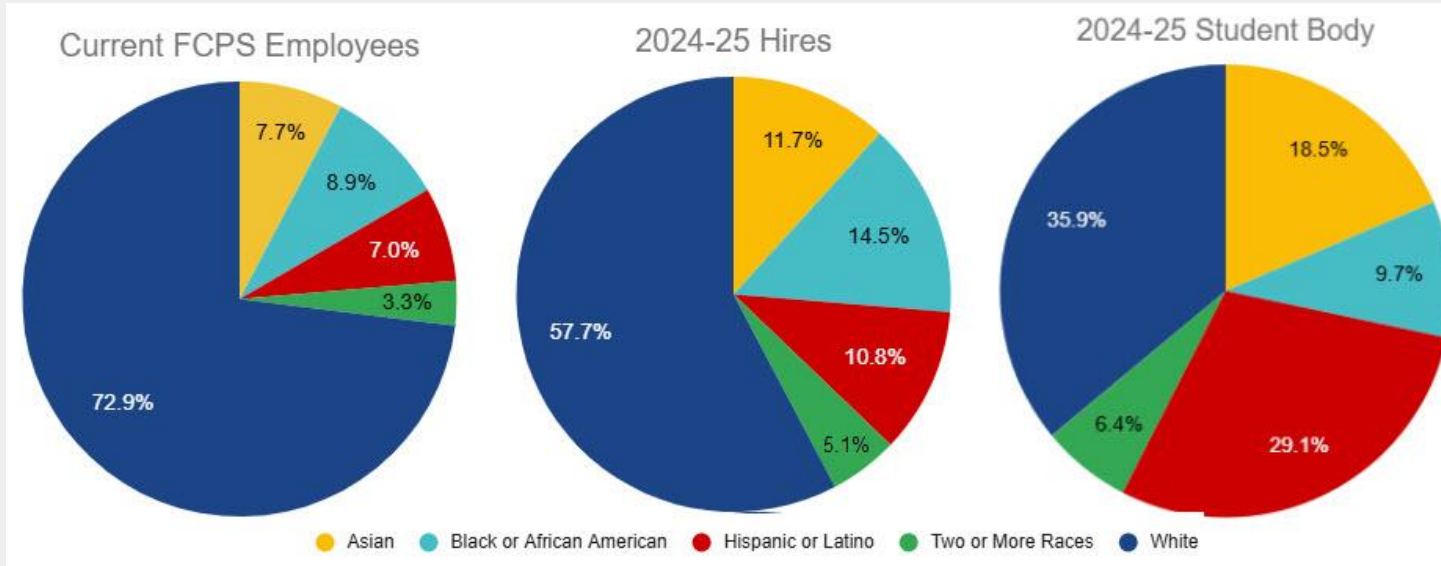
### #3: Recruit, Develop and Retain a Highly Qualified and Diverse Workforce

- Current data show the Division has recovered some of the ground lost post-pandemic in teacher recruitment and retention.
  - For the first time in four years, the year-to-year teacher retention rate exceeded 90% in 2024.
- Special Education teacher turnover rates were highest during and right after the pandemic. The turnover rate has declined over the past three years.



### #3: Recruit, Develop and Retain a Highly Qualified and Diverse Workforce

Human Resources attends job fairs hosted by Minority Serving Institutions (MSI) to include Hispanic Serving Institutions (HSI), Asian American and Native American Pacific Islander Serving Institution (AANAPISI), Historically Black Colleges and Universities (HBCU), diverse institutions, and community based or professional associations.



Note: percentages do not add to 100% as two groups are less than one percent and are not shown (American Indian or Alaska Native and Native Hawaiian or Pacific Islander)



### #3: Recruit, Develop and Retain a Highly Qualified and Diverse Workforce

FCPS has increased the numbers of teachers in its International Partnership programs since last year.

Participate Learning	
Ambassador Teachers who began in SY 2024-25	101
Ambassador Teachers who began in SY 2023-24	29

### #3: Recruit, Develop and Retain a Highly Qualified and Diverse Workforce

- Beginning June 2024, the Office of Talent Acquisition began using [Verifent](#) to verify new employees' prior experience. This does not replace reference checks for potential hires. At the time of the report, over 2,000 Verifent requests have been sent to previous employers.
  - Employee Services and Operations implemented Verifent on June 13, 2024 to serve our current and previous employees with commercial verifications (e.g., loans, rental agency) and employment verifications for exited employees.
  - Implementing Verifent reduced response time for commercial verifications from 3 to 5 business days to less than an hour turnaround time.
  - Since implementation, 531 commercial verifications have been provided to verifiers.

### #3: Recruit, Develop and Retain a Highly Qualified and Diverse Workforce

- **July 2024 Leadership Kickoff Week:** week-long programming includes a Divisionwide kickoff, professional development and technical trainings applicable for the upcoming school year, Region and Department kickoffs, as well as required and choice breakout sessions.
- **SY 2024-25 All County Central Office Meetings and All County Central Office Director Meetings are returning:** designed to mirror content from All County Principals Meeting (ACPM) with the goal of organizational coherence.
- **Module-based approach for administrator induction:**
  - aims to provide all school-based administrators (SBAs) with the most up-to-date and essential knowledge and skills required for and evaluated in their roles, ensuring consistency and coherence across the District
  - includes 8-10 modules that SBAs must complete within two years
  - enhances leadership development by providing a foundational understanding of critical topics, promoting professional growth, and ensuring all SBAs receive consistent and relevant training.

## #4: Evaluate All Employee Performance with a Process That Is Fair, Consistent, Regular, and Aligned with State Regulations and FCPS Policies and Regulations

- In May 2024, [Regulation 4440: Performance Assessments and Evaluations](#) was revised to fully align the processes with state regulations and policies.
- HR works directly with supervisors to support the successful completion of performance evaluations, including, but not limited to, helping new supervisors in writing clear performance evaluations, managing timeload of completing the evaluations, and navigating MyPDE for performance evaluations.

Summative Evaluations Completed		
SY 2021-22	SY 2022-23	SY 2023-24
88%	93%	94%

## **#4: Evaluate All Employee Performance with a Process That Is Fair, Consistent, Regular, and Aligned with State Regulations and FCPS Policies and Regulations**

The Office of Employee Relations has expanded their Collaborator and Intervention Programs to offer teachers additional guidance and support to help them meet standards and goals. Actions taken include, but are not limited to:

- Holding meetings and observations with conditional teachers to offer immediate feedback and necessary collaborative support.
- Conducting Intervention Team initial, midpoint, and exit meetings allowing the opportunity for positive relationships to be formed among teachers, collaborators, and evaluators.
- Managing Colleague Assistance Program (CAP) requests to provide support throughout the school year.
- Maintaining 24-hour response time to teachers, collaborators, or administrators within CAP/ITEAM programs throughout the school year.

## #5: Provide Effective and Efficient Professional Learning and Training for All Staff Members to Ensure They Are Able to Perform the Tasks Assigned to Them and to Increase Individual and Team Performance

- FCPS provides opportunities for teachers to meet state mandated and Division requirements such as the Virginia Literacy Act (VLA) and Evidence-Based Literacy Instruction.
- For SY 2024-25, 21 Novice Teacher Instructional Coach positions were refocused to work with teachers in their first three years of teaching, including teacher trainees and identified Participate Learning Teachers.



## **#5: Provide Effective and Efficient Professional Learning and Training for All Staff Members to Ensure They Are Able to Perform the Tasks Assigned to Them and to Increase Individual and Team Performance**

Improvements were made to required trainings for the 2024-25 school year. These include but are not limited to:

- All required trainings were made available on July 1, 2024 in an effort to provide employees the opportunity to complete their trainings ahead of the official August 1, 2024 assignment date.
- The completion rate for required professional development has increased since last school year
  - SY 2023-24 on November 12, 2023: 75.2%
  - SY 2024-25 on November 12, 2024: 92.4%
- Many of the annually required asynchronous trainings include a pre-test option to show competency and have been reduced to 15 minutes in duration.
- An optional feedback survey has been attached to all required trainings to inform future improvements.





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