

**Human Resource Services
State of Division Summary
October 20, 2014**

Division:	Human Resource Services
Department:	Human Resource Services
Department Head:	Dr. Alan Scott

Staffing (14/15):

Cost Center Numbers for employees 4014, 4301, 4302, 4304, 4306, 4429

	Number of Employees
Total Department:	33
Admin	5
Prof/Tech	12
Instructional	0
ESP	16
<i>Workers Compensation Light Duty (4429)</i>	7

Budget Summary (without personnel) (14/15):

General Revenue Budget: \$1,627,690

Department Summary:

1. Scope of Operations

Direct oversight of Human Resource Services: instructional, administrative, professional/technical, educational support, risk management, workers compensation, fingerprinting/background reviews, badging, drug screening and testing, monitoring and taking action on FDLE arrest notifications, applicant appeal hearings, certification, NCLB compliance, substitute management system services, bargaining and negotiations, staffing, National Board Certification, Chapter 2 of School Board Rules, Federal/State Compliance Document, EEOC services, recruitment of personnel, supervision of consulting teachers, retirement services, unemployment claims, Personnel Planning Document, preparation of HR section and disciplinary items of School Board agenda, review of research proposals, WinOcular services, Level 1 and Level 2 grievances, leaves of absence, FMLA compliance, HIPAA compliance, Employee Code of Ethics, Drug Free Workplace Program, Employee Assistance Program (EAP), light duty and return to work programs, employment verifications, investigations into misconduct, prepare investigative reports for the Office of Professional Practices, discipline management for all employees, provide discipline assistance/guidance to principals and supervisors, maintain employee personnel and discipline files, teacher evaluations, employee evaluations, insurance and workers' compensation files, mail room management for the Vernon McDaniel Building, and other duties and responsibilities as assigned by the Superintendent.

2. Recent Efficiency/Cost Reduction Initiatives

- ❖ Reduction in the number of pre-employment forms and documents
- ❖ Conversion from paper contracts to electronic contracts for employees
- ❖ Scanning of all personnel files and other HR related documents
- ❖ Online benefits selection for new employees
- ❖ File import from Skyward to AESOP to reduce the need for manual input
- ❖ Separate network drive in HR to link all investigative and employee action documents
- ❖ Using OptiView electronic storage to reduce paper usage and copying as well as increase efficiency for document users by allowing them to access HR documents directly from individual workstations not only in HR but also in other departments requiring use of HR documents
- ❖ Moving Medicare Retirees to a statewide consortium
- ❖ WinOcular upgrade allowing applicants to upload pre-employment documents
- ❖ Streamline new hire document processing

3. Successes

- ❖ Enterprise Content Management (ECM) – OptiView - ongoing
- ❖ Evidence based evaluation for every employee
- ❖ Successful conversion to MorphoTrust
- ❖ New Hire Packet converted to electronic format for easier packet preparation. The packet can now be sent directly from any workstation to the copy machine.
- ❖ Implementation of tobacco-free campus policy for all School District property
- ❖ Medical marketing network discount analysis
- ❖ Discipline refresher training for District administrators
- ❖ Finalized contract for OptiWorkFlow
- ❖ Trained Level 1 and Level 2 hearing officers on hearing procedures to ensure adherence to established protocol and evidentiary rules
- ❖ Human Resources training provided to all newly hired administrators in July

- ❖ Successfully transitioned to Human Resources certain job functions traditionally assigned to Payroll
- ❖ Salary negotiations completed by October for all employee groups

4. Department Short Term Goals

Purpose: Human Resources adopted goals from the District Strategic Plan that our Department could support for its short-term goals, in order to support the district-wide plan through teamwork and sense of purpose for the entire organization.

People: Goal 1

Recruit and select a viable competent workforce

- P.1.1. Increase the employment fill rate in Teacher Aide Special positions.
Goal not met. The employee fill rate in the classifications of teacher assistant (specials) for educational support employees is 71% as measured by the staffing fill rate calculations of Educational Support Department. Human Resources will measure the fill rate by classification of all educational support employees during spring staffing each year. (Goal 96.5%)
- P.1.2. Increase the diversity hiring of all new instructional salary schedule employees to comply with the District's Equity Plan.
Goal not met. Diversity hiring of all new instructional salary schedule employees was 21.8% as measured by the annual Diversity Plan percentages. Human Resources will continue to recruit by visiting colleges and universities in order to increase diversity. (Goal is 25%)
- P.1.3. Increase the percentage of highly qualified teachers in compliance with federal regulations of the *No Child Left Behind Act of 2001*.
Goal not met. The percentage of highly qualified teachers was 94.26% as measured by FTE Survey 2 and Survey 3 while our stated goal was 97.5%.
- P.1.4. Increase the percentage of filled instructional positions (99.0% 2014-2015) as reported to the Florida Department of Education in Survey 2. (Goal 100%)

People: Goal 2

Retain and sustain a viable competent work force

- P.2.1. Broaden the opportunities for all employees to participate in continuing professional development at the District level.
Goal not met. Human Resources will develop a training component for Skyward's online application process (Fast Track) which will replace WinOcular. Human Resources will also develop and deliver a new *Mastering the Hiring Process* manual based on skyward

applications. (District Goal was 2,700 sessions; 1,899 sessions were documented)

- P.2.2. Increase the percentage of employee participation in the Personal Wellness Appraisal Program.

Goal not met. The Health Risk Assessment and Wellness Incentive Program results were 40% for all three (3) steps. Goal was 55% for both School and District.

- P.2.3. Increase the number of supervisors who use “rounding with a purpose” strategies.

Goal achieved. Human Resources will continue to use the CHART principles/strategies. (District rate was 95.6%; goal was 85%)

Service: Goal 1

To improve school district services to internal customers and improve parent satisfaction.

- S.1.1. Improve district services to internal customers as measured by the district services support card in the areas of accessibility, accuracy, attitude, operations, and timelines.

Goal of 95% not met. The overall satisfaction survey result for Human Resource Services is 92%.

Quality: Goal 1

To increase rigor at all levels

- Q.1.1. Increase the percentage of students making a learning gain in reading and/or mathematics on the FCAT 2.0 to be equal to or greater than state average. (Reading: 65%; Math: 65%)

Establish a baseline to track hiring of in-field teachers for reading and math.

Quality: Goal 3

To improve the culture and environment of the school district through clear articulation of high expectations for all stakeholders

- Q.3.1. Ensure a professional atmosphere in all District operations that includes appearance of facility, professionalism of employees, and responsiveness to needs as measured by an annual survey.

Goal of 95% not met. Overall satisfaction survey results for Human Resource Services is 92%.

Environment: Goal 1

Safety – Improve safety in the learning, work, and virtual/technological environment

- E.1.1. Reduce chargeable bus accidents, workers’ compensation claims, and building/life safety findings.

Target Goal. Human Resources is working with Protection Services to develop a training component on how to develop safe worksite procedures with a goal of reduced workers’ compensation claims.

Environment: Goal 2

Efficiency – Improve efficiency in the learning, work, and virtual/technological environment

E.2.2. Increase the number of paperless operations as measured by annual survey of all principals and department heads.

Target Goal. Human Resources is continuing to develop an entirely paperless system for employee files, background checks and employment applications.

5. Department Long Range Goals

- Goal S.1: Complete re-organization of HR under the Skyward protocol to better serve customers to ensure operational efficiencies and eliminate the separate but equal mindset of instructional, administrative, professional, and educational support personnel departments. Incorporate cross training for instructional, administrative, professional, and educational support personnel departments to ensure operational efficiencies, customer satisfaction, and to facilitate a smooth and enjoyable experience for our customers in all aspects of HR. (Ongoing)
- Goal P.1 Have job fair in May 2015 to fill instructional positions.
- Goal P.1 Complete RFP for job study and implement the process in 2015.
- Goal P.1 and P.2: Develop and implement phase two (training the trainer) of the roll-out plan for Diversity training. (In progress)
- Goal S.1: Continue to train and develop training components for all managers to include reasonable suspicion drug testing, leave issues, discipline issues, hiring, etc. (In progress)
- Goal P.1 and P.2: Continue implementation of Skyward and the back file conversion. (Ongoing)
- Goal S.1: Continue to streamline and automate hiring process and employee self-service functionality through Optiview and Skyward. (Ongoing)
- Goal S.1: Implementation of OptiWorkFlow to increase efficiency for management of employee services through process automation.
- Goal S.1: Conversion of historical data to Optiview. (Ongoing)
- Goal P.1: Revise Mastering the Hiring Process Manual and training component after Skyward employment application implementation. (In progress)
- Goal E.1.1.: Develop a training component on how to develop safe worksite procedures with a goal of reduced workers' compensation claims. (In progress)

Goal P.1 and P.2 Re-evaluate staffing in Fingerprinting and Badging office to determine adequate staff to perform necessary functions.

Goal P.1 and P.2 Evaluate the use of AESOP to track all substitute employees

6. Major Challenges for Department

Ability to keep up with fingerprinting and badging demands with current staff

Acquiring adequate technology support to continue data management and develop data processes for Human Resources

Workplace safety training and inspections is being handled under operations, but human capital and workers compensation is under Human Resources/Risk Management.