

BOARD OF EDUCATION OF HARFORD COUNTY  
HUMAN RESOURCES INFORMATIONAL REPORT  
RECRUITMENT AND RETENTION  
FOR PERIOD 10-16-23 through 10-15-24

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 10/15/2024, Harford County Public Schools (HCPS) hired 548 staff, including 246 certificated staff /licensed staff 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, 2023, to October 15, 2024. 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. Seventy-one events were attended reaching national audiences, as well as Maryland, Delaware, Pennsylvania, Florida, Georgia, New Jersey, North Carolina, Virginia, Ohio, Texas, Michigan, West Virginia and Washington D.C. Eleven (11) of these events were sponsored by a Historically Black College/University or was a diversity centered event. We attended eight (8) 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 11,389 applications for openings in all job classifications throughout HCPS. Of the 11,389 applications, 2,474 or ~21% 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-three (53) staff members from administrative, curriculum, and human resources functional areas trained and prepared to participate in intensive local, regional, and on-site recruiting. We started off this school year with zero (0) teacher vacancies. Seventy-eight (78) teacher offers were declined with some of those being from the same candidate with multiple offers, with the top three reasons indicated being not the right fit, distance, and salary. Thirty-one (31) members of our existing teaching staff received promotions during this reporting period.

New teachers during the report period graduated from ninety-two (92) different colleges and universities among thirty (30) states, and three schools outside of the Continental United States to include Canada, Africa, and France. Our attraction from Maryland and the surrounding states continues to be high, with 76% of the new hires coming from these areas, including 56% of those from a Maryland University/College. Forty (40) HCPS interns accepted offers of employment and twenty-six (26) former HCPS colleagues returned to our ranks as teachers in 2023-2024.

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 five percent (17.5%) have self-identified as a minority under the race/ethnicity categories reported to the Equal Employment Opportunity Commission (EEOC). Thirteen-point three (13.3%) 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 92.3% is a slight increase from 92.1% in the previous reporting year and is still above the national average. According to the National Center for Education Statistics between the 2020-21 and 2021-22 school years, 84.1% of public-school teachers stayed at the same school while 7.9% left the profession and 7.9% changed schools, according to a survey released in December 2024. 88.4% of support and administrative staff reported to the state in October 2023 were retained one year later in October 2024. This is an increase from 85.1% in the previous reporting period. Of the 7.7% HCEA separations, 25% were retirements. *Other* and *Personal Reasons* remain the largest reason provided by separated teachers (a combined 24%). As we design a new Human Capital Management system to be integrated in June 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 5,481-member HCPS workforce as of October 15, 2024.

Exhibit 1 – Profile of Staff

Exhibit 2 – Profile of Staff Separations

Exhibit 3 – Profile of Replacement Staff

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INFORMATIONAL REPORT  
PRESENTATION OF RECRUITMENT AND RETENTION

<b>Exhibit 1 - Profile of Staff</b>						
<b>CHARACTERISTIC</b>	<b>Total</b>		<b>Teachers and Certificated Support (HCEA)</b>		<b>Support &amp; Administrative Services</b>	
	<b>2024</b>		<b>2024</b>		<b>2024</b>	
<b>NUMBER OF STAFF:</b>	5481		3261		2220	
% of total Staff	100.0%		59.5%		40.5%	
<b>EXPERIENCE:</b>	Number	Percentage	Number	Percentage	Number	Percentage
1 year or less of experience	717	13.1%	279	8.6%	438	19.7%
2 - 4 years of experience	836	15.3%	409	12.5%	427	19.2%
5 - 9 years of experience	918	16.7%	550	16.9%	368	16.6%
10 - 15 years of experience	960	17.5%	609	18.7%	351	15.8%
16+ years of experience	2050	37.4%	1414	43.4%	636	28.6%
<b>EDUCATION:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Some College or Less	1612	29.4%	0	0.0%	1612	72.6%
Bachelor's Degree	1140	20.8%	840	25.8%	300	13.5%
Master's Degree	1239	22.6%	1046	32.1%	193	8.7%
Master's +30	859	15.7%	783	24.0%	76	3.4%
Beyond Masters +30	631	11.5%	592	18.2%	39	1.8%
<b>RACE/ETHNICITY:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Ameri. Ind. or Alask. Native	27	0.5%	7	0.2%	20	0.9%
Asian	57	1.0%	29	0.9%	28	1.3%
Black	450	8.2%	167	5.1%	283	12.7%
Pacific Islander	3	0.1%	2	0.1%	1	0.0%
Two or more races	71	1.3%	43	1.3%	28	1.3%
White	4824	88.0%	2997	91.9%	1827	82.3%
Race Not Disclosed	49	0.9%	16	0.5%	33	1.5%
<i>Hispanic or Latino Ethnicity</i>	152	2.8%	70	2.1%	82	3.7%
<b>GENDER:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Female	4326	78.9%	2673	82.0%	1653	74.5%
Male	1112	20.3%	577	17.7%	535	24.1%
Other or Non-disclosed	43	0.8%	11	0.3%	32	1.4%
<b>AGE:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Gen Z (Ages 20-25)	787	14.4%	571	17.5%	216	9.7%
Millenials (Ages 25-40)	1958	35.7%	1355	41.6%	603	27.2%
Gen X (Ages 40-55)	2100	38.3%	1203	36.9%	897	40.4%
Baby Boomers (Ages 55-74)	636	11.6%	132	4.0%	504	22.7%

\* Data collected as of 10/15/2024 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>2024</b>		<b>2024</b>		<b>2024</b>	
<b>NUMBER OF STAFF:</b>	504		252		252	
% of total Separations	100.0%		50.0%		50.0%	
<b>EXPERIENCE:</b>	Number	Percentage	Number	Percentage	Number	Percentage
1 year or less of experience	135	26.8%	44	17.5%	91	36.1%
2 - 4 years of experience	95	18.8%	41	16.3%	54	21.4%
5 - 9 years of experience	73	14.5%	53	21.0%	20	7.9%
10 - 15 years of experience	64	12.7%	36	14.3%	28	11.1%
16+ years of experience	137	27.2%	78	31.0%	59	23.4%
<b>EDUCATION:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Some College or Less	195	38.7%	0	0.0%	195	77.4%
Bachelor's Degree	131	26.0%	93	36.9%	38	15.1%
Master's Degree	99	19.6%	86	34.1%	13	5.2%
Master's +30	54	10.7%	50	19.8%	4	1.6%
Beyond Masters +30	25	5.0%	23	9.1%	2	0.8%
<b>RACE/ETHNICITY:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Ameri. Ind. or Alask. Native	5	1.0%	0	0.0%	5	2.0%
Asian	5	1.0%	1	0.4%	4	1.6%
Black	60	11.9%	15	6.0%	45	17.9%
Pacific Islander	0	0.0%	0	0.0%	0	0.0%
Two or more races	16	3.2%	5	2.0%	11	4.4%
White	409	81.2%	225	89.3%	184	73.0%
Race Not Disclosed	9	1.8%	6	2.4%	3	1.2%
<i>Hispanic or Latino Ethnicity</i>	17	3.4%	11	4.4%	6	2.4%
<b>GENDER:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Female	388	77.0%	198	78.6%	190	75.4%
Male	113	22.4%	53	21.0%	60	23.8%
Other or Non-disclosed	3	0.6%	1	0.4%	2	0.8%
<b>AGE:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Gen Z (Ages 20-25)	111	22.0%	60	23.8%	51	20.2%
Millenials (Ages 25-40)	125	24.8%	78	31.0%	47	18.7%
Gen X (Ages 40-55)	136	27.0%	74	29.4%	62	24.6%
Baby Boomers (Ages 55-74)	132	26.2%	40	15.9%	92	36.5%

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<b>Exhibit 3 - Profile of Replacement Staff</b>						
<b>CHARACTERISTIC</b>	<b>Total</b>		<b>Teachers and Certificated Support (HCEA)</b>		<b>Support &amp; Administrative Services</b>	
	<b>2024</b>		<b>2024</b>		<b>2024</b>	
<b>NUMBER OF STAFF:</b>	548		246		302	
% of total Replacement Staff	100.0%		44.9%		55.1%	
<b>EXPERIENCE:</b>	Number	Percentage	Number	Percentage	Number	Percentage
1 year or less of experience	404	73.7%	141	57.3%	263	87.1%
2 - 4 years of experience	26	4.7%	16	6.5%	10	3.3%
5 - 9 years of experience	62	11.3%	44	17.9%	18	6.0%
10 - 15 years of experience	30	5.5%	25	10.2%	5	1.7%
16+ years of experience	26	4.7%	20	8.1%	6	2.0%
<b>EDUCATION:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Some College or Less	233	42.5%	0	0.0%	233	77.2%
Bachelor's Degree	190	34.7%	133	54.1%	57	18.9%
Master's Degree	109	19.9%	99	40.2%	10	3.3%
Master's +30	11	2.0%	10	4.1%	1	0.3%
Beyond Masters +30	5	0.9%	4	1.6%	1	0.3%
<b>RACE/ETHNICITY:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Ameri. Ind. or Alask. Native	9	1.6%	2	0.8%	7	2.3%
Asian	7	1.3%	4	1.6%	3	1.0%
Black	66	12.0%	22	8.9%	44	14.6%
Pacific Islander	1	0.2%	1	0.4%		0.0%
Two or more races	13	2.4%	4	1.6%	9	3.0%
White	415	75.7%	205	83.3%	210	69.5%
Race Not Disclosed	37	6.8%	8	3.3%	29	9.6%
<i>Hispanic or Latino Ethnicity</i>	36	6.6%	16	6.5%	20	6.6%
<b>GENDER:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Female	405	73.9%	193	78.5%	212	70.2%
Male	102	18.6%	44	17.9%	58	19.2%
Other or Non-disclosed	41	7.5%	9	3.7%	32	10.6%
<b>AGE:</b>	Number	Percentage	Number	Percentage	Number	Percentage
Gen Z (Ages 20-25)	185	33.8%	110	44.7%	75	24.8%
Millenials (Ages 25-40)	220	40.1%	92	37.4%	128	42.4%
Gen X (Ages 40-55)	112	20.4%	43	17.5%	69	22.8%
Baby Boomers (Ages 55-74)	31	5.7%	1	0.4%	30	9.9%

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