



EXCELLENCE EQUITY & OPPORTUNITY

2023-30 STRATEGIC PLAN

December 4, 2025

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

New or newly added information

- The annual instructional hiring calendar was accelerated in various ways, contributing to recruitment and retention of employees.
- FCPS significantly increased overall recruitment activity for the 2024-2025 period, holding two job fairs a month between January through May 2025.
- FCPS hosted a Federal Worker and Contractor Information Fair in February 2025 for federal workers facing layoffs.
- Employee retention rates continue to improve.

Employee Retention Rate				
2021-22	2022-23	2023-24	2024-25	2025-26
90.0%	88.6%	89.9%	90.7%	91.4%

New or newly added information

Beginning in March 2025, HR implemented a standardized job offer process. The new process

- provides standardized, formal written job offers via email to applicants
- has candidates accept offers through a standard process outlined in the letter, and
- these written job offers provide documentation for individuals seeking to rent or purchase a home.

Starting in spring 2025, HR teams worked with FCPS Transportation to develop a one-stop-shop that expedited hiring.

- Candidates could pre-qualify for hiring by completing many screening activities
- In FY25 FCPS started with 121 transportation vacancies and in FY26 started with only 65 vacancies.
- Between July 1 - September 30, 2025, there were over 500 applicants for bus drivers and nearly 140 had been hired and placed in routes during that time.

New or newly added information

- HR introduced the Manager’s Roadmap to Onboarding Operational Employees, which helps managers deliver a consistent and effective onboarding experience for operational employees.
- The average amount of time for onboarding has decreased in recent years

Average time for Onboarding		
Year ending August 2024	Year ending August 2025	Period of June-August 2025
46 days	38 days	24 days

- HR initiated the New Hire Operational Employee Orientation which connects newly hired operational employees to FCPS’ mission and equips them with essential resources for a successful start to their employment with FCPS.
- The ANCHOR induction program, new in SY 2025-26, is a divisionwide initiative that standardizes the onboarding and support of administrative assistants.

New or newly added information

- HR released a new Quick Reference Guide to provide a clear overview of key services, functions, and contacts across all HR offices.
- FCPS published its first-ever divisionwide Employee Handbook.
- A centrally-created handbook for athletic coaches is currently being developed to include applicable FCPS policies and regulations as well as opportunities for schools to include their own site-based procedures.
- Updates were made to teacher evaluation materials:
 - Teacher indicators used to evaluate Standards 1 through 5 were revised to align with the FCPS Instructional Framework.
 - Evaluation matrices for Instructional Resource Professionals have been modernized for the first time since 2014.

New or newly added information

- FCPS established a system through the Guardian platform that allows for uniform and consistent application of the VHSL transfer rules.
- Grant funded Beginning Teacher Support Providers (BTSPs) are an optional layer of support for locally-licensed teachers in their first year. These experienced former FCPS teachers are available to engage in coaching cycles, specifically focused on classroom management, with general education locally-licensed teachers.
- A summer internship program was designed to invest in the Division's future workforce by supporting current FCPS high school students and graduates enrolled in post-secondary education programs. In summer 2025, 20 interns participated in the six-week program.





EXCELLENCE EQUITY & OPPORTUNITY

2023-30 STRATEGIC PLAN

December 4, 2025

Executive Limitation 4: Human Resources

