

BOARD OF EDUCATION OF HARFORD COUNTY
HUMAN RESOURCES INFORMATIONAL REPORT
RECRUITMENT AND RETENTION
FOR PERIOD 10-16-22 through 10-15-23

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, are integral to the success of our students. During the twelve months ending 10/15/2023, Harford County Public Schools (HCPS) hired 627 staff, including 308 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, 2022, to October 15, 2023. The Human Resources Department report reflects a continued focus and commitment towards diversifying our workforce and supporting Board of Education Goal 3.

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. Sixty-two events were attended reaching national audiences, as well as Maryland, Pennsylvania, Virginia, South Carolina, North Carolina, Ohio, New Jersey, Michigan, Georgia, New York, Delaware, Alabama, and Washington D.C. Nine (9) of these events were sponsored by a Historically Black College/University or was a diversity centered event. We attended ten (10) virtual events during this reporting period. 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 10,652 applications for openings in all job classifications throughout HCPS. Of the 10,684 applications, 2,299 or ~22% 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 fifty (50) 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 three (3) teacher vacancies in the identified critical shortage areas of special education, English and family and consumer science. Fifty-seven (57) teacher offers were declined, with the top three reasons indicated being not the right fit, staying in current position or acceptance of a position elsewhere. Forty-seven (47) members of our existing teaching staff received promotions during this reporting period.

New teachers during the report period graduated from one hundred twelve (112) different colleges and universities among thirty – three (33) states, and six schools outside of the Continental United States to include Puerto Rico. Our attraction from Maryland and the surrounding states continues to be high, with 78% of the new hires coming from these areas, including 60% of those from a Maryland University/College. Sixty-one (61) HCPS interns accepted offers of employment and twenty-five (25) former HCPS colleagues returned to our ranks as teachers in 2022-2023.

Attracting and recruiting a diverse workforce that is reflective of the students we serve is important for HCPS. Among all newly hired staff, twenty-four-point one percent (24.1%) have self-identified as a minority under the race/ethnicity categories reported to the Equal Employment Opportunity Commission (EEOC). Eighteen-point five (18.5%) 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 program is an important factor in both the quality and retention of teachers. The overall teacher retention rate of 92.1% is a slight increase from 91.8% in the previous reporting year and 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. 85.1% of support and administrative staff reported to the state in October 2022 were retained one year later in October 2023. This is a significant improvement from 81.1% in the previous reporting period. Of teacher separations, 25% were retirements. *Other* and *Personal Reasons* remain the largest reason provided by separated teachers (a combined 36%). As we design a new Human Capital Management system to be integrated in 2025, it is our goal to improve our exit survey capabilities and provide an increased level of clarity in separation trends and reasons system wide. We believe that retention is the number one recruitment strategy. Retention efforts need to become a primary focus for HCPS in order to withstand the national teacher shortage, as well as supporting efforts to increase the diversity of our workforce.

The subsequent pages provide a snapshot of the 5,432-member HCPS workforce as of October 15, 2023.

Exhibit 1 – Profile of Staff

Exhibit 2 – Profile of Staff Separations

Exhibit 3 – Profile of Replacement Staff

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Exhibit 1 - Profile of Staff						
CHARACTERISTIC	Total		Teachers and Certificated Support (HCEA)		Support & Administrative Services	
	2023		2023		2023	
NUMBER OF STAFF:	5432		3241		2191	
% of total Staff	100.0%		59.7%		40.3%	
EXPERIENCE:	Number	Percentage	Number	Percentage	Number	Percentage
1 year or less of experience	820	15.1%	289	8.9%	531	24.2%
2 - 4 years of experience	739	13.6%	412	12.7%	327	14.9%
5 - 9 years of experience	937	17.2%	592	18.3%	345	15.7%
10 - 15 years of experience	914	16.8%	552	17.0%	362	16.5%
16+ years of experience	2022	37.2%	1396	43.1%	626	28.6%
EDUCATION:	Number	Percentage	Number	Percentage	Number	Percentage
Some College or Less	1561	28.7%	0	0.0%	1561	71.2%
Bachelor's Degree	1176	21.6%	855	26.4%	321	14.7%
Master's Degree	1274	23.5%	1078	33.3%	196	8.9%
Master's +30	1369	25.2%	1277	39.4%	92	4.2%
Beyond Masters +30	52	1.0%	31	1.0%	21	1.0%
RACE/ETHNICITY:	Number	Percentage	Number	Percentage	Number	Percentage
Ameri. Ind. or Alask. Native	24	0.4%	5	0.2%	19	0.9%
Asian	55	1.0%	26	0.8%	29	1.3%
Black	443	8.2%	158	4.9%	285	13.0%
Pacific Islander	2	0.0%	1	0.0%	1	0.0%
Two or more races	74	1.4%	42	1.3%	32	1.5%
White	4814	88.6%	2997	92.5%	1817	82.9%
Race Not Disclosed	20	0.4%	12	0.4%	8	0.4%
<i>Hispanic or Latino Ethnicity</i>	<i>133</i>	<i>2.4%</i>	<i>61</i>	<i>1.9%</i>	<i>72</i>	<i>3.3%</i>
GENDER:	Number	Percentage	Number	Percentage	Number	Percentage
Female	4309	79.3%	2659	82.0%	1650	75.3%
Male	1118	20.6%	581	17.9%	537	24.5%
Other or Non-disclosed	5	0.1%	1	0.0%	4	0.2%
AGE:	Number	Percentage	Number	Percentage	Number	Percentage
Gen Z (Ages 20-25)	708	13.0%	508	15.7%	200	9.1%
Millenials (Ages 25-40)	1865	34.3%	1335	41.2%	530	24.2%
Gen X (Ages 40-55)	2124	39.1%	1227	37.9%	897	40.9%
Baby Boomers (Ages 55-74)	735	13.5%	171	5.3%	564	25.7%

* Data collected as of 10/15/2023 to be consistent with the MSDE State Report

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Exhibit 2 - Profile of Staff Separations						
CHARACTERISTIC	Total		Teachers and Certificated Support (HCEA)		Support & Administrative Services	
	2023		2023		2023	
NUMBER OF STAFF:	582		253		329	
% of total Separations	100.0%		43.5%		56.5%	
EXPERIENCE:	Number	Percentage	Number	Percentage	Number	Percentage
1 year or less of experience	179	30.8%	43	17.0%	136	41.3%
2 - 4 years of experience	87	14.9%	43	17.0%	44	13.4%
5 - 9 years of experience	75	12.9%	45	17.8%	30	9.1%
10 - 15 years of experience	54	9.3%	30	11.9%	24	7.3%
16+ years of experience	187	32.1%	92	36.4%	95	28.9%
EDUCATION:	Number	Percentage	Number	Percentage	Number	Percentage
Some College or Less	235	40.4%	0	0.0%	235	71.4%
Bachelor's Degree	162	27.8%	95	37.5%	67	20.4%
Master's Degree	119	20.4%	96	37.9%	23	7.0%
Master's +30	61	10.5%	59	23.3%	2	0.6%
Beyond Masters +30	5	0.9%	3	1.2%	2	0.6%
RACE/ETHNICITY:	Number	Percentage	Number	Percentage	Number	Percentage
Ameri. Ind. or Alask. Native	4	0.7%	0	0.0%	4	1.2%
Asian	6	1.0%	3	1.2%	3	0.9%
Black	80	13.7%	14	5.5%	66	20.1%
Pacific Islander	0	0.0%	0	0.0%	0	0.0%
Two or more races	9	1.5%	2	0.8%	7	2.1%
White	473	81.3%	232	91.7%	241	73.3%
Race Not Disclosed	10	1.7%	2	0.8%	8	2.4%
<i>Hispanic or Latino Ethnicity</i>	26	4.5%	10	4.0%	16	4.9%
GENDER:	Number	Percentage	Number	Percentage	Number	Percentage
Female	469	80.6%	200	79.1%	269	81.8%
Male	111	19.1%	52	20.6%	59	17.9%
Other or Non-disclosed	2	0.3%	1	0.4%	1	0.3%
AGE:	Number	Percentage	Number	Percentage	Number	Percentage
Gen Z (Ages 20-25)	99	17.0%	52	20.6%	47	14.3%
Millenials (Ages 25-40)	165	28.4%	89	35.2%	76	23.1%
Gen X (Ages 40-55)	146	25.1%	67	26.5%	79	24.0%
Baby Boomers (Ages 55-74)	172	29.6%	45	17.8%	127	38.6%

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Exhibit 3 - Profile of Replacement Staff						
CHARACTERISTIC	Total		Teachers and Certificated Support (HCEA)		Support & Administrative Services	
	2023		2023		2023	
NUMBER OF STAFF:	627		308		319	
% of total Replacement Staff	100.0%		49.1%		50.9%	
EXPERIENCE:	Number	Percentage	Number	Percentage	Number	Percentage
1 year or less of experience	451	71.9%	168	54.5%	283	88.7%
2 - 4 years of experience	51	8.1%	36	11.7%	15	4.7%
5 - 9 years of experience	60	9.6%	48	15.6%	12	3.8%
10 - 15 years of experience	37	5.9%	33	10.7%	4	1.3%
16+ years of experience	28	4.5%	23	7.5%	5	1.6%
EDUCATION:	Number	Percentage	Number	Percentage	Number	Percentage
Some College or Less	256	40.8%	0	0.0%	256	80.3%
Bachelor's Degree	219	34.9%	168	54.5%	51	16.0%
Master's Degree	130	20.7%	119	38.6%	11	3.4%
Master's +30	18	2.9%	18	5.8%		0.0%
Beyond Masters +30	4	0.6%	3	1.0%	1	0.3%
RACE/ETHNICITY:	Number	Percentage	Number	Percentage	Number	Percentage
Ameri. Ind. or Alask. Native	3	0.5%	0	0.0%	3	0.9%
Asian	11	1.8%	3	1.0%	8	2.5%
Black	90	14.4%	30	9.7%	60	18.8%
Pacific Islander	1	0.2%	1	0.3%		0.0%
Two or more races	25	4.0%	11	3.6%	14	4.4%
White	481	76.7%	251	81.5%	230	72.1%
Race Not Disclosed	16	2.6%	12	3.9%	4	1.3%
<i>Hispanic or Latino Ethnicity</i>	27	4.3%	15	4.9%	12	3.8%
GENDER:	Number	Percentage	Number	Percentage	Number	Percentage
Female	495	78.9%	259	84.1%	236	74.0%
Male	129	20.6%	48	15.6%	81	25.4%
Other or Non-disclosed	3	0.5%	1	0.3%	2	0.6%
AGE:	Number	Percentage	Number	Percentage	Number	Percentage
Gen Z (Ages 20-25)	211	33.7%	125	40.6%	86	27.0%
Millenials (Ages 25-40)	223	35.6%	117	38.0%	106	33.2%
Gen X (Ages 40-55)	152	24.2%	62	20.1%	90	28.2%
Baby Boomers (Ages 55-74)	41	6.5%	4	1.3%	37	11.6%

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