DATE: October 22, 2013

TO: BOARD OF EDUCATION

FROM: S. Dallas Dance, Superintendent

SUBJECT: REPORT ON BLUEPRINT 2.0 GOAL 4: HUMAN RESOURCES

ORIGINATOR: Dr. Lisa Grillo, Chief Human Resources Officer

RESOURCE PERSON(S):
- Dr. Frances Allen, HR Business Manager
- Dr. Alpheus Arrington, Executive Director, HR Operations
- Mr. William Burke, Assistant Superintendent, Organizational Development
- Ms. Christine Byers, Executive Director, Executive Leadership
- Mr. George Duque, Manager, Staff Relations and Performance Management
- Ms. Ann Geisinger, HR Officer, HR Planning
- Ms. Basheera James, Esq., Director, Employment Dispute Resolution
- Mr. Herman James, Director, Staffing
- Dr. Roger Plunkett, Personnel Officer, Talent Acquisition
- Mr. Rick Polk, Team Leader, HR Planning
- Dr. Lisa Williams, Director, Equity and Cultural Proficiency

INFORMATION

That the Board of Education receives a progress report on the Department of Human Resources activities related to the implementation of Blueprint 2.0 Goal 4: Organizational Effectiveness.

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BCPS, through Blueprint 2.0, has identified and established performance goals, along with initiatives and key actions for accomplishing them. The primary focus and action area for the Department of Human Resources is Goal 4: Organizational Effectiveness. The Department is responsible for developing and implementing a comprehensive human resources management plan that addresses recruiting, selecting, developing, supporting, evaluating and retaining highly qualified and effective staff at all levels of the organization. Eight key actions have been identified in Blueprint 2.0 to support this initiative.

The Department of Human Resources is aware that only by successfully identifying the talent we need and attracting, recruiting, hiring, supporting, growing and evaluating that talent can we realistically guarantee a sustained competitive advantage within public education and ensure that each and every BCPS student is ready to perform successfully on the global stage.

The Strategic Talent Management Framework which includes all components of the employment life cycle will support the department processes and practices and data will be utilized to direct strategies and actions. Additionally, the Department of Human Resources is committed to serving as a strategic partner to support the defined priorities of the district.
Implementation of Blueprint 2.0: The Department of Human Resources

Report to the Board of Education

Dr. S. Dallas Dance, Superintendent
Dr. Lisa M. Grillo, Chief Human Resources Officer
BLUEPRINT 2.0

Creating a culture of deliberate excellence for every student, every school, every community

GLOBALLY COMPETITIVE GRADUATES

To equip every student with the critical 21st century skills needed to be globally competitive, BCPS must ensure that every school has an equitable, effective digital learning environment, and every student has equitable access to learning and developing proficiency in a second language.

Team BCPS
Vision Statement: The Department of Human Resources

Baltimore County Public Schools, an employer of choice, will achieve and maintain an engaged and high-performing workforce that is committed to graduating globally competitive students.
20,000 Applicants

14,766 Employees

7,400 Retirees
Current Regular Employees

- Teachers - School Based: 8667
- Principals/Assistant Principals: 1059
- School Based Not Teachers or APs: 796
- Central Office: 445
- Transportation: 3799
Teachers Eligible to Retire

- Teachers Now: 1164
- Teachers 5 years: 2005
Principals and Assistant Principals Eligible to Retire

Bar chart showing:
- Principals & APs Now: 93
- Principals & APs 5 years: 152
Goal 4: Organizational Effectiveness

Develop and implement a comprehensive human resources management plan that addresses recruiting, selecting, developing, supporting, evaluating, and retaining highly qualified and effective staff at all levels of the organization.
The BCPS Strategic Talent Management Framework

Creating a culture of deliberate excellence for every student, every school, every community

- Service for Schools
- Service for Communities
- Service for Team BCPS
- Maximized Organizational Performance
- Vibrant Career Pathways
- Differentiated Engagement
- Sustained Competitive Advantage

Exiting

Globally Competitive Graduates

Return on Human Capital Investment
<table>
<thead>
<tr>
<th>Life Phase</th>
<th>Primary Owners</th>
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<tbody>
<tr>
<td>Recruiting &amp; Hiring</td>
<td><strong>Talent Acquisition</strong>; <strong>Organizational Development</strong></td>
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<tr>
<td>Onboarding</td>
<td><strong>Talent Acquisition &amp; Organizational Development</strong>; <strong>Human Resource Operations</strong></td>
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<td>Developing and Growing</td>
<td><strong>Organizational Development</strong>; <strong>Staff Relations &amp; Employee Performance Management</strong></td>
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<td>Recognizing and Supporting</td>
<td><strong>Talent Acquisition &amp; Human Resource Operations</strong></td>
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<td>Evaluating</td>
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Department of Human Resources

Dr. Lisa Grillo
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Krystal Brown
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Vacant
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William Burke
Assistant Superintendent
Organizational Development

Christina Byer
Executive Director
Leadership Development

Dr. Lisa Williams
Director
Equity and Cultural Proficiency
<table>
<thead>
<tr>
<th>8 Key Actions</th>
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<tbody>
<tr>
<td>✓ Create and implement Strategic Talent Management Framework</td>
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<tr>
<td>✓ Develop a system wide Organizational Development Plan</td>
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<td>✓ Develop and implement a performance management system</td>
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<tr>
<td>✓ Develop and implement a long term recruitment and staffing strategy</td>
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<td>✓ Develop HR processes, work flow, and operating procedures</td>
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<td>✓ Build a pipeline of effective district leaders</td>
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<tr>
<td>✓ Implement Peer Assistance and Review (PAR)</td>
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<tr>
<td>✓ Develop and implement the Employee Dispute Resolution process</td>
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Create, publish, and develop a BCPS recruitment branding strategy

Develop a district-wide recruitment strategy that focuses on district priorities and current market trends (school leaders, critical teaching areas, and transportation employees)

Create a targeted recruitment strategy for Tier III schools
Organizational Development

All employees will have access to ongoing job-embedded professional growth opportunities that:

 ensure and increase effectiveness
 provide certification and licensure opportunities
 develop leadership skills
Pathways for Growth

- **Onboarding**
  - Team BCPS
    - Expectations
    - Importance of role to the team
    - Performance measures
  - BCPS Culture and Organizational Structure

- **Induction**
  - Skills needed to be effective
  - Supports

- **Ongoing**
  - Evaluation Feedback
  - System changes
  - Salary Advancement
  - Certification/Licensure
  - Access to growth opportunities

- **Leadership**
  - Being a leader in your current position
  - Taking on new opportunities/promotion
Benefits, Leaves and Retirements

- BCPS in compliance with ACA
- Over 95% of employees who average 30 hours per week are eligible for benefits
- Temporary employees currently not eligible for benefits were provided information on the Maryland Healthcare Exchange where they may purchase healthcare benefits

HR Planning

- Project manage the development of an HR Standard Operating Procedure (SOP) manual.
- Gather information from internal HR offices in order to identify ways to integrate technology to increase operational efficiency and improve customer service.
- Begin looking at technology solutions for HR employee personnel filing system.
Staffing

- Improve the customer service experience for principals through a revised staffing structure.
- Review and revise the “excess” process for both teachers and paraprofessionals.
  - Identify a focus group to include assistant superintendents, TABCO/ESPBC, EEO Office, principals, teachers and HR professionals to begin formulating a process strategy to revise the excess plan.
  - Conduct research of best practices including but not limited to renaming the process to eliminate the negative connotation of the term “excess.”
- Support staffing differentiation for Tier III schools in Baltimore County Public Schools.
Employment Dispute Resolution

- Develop processes and procedures that reflect an equitable balance of fairness, sensitivity, efficiency, and diversity awareness.
- Develop a documentation guide for administrators to ensure appropriate, clear, and effective feedback is provided to employees.
- Review EEO Office procedures and those of other school systems to determine best practices.
- Create a training program to educate school based administrators and assistant superintendents about EEO laws and ADA.
Establish and manage a comprehensive performance review process ensuring that all employees are evaluated appropriately and on time.

Monitor implementation of new evaluation system for teachers and principals.

Provide professional development to increase knowledge and familiarity with the appraisal process.

Adopt the Interest-Based Negotiations model for collective bargaining with BCPS unions.
By the end of Year 1:

- PAR
- Onboarding, Induction, and Leadership Development programs
- Filling of critical positions with top candidates
- New staffing structure to support principals
- Revised Excess Process
- EDR Structure
- Teacher and Principal Evaluation systems