

**ITEM TYPE:** Report  
(Action, Discussion, Report)

**BOARD AGENDA ITEM**

**TITLE:** Hiring and Departure Analysis

**DATE:** October 11, 2017

**OVERVIEW:**

The Hiring and Departure Analysis is an annual report completed by the Department of Human Resources. The report provides data regarding hiring and retention of employees and assists with planning for staffing each school year. As in prior years, the report details the education and experience levels for newly hired teachers, as well as other hiring information.

We have included historical data for the acceptance rate for Carroll County Public Schools' teaching positions and Carroll County Public Schools' teacher attrition as compared to the national average. The turnover rate for professional employees leaving Carroll County Public Schools in 2016-2017 is 6.88% including retirements, resignations, and leaves of absence. The turnover rate for professional staff last year was 9.22%. The turnover rate for classified employees leaving Carroll County Public Schools in 2016-2017 is 9.46%. These rates of turnover compare favorably with other Boards of Education in Maryland.

**RECOMMENDATION/FUTURE DIRECTION:** For Board information

**Submitted by:**

Chantress J. Baptist, Director of Human Resources

**Approve/Concur:**

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Jonathan D. O'Neal, Assistant Superintendent of Administration

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Stephen H. Guthrie, Superintendent of Schools



# **Hiring & Departure Analysis**

October 11, 2017

Carroll County Public Schools  
125 North Court Street Westminster,  
Maryland 21157  
410-751-3000



# **Hiring Analysis 2017-2018 School Year**

October 11, 2017

Data includes October 1, 2016 through August 31, 2017 period

Carroll County Public Schools  
125 North Court Street Westminster,  
Maryland 21157  
410-751-3000

## 2017 - 2018 TEACHER HIRING ANALYSIS

- CCPS hired 137 educators during the period of October 1, 2016 to August 31, 2017.
- 60.6% received their higher education in the state of Maryland.
- 62% of the teaching staff hired resides in Carroll County.

### Maryland College Recruitment- Graduates: **82**

Frostburg	6	Salisbury	5
Goucher	1	St. Mary's College	4
Hood	4	Stevenson	6
Loyola	2	Towson	16
McDaniel	24	UMBC	3
Mt. St. Mary's	3	UMCP	5
Notre Dame	3		

### Other State Colleges (**17**) Graduates: **55**

Arizona	2	North Carolina	3
Delaware	3	Oklahoma	1
District of Columbia	3	Ohio	1
Florida	1	Oregon	1
Georgia	2	Pennsylvania	21
Illinois	1	South Carolina	1
Michigan	2	Virginia	3
New Jersey	4	West Virginia	5
New York	1		

### Gender Designation

Males: 32  
Females: 105

### EEO Classification

Asian	2
African-American	1
Caucasian	133
Indian	1

Note: All figures in this report are head counts including former teachers.

## 2017 Teaching Staff Hired By Subject Area

Adapted Physical Education	1
Alternative Placement	1
Art	8
Behavioral Support Specialist	2
Biology	1
Business Education	1
Chemistry	2
Counselor	6
Elementary	24
English	7
ESOL	1
Family & Consumer Science	5
Health	2
Hearing Impaired	2
ILA Specialist	1
Intervention Therapist	1
Kindergarten	8
Math	7
Media	4
Music	3
Occupational Therapist	1
Physical Education	1
Physical Therapist	1
Pre-Kindergarten	3
Reading	1
Science	3
Social Studies	5
Spanish	1
Special Education	18
Speech Pathologist	8
Technology Education	8

**TOTAL**

**137**

## 2017 - 2018 CCPS Cost Analysis & Teacher Salary Schedule Placement

CLASSIFICATION	DEGREE	TEACHER FTE	TOTAL COST	AVERAGE FULL-TIME COST *
III	Bachelors	60.77	\$2,944,232	\$43,943
IV	Masters or Equivalency	40.2	\$2,070,367	\$48,148
V	Masters + 30	18.87	\$1,273,591	\$57,891
VI	Masters + 60 or Doctorate	4.1	\$288,091	\$57,618
<b>TOTALS</b>		<b>123.94</b>	<b>\$6,576,281</b>	<b>\$48,002</b>

\* Based on employee head count

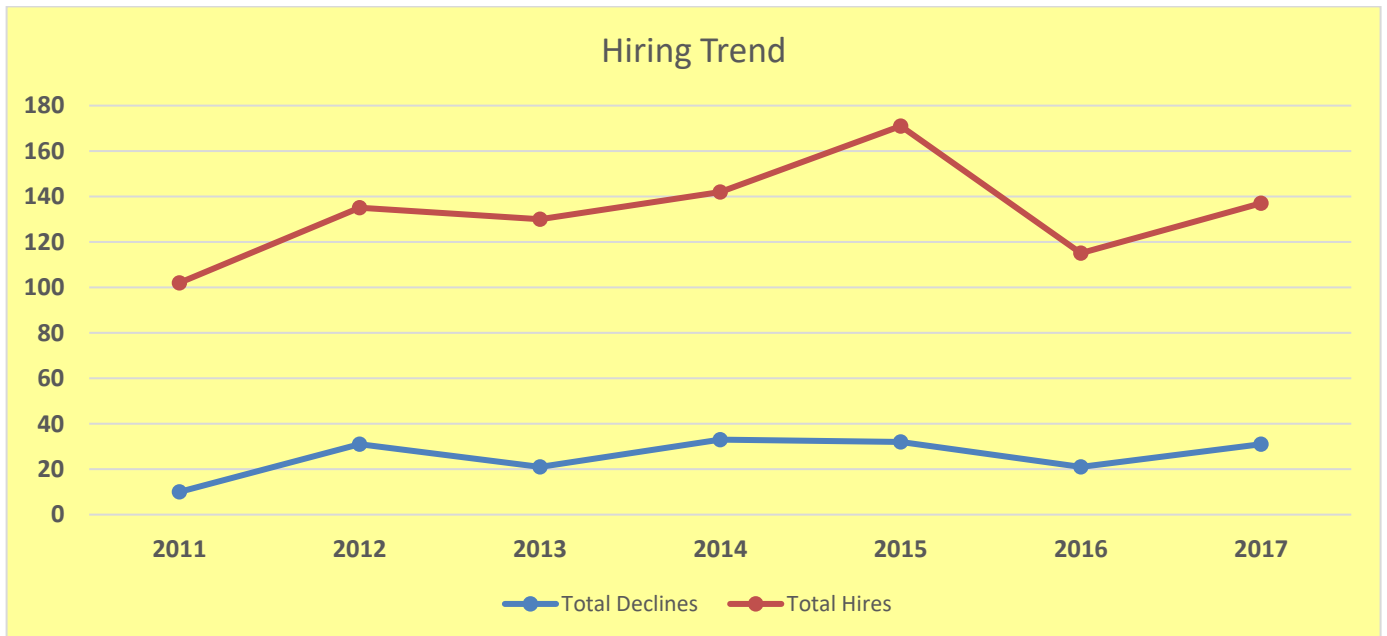
Step on Schedule	Class III	Class IV	Class V	Class VI	Total
	S P	AP or SP + MA or Equiv.	M+30 & Qualified for APC	M+60	
1	48	17	4	2	71
2	4	5	4	1	14
3	10	10	1	1	22
4	4	4	5		13
5	1	2			3
6			1		1
7		1	2		3
8		3			3
9					0
10		1	2		3
11					0
12			1		1
13			2		2
14					0
15					0
16					0
17				1	1
18					0
19					0
20					0
<b>TOTAL</b>	<b>67</b>	<b>43</b>	<b>22</b>	<b>5</b>	<b>137</b>

## Employment Activity

### Teaching Positions Declined By Month

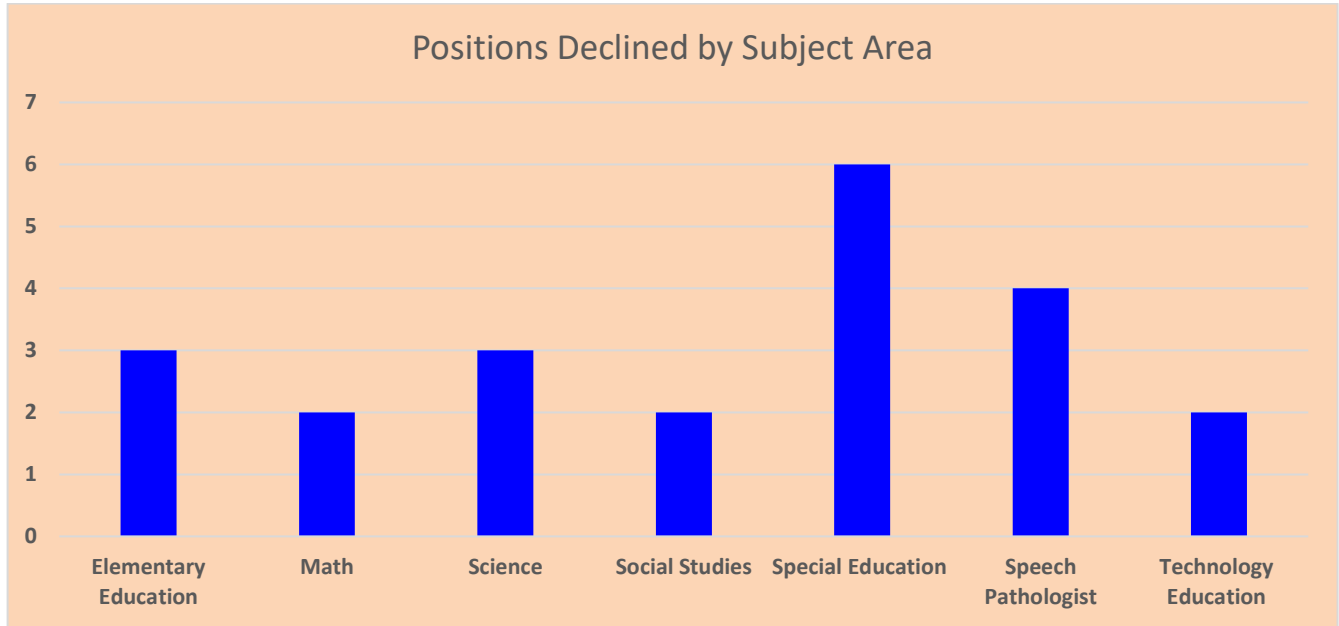
	2011	2012	2013	2014	2015	2016	2017	Total
January	0	4	2	1	0	0	0	7
February	0	1	0	1	1	0	0	3
March	0	1	0	0	1	0	1	2
April	2	4	2	3	2	1	2	15
May	3	3	2	6	6	6	7	26
June	0	9	3	10	5	5	11	34
July	4	6	9	10	13	8	9	53
August	0	3	1	1	2	1	1	8
September	0	0	1	0	0	0	N/A	1
October	1	0	1	0	0	1	N/A	3
November	0	0	0	1	1	0	N/A	3
December	0	0	0	0	1	0	N/A	1
<b>TOTAL DECLINES</b>	<b>10</b>	<b>31</b>	<b>21</b>	<b>33</b>	<b>32</b>	<b>21</b>	<b>31</b>	<b>179</b>
<b>TOTAL HIRES</b>	<b>102</b>	<b>135</b>	<b>130</b>	<b>142</b>	<b>171</b>	<b>115</b>	<b>137</b>	<b>932</b>

### Hiring Trend



## Teacher Positions Declined

During the hiring cycle 31 educator positions were declined.



The positions captured below had one declined offer.

Alternative Placement  
Behavior Support Specialist  
English

Health  
Intervention Therapist  
Kindergarten

Media  
Music  
Spanish

## 2017 - 2018 Classified Hiring Analysis

Employee Group	#New Hires	Experienced (or military)	Degreed/Certified	CC Resident	Former Employee
Assistants	43	19	8	31	4
Cust/Maint	33	23	0	24	3
Food Services	15	9	0	11	4
Secretarial/Clerical	14	10	0	10	7
<b>TOTAL</b>	<b>105</b>	<b>61</b>	<b>8</b>	<b>76</b>	<b>18</b>

\*LPN - No Longer Applicable





# Departure Analysis

October 11, 2017

Data includes October 1, 2016 through August 31, 2017 period

Carroll County Public Schools  
125 North Court Street Westminster,  
Maryland 21157  
410-751-3000

## 2016 - 2017 Summary Departure Analysis

### Professional Employees

PROFESSIONAL	DEPARTURE CENSUS	TOT ACTV EMPL IN GROUP	% OF TOT ACT EMPL IN GROUP
CABINET	1	15*	6.67%
A & S	8	191*	4.19%
ATSP	11	97*	11.34%
TEAC	145	2094*	6.92%
<b>TOTAL</b>	<b>165</b>	<b>2,397</b>	<b>6.88%</b>

Total does not include the resignation of eight registered nurses.

\*No Adjustment to 2016 - 17 FTE.

2016 - 2017 DEPARTURE DATA FOR PROFESSIONAL STAFF					
REASON/CODE	CABINET	A&S	ATSP	TEAC	TOTAL
RESIGNATION	0	5	6	58	69
RETIREMENT	1	3	4	49	57
COMPLETION OF CONTRACT/CONTRACT EXPIRED	0	0	0	4	4
LEAVE OF ABSENCE	0	0	1	14	15
BROKEN CONTRACT	0	0	0	3	3
RELEASE FROM CONTRACT	0	0	0	15	15
DEATH	0	0	0	0	0
NON-RENEWAL/TERMINATION	0	0	0	2	2
REDUCTION IN FORCE	0	0	0	0	0
<b>TOTAL</b>	<b>1</b>	<b>8</b>	<b>11</b>	<b>145</b>	<b>165</b>

## 2016 – 2017 Summary Departure Analysis

### Classified Employees

CLASSIFIED	DEPARTURE CENSUS	TOT ACTV EMPL IN GROUP	% OF TOT ACT EMPL IN GROUP
CLER/SEC	20	231	8.66%
ASST	31	393	7.89%
FOOD SRV	15	122	12.30%
MAINT & CUST	34	311	10.93%
TOTAL	100	1057	9.46%

2016 – 2017 DEPARTURE DATA FOR CLASSIFIED STAFF					
REASON/CODE	CLERICAL	ASST	FOOD	MAIN	TOTAL
RESIGNATION	12	14	4	10	40
RETIREMENT	5	15	10	11	41
LEAVE OF ABSENCE	2	2	1	8	13
TERMINATION	1	0	0	3	4
DEATH	0	0	0	2	2
TOTAL	20	31	15	34	100

## Historical Position Departure Analysis

### Professional Positions

DEPARTURE	2014 - 2015	% OF ACTV PROF EMPL	AVG YRS OF SRVC	2015 - 2016	% OF ACTV PROF EMPL	AVG YRS OF SRVC	2016 - 2017	% OF ACTV PROF EMPL	AVG YRS OF SRVC
RESIGNATION	87	3.64%	6.92	97	4.05%	7.5	69	2.88%	5.75
RETIREMENT	94	3.94%	27.46	47	1.96%	24.82	57	2.38%	24.37
COMPL. OF CONTRACT	3	0.13%	3	5	0.21%	1.4	4	0.17%	1
LEAVE OF ABSENCE	16	0.67%	7.8	29	1.21%	10.03	15	0.63%	7.92
BROKEN CONTRACT	15	0.63%	2.94	4	0.17%	3.75	3	0.13%	3
RELEASE FROM CONTRACT	25	1.05%	4.25	35	1.46%	4	15	0.63%	4.06
DEATH	2	0.08%	8.62	1	0.04%	6.02	0	0.00%	0
NON- RENEWAL/TERM	4	0.17%	2.17	3	0.13%	1.96	2	0.08%	2
REDUCTION IN FORCE	5	0.21%	3.74	0	0.00%	0	0	0.00%	0
<b>TOTAL</b>	<b>251</b>	<b>10.51%</b>	<b>7.43*</b>	<b>221</b>	<b>9.22%</b>	<b>6.61*</b>	<b>165</b>	<b>6.88%</b>	<b>6.36*</b>

### Classified Positions

DEPARTURE	2014 - 2015	% OF ACTV CLASS EMPL	AVG YRS OF SRVC	2015 - 2016	% OF ACTV CLASS EMPL	AVG YRS OF SRVC	2016 - 2017	% OF ACTV CLASS EMPL	AVG YRS OF SRVC
RESIGNATION	48	4.51%	5.7	40	3.77%	5.53	40	3.78%	5.75
RETIREMENT	32	3.00%	22.3	60	5.65%	22.26	41	3.88%	17.4
LEAVE OF ABSENCE	11	1.03%	12.3	6	0.56%	11.8	13	1.23%	10.37
DEATH	1	0.09%	16.4	2	0.19%	10	2	0.19%	20
REDUCTION	0	0.00%	0	0	0.00%	0	0	0.00%	0
TERMINATION	0	0.00%	0	9	0.85%	2.45	4	0.38%	2.66
<b>TOTAL</b>	<b>92</b>	<b>8.64%</b>	<b>9.45*</b>	<b>117</b>	<b>11.02%</b>	<b>8.67*</b>	<b>100</b>	<b>9.46%</b>	<b>9.36*</b>

\*Notes the average number of service years.

## Teacher Attrition & National Average

<i>CCPS Attrition Rate</i>					
	2013	2014	2015	2016	2017
CCPS	7.94%	9.13%	11.25%	9.41%	6.92%
National Average	15%	16.80%	20%	20%	22%*

### \*Projected Average

Unfortunately, the supply of new teachers is atypically low and has been declining. The number of re-entrants (those who have stepped out of teaching) depends a great deal on whether policies make teaching an attractive and accessible possibility.

- Between 2009 and 2014, the most recent years of data available, teacher education enrollments dropped from 691,000 to 451,000, a 35% reduction. This amounts to a decrease of almost 240,000 professionals on their way to the classroom in the year 2014, as compared to 2009.
- Although teacher re-entrants make up one-third to one-half of each year's supply (depending on aspects of the economy that make teaching more or less attractive) securing teachers even at the high end of this range will not be enough to overcome shortages. In theory, the pool of former teachers is large, but estimates suggest only around a third of teachers who exit the profession ever return.

Projections incorporating historical data on the teacher pipeline and estimates of re-entrants show a steady decline in teacher supply. According to the authors' model, 2016 will have the lowest number of available teachers in 10 years—between 180,000 and 212,000 teachers. This projection varies depending on the percent of newly prepared teacher that actually enter the profession and the number of former teachers who return to classroom as re-entrants.

Reference: Learning Policy Institute – <https://learningpolicyinstitute.org/product/coming-crisis-teaching>

## 2016 – 17 Teacher Exit Interview Guide Log

