

BOARD OF EDUCATION OF HARFORD COUNTY  
HUMAN RESOURCES INFORMATIONAL REPORT  
RECRUITMENT AND RETENTION  
FOR PERIOD 10-16-21 through 10-15-22

Background Information:

Goal Three of the Harford County Board of Education Strategic Plan is to hire and support highly effective staff who are committed to building their own professional capacity to increase student achievement. All staff, whether in the classroom or filling a supportive role within the school or central operations, is integral to the success of our students. During the twelve months ending 10/15/2022, Harford County Public Schools (HCPS) hired 703 staff, including 322 teachers and certificated support personnel, in our efforts to support student achievement.

This informational report presents an overview of staff recruitment utilizing the Maryland State Department of Education reporting period of October 16, 2021, to October 15, 2022. The Human Resources Department established two (2) objectives during this report period which reflect a continued focus and commitment towards diversifying our workforce and supporting Board of Education Goal 3:

OBJECTIVE 1: Continue to hire effective and diverse staff that is reflective of our student population in order to increase student achievement.

OBJECTIVE 2: Continue to decrease our critical shortage area vacancies prior to the first day of school.

Our progress in achieving these objectives for the period of October 16, 2021, to October 15, 2022, is reported below:

Discussion:

A comprehensive recruitment plan is in effect to attract highly qualified teachers to HCPS. The plan focuses efforts among local and regional colleges and universities as well as planned visitation to locations where the pool of candidates further supports attraction to difficult-to-fill positions. During this reporting period, HCPS participated in virtual and in-person recruitment. Thirty-six events were attended reaching the national audiences, as well as Maryland, Pennsylvania, South Carolina, Delaware, Virginia, Washington DC, North Carolina, Ohio, West Virginia, New York, and New Jersey. Five (5) of these events were sponsored by a Historically Black College/University or was a diversity centered event. While virtual events allow us to reach a broader list of states without travel expenses, attendance continues to be low at many of the events. Advertising through targeted websites and social media has continued to be used to attract viable instructional and support candidates for the school system.

HCPS accepts unsolicited applications year-round to fill known and anticipated teacher, operational and support staff vacancies. In the past year, we received 10,684 applications for openings in all job classifications throughout HCPS. Of the 10,684 applications, 2,576 or ~27% were for teacher positions. We experienced an average of eight (8) applications for every teacher position filled.

Attracting quality teachers in critical shortage areas, including world languages, school psychology, science, family and consumer science, math, English, physical therapy, special education, speech language pathology, technology education, and early childhood education continues to be challenging. We had a recruitment team of twenty-four (24) staff members from administrative, curriculum, and human resources functional areas trained and lined up to participate in intensive local, regional, and on-site recruiting. We started off this school year with one (1) teacher vacancy in the identified critical shortage area of special education. Thirty (30) teacher offers were declined, with the top three reasons indicated being location or acceptance of a position elsewhere. Twenty-four (24) members of our existing teaching staff received promotions during this reporting period.

New teachers during the report period graduated from one hundred nineteen (119) different colleges and universities among twenty-nine (29) states, the District of Columbia and Egypt. Our attraction from Maryland and the surrounding states continues to be high, with 83% of the new hires coming from these areas, including 61% of those from a Maryland University/College. Forty-six (46) HCPS interns accepted offers of employment and thirty-four (34) former HCPS colleagues returned to our ranks as teachers in 2021-2022.

Attracting and recruiting a diverse workforce that is reflective of the students we serve is important for HCPS. Among all newly hired staff, seventeen-point two percent (17.2%) have self-identified as a minority under the race/ethnicity categories reported to the Equal Employment Opportunity Commission (EEOC). Twelve-point seven (12.7%) of all teachers hired reported a minority affiliation.

System and school-based initiatives supporting teachers contribute to teacher retention within HCPS. Professional development beginning with the New Teacher Induction is an important factor in both the quality and retention of teachers. The overall teacher retention rate of 91.8% is a drop from 94.8% in the previous reporting year but is still above the national average. According to the National Center for Education Statistics (NCES) in 2019, 8% of teachers leave the profession yearly and another 8% move to other schools, bringing the total annual turnover rate to 16%. That means that on average, a school will lose 3 out of every 20 teachers. 81.1% of support and administrative staff reported to the state in October 2021 were retained one year later in October 2022. This is a significant drop from 91.3% in the previous reporting period. We would attribute this significant drop due to retirements and the labor market in general where multiple employment opportunities requiring similar employee skillsets are appealing and available to workers in the surrounding area. Among the last year of separations in support and administrative staff, 19% of separations were retirements, 18% were career opportunities or changes, 13% were moving homes, and 11% were home responsibilities. But the largest reason category is *Personal or Unknown* at 30%. As we design a new HR system in the years to come, it is our goal to improve our exit survey capabilities and provide an increased level of clarity in separation trends and reasons.

The subsequent pages provide a snapshot of the 5,317-member HCPS workforce as of October 15, 2022.

Exhibit 1 – Profile of Staff

Exhibit 2 – Profile of Staff Separations

Exhibit 3 – Profile of Replacement Staff

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<b>Exhibit 1 - Profile of Staff</b>						
<b>CHARACTERISTIC</b>	Total		Teachers and Certificated Support (HCEA)		Support & Administrative Services	
	<b>2022</b>		<b>2022</b>		<b>2022</b>	
<b>NUMBER OF STAFF:</b>	5317		3200		2117	
% of total Staff	100.0%		60.2%		39.8%	
<b>EXPERIENCE:</b>	Number	Percentage	Number	Percentage	Number	Percentage
1 year or less of experience	614	11.5%	328	10.3%	286	13.5%
2 - 4 years of experience	769	14.5%	361	11.3%	408	19.3%
5 - 9 years of experience	941	17.7%	590	18.4%	351	16.6%
10 - 15 years of experience	951	17.9%	580	18.1%	371	17.5%
16+ years of experience	2042	38.4%	1341	41.9%	701	33.1%
<b>EDUCATION:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Some College or Less	1755	33.0%	0	0.0%	1755	82.9%
Bachelor's Degree	979	18.4%	875	27.3%	104	4.9%
Master's Degree	1338	25.2%	1177	36.8%	161	7.6%
Master's +30	1198	22.5%	1118	34.9%	80	3.8%
Beyond Masters +30	47	0.9%	30	0.9%	17	0.8%
<b>RACE/ETHNICITY:</b>	Number	Percentage	Number	Percentage	Number	Percentage
White	4867	91.5%	3029	94.7%	1838	86.8%
Black	403	7.6%	154	4.8%	249	11.8%
Hispanic Latino	120	2.3%	53	1.7%	67	3.2%
Asian	66	1.2%	39	1.2%	27	1.3%
Amer. Indian or Alask. Natv.	39	0.7%	14	0.4%	25	1.2%
Pacific Islander	4	0.1%	1	0.0%	3	0.1%
<b>GENDER:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Female	4218	79.3%	2616	81.8%	1602	75.7%
Male	1099	20.7%	584	18.3%	515	24.3%
<b>AGE:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Gen Z (Ages 19-24)	591	11.1%	435	13.6%	156	7.4%
Millenials (Ages 24-39)	1797	33.8%	1315	41.1%	482	22.8%
Gen X (Ages 39-54)	2100	39.5%	1237	38.7%	863	40.8%
Baby Boomers (Ages 54-73)	829	15.6%	213	6.7%	616	29.1%

\* Data collected as of 10/15/2022 to be consistent with the MSDE State Report

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<b>Exhibit 2 - Profile of Staff Separations</b>						
<b>CHARACTERISTIC</b>	<b>Total</b>		<b>Teachers and Certificated Support (HCEA)</b>		<b>Support &amp; Administrative Services</b>	
	<b>2022</b>		<b>2022</b>		<b>2022</b>	
<b>NUMBER OF STAFF:</b>	583		256		327	
% of total Separations	100.0%		43.9%		56.1%	
<b>EXPERIENCE:</b>	Number	Percentage	Number	Percentage	Number	Percentage
1 year or less of experience	157	26.9%	50	19.5%	107	32.7%
2 - 4 years of experience	122	20.9%	47	18.4%	75	22.9%
5 - 9 years of experience	75	12.9%	50	19.5%	25	7.6%
10 - 15 years of experience	69	11.8%	31	12.1%	38	11.6%
16+ years of experience	160	27.4%	78	30.5%	82	25.1%
<b>EDUCATION:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Some College or Less	263	45.1%	0	0.0%	263	80.4%
Bachelor's Degree	134	23.0%	92	35.9%	42	12.8%
Master's Degree	139	23.8%	126	49.2%	13	4.0%
Master's +30	41	7.0%	35	13.7%	6	1.8%
Beyond Masters +30	6	1.0%	3	1.2%	3	0.9%
<b>RACE/ETHNICITY:</b>	Number	Percentage	Number	Percentage	Number	Percentage
White	467	80.1%	240	93.8%	227	69.4%
Black	88	15.1%	16	6.3%	72	22.0%
Hispanic Latino	18	3.1%	6	2.3%	12	3.7%
Asian	15	2.6%	7	2.7%	8	2.4%
Amer. Indian or Alask. Natv.	8	1.4%	2	0.8%	6	1.8%
Pacific Islander	0	0.0%	0	0.0%	0	0.0%
<b>GENDER:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Female	459	78.7%	214	83.6%	245	74.9%
Male	110	18.9%	42	16.4%	68	20.8%
Other or Non-disclosed	14	2.4%	0	0.0%	14	4.3%
<b>AGE:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Gen Z (Ages 19-24)	88	15.1%	51	19.9%	37	11.3%
Millenials (Ages 24-39)	182	31.2%	102	39.8%	80	24.5%
Gen X (Ages 39-54)	144	24.7%	58	22.7%	86	26.3%
Baby Boomers (Ages 54-73)	169	29.0%	45	17.6%	124	37.9%

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### Exhibit 3 - Profile of Replacement Staff

CHARACTERISTIC	Total		Teachers and Certificated Support (HCEA)		Support & Administrative Services	
	2022		2022		2022	
<b>NUMBER OF STAFF:</b>	703		322		381	
% of total Replacement Staff	100.0%		45.8%		54.2%	
<b>EXPERIENCE:</b>	Number	Percentage	Number	Percentage	Number	Percentage
1 year or less of experience	447	63.6%	162	50.3%	285	74.8%
2 - 4 years of experience	115	16.4%	34	10.6%	81	21.3%
5 - 9 years of experience	70	10.0%	62	19.3%	8	2.1%
10 - 15 years of experience	39	5.5%	34	10.6%	5	1.3%
16+ years of experience	32	4.6%	30	9.3%	2	0.5%
<b>EDUCATION:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Some College or Less	346	49.2%	0	0.0%	346	90.8%
Bachelor's Degree	193	27.5%	171	53.1%	22	5.8%
Master's Degree	150	21.3%	140	43.5%	10	2.6%
Master's +30	7	1.0%	6	1.9%	1	0.3%
Beyond Masters +30	7	1.0%	5	1.6%	2	0.5%
<b>RACE/ETHNICITY:</b>	Number	Percentage	Number	Percentage	Number	Percentage
White	617	87.8%	296	91.9%	321	84.3%
Black	80	11.4%	24	7.5%	56	14.7%
Hispanic Latino	26	3.7%	6	1.9%	20	5.2%
Asian	13	1.8%	8	2.5%	5	1.3%
Amer. Indian or Alask. Natv.	11	1.6%	5	1.6%	6	1.6%
Pacific Islander	0	0.0%	0	0.0%	0	0.0%
<b>GENDER:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Female	544	77.4%	265	82.3%	279	73.2%
Male	159	22.6%	57	17.7%	102	26.8%
<b>AGE:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Gen Z (Ages 19-24)	210	29.9%	122	37.9%	88	23.1%
Millenials (Ages 24-39)	285	40.5%	133	41.3%	152	39.9%
Gen X (Ages 39-54)	162	23.0%	59	18.3%	103	27.0%
Baby Boomers (Ages 54-73)	46	6.5%	8	2.5%	38	10.0%

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