Recruitment Advisory Council  
Review of the Recruiting Strategy of the Richmond Public Schools  

Review with Dr. Bedden  
Friday, October 23 • 1:00 to 2:00 PM • City Hall • 17th Floor • Superintendent Conference Room  

BACKGROUND  
Candice Hunter, Chief of Staff to the Superintendent of the Richmond Public Schools (RPS), requested a local recruiting leadership council be formed to provide a high-level review of the school district’s recruiting strategy.  

- Review and evaluate the current methods for attracting talent.  
- Identify potential gaps that may prohibit RPS from achieving recruiting goals.  
- Develop recommendations that help the Recruiting organization achieve goals of attracting the right teachers (and other employees) to RPS.  

In response to this request, the Council was formed consisting of a group of six Richmond area recruiting leaders. The Council met four times overall, with the initial meeting consisting of an overview by Candice Hunter and another meeting consisting of a Q&A with Candice. Meetings took place during August and September, 2015. The Recruitment Advisory Council is affiliated with Dr. Bedden’s Superintendent Business Advisory Council.  

SUMMARY  
While assessing the current methods for attracting talent and identifying potential gaps that may prohibit RPS from achieving recruiting goals, the Council realized there are other areas that must be addressed first in order to execute an effective recruiting strategy that delivers high quality results. These findings, observations, and recommendations are outlined below.  

FINDINGS, OBSERVATIONS & RECOMMENDATIONS  
RETENTION  
1. RPS does not have a standard processes to collect consistent employee feedback.  
   a. RPS should develop formal process to collect employee feedback through exit interviews, stay interviews, employee surveys, focus groups, etc.
2. RPS has not formally identified an Employment Brand or Employee Value Proposition.
   a. A review of the overall Employment Brand is needed that should include identification of an Employee Value Proposition (EVP).
   b. A clear and compelling EVP needs to be designed by RPS employees and promoted internally and externally.
      - Volunteer resources at Genworth Financial are available to help outline a process for a potential EVP project.
   c. The Employment Brand and EVP should be clearly identifiable and consistent throughout the recruitment and selection processes.

METRICS
1. There is a lack of both recruiting & retention metrics which are critical to help understand why people are staying, why people are leaving, and where to find the right people.
   a. RPS should benchmark best practices on which metrics will be most important for making the most effective decisions regarding recruiting & retention.
      - RPS should leverage an offer from Monument Consulting to assess RPS current metrics, evaluate current systems for metrics, and share industry best practices and recommendations for tracking metrics and making data driven decisions.
   b. RPS should evaluate current systems to see if they are capable of reporting the metrics needed for RPS to make effective talent decisions.
      - RPS should consider an offer from SmartRecruiters for a free applicant tracking system that among other benefits will help generate metrics that will help with recruiting decisions ($150,000 value). This is long-term donation offer that will have to be recommended through the RPS Education Foundation. This offer must be vetted further to understand additional costs associated with switching including existing integrations, new integrations, implementation fees, etc.
      - RPS should also leverage Recruiting Advisory Council to help assess other human capital management systems RPS may be exploring.

RECRUITING STRATEGY
1. The current Recruiting Strategy seems to be focused on filling positions quickly and hoping new hires “stick”. There is an opportunity for a more targeted strategy.
   a. RPS should leverage data to make the most informed decisions on where to recruit the right talent.
      - RPS Recruiting Team should work closely with Recruiting Advisory Council for recommendations on best practices once system capabilities are identified.
   b. Proactive pipelines should be developed in advance of job openings specifically at fall university career fairs and through an internship program.
- RPS Recruiting Team should review current strategy with Recruiting Advisory Council to discuss current strategy, results of strategy, and brainstorm ideas to potentially update recruiting strategy.

2. The hiring process seems to be lacking consistency and depth needed to make sure the right people are hired.
   a. RPS should conduct a review of the selection and assessment strategy which should include the interview process, interview questions, selection tools, etc. and recommend room for improvement.
   b. RPS should leverage the Recruiting Advisory Council to discuss current selection and assessment process and tool and discuss ideas for potential modifications.
   c. Longer term assessment scores should be measured against performance and recruitment metrics mentioned in the previous section.

3. Social Media / Web presence is weak compared to other local school districts. The RPS Glassdoor rating is 2.8 and there may be opportunity to engage teachers and other RPS employees to increase this score. Chesterfield and Henrico are 3.5 and Hanover is 3.7. Why choose RPS with these other options who also need teachers?
   a. RPS needs to begin promoting social media presence to employees to help improve reviews.
   b. Volunteer resources at Genworth Financial are available to share best practices.

4. The Employee Value Proposition should be used as top differentiator for recruiting.
   a. After an EVP is developed marketing materials should be developed for use on campus, in schools, on the RPS website, social media sites like Glassdoor, etc.
   b. The EVP should be communicated to all resources tied to recruitment and hiring, including all HR staff, principals and anyone else associated with recruitment, onboarding or hiring.
   c. Volunteer resources at Genworth Financial are available to share best practices.

5. Most of the recruiting activity is taking place in the spring. In order to attract top talent it may be beneficial to build pipelines on campus in the fall.
   a. RPS should design a proactive recruiting strategy to build pipelines
   b. A more robust ATS may be helpful in building and maintaining candidate pipelines that are key to a successful recruitment strategy.

6. It appears the recruiting strategy is limited to career fairs.
   a. A formal recruiting strategy should include other sources including targeting military/veterans, outplacement firms, cold calls, conferences, postings, etc.
b. RPS should develop a formal university recruiting strategy. For example, RPS should be present during at classroom discussions and build strong partnerships with Deans, Professors and Career Centers.

c. RPS should consider using teachers and principals to augment their recruiter bandwidth as the people actually doing the job are oftentimes the best diplomats for new recruits – specifically by creating recruitment webinars where potential employees (teachers included) can ask questions. We can also showcase Richmond as a great place to live at that time.

RECOMMENDED NEXT STEPS

- RPS HR leadership Team, Candice Hunter, and Dr. Bedden should schedule a meeting to review these findings, observations, and recommendations and develop an action plan.

- RPS should assign a Project Manager to partner with the Recruiting Advisory Council on the agreed upon priorities based on the recommendations outlined in this review.

- Assigned RPS Project Manager should develop a project plan and coordinate all efforts in partnership with the Recruiting Advisory Council.

- Assigned RPS Project Manager should provide a written monthly update on the project plan and progress for the next 12 months at minimum.
Regina George
Altria
Talent Acquisition Manager

Regina is Head of Talent Acquisition at Altria. Regina is a Human Resources Professional with a focus in Staffing, Recruitment, Human Resources Generalist, Employee Relations, Organizational Development and Performance Management.

Prior to Altria Regina was in leadership Recruiting or Human Resources positions at The Federal Reserve of Richmond, Osage Bio Energy, Qimonda, and Sheltering Arms.

Regina is a graduate of Virginia Commonwealth University and is a certified Professional in Human Resources.

Drexel Harris
Dominion
Director, Human Resources

Drexel Harris, HR Director, oversees HR support for the Dominion’s Services Company. He is responsible for proactively working with executives to identify HR needs and provide solutions to meet those needs.

Originally from the Florida panhandle area, Drexel holds a bachelor’s degree in electrical
engineering from the University of New Haven and a master’s degree in Business Management from the Albertus Magnus University. Drexel joined Dominion in 1989 as a Senior Instructor at the Millstone Nuclear Power Station in Connecticut.

He has enjoyed several careers at Dominion, including nuclear instructor, operations engineer, licensing engineer, HR recruiter, HR generalist, EEO/diversity consultant, Six Sigma training manager, HR manager, and HR director. Drexel has over thirty years of nuclear and electric utility experience, and over 13 years of human resources experience.

Prior to joining Dominion, Drexel served eight years in the US Navy as a nuclear reactor operator and electronics technician onboard nuclear powered submarines. He also was a nuclear training instructor for the US Nuclear Navy, General Electric Company, and Long Island Lighting Company.

Steve Jones
Monument Consulting
Vice President, Delivery Infrastructure

Steve Jones has spent 19 years in the recruiting and human capital management space. Direct experience includes high-volume recruiting where he used metrics to drive down cost per hire while decreasing attrition (reduced from 100% to 33% annually in just two years). Other relevant experience includes managing a Recruitment Process Outsourcing (RPO) engagement for a large decentralized organization. During the past six years, Steve has designed, implemented and managed contingent workforce vendor management programs.

Justin May
WestRock
Senior Manager, Talent Acquisition
Justin is currently talent acquisition leader for WestRock (formerly MeadWestvaco), a Fortune 200 global packaging leader, where he oversees recruiting for the company’s packaging operations and commercial businesses. Prior to his time at WestRock, Justin held recruiting roles at Circuit City Stores, CapitalOne Financial and regional staffing firms. Justin graduated from the Virginia Military Institute with a BA in English.

Tracey Lowery
Owens & Minor
Talent Acquisition Manager

In this role, Tracey leads the Company’s staffing function, while serving as a subject-matter expert in establishing both domestic and international policy in this area. His responsibilities involve managing a $1.4 million budget that supports the recruitment function. Tracey plays a key role in building a diverse workforce for Owens & Minor and ensuring hiring compliance. He is also responsible for the growth and development of the Company’s college recruiting and intern programs.

Prior to joining Owens & Minor as Senior Recruiter in 2011, Tracey served as Senior Resource Manager for Farenheit Finance. During this time, he led the talent acquisition function, vendor management, and business development efforts for this start-up company. Tracey also gained extensive experience at Genworth Financial, serving in various roles.

A highly collaborative human resources and recruitment leader, Tracey has the demonstrated ability to implement, integrate, and build effective teams that grow business strategies. He specializes in talent acquisition, recruitment, talent management, compensation, relationship management, human resources client management, compliance, and continual process improvement.

Tracey earned his Bachelor of Science in History from Radford University.
Chris Jordan
Genworth Financial
VP, Global Talent Acquisition

Chris Jordan is Vice President, Talent Acquisition at Genworth Financial. In this role, Chris is responsible for global recruitment, employment branding, contingent workforce, immigration, expatriate management, and relocation.

Chris joined Genworth in 2004 during an initial public offering by General Electric. Prior to Genworth, Chris spent his professional career in a variety of recruiting positions at Capital One, Aerotek, and as an entrepreneur at his own recruiting firm. Chris received a B.S. in Business Management from Virginia Tech and is a certified Senior Professional in Human Resources (SPHR).

Chris serves on The Board of Trustees of the Chesterfield Public Education Foundation and as a Board Member of the Genworth Political Action Committee. Additionally, Chris is a “Big Brother” in the Big Brothers Big Sisters organization.