# Status Report on Diversity Hiring

Jefferson County Board of Education

September 29, 2020

# Specialist, Diversity Hiring
# Ashley N. Duncan

- Background
- Findings and Data
- Recommendations

# Background

- Racial Equity Plan (Position Approved October 2017)
- Dean Dorton Audit June 2018
- Started Inaugural Role in January 2018
- Grade 8 and Above
- Over 300 Unique Positions (All zones and areas)

# Findings and Data

A. Positions Consulted/Managed/Supported School Year 2019-2020:
   a. 113 (Grade 8)
   b. 43 Other
   c. 156 TOTAL
B. Positions Consulted/Managed/Supported School Year 2020 - 2021:
   a. 28 (Grade 8)
   b. 17 Other
   c. 45 TOTAL
C. Data From Pre-Hiring Assessment Tool:
   a. 81 Total Responses (*Assistant Principal had most vacancies in collected data below).
   b. 15 Open Assessment (various reasons)
D. Consulted, attended and participated in District Interviews:
   a. Grade 8 and above - School Based and Non-School Base (Other positions as requested or deemed appropriate).
      i. Consultation Rate 138/156 (2019-2020)
      ii. Interview Rate 121/156 (2019-2020)

# Findings and Data

## Shared Hiring Database

| # | Job/Position Number | Position Grade | Job Family | Position Title | School/Department | Posting Date | Closing Date | Diversity Hiring Specialist Added to Folder | Pre-Consult Sent | Posted with Waiver | Final Staff Recommendation Name | Demographic Information | | Principal/Hiring Manager | ZONE 1 - Elementary | Zone 2 - Elementary | ZONE 3 - Elementary | Middle School | High School | Central Office, Other |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | 11812 | 12 | IV | Director Transition Readiness | | 9/25/2019 | 10/11/2019 | No | Pre Consult Responses | No | | White | Female | | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ |
| 2 | 11820 | 13 | IV | Elementary School Principal | | 9/25/2019 | 10/11/2019 | No | Pre Consult Responses | Yes | | Black | Female | | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ |
| 3 | 9153 | 8 | IV | Supervisor Leadership and Professional Development | | 10/7/2019 | 10/14/2019 | yes | Pre Consult Responses | | | Black | Male | | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ |
| 4 | 11877 | 14 | IV | Executive Administrator Schools (Elementary) | | 10/1/2019 | 10/15/2019 | Yes | Pre Consult Responses | | | White | Male | | ☑ | ☐ | ☐ | ☐ | ☐ | ☑ |
| 5 | 11945 | 14 | IV | Secondary School Principal | | 10/10/2019 | 10/24/2019 | Yes | Pre Consult Responses | | | White | Male | | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ |
| 6 | 12045 | 9 | IV | Early Childhood Counselor | | 10/21/2019 | 11/4/2019 | No | Pre Consult Responses | | | White | Female | | ☑ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 7 | 12051 | 9 | IV | Counselor | | 10/22/2019 | 11/5/2019 | No | Yes - See Note - Never Completed | YES | | white | Female | | ☐ | ☐ | ☐ | ☑ | ☐ | ☐ |
| 8 | 12058 | 9 | II/IV | Specialist Early Childhood | | 10/23/2016 | 11/6/2019 | No | Pre Consult Responses | | | White | Female | | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ |
| 9 | 12090 | 12 | IV | Principal | | 10/28/2019 | 11/11/2019 | Slating | No response required | | | | | | ☑ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 10 | 12098 | 11 | IV | Assistant Principal | | 10/29/2019 | 11/12/2019 | Yes | Pre Consult Responses | | | Hispanic | Female | | ☐ | ☐ | ☐ | ☑ | ☐ | ☐ |
| 11 | 12116 | 9 | IV | Counselor | | 10/30/2019 | 11/13/0209 | Yes | Pre Consult Responses | | | Black | Male | | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 12 | 12128 | 9 | IV | Counselor | | 10/31/2019 | 11/14/2019 | Yes | Yes - See Note - Never Completed | | | Black | Female | | ☑ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 13 | 12148 | 11 | IV | Assistant Principal | | 11/4/2019 | 11/18/2019 | No | Pre Consult Responses | | | Black | Female | | ☐ | ☑ | ☐ | ☐ | ☐ | ☐ |
| 14 | 12150 | 13 | IV | Elementary School Principal | | 11/5/2019 | 11/20/2019 | Slating | No response required | | | White | Female | | ☐ | ☑ | ☐ | ☐ | ☐ | ☐ |
| 15 | 12157 | 14 | IV | SEcondary School Principal | | 11/5/2019 | 11/20/2019 | Slating | No response required | | | | | | ☐ | ☐ | ☐ | ☐ | ☑ | ☐ |
| 16 | 12163 | 10 | IV | Manager Academic Multi Tiered System Support | | 11/6/2019 | 11/20/2019 | No | Pre Consult Responses | NO | | White | Female | | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ |
| 17 | 12167 | 12 | IV | Assistant Principal | | 11/6/2019 | 11/20/2019 | Yes | Yes - See Notes - Never Completed | NO | | White | Male | | ☐ | ☐ | ☐ | ☐ | ☑ | ☐ |
| 18 | 12169 | 10 | II | Manager Information and Communications | | 11/6/2019 | 11/13/2019 | Yes | Pre Consult Responses | NO | | White | Male | | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ |
| 19 | 12172 | 13 | IV | Elementary School Principal | | 11/6/2019 | 11/20/2019 | Slating | No response required | | | White | Female | | ☑ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 20 | 12186 | 14 | IV | Executive Administrator Schools (High) | | 11/7/2019 | 11/21/2019 | Yes | Pre Consult Responses | No | | White | Female | | ☐ | ☐ | ☐ | ☐ | ☑ | ☐ |
| 21 | 12210 | 18 | II | Chief Operations Officer | | 11/11/2019 | 11/26/2019 | No | Sent. No response. | | | | | | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ |
| 22 | 12255 | 12 | IV | Assistant Principal | | 11/14/2019 | 12/1/2019 | yes | pre Consult Responses | NO | | Black | Male | | ☐ | ☐ | ☐ | ☐ | ☑ | ☐ |
| 23 | 12264 | 11 | IV | Assistant Principal | | 11/15/2019 | 12/2/2019 | Yes | Pre Consult Responses | | | white | female | | ☑ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 24 | 12313 | 13 | IV | Principal | | 11/22/2019 | 12/8/2019 | Slating | No response required | NO | | Black | Female | | ☐ | ☐ | ☐ | ☑ | ☐ | ☐ |
| 25 | 12330 | 14 | IV | Executive Admin School Culture Climate | | 11/25/2019 | 12/9/2019 | Yes | Pre Consult Responses | NO | | White | Male | | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ |
| 26 | 12350 | 9 | IV | Elementary School Counselor | | 12/2/2019 | 12/16/2019 | YES | Pre Consult Responses | YES | | White | Female | | ☑ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 27 | 12352 | 14 | IV | Principal | | 12/2/2019 | 12/16/2019 | Slating | No response required | YES | | White | Female | | ☐ | ☐ | ☐ | ☐ | ☑ | ☐ |
| 28 | 12353 | 12 | IV | Assistant Principal | | 12/2/2019 | 12/16/2019 | No | Pre Consult Responses | YES | | White | Male | | ☐ | ☐ | ☐ | ☐ | ☑ | ☐ |
| 29 | 12351 | 11 | IV | Assistant Principal | | 12/2/2019 | 12/16/2019 | No | Pre Consult Responses | YES | | Black | Female | | ☐ | ☐ | ☑ | ☐ | ☐ | ☐ |
| 30 | 12360 | 13 | IV | Principal | | 12/2/2019 | 12/16/2019 | Slating | No response required | YES | | Black | Male | | ☑ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 31 | 12368 | 9 | II | Specialist Human Resource | | 12/3/2019 | 12/10/2019 | No | Pre Consult Responses | NO | | White | Male | | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ |
| 32 | 12400 | 11 | IV | Assistant Principal | | 12/5/2019 | 12/19/2019 | Yes | pre Consult Responses | | | White | Male | | ☐ | ☐ | ☐ | ☑ | ☐ | ☐ |
| 33 | 12466 | 9 | II | Specialist Budget and Management Operations | | 12/11/2019 | 12/18/2019 | No | pre Consult Responses | NO | | White | Female | | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ |
| 34 | 12532 | 11 | IV | Assistant Principal | | 12/18/2019 | 1/1/2020 | Yes | Pre Consult Responses | YES | | Black | Female | | ☐ | ☑ | ☐ | ☐ | ☐ | ☐ |
| 35 | 12557 | 9 | IV | Counselor | | 12/20/2019 | 1/4/2020 | No | pre Consult Responses | NO | | Black | Female | | ☐ | ☐ | ☐ | ☐ | ☑ | ☐ |
| 36 | 12558 | 12 | IV | Assistant Principal | | 12/20/2019 | 1/4/2020 | No | 12/24/19 Consult by phone | NO | | Black | Female | | ☐ | ☐ | ☐ | ☐ | ☑ | ☐ |

# Findings and Data



Racial Equity Plan Submitted for 2019-2020
81 responses

- Yes
- No
- Pending

87.7%
7.4%
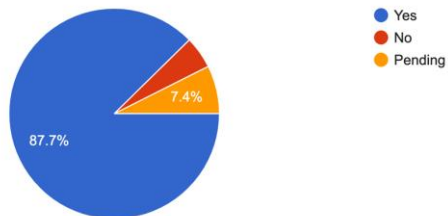


Hiring Manager Ethnicity/Race
81 responses

- African American/Black
- Caucasian/White
- Hispanic
- Other
- Prefer not to answer.

60.5%
33.3%
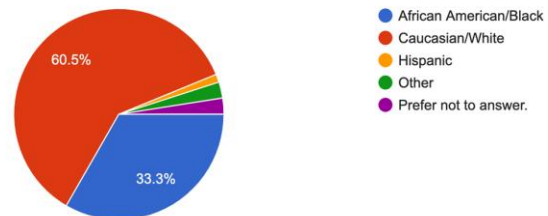


Length of Time in Current Role (Specifically at this location.)
81 responses

- 0-3 Years
- 3-6 Years
- 6-9 Years
- 9-12 Years
- 12+ Years

25.9%
56.8%
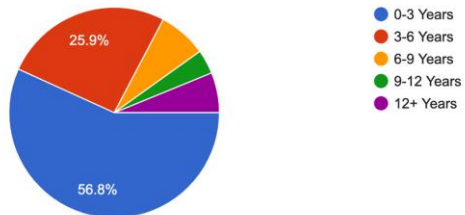


Hiring Manager Gender
81 responses

- Male
- Female
- Other

56.8%
42%
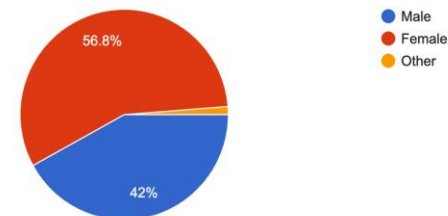
# Findings and Data



Length of Vacancy
81 responses

- 0-7 Days
- 8-14 Days
- 15-30 Days
- 31+ Days

30.9%
13.6%
9.9%
45.7%



81 responses

- School
- Central Office
- Other JCPS Location (C.B. Young, L.A.M. Camp Edwards)

19.8%
76.5%
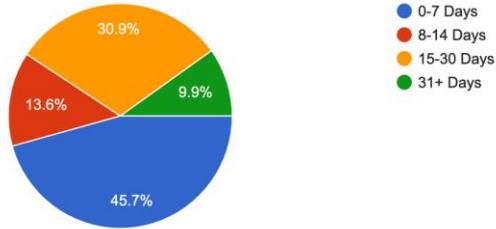


Reason for Vacancy
81 responses

- New Position
- Overstaffed
- Promotion
- Retirement
- Termination
- Transfer

30.9%
22.2%
21%
25.9%
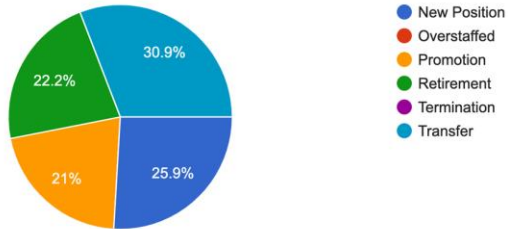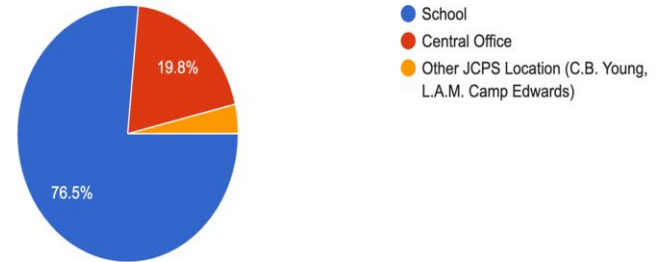
# Findings and Data

- Successes and System Improvement
    - Best Practice Hiring Guide
    - Shared Hiring Database (On next slide)
    - Predictive Index
    - School Demographic Profile (Updated Quarterly)

# Findings and Data: Central Office

| Division | African American Female | African American Male | White Female | White Male | Other Female | Other Male | Grand Total |
|---|---|---|---|---|---|---|---|
| Academic School | 4 | 3 | 13 | 4 | 1 | | 25 |
| Academic Services | 8 | 3 | 31 | 14 | 1 | | 57 |
| Accountability, Research and Systems Improvement | 1 | | 9 | 1 | 1 | 2 | 14 |
| Chief of Staff | | | 2 | 1 | | | 3 |
| Communications and Community Relations | 1 | | 1 | 1 | | | 3 |
| Diversity, Equity and Poverty | 3 | 5 | 2 | | 2 | | 12 |
| ECE | 6 | 2 | 62 | 10 | 2 | | 82 |
| Financial Services | 1 | | 5 | 4 | | | 10 |
| General Counsel | 1 | | | 1 | | | 2 |
| Human Resources | 4 | 2 | 2 | 3 | 1 | 1 | 13 |
| INTERNAL AUDIT | | | 1 | | | | 1 |
| Operations Services | | 4 | 3 | 10 | | | 17 |
| Technology | | | 3 | 21 | | 6 | 30 |
| **Grand Total** | **29** | **19** | **134** | **70** | **8** | **9** | **269** |
| Percentage for Each Race Category | **11%** | **7%** | **50%** | **26%** | **3%** | **3%** | |

# Findings and Data: School Based October 2019

| | # of Schools | # African American Principals | # White Principals | # Other Principals | # African American AP's | # White AP's | # Other AP's | # African American Counselors | # White Counselors | # Other Counselors | # African American Teacher | # White Teacher | # Other Teacher |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| # of Elementary | 90 | 34 | 56 | 0 | 27 | 63 | 0 | 32 | 61 | 0 | 343 | 2238 | 75 |
| # of Middle | 23 | 9 | 13 | 0 | 28 | 36 | 4 | 18 | 35 | 0 | 198 | 933 | 38 |
| # of High | 22 | 4 | 17 | 0 | 21 | 63 | 0 | 20 | 59 | 2 | 163 | 1530 | 77 |
| # of Special | 26 | 4 | 5 | 0 | 9 | 20 | 0 | 9 | 13 | 0 | 69 | 313 | 24 |
| | | % | % | % | % | % | % | % | % | % | % | % | % |
| % of Elementary | | 37.78 | 62.22 | 0 | 30 | 70 | 0 | 34.41 | 65.59 | 0 | 12.91 | 84.26 | 2.82 |
| % of Middle | | 40.91 | 59.09 | 0 | 41.18 | 52.94 | 5.88 | 33.96 | 66.04 | 0 | 16.94 | 79.81 | 3.25 |
| % of High | | 19.05 | 80.95 | 0 | 25 | 75 | 0 | 24.69 | 72.84 | 2.47 | 9.21 | 86.44 | 4.35 |
| % of Special | | 44.44 | 55.56 | 0 | 31.03 | 68.97 | 0 | 40.91 | 59.09 | 0 | 17 | 77.09 | 5.91 |
| | | % African American Principals | % White Principals | % Other Principals | % African American AP's | % White AP's | % Other AP's | % African American Counselors | % White Counselors | % Other Counselors | % African American Teacher | % White Teacher | % Other Teacher |
| % of Elementary | | 38% | 62% | 0% | 30% | 70% | 0% | 34% | 66% | 0% | 13% | 84% | 3% |
| % of Middle | | 41% | 59% | 0% | 41% | 53% | 6% | 34% | 66% | 0% | 17% | 80% | 3% |
| % of High | | 19% | 81% | 0% | 25% | 75% | 0% | 25% | 73% | 2% | 9% | 86% | 4% |
| % of Special | | 44% | 56% | 0% | 31% | 69% | 0% | 41% | 59% | 0% | 17% | 77% | 6% |
| | | % | % | % | % | % | % | % | % | % | % | % | % |
| # of Schools | 161 | 35.92 | 64.08 | 0 | 31.37 | 67.16 | 1.48 | 31.73 | 67.47 | 0.8 | 12.88 | 83.55 | 3.57 |

# Findings and Data: School Based (August 2020)

| School | T | # African American Principals | # White Principals | # Other Principals | # African American AP's | # White AP's | # Other AP's | # African American Counselors | # White Counselors | # Other Counselors | # Minority Students (All Grades) | # African American Teacher | # White Teacher | # Other Teacher |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | # African American Principals | # White Principals | # Other Principals | # African American AP's | # White AP's | # Other AP's | # African American Counselors | # White Counselors | # Other Counselors | | # African American Teacher | # White Teacher | # Other Teacher |
| # of Elementary | 90 | 34 | 55 | 0 | 25 | 62 | 0 | 32 | 60 | 0 | | 349 | 2257 | 81 |
| # of Middle | 23 | 9 | 12 | 0 | 28 | 36 | 4 | 18 | 36 | 0 | | 192 | 920 | 36 |
| # of High | 22 | 4 | 17 | 0 | 22 | 62 | 0 | 18 | 60 | 2 | | 164 | 1531 | 0 |
| # of Special | 26 | 3 | 6 | 0 | 8 | 21 | 0 | 10 | 12 | 0 | | 66 | 315 | 25 |
| | | % | % | % | % | % | % | % | % | % | | % | % | % |
| % of Elementary | | 38.20 | 61.80 | 0.00 | 28.74 | 71.26 | 0.00 | 34.78 | 65.22 | 0.00 | | 12.99 | 84.00 | 3.01 |
| % of Middle | | 42.86 | 57.14 | 0.00 | 41.18 | 52.94 | 5.88 | 33.33 | 66.67 | 0.00 | | 16.72 | 80.14 | 3.14 |
| % of High | | 19.05 | 80.95 | 0.00 | 26.19 | 73.81 | 0.00 | 22.50 | 75.00 | 2.50 | | 9.68 | 90.32 | 0.00 |
| % of Special | | 33.33 | 66.67 | 0.00 | 27.59 | 72.41 | 0.00 | 45.45 | 54.55 | 0.00 | | 16.26 | 77.59 | 6.16 |
| | | % African American Principals | % White Principals | % Other Principals | % African American AP's | % White AP's | % Other AP's | % African American Counselors | % White Counselors | % Other Counselors | | % African American Teacher | % White Teacher | % Other Teacher |
| % of Elementary | | 38% | 62% | 0% | 29% | 71% | 0% | 35% | 65% | 0% | | 13% | 84% | 3% |
| % of Middle | | 43% | 57% | 0% | 41% | 53% | 6% | 33% | 67% | 0% | | 17% | 80% | 3% |
| % of High | | 19% | 81% | 0% | 26% | 74% | 0% | 23% | 75% | 3% | | 10% | 90% | 0% |
| % of Special | | 33% | 67% | 0% | 28% | 72% | 0% | 45% | 55% | 0% | | 16% | 78% | 6% |
| Overall Total | | % | % | % | % | % | % | % | % | % | | % | % | % |
| # of Schools | 161 | 35.71 | 64.29 | 0.00 | 30.97 | 67.54 | 1.49 | 32.00 | 67.20 | 0.80 | | 12.83 | 83.56 | 3.61 |
| Comparison | | % African American Principals | % White Principals | % Other Principals | % African American AP's | % White AP's | % Other AP's | % African American Counselors | % White Counselors | % Other Counselors | | % African American Teacher | % White Teacher | % Other Teacher |
| First Quarter | | 35.92 | 64.08 | 0.00 | 31.37 | 67.16 | 1.48 | 31.73 | 67.47 | 0.80 | | 12.88 | 83.55 | 3.57 |
| Second Quarter | | 35.71 | 64.29 | 0.00 | 30.97 | 67.54 | 1.49 | 32.00 | 67.20 | 0.80 | | 12.83 | 83.56 | 3.61 |

# Recommendations

- Maintain and/or expand the role of Specialist, Diversity Hiring and introduce a Specialist, Diversity Hiring, Maintenance and Operations.
- Require all Human Resource staff and Specialist, Diversity Hiring, Principals and Assistant Principals get trained on Applitrack from Frontline staff.
- Partner with local organizations to increase HR competency, systems and onboarding practices.
- Review attrition rates/trends quarterly to reflect all components of attrition.
- Principal Slating and Hiring Process updated.
- Reintroduce the role of JCPS Ombudsman.
- Establish a Conflict of Interest clause or disclosure for the interview process.