

December 19, 2024

To: FCPS School Board Members
From: Dr. Michelle Reid, Superintendent
Subject: Executive Limitation #4 (Human Resources) - Corrective Action Memo

During the Regular Meeting on December 5, 2024, the Board voted to find the Superintendent non-compliant with for EL #4: Human Resources and requested a corrective action memo by the December 19, 2024 Regular Meeting that addresses the following concerns related to high school athletics and other division programs and practices:

- *#2.A: Addresses the lack of consistency related to training and personnel development regarding the rights and responsibilities of staff under Division policy.*
- *#2.D: Additional measures taken to ensure adherence to all governing code and legal requirements.*
- *#3.B: Explains measures taken to ensure employees are prepared to perform the duties of their position.*
- *#4: Increases consistency of expectations and accountability for employee behaviors and explains the expectations for further accountability on the part of colleagues.*
- *#5: Addresses plans for increased valuable training opportunities.*

With this Corrective Action Memo, to the best of my knowledge, information, and belief, I have gathered updated information and evidence that I believe supports the continued compliance with the Board's Executive Limitation associated with this topic.

Training and Personnel Development (2.A) and Plans for Increased Valuable Training Opportunities (5)

In order to address the Board's concerns on whether there is a lack of consistency related to training and personnel development regarding rights and responsibilities of staff and to address plans for increased valuable training opportunities, the Chief of Schools will lead a review to:

- Evaluate current training opportunities related to high school athletics for school-based administrators, athletics staff, student services staff, and other staff involved with high school athletics.
- Identify areas to expand current training or develop new training to address potential gaps related to staff rights and responsibilities.
- Provide an update to the Board no later than April 24, 2025.

Adherence to all Governing Code and Legal Requirements (2.D)

Administration stands ready to cooperate and assist as needed in the external review authorized by the School Board on December 5, 2024. The Chief of Schools will be responsible to ensure responsiveness to outside counsel recommendations.

Ensure Employees are Prepared to Perform the Duties of their Position (3)

In order to explain measures taken to ensure employees are prepared to perform the duties of their position, the Chief of Schools will:

- Lead a review of existing timeline to complete required VHSL and FCPS training for new athletic coaches.
- Implement best practices for assessing awareness, knowledge, and duties for staff connected to registration of students, including internal and external student transfers and high school athletic eligibility requirements, based on recommendations/findings of external legal review.
- Review existing processes for consistently documenting and tracking student transfers and high school athletic eligibility requirements in collaboration with the Department of Information Technology, Student Services, principals, and DSAs specific to SIS, rSchool Today and any procedures (i.e. checklists, rubrics) currently utilized at the local school level.
- Review and make recommendations for refining existing procedures for resolving concerns related to athletic eligibility based on recommendations/findings of external legal review.
- Share an update with the Board no later than May 22, 2025.

Consistency of Expectations and Accountability for Employee Behaviors and Expectations for further Accountability on the part of Colleagues (4)

In order to increase consistency of expectations and accountability for employee behaviors and explain expectations for further accountability during the hiring process, the Chief of Human Resources shall:

- Review and update the current hiring regulations, procedures, and practices, as needed based on recommendations/findings of external legal review.
- Develop a workflow map that illustrates the various steps in the athletic hiring process along with the duties and responsibilities of all participants.
- Develop and provide training to all staff involved in the athletic hiring process based on recommendations/findings of external legal review.
- Review existing internal controls and reporting procedures and make recommendations to ensure compliance with FCPS hiring policies and regulations.
- Develop a standardized template to ensure consistent management of all athletic staff.
- Share an update with the Board no later than May 22, 2025.

In order to increase consistency of expectations and accountability for employee behaviors and explain expectations for further accountability on the part of colleagues, the Chief of Schools and Chief of Human Resources will:

- Review existing codes of ethics for athletic staff established by organizations like the National Interscholastic Athletic Administrators Association and make recommendations for revisions to current FCPS practices, as needed.
- Review and make recommendations related to the administration of school-based athletic programs in accordance with current professional best practices and existing FCPS and VHSL rules, policies, and expectations.
- Share an update with the Board no later than May 22, 2025.

Appendix A:

Current FCPS Coach Education Requirements (18 Total; 7 one-time, 11 annual)

VHSL/FCPS (6)

- Annual (1)
 - *Concussion Education (NFHS)*
- One-time (5)
 - 3DI Foundations for Coaching in all Three Dimensions (3D Institute)
 - VHSL State Component (NFHS)
 - FCPS Athletics Orientation (FCPS)
 - FCPS Reporting Child Abuse and Neglect (FCPS)
 - Sports First Aid/CPR/AED (FCPS)

FCPS (12)

- Annual (10)
 - Americans with Disabilities Act (FCPS)
 - Anaphylaxis Awareness for FCPS Staff (FCPS/FCHD)
 - Cybersecurity Awareness in Education (FCPS)
 - Reporting Child Abuse and Neglect (FCPS/VDOE)
 - School Based Safety and Security Orientation (FCPS)
 - Seizure Training for School Personnel (FCPS/FCHD)
 - Title IX Reporting Obligations for All PreK-12 Employees (FCPS)
 - Understanding the Regulations Governing the Use of Restraint and Seclusion (FCPS/VDOE)
 - Annual Background Check Acknowledgement (FCPS)
 - Trust Policy Acknowledgement (FCPS)
- One-time (2)
 - Mental Health Awareness (NFHS)
 - SR&R for Coaches (FCPS), unless there are updates to SR&R which warrants a new course

Sport-Specific

- USA Cheer Safety Component (Cheer only)
- NFHS Pole Vault Safety Course (Pole vault only)