

**Chapter 9**  

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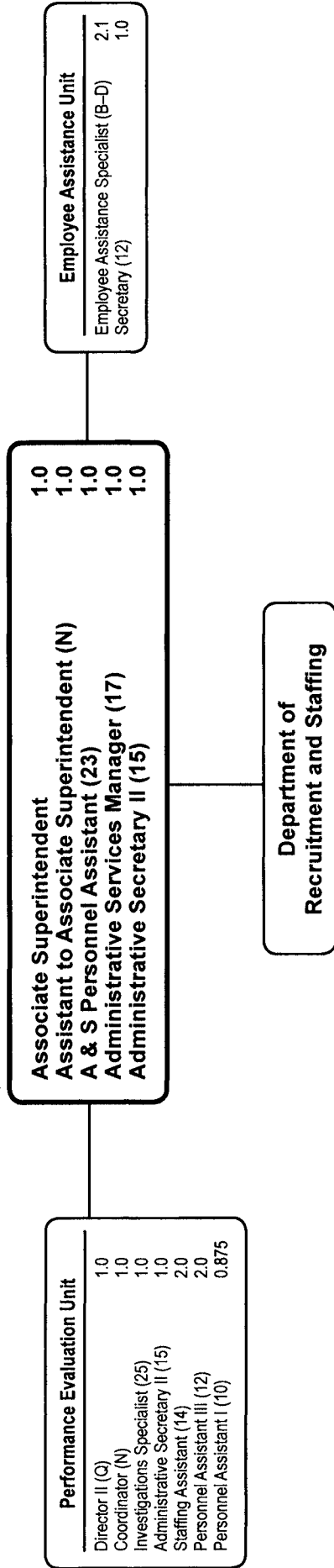
**Office of Human Resources**

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**Office of Human Resources  
Summary of Resources  
By Object of Expenditure**

<b>OBJECT OF EXPENDITURE</b>	<b>FY 2008 ACTUAL</b>	<b>FY 2009 BUDGET</b>	<b>FY 2009 CURRENT</b>	<b>FY 2010 BUDGET</b>	<b>FY 2010 CHANGE</b>
<b>POSITIONS</b>					
Administrative	15.000	15.000	15.000	15.000	
Business/Operations Admin.					
Professional	2.100	2.100	2.100	2.100	
Supporting Services	36.000	36.000	36.000	34.375	(1.625)
<b>TOTAL POSITIONS</b>	<b>53.100</b>	<b>53.100</b>	<b>53.100</b>	<b>51.475</b>	<b>(1.625)</b>
<b>01 SALARIES &amp; WAGES</b>					
Administrative	\$1,869,971	\$1,903,626	\$1,903,626	\$1,924,594	\$20,968
Business/Operations Admin.					
Professional	219,143	235,141	235,141	240,469	5,328
Supporting Services	2,236,702	2,293,186	2,293,186	2,284,728	(8,458)
<b>TOTAL POSITION DOLLARS</b>	<b>4,325,816</b>	<b>4,431,953</b>	<b>4,431,953</b>	<b>4,449,791</b>	<b>17,838</b>
<b>OTHER SALARIES</b>					
Administrative					
Professional	13,897	46,849	46,849	21,683	(25,166)
Supporting Services	146,964	243,307	243,307	163,244	(80,063)
<b>TOTAL OTHER SALARIES</b>	<b>160,861</b>	<b>290,156</b>	<b>290,156</b>	<b>184,927</b>	<b>(105,229)</b>
<b>TOTAL SALARIES AND WAGES</b>	<b>4,486,677</b>	<b>4,722,109</b>	<b>4,722,109</b>	<b>4,634,718</b>	<b>(87,391)</b>
<b>02 CONTRACTUAL SERVICES</b>	<b>88,537</b>	<b>109,696</b>	<b>109,696</b>	<b>113,764</b>	<b>4,068</b>
<b>03 SUPPLIES &amp; MATERIALS</b>	<b>39,440</b>	<b>29,472</b>	<b>29,472</b>	<b>28,509</b>	<b>(963)</b>
<b>04 OTHER</b>					
Staff Dev & Travel	9,026	6,630	6,630	11,653	5,023
Insur & Fixed Charges					
Utilities					
Grants & Other	2,146,856	2,372,984	2,372,984	1,872,405	(500,579)
<b>TOTAL OTHER</b>	<b>2,155,882</b>	<b>2,379,614</b>	<b>2,379,614</b>	<b>1,884,058</b>	<b>(495,556)</b>
<b>05 EQUIPMENT</b>	<b>2,206</b>	<b>13,137</b>	<b>13,137</b>	<b>10,931</b>	<b>(2,206)</b>
<b>GRAND TOTAL AMOUNTS</b>	<b>\$6,772,742</b>	<b>\$7,254,028</b>	<b>\$7,254,028</b>	<b>\$6,671,980</b>	<b>(\$582,048)</b>

# Office of the Associate Superintendent for Human Resources



**Mission**

The mission of the Office of Human Resources is to provide the Montgomery County Public Schools with the highest quality staff in every position. The Office of Human Resources is committed to recruiting, hiring, developing, and retaining the highest performing, diverse work force to support teaching, learning, and overall student success.

**Major Functions**

The office oversees the Department of Recruitment and Staffing, the Performance Evaluation Unit, and the Employee Assistance Program. The office recruits, hires, and conducts selection and assessment processes for all MCPS staff, monitors employment laws, and implements the strategic plan for human resources. The office manages and monitors pre-employment partnership budgets and oversees the supervisors of student teachers process and allocations. The office serves as the MCPS liaison to the Maryland State Department of Education for matters related to National Board for Professional Teaching Standards (NBPTS) certification and works collaboratively with the Montgomery County Education Association and the Office of Organizational Development to promote, recruit and select MCPS teachers to pursue NBPTS certification. Additionally, the office arranges selected systemwide recognition events and oversees MCPS employee award and recognition programs including: MCPS Years of Service, Montgomery County Teacher of the Year, Maryland State Teacher of the Year, and the Washington Post Agnes Meyer Outstanding Teacher award. The office advises all MCPS staff on human resources matters and takes leadership in ensuring that all policies and regulations related to human resources are implemented and updated as appropriate.

The Office of Human Resources conducts pre-employment background checks, including processing more than 2,800 fingerprints as of the opening of school, and monitoring litigation, equal employment opportunity, human relations, and Americans with Disabilities Act issues that are raised by employees; assists in adjudicating grievances; represents principals in matters of discipline, hearings, arbitrations, and grievances; participates in the collective bargaining process; handles all employee investigations; oversees the employee evaluation systems; provides counseling and consultation services through EAP to intervene in and prevent work performance issues and processes all employee dismissals and non-renewals.

The office continues to focus process improvement initiatives around technology. Coinciding with the development and implementation of the applicant tracking system is the development of Human Resources Online (HRO). The HRO system will streamline and enhance the effectiveness of currently existing databases and processes, resulting in an integrated Human Resources System that spans the application process, hiring, and evaluation. Continuous improvement activities also include improving the technology to process employee transactions, scanning the personnel files of 22,000 employees, streamlining resume scanning, implementing the employee professional growth systems, and

working with MCPS schools and offices to increase diversity in the workforce.

**Trends and Accomplishments**

The Office of Human Resources fills each administrative position with the most qualified and productive applicant or employee. The office is impacted by an increasingly veteran work force that is eligible for retirement; a student population with diverse educational and social needs; significant nationwide shortages in teacher and administrative applicants; increasing requests for services and information; and increased legislation and mandates at the federal, state, and local levels. Community demands for higher standards of accountability for all personnel and the need for student achievement and safety require more frequent investigations and a greater commitment of time to employee evaluations.

The office continues to aggressively recruit a strong and diverse applicant pool for administrative vacancies. For the 2008-2009 school year, the office filled 13 principal positions, 7 elementary, 3 middle, and 3 high school, with the following diversity—31 percent African American, 8 percent Asian American, 0 percent Hispanic, and 61 percent White. All new principals were internal candidates. The office filled 28 central office appointments with the following diversity—33 percent African American, 8 percent Asian American, 1 percent Hispanic, and 58 percent White. In addition, one special school coordinator position and one magnet coordinator position were filled.

The ongoing collaborative effort to reach and train more internal candidates for assistant principal positions and for other leadership roles with the offices of Organizational Development and School Performance has increased the internal pool. For the 2008-2009 school year, 79 assistant principal candidates were processed for acceptance into the AP eligibility pool; 29 new assistant principals were hired with the following diversity—55 percent African American, 7 percent Asian American, 7 percent Hispanic, and 31 percent White. There were 7 new assistant school administrators hired with the following diversity—14 percent African American, 0 percent Asian American, 14 percent Hispanic, and 72 percent White.

The professional growth systems for all employees are fully implemented. Each professional growth system has an evaluation component, professional development plan, and a peer assistance process to support continuous improvement of employee performance. Ongoing collaborative meetings were held with the Office of School Performance (OSP) and the Office of Organizational Development (OOD) to clarify the evaluation cycles for AP1s, AP2s, and principal interns.

The office is responsible for assisting administrators and supervisors with internal investigations and all facets of disciplinary action of employees. One hundred and thirty-five investigations were conducted in FY 2008. All legal actions related to employment and disciplinary actions are coordinated through this office. The quality of investigations and collaboration with employee organizations has led to a

decrease in the number of grievances. The office facilitates the return of employees from leave. The Case Management Team meets regularly to review employee leave status and to work with schools, offices, and employee organizations regarding work assignments. The Legal Management Team meets monthly with staff and county attorneys to address and take action on issues regarding MCPS practices and procedures involving or likely to involve legal ramifications.

Continuing services to employees to improve work force excellence have been provided in the area of employee assistance. Close collaboration between employee assistance staff and human resources staff results in fewer legal claims and greater employee productivity. In FY 2008, 698 individual cases were handled through the Employee Assistance Program, and the unit conducted 85 auxiliary services; e.g., workshops, crisis responses, and orientation presentations, resulting in a more supported and productive work force.

**Major Mandates**

The Office of Human Resources is the major office responsible for the following:

- Implementing overall governance policy for human resources—Policy GAA: Positive Work Environment in a Self-Renewing Organization.
- Conducting thorough investigations related to the Sexual Harassment Policy and the Child Abuse and Neglect law to serve as a liaison to Child Protective Services, the MCPS Department of School Safety and Security, the Montgomery County Police Department, and the Montgomery County State’s Attorney’s Office.
- Administering the Equal Employment Opportunity law that requires close collaboration with legal counsel on all cases and quarterly reporting to the Board of Education.
- Providing direct assistance to help facilitate reasonable accommodations for employees with disabilities in compliance with the Americans with Disabilities Act (ADA.). In FY 2008, 63 requests were referred for consideration of ADA accommodations, of which 54 cases were closed.
- Ensuring that the Family Medical Leave Act requirements are properly executed and providing careful administration of leave policies for all employees.
- Ensuring that the Federal Department of Transportation Drug Testing Rules are implemented.
- Conducting investigations of employees regarding allegations of inappropriate, unprofessional, and criminal behavior.
- Overseeing and collecting the evaluations of all MCPS employees.
- Conducting federal/state mandated criminal background checks on all new hires.
- Ensuring the systemwide compliance of federal/state drug testing mandates.
- Maintaining the employment records for all MCPS employees.

- Maintaining authorization documents on all MCPS alien workers.
- Monitoring and increasing customer satisfaction.
- Monitoring all milestones, data points, and performance measures related to the MCPS workforce outlined in the district strategic plan.

**Strategies**

- Expand recruitment efforts targeting diverse and bilingual candidates to increase the diversity of the administrative pool.
- Collaborate with the Office of Organizational Development, the Montgomery County Association of Administrative and Supervisory Personnel (MCAASP), and stakeholders to support the A&S Professional Growth System.
- Collaborate with the Montgomery County Education Association (MCEA) and MCCASP to support the development of a teacher career lattice to provide leadership opportunities for lead teachers in high needs schools.
- Collaborate with the Office of Organizational Development, MCEA, and stakeholders to support the Teacher Professional Growth System.
- Collaborate with SEIU Local 500 and the Office of Organizational Development to implement the Supporting Services Professional Growth System and the Supporting Services Orientation Program.
- Collaborate with the Maryland State Department of Education (MSDE) to seek additional options for teachers to be designated “highly qualified.”
- Collaborate with the American Productivity and Quality Center on the Open Standards Benchmarking Collaboration for Education Project.
- Conduct seminars/workshops regarding investigation protocol and evaluation procedures for new administrators and new teachers and at various meetings and conferences.
- Collaborate with employee organizations through the labor/management committees.
- Collaborate with principals and the MCASSP advisory group.

**Performance Measures**

**Performance Measure:** Percent of employees who indicate satisfaction after utilizing employee assistance services.

<b>FY2008 Actual</b>	<b>FY 2009 Estimate</b>	<b>FY 2010 Recommended</b>
99%	98%	98%

**Explanation:** This measure reports the percentage of employees who report satisfaction on Employee Assistance Client Survey.

**Performance Measure:** The diversity of Board of Education appointed administrators new to the position will remain above 30 percent and will increase by 1 percent each year.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
36%	37%	38%

**Explanation:** This measure highlights the percentage of Board of Education appointed administrative new hires, which include principals and central office administrators.

**Budget Explanation  
Office of Human Resources—381/314**

The FY 2010 request for this office is \$3,622,713, a decrease of \$561,932 from the current FY 2009 budget of \$4,184,645. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$50,236*  
There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$50,236 in continuing salary costs to reflect step or longevity increases for current employees.

*Realignment—(\$1,906)*  
The budget includes realignments within the Office of Human Resources for FY 2010. In addition, there is a realignment of \$1,906 from supporting services part-time salaries to support local travel rate increases in the Department of Recruitment and Staffing.

*University Partnerships—(\$500,579)*  
The Office of Human Resources is engaged in partnership programs with George Washington University, the Johns Hopkins University, and the University of Maryland that are designed to assist in meeting the need for qualified teachers, especially in critical shortage areas. There is a decrease of \$500,579 in tuition costs due to projected lower enrollment in the program. Overall, the budget for the university partnerships is neutral, and there are offsetting amounts in other parts of the budget. Specifically, there is an increase of \$214,759 in the K-12 budget, an increase of \$143,528 in the budget for the Division of School-based Special Education Services, and an increase of \$142,292 in the budget for employee benefits in the Department of Financial Services.

*Reductions—(\$109,683)*  
*Copier Initiative (\$4,901)*  
There is a reduction of \$1,932 in contractual maintenance, \$763 in office supplies, and \$2,206 in lease/purchase as a result of a new plan to maintain copiers in-house. Overall, the net reduction for the copier initiative is \$868,633, and there are other increases and reductions in other parts of the budget.

*Additional Reductions—(\$104,782)*  
0.625 personnel assistant III position—(\$33,448)  
Completion of the repayment for the Technology Investment Fund (TIF) loan—(\$70,157)  
Travel for staff development—(\$1,177)

# Office of Assoc. Supt. for Human Res. - 381/314

**Susan F. Marks, Associate Superintendent**

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	17,600	17,600	17,600	<b>16,975</b>	(,625)
Position Salaries	\$1,495,501	\$1,496,362	\$1,496,362	<b>\$1,513,150</b>	\$16,788
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		21,683	21,683	<b>21,683</b>	
Supporting Services Part Time		128,871	128,871	<b>118,965</b>	(9,906)
Other		84,078	84,078	<b>13,921</b>	(70,157)
Subtotal Other Salaries	158,056	234,632	234,632	<b>154,569</b>	(80,063)
<b>Total Salaries &amp; Wages</b>	1,653,557	1,730,994	1,730,994	<b>1,667,719</b>	(63,275)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		93,320	93,320	<b>97,388</b>	4,068
<b>Total Contractual Services</b>	82,124	93,320	93,320	<b>97,388</b>	4,068
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		17,239	17,239	<b>16,276</b>	(963)
Other Supplies & Materials		798	798	<b>798</b>	
<b>Total Supplies &amp; Materials</b>	28,561	18,037	18,037	<b>17,074</b>	(963)
<b>04 Other</b>					
Local Travel		2,771	2,771	<b>4,971</b>	2,200
Staff Development		1,432	1,432	<b>255</b>	(1,177)
Insurance & Employee Benefits					
Utilities					
Miscellaneous		2,324,954	2,324,954	<b>1,824,375</b>	(500,579)
<b>Total Other</b>	2,095,800	2,329,157	2,329,157	<b>1,829,601</b>	(499,556)
<b>05 Equipment</b>					
Leased Equipment		13,137	13,137	<b>10,931</b>	(2,206)
Other Equipment					
<b>Total Equipment</b>	2,206	13,137	13,137	<b>10,931</b>	(2,206)
<b>Grand Total</b>	<b>\$3,862,248</b>	<b>\$4,184,645</b>	<b>\$4,184,645</b>	<b>\$3,622,713</b>	<b>(\$561,932)</b>

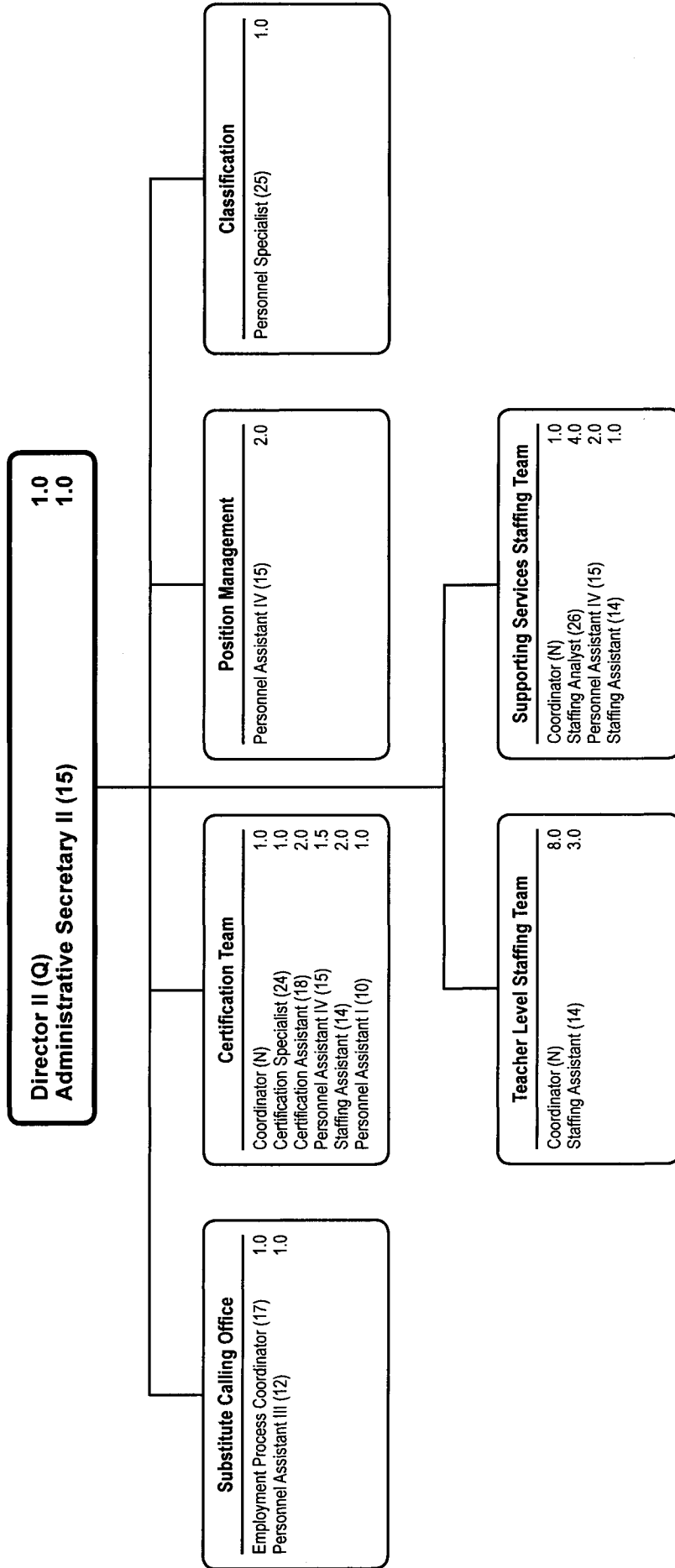
**Office of Assoc. Supt. for Human Res. - 381/314**

Susan F. Marks, Associate Superintendent

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
	<b>381 Office of Assoc. Supt. for Human Res.</b>						
1	Associate Superintendent		1.000	1.000	1.000	<b>1.000</b>	
1	Q Director II		1.000	1.000	1.000	<b>1.000</b>	
1	N Asst. to Assoc Supt		1.000	1.000	1.000	<b>1.000</b>	
1	N Coordinator		1.000	1.000	1.000	<b>1.000</b>	
1	25 Investigation Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	23 A&S Personnel Assistant		1.000	1.000	1.000	<b>1.000</b>	
1	17 Admin Services Manager I		1.000	1.000	1.000	<b>1.000</b>	
1	15 Administrative Secretary II		2.000	2.000	2.000	<b>2.000</b>	
1	14 Staffing Assistant		1.000	2.000	2.000	<b>2.000</b>	
1	12 Personnel Assistant III		1.000	2.625	2.625	<b>2.000</b>	(.625)
1	11 Office Assistant IV		1.000				
1	10 Personnel Assistant I		1.500	.875	.875	<b>.875</b>	
1	9 Office Assistant II		1.000				
	<b>Subtotal</b>		<b>14.500</b>	<b>14.500</b>	<b>14.500</b>	<b>13.875</b>	<b>(.625)</b>
	<b>314 Employee Assistance Unit</b>						
1	BD Employee Assistance Spec		2.100	2.100	2.100	<b>2.100</b>	
1	12 Secretary		1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>3.100</b>	<b>3.100</b>	<b>3.100</b>	<b>3.100</b>	
	<b>Total Positions</b>		<b>17.600</b>	<b>17.600</b>	<b>17.600</b>	<b>16.975</b>	<b>(.625)</b>



# Department of Recruitment and Staffing



## Mission

The mission of the Department of Recruitment and Staffing is to promote workforce excellence by recruiting, hiring, and retaining highly qualified, diverse individuals for teaching, supporting services, and substitute positions to support student achievement through effective communication, management of resources, and systematic accountability to all stakeholders.

## Major Functions

The department recruits nationwide to ensure that teacher and supporting services positions are filled from a broad, diverse, and high-quality applicant pool. Applicants are recruited through visits to college campuses and consortia, job fairs, association and community events, university partnerships, student teachers, career awareness programs, and employee referrals, and by advertising in various newsprint, publications, radio, E-recruiting sources, and the recruitment website.

The department, in collaboration with other OHR staff, manages MCPS pre-employment and recruitment partnerships with local universities that increase the number of applicants from diverse ethnic backgrounds and in critical shortage fields, specifically in the most challenging schools. The department collaborates with the Office of Organizational Development to provide support to new teachers to increase retention, which supports recruitment efforts.

The department interviews and evaluates the credentials of all candidates and works closely with school-based administrators and program managers to hire the most qualified applicants to work with students. The department ensures that vacancies are filled only in allocated positions. In addition the department works to ensure that there are a significant number of highly qualified candidates for all vacant positions, and is committed to balanced staffing and a diverse workforce.

To ensure that employees' knowledge, skills, and abilities are appropriately matched with assigned positions, the department administers processes for voluntary and involuntary transfers, promotions, and reassignments. The department interviews and staffs substitute teacher positions.

The department supports directors and supervisors in updating job descriptions; conducts position classification studies; maintains position descriptions; recommends personnel policies, procedures, and regulations regarding classification issues; conducts classification benchmarking to determine MCPS competitiveness; and participates in the collective bargaining process.

The Certification Unit ensures that only qualified instructional personnel work directly with students. This unit evaluates the credentials of prospective teachers, processes initial teaching certificates through the Educator Information System (EIS) which links with the Maryland State Department of Education (MSDE), maintains certification records and highly qualified designations for all teachers/professionals,

monitors and informs employees of requirements to renew certificates, processes certificate renewals through EIS, and implements the Quality Teacher Incentive Act.

## Trends and Accomplishments

Increased competition for highly qualified teacher candidates, especially with the current nationwide teacher shortage in special education, speech/language pathologists, occupational therapists (OTs)/physical therapists (PTs) math, physics, chemistry, foreign language, computer science, technology, and family and consumer science, continues to require innovative recruiting and hiring, including extensive use of the Internet. To remain competitive with other school districts, the department in collaboration with the Office of Chief Technology Officer is developing a new applicant tracking system (ATS) and human resources online (HRO). The new ATS will integrate with HRIS/Lawson and Fortis Document Management System. The addition of Fortis Powerweb will allow hiring managers to view documents of employees hired from 2004 to present from their desktop. The ATS Project Team developed the workflows, profiles, and career site pages to automate and streamline the hiring process. With ATS, MCPS is moving toward an automated, paperless hiring process.

In addition, the department is collaborating with the Office of Organizational Development and Career and Technology Education on a K-12 recruitment project targeting Latino/Hispanic students in the Gaithersburg High School Cluster to encourage them to consider teaching as a viable profession and recruit them upon high school graduation into a partnership program with Montgomery College and Towson University. Partnerships with George Washington University, Johns Hopkins University, and University of Maryland at College Park also support our Grow Your Own Teacher initiatives for critical staffing areas.

To provide better customer service to schools and central offices, the Elementary, Secondary, and Special Education staffing teams have been eliminated to create one Teacher-level Staffing Team which will promote greater efficiency and improve the organizational agility of the department through increased emphasis on teamwork ready to fill in for each other as needed to address the staffing needs of stakeholders. This reorganization also will promote the coordination of the staffing teams in schools, offices, and OHR to establish consistent teacher selection criteria to recruit, select, and hire highly qualified candidates to meet the specific needs of the schools and offices. The department began the 2008-2009 school year with all teacher-level positions filled by contracted or qualified substitute teachers, and 2,890 transactions were completed for assignments to positions. Ten percent of newly contracted teachers are graduates of MCPS university partnerships and 17 percent of newly contracted teachers are MCPS graduates. As a result of an aggressive recruitment campaign targeting historically black colleges and universities and other institutions and organizations with high percentages of racial and ethnic diversity for FY 2008, on the opening day of school, the diversity of the

632 new employees hired for teacher-level positions are as follows—70 percent White, 17 percent African American, 7 percent Asian American, and 6 percent Hispanic. The department will continue to work toward increasing the diversity of the teacher workforce.

The Supporting Services Team collaborated with the Department of Transportation (DOT) to develop a process for recruiting, interviewing, hiring, and dismissing transportation staff by sharing responsibilities between OHR and DOT. For supporting services positions, more than 224 new permanent employees and 243 substitutes were hired, and more than 1,253 employees received transfers or promotions. Despite the high internal mobility rate, 96 percent of supporting services jobs are fully staffed throughout the year. The representation of diversity is well served with the following demographics—20 percent African American, 18 percent Asian American, 22 percent Hispanic, and 40 percent White.

The pool of available, qualified substitute teachers is strong. The Substitute Teacher Unit continues to use the enhanced substitute calling system and WebCenter to fill teacher absences. The FY 2008 rate of unfilled teacher absences was 3.9 percent. The department will continue to work to further reduce the unfilled rate. Strategies to keep the unfilled rate at 3 percent or lower include daily and monthly monitoring of leave and monthly substitute teacher orientation sessions for newly hired substitute teachers. Staffers interview all substitute teacher applicants to ensure quality control in the hiring of substitute teachers and as a strategy to recruit and hire certified teachers. During FY 2008, 798 substitute teacher applicants were interviewed and approved as qualified substitute teachers. Substitute teachers were surveyed to determine how many hold a valid Maryland professional eligibility certificate or standard or advanced professional certificate. Survey results indicate 583 substitute teachers report holding a valid Maryland teaching certificate.

Increased accountability for the federal *No Child Left Behind* legislation and state regulations, including professional development plans, verified experience, and additional course work, as well as the growing number of teacher positions, has significantly increased the time required to monitor the certificates of professional employees. MSDE has taken an aggressive approach to higher standards and monitoring for all Maryland teachers, which the Office of Human Resources supports and implements. The mandate for highly qualified teachers and paraeducators in the *No Child Left Behind* legislation requires significant changes in federally funded Title I schools and systemwide by July 1, 2006. For fiscal year 2008, 100 percent of Title I paraeducators are designated “highly qualified” with the opening of schools.

**Major Mandates**

- Federal *No Child Left Behind* legislation requires federally funded Title I schools to hire only highly qualified teachers and paraeducators and all teachers and paraeducators to be highly qualified by July 1, 2006, with a grace period until July 1, 2007. MCPS met this goal for FY 2008.

- Title VII of the Civil Rights Act prohibits employment discrimination based on race, color, religion, national origin, or sex. The department ensures equal employment opportunities and workforce diversity for all positions.
- Adherence to the employee organization contracts involving staffing issues is essential to avoid grievances and litigation on employment decisions.

**Strategies**

- Continue collaboration with the Office of School Performance to advance the staffing calendar one month so that schools receive staffing allocations in early March. This process results in earlier access to teacher candidates to eliminate the loss of candidates to other districts.
- Expand recruitment efforts targeting diverse and bilingual candidates to increase the diversity of the workforce.
- Collaborate with the Office of Organizational Development to provide support to new teachers in effort to increase teacher retention rates.
- Continue joint work groups to implement position management and to monitor allocations and placements.
- Collaborate with SEIU Local 500 and schools to expand supporting services positions posted on the vacancy database and to support the SEIU mentoring and career pathways program.
- Streamline the supporting services application process with the creation of electronic files and tracking system.

**Performance Measures**

**Performance Measure:** Percent of filled vacancies for teaching positions at the opening of school will increase by 1 percent annually.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
93%	94%	95%

**Explanation:** This measure reports the percentage of vacant teaching positions filled at the start of the school year.

**Performance Measure:** The percent of teachers in Title I schools designated as “highly qualified” will increase to 100 percent.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
100%	100%	100%

**Explanation:** This measure reports the percentage of teachers in Title I schools designated “highly qualified,” as required by the *No Child Left Behind* legislation.

# Department of Recruitment and Staffing—382

Jane Woodburn, Director II

301-279-3278

**Performance Measure:** The percent of unfilled rate for teacher absences will decrease to 3 percent or lower.

FY 2008	FY 2009	FY 2010
<b>Actual</b>	<b>Estimate</b>	<b>Recommended</b>
3.9%	3%	3%

**Explanation:** This measure reports the percentage of unfilled rate for teacher absences.

## **Budget Explanation Department of Recruitment and Staffing—382**

The FY 2010 request for this department is \$3,049,267, a decrease of \$20,116 from the current FY 2009 budget of \$3,069,383. An explanation of this change follows.

### *Continuing and Negotiated Salary Costs—\$51,555*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$51,555 in continuing salary costs to reflect step or longevity increases for current employees.

### *Realignment—\$1,906*

The budget includes realignments within the Department of Recruitment and Staffing for FY 2010. In addition, there is a realignment of \$1,906 from supporting services part-time salaries in the Office of Human Resources to support local travel rate increases in the Department of Recruitment and Staffing.

### *Reductions—(\$73,577)*

Reductions in the Department of Recruitment and Staffing are as follows:

1.0 staffing assistant position—(\$50,505)

Professional part-time salaries—(\$23,072)

# Department of Recruitment and Staffing - 382

**Jane Woodburn, Director II**

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	35.500	35.500	35.500	<b>34.500</b>	(1.000)
Position Salaries	\$2,830,315	\$2,935,591	\$2,935,591	<b>\$2,936,641</b>	\$1,050
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		25,166	25,166		(25,166)
Supporting Services Part Time		30,358	30,358	<b>30,358</b>	
Other					
Subtotal Other Salaries	2,805	55,524	55,524	<b>30,358</b>	(25,166)
<b>Total Salaries &amp; Wages</b>	2,833,120	2,991,115	2,991,115	<b>2,966,999</b>	(24,116)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		16,376	16,376	<b>16,376</b>	
<b>Total Contractual Services</b>	6,413	16,376	16,376	<b>16,376</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		11,435	11,435	<b>11,435</b>	
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	10,879	11,435	11,435	<b>11,435</b>	
<b>04 Other</b>					
Local Travel		2,427	2,427	<b>6,427</b>	4,000
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous		48,030	48,030	<b>48,030</b>	
<b>Total Other</b>	60,082	50,457	50,457	<b>54,457</b>	4,000
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$2,910,494</b>	<b>\$3,069,383</b>	<b>\$3,069,383</b>	<b>\$3,049,267</b>	<b>(\$20,116)</b>

## Department of Recruitment and Staffing - 382

Jane Woodburn, Director II

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
1	Q Director II		1.000	1.000	1.000	<b>1.000</b>	
1	N Coordinator		5.000	5.000	10.000	<b>10.000</b>	
1	M Specialist		5.000	5.000			
1	26 Staffing Analyst		4.000	4.000	4.000	<b>4.000</b>	
1	25 Personnel Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	24 Certification Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	18 Certification Assistant		2.000	2.000	2.000	<b>2.000</b>	
1	17 Employment Process Coordinator		1.000	1.000	1.000	<b>1.000</b>	
1	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
1	15 Personnel Assistant IV		5.500	5.500	5.500	<b>5.500</b>	
1	14 Staffing Assistant		7.000	7.000	7.000	<b>6.000</b>	(1.000)
1	12 Personnel Assistant III		1.000	1.000	1.000	<b>1.000</b>	
1	10 Personnel Assistant I		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>35.500</b>	<b>35.500</b>	<b>35.500</b>	<b>34.500</b>	<b>(1.000)</b>