

**Human Resource Services  
State of Division Summary  
October 31, 2016**

<b>Division:</b>	<b>Human Resource Services</b>
<b>Department:</b>	<b>Human Resource Services</b>
<b>Department Head:</b>	<b>Dr. Alan Scott</b>

**Staffing (16/17):**

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

	<b>Number of Employees</b>
<b>Total Department:</b>	<b>35*</b>
Admin	5
Prof/Tech	12
Instructional	0
ESP	18
<i>Workers Permanent Compensation Light Duty (4429)</i>	<i>4*</i>

*\*Workers Compensation Permanent Light Duty employees are not included in Total Department.*

**Budget Summary (without personnel) (16/17):**

General Revenue Budget:                      \$792,159.85

**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, Best and Brightest facilitation, Chapter 2 of School Board Rules, Federal/State Compliance requirement, EEOC services, recruitment of personnel, supervision of consulting teachers, retirement services, unemployment claims, Department Personnel Planning Document, preparation of Human Resources 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), oversight of Wellness facility and program, 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, oversight of PBX (switchboard) operations, mail room management for the Dr. 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, enhanced for 2016
- ❖ Conversion from paper Federal/State Compliance signature pages to electronic delivery and confirmation through Skyward's Online Forms process
- ❖ Scanning of all personnel files and other Human Resources related documents including microfiche and Alchemy compact discs
- ❖ Revised platform for online benefits selection
- ❖ File import from Skyward to AESOP to reduce the need for manual input
- ❖ Separate network drive in Human Resources 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 Human Resources' documents directly from individual workstations not only in Human Resources but also in other departments requiring use of Human Resources' documents
- ❖ Streamline new hire document processing
- ❖ Web based new hire packet
- ❖ Web based evaluations
- ❖ Development of digital work flow forms and processes
- ❖ Outsource front desk security
- ❖ Converting to Origami Risk Management software system

## **3. Successes**

- ❖ Enterprise Content Management (ECM) – OptiView - ongoing
- ❖ Evidence based evaluation for every employee/web based evaluation - ongoing

- ❖ Successful enhancements to MorphoTrust (fingerprinting/badging) process
- ❖ Hiring Event/recruiting trips successful, began school year with eleven (11) teacher openings
- ❖ Educational Fair to provide information on becoming a teacher
- ❖ Educational Support Personnel hiring event
- ❖ Completion of Job Study Final Report
- ❖ Benefits Committee met deadline for October School Board approval
- ❖ Developed training component for Principals' Pool participants - ongoing
- ❖ Moved Medicare Retirees to a statewide consortium
- ❖ WinOcular upgrade allowing applicants to upload pre-employment documents
- ❖ Met all deadlines for Affordable Care Act
- ❖ Improved off-site group hiring for transportation and food services.
- ❖ Worked with IT to develop a database for campus security
- ❖ Implemented employee access in Skyward for address and phone number changes
- ❖ Streamlined process for Board approved extra pay

#### 4. Department Short Term Goals (to be accomplished by the end of 2016-2017)

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

##### To recruit and select a viable competent workforce

P.1.1. Increase the employment fill rate in Teacher Assistant Special positions as measured by the % of positions filled at Spring Staffing.

**Goal not met. The employee fill rate in the classification of Teacher Assistant Special for educational support employees was 93% as measured by the staffing fill rate calculations of Educational Support Department. We remained constant at 93%. Human Resources will measure the fill rate by classification of all educational support employees during Spring Staffing each year. (Goal 95.0%)**

- P.1.2. Increase the diversity hiring of all new instructional salary schedule employees to comply with the District's Equity Plan.  
**Goal met. Baseline from previous year was 20.9%. The goal for 2015-2016 was 25%. Diversity hiring of all new instructional salary schedule employees is 28.4% as measured by the annual Diversity Plan percentages. Human Resources will continue to recruit by visiting colleges and universities as well as holding another Teacher Fair in order to increase diversity. (Revised goal is 29%)**
- P.1.3. Increase the percentage of in-field teachers.  
**Goal not met. Baseline from previous year was 94.7%. The percentage of in-field teachers is 89% 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% for 2014-2015) as measured on the first day of student attendance per school year.  
**Goal not met. Baseline from 2015-2016 school year was 99.7%. At the start of the 2016-2017 school year, the District had a 99.7% fill rate. (Goal 100%)**

**People: Goal 2**

**To 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 continue to develop training components for Human Resources' operations. (District Goal was 2,700 sessions; 1,510 sessions were documented)**
- P.2.2. Increase the percentage of employee participation in the Personal Wellness Appraisal Program district-wide.  
**Goal not met. The Health Risk Assessment and Wellness Incentive Program results were 43% for all three (3) steps. Goal was 50% for both School and District.**

**Service: Goal 1**

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

- S.1.2. Increase employee satisfaction\* with services provided by leaders as measured by the Employee Engagement Survey (\*on a scale of 1-5).  
**Revised goal. Baseline from 2015-2016 school year was 3.90. (Goal 4.00)**

**Quality: Goal 1**

**To increase rigor at all levels**

- Q.1.7. Increase the graduation rate as measured by the Federal Uniform Rate.  
**Human Resources will strive to hire teachers certified and highly qualified in reading and mathematics. Our baseline for 2015-2016 was 74% of all newly hired reading teachers were certified and highly qualified, and 97% of all newly hired mathematics teachers were**

certified and highly qualified. For the 2016-2017 academic year, 91% of newly hired mathematics teachers and 58% of newly hired reading teachers were certified and highly qualified.

**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 the annual Parent Satisfaction and Employee Engagement Surveys.

**Goal of 95% not met. Overall satisfaction survey results for Human Resource Services is 94.03%.**

**Environment: Goal 1**

**Safety – To improve safety in the learning, work, and virtual/technological environment**

E.1.5. Reduce the number of employee work-related accidents.

**Target Goal is to reduce numbers each year. 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. Claims for 2013-2014 were 541, for 2014-2015 claims were 581 and for 2015-2016 claims were 572.**

**Environment: Goal 2**

**Efficiency – To improve efficiency in the learning, work, and virtual/technological environment**

E.2.2. Increase the number of paperless operations (communications in digital format) as measured by annual survey of all principals, department heads, teachers, and educational support personnel.

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

E.2.3. Increase the number of digital processes and tools to replace recurring District-level paper-based operations as measured by annual survey.

**Target Goal. Human Resources is continuing to develop paperless systems. We currently have paperless systems in place for employee contracts, Federal/State Compliance requirement, employee files, and numerous online applications.**

**5. Department Long Range Goals (specify time line)**

Goal S.1: Complete re-organization of Human Resources 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 Human Resources. (Ongoing)

- 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 S.1 Facilitate process and explore outside options to ensure appropriate staffing level of the substitute teacher pool.
- Goal P.1 Refine process to track retention rate of all groups of employees.
- Goal S.1: Continue to streamline and automate hiring process and employee self-service functionality through Skyward and digital workflows. (Ongoing)
- Goal S.1: Implementation of digital workflow to increase efficiency for management of employee services through process automation. (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: Evaluate the use of AESOP to track all substitute employees.
- Goal P.1 and P.2: Explore alternatives for managing all classifications of substitute employees.
- Goal P.1.3: Create a Professional Development component to assist teachers passing required certification exams.
- Goal S.1 and E.2: Reorganize the Human Resource Services website
- Goal S.1, P1 and P2: Analyze the cost of overtime District-wide and develop guidelines based on the Department of Labor's new overtime rules.
- Goal S.1, P1 and P2: Develop process to adopt new job descriptions as revised by Evergreen Solutions, LLC.

## **6. Major Challenges for Department**

Ability to manage 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.

Communication issues between Skyward and Focus continues to hamper Human Resources' ability to pull needed data and run reports.