

**Human Resource Services
State of Division Summary
October 31, 2017**

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

<u>Staffing (17/18):</u>	
Cost Center Numbers for employees (list all applicable) 4014, 4103, 4301, 4302, 4304, 4305, 4306, 4429	
	Number of Employees
Total Department:	35*
Admin	5
Prof/Tech	12
Instructional	0
ESP	18
<i>Workers Compensation Permanent Light Duty (4429)</i>	1
<i>*Workers Compensation Permanent Light Duty employees are not included in Total Department.</i>	

<u>Budget Summary (without personnel) (17/18):</u>	
General Revenue Budget:	\$741,294

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; Every Student Succeeds Act (ESSA) 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 for 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; preparation of investigative reports for the Office of Professional Practices; discipline management for all employees; discipline assistance and guidance to principals and supervisors; maintenance of 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

- ❖ Reduce and streamline the number of pre-employment forms and documents
- ❖ Conversion from paper contracts to electronic contracts for employees, enhanced for 2017
- ❖ Conversion from paper Federal/State Compliance signature pages to electronic delivery and confirmation through Skyward's Online Forms process, enhanced for 2017 to include George Stone Law Enforcement, substitutes and contract employees.
- ❖ Scanning of all personnel files and other Human Resources related documents
- ❖ Revised platform for online benefits selection and new hire enrollment
- ❖ Continued enhancement of file import from Skyward to AESOP to reduce the need for manual input
- ❖ Development of an electronic grid management system (GMS)
- ❖ Online claim forms developed in a workflow process for all Risk Management claims
- ❖ Web based evaluations for all employees
- ❖ Continued development of digital work flow forms and processes
- ❖ Converting to Origami Risk Management software system
- ❖ Implemented online applications for Educational Support employees.
- ❖ Developed DOT physicals database
- ❖ Moved DOT physicals to District facility

3. Successes

- ❖ Enterprise Content Management (ECM) – OptiView – ongoing
- ❖ Evidence based evaluation for every employee/transition to web based evaluation - ongoing
- ❖ Installation of 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
- ❖ Development of Web based new hire packet
- ❖ Successful enhancements to MorphoTrust (fingerprinting/badging) process, ongoing
- ❖ Hiring Event/recruiting trips successful, began school year with eight (8) teacher openings
- ❖ Educational Support Personnel hiring event
- ❖ Completion of Job Study Final Report, Board approval of all new job descriptions, and updated job titles entered in Skyward
- ❖ Benefits Committee met deadline for School Board approval
- ❖ Met all deadlines for Affordable Care Act
- ❖ Worked with IT to develop a database for campus security, ongoing
- ❖ Dental plan changed for direct deposit and assignment of benefits.
- ❖ Implemented employee access in Skyward for address and phone number changes
- ❖ Streamlined process for Board approved extra pay
- ❖ Outsourced front desk security
- ❖ Conversion to Origami Risk Management software system
- ❖ Conversion of microfiche and Alchemy compact discs to OptiView electronic storage
- ❖ Created a Professional Development component to assist teachers passing required certification exams.
- ❖ Creation of ESP grids and rosters in GMS
- ❖ Developed out-of-field report for agenda generated directly from Skyward

4. Department Short Term Goals (to be accomplished by the end of 2017-2018)

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 position as measured by the % of positions filled at Spring Staffing.

Goal not met. This Indicator was has been removed from the 2017-2018 Strategic Plan.

P.1.1. Increase the diversity hiring of all new instructional salary schedule employees to comply with the District's Equity Plan.

Goal not met. Baseline from previous year was 28.4%. The goal for 2016-2017 was 29%. Diversity hiring of all new instructional salary schedule employees is 22.4% 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. This Indicator was P.1.2. in the 2016-2017 Strategic Plan and was renumbered to P.1.1. in the 2017-2018 Strategic Plan.

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 91.9% as measured by FTE Survey 2 and Survey 3 while our stated goal was 97.5%. This Indicator was removed from the 2017-2018 Strategic Plan.

P.1.4. Increase the percentage of filled instructional positions (99.7% for 2015-2016) as measured on the first day of student attendance per school year.

Goal not met. Baseline from 2016-2017 school year was 99.7%. At the start of the 2017-2018 school year, the District had a 99.7% fill rate. (Goal 100%) This Indicator was removed from the 2017-2018 Strategic Plan.

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. This Indicator has been removed from the 2017-2018 Strategic Plan.

- P.2.1. 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 44% for all three (3) steps. Goal was 50% for both School and District. This Indicator was P.2.2. in the 2016-2017 Strategic Plan and has been renumbered as P.2.1. in the 2017-2018 Strategic Plan.

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 Survey Item #7 in the Employee Engagement Survey (*on a scale of 1-5).

Goal met. Baseline from 2015-2016 school year was 3.90. Target goal was 4.00, 2016-2017 actual was 4.01.

Quality: Goal 1

To increase rigor at all levels

- Q.1.8. 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 2017-2018 academic year, 96% of newly hired mathematics teachers and 69% of newly hired reading teachers were certified and highly qualified. This Indicator was P.1.7. in the 2016-2017 Strategic Plan and has been renumbered as Q.1.8. in the 2017-2018 Strategic Plan.

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 met. Overall satisfaction survey results for Human Resource Services is 98.50%.

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.

Goal met. 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, for 2015-2016 claims were 572 and for 2016-2017 claims were 503.

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.

Goal met. Human Resources is continuing to develop an entirely paperless system for employee files, background checks, and employment applications. This Indicator was retired and replaced in the 2017-2018 Strategic Plan.

5. Department Long Range Goals

- 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 pool. (Ongoing)
- 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: Explore alternatives for managing all classifications of substitute employees.
- Goal P.1 and P.2: Continue offering a Professional Development component to assist teachers passing required certification exams.
- Goal S.1 and E.2: Reorganize the Human Resource Services website
- Goal P.1 and P.2: Enhance substitute teacher training
- Goal E.1: Develop a process for HR to annually review Skyward security and make recommendations for access.
- Goal P.2.3 Continue to grow the CT program.

6. Major Challenges for Department

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.

Develop and adopt school board policies that define methods for certified instructional personnel to demonstrate subject matter expertise to comply with Every Student Succeeds Act (ESSA).