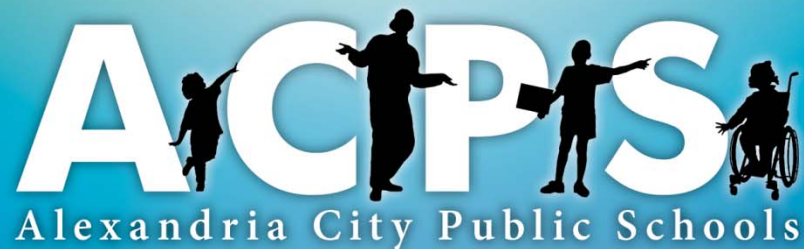


Human Resources Department Audit Update

School Board Meeting
February 7, 2019

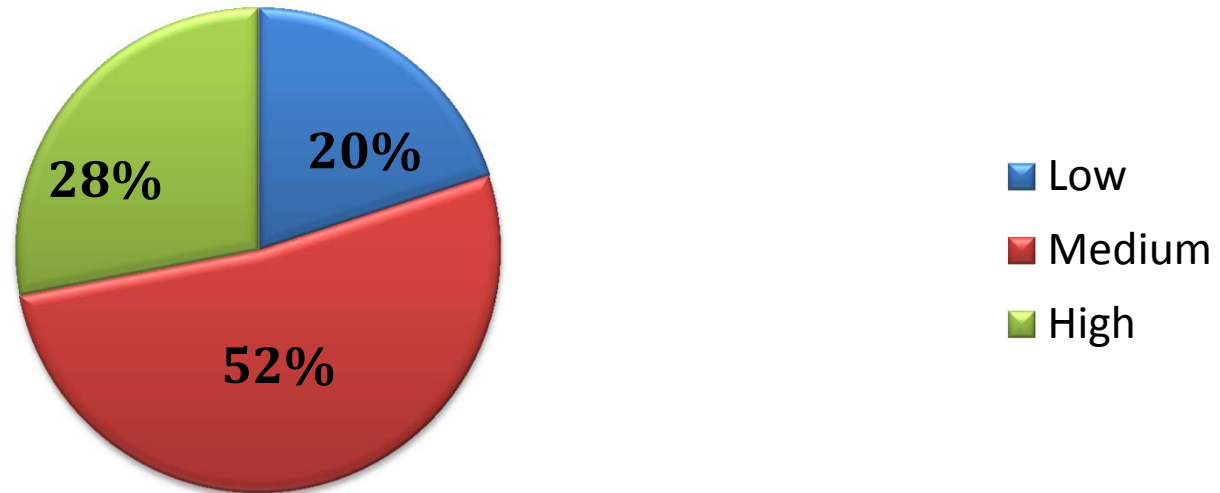


EVERY STUDENT SUCCEEDS

Essential Questions

- What is the status of the recommendations made by the 2018 Gibson audit of human resources processes?
- What work has been completed to implement the recommendations to date?
- What are the next steps for human resources process improvements?

Recommendation Implementation



Key	Level of Priority	Number of Recommendations	Percentage of Recommendations
	Low	5	20%
	Medium	13	52%
	High	7	28%
	Total	25	100%

Recommendations and Status: High Priorities

- Comprehensive HR Department Plan
 - Gibson Audit High Priority Recommendations
 - Customer Service
 - Communication
- Recruitment Plan
- Digitize Personnel Files

Recommendations and Status

High Priorities (Cont.)

RECOMMENDATIONS	TARGET COMPLETION	STATUS
1. Develop a comprehensive HR plan that establishes departmental goals and objectives aligned to the long-term human capital needs of ACPS.	Original Date: December 1, 2018 Revised Date: March 1, 2019	In Progress
6. Streamline HR business processes either through implementation of an integrated time and attendance scheduling software or by developing interfaces between existing systems.	Original Date: December 1, 2019 Revised Date: December 1, 2020	In Progress
7. Establish a plan to digitize all personnel files and budget accordingly.	July 1, 2020	In Progress
14. Develop and coordinate an employee onboarding program that supports all new employees through their first year on the job.	July 1, 2020	In Progress

Recommendations and Status

High Priorities (Cont.)

RECOMMENDATIONS	TARGET COMPLETION	STATUS
17. Shift responsibility for processing manual time sheets from HR to Payroll.	Original Date: December 1, 2018 Revised Date: March 1, 2019	In Progress
21. Ensure all personnel files are complete and implement processes to collect all required documentation that are missing from personnel.	July 1, 2020	In Progress
23. Ensure a proper segregation of duties by limiting the access of some HR staff in MUNIS.	Original Date: December 1, 2018 Revised Date: May 1, 2019	In Progress

Recommendations and Status: Medium Priorities

- Teacher Recruitment, Hiring and Assignment Strategies
- Customer Satisfaction Survey
- Employee Turnover
- Communications
- Professional Development

Recommendations and Status

Medium Priorities (Cont.)

RECOMMENDATIONS	TARGET COMPLETION	STATUS
2. Enhance a performance measurement system for all core functions of HR.	July 1, 2019	In Progress
3. Develop and maintain operational guidelines and SOPs for all major functions of the Human Resources Department.	July 1, 2019	In Progress
4. Enhance the professional development program to meet the on-going training needs of HR staff.	January 1, 2019	Ongoing

Recommendations and Status

Medium Priorities (Cont.)

RECOMMENDATIONS	TARGET COMPLETION	STATUS
5. Expand the use of customer satisfaction surveys and send them to customers after every interaction with the Human Resources Department.	Original Date: January 1, 2019 Revised Date: March 1, 2019	In Progress
8. Implement MUNIS Workflow to automate approval processes.	July 1, 2019	In Progress
9. Implement practices to proactively identify and address the root causes of employee turnover and use this data to inform recruitment and retention strategies.	August 1, 2020	In Progress

Recommendations and Status

Medium Priorities (Cont.)

RECOMMENDATIONS	TARGET COMPLETION	STATUS
10. Review teacher assignment strategies that place the most inexperienced teachers in the highest need schools and classrooms.	March 1, 2019	In Progress
11. Implement strategies to more effectively recruit, hire and retain Hispanic teachers.	February 1, 2019	Ongoing
12. Establish processes for systematically reviewing and updating job descriptions to ensure that they accurately reflect assigned roles, responsibilities, reporting relationships, and position qualifications.	July 1, 2019	In Progress

Recommendations and Status

Medium Priorities (Cont.)

RECOMMENDATIONS	TARGET COMPLETION	STATUS
13. Ensure that all required forms and relevant documentation and communications are also available in Spanish, Arabic and Amharic.	July 1, 2019	In Progress
15. Enhance the Teacher Mentor Program to more effectively support new teachers and veteran teachers new to the school, school division, or teaching assignment.	July 1, 2020	In Progress
18. Continue to routinely monitor benefit programs to manage costs.	October 1, 2018	Ongoing
20. Purchase 2018 labor law posters and distribute to all ACPS schools and facilities.	November 1, 2018	Completed

Recommendations and Status: Low Priorities

- Schedule for Salary Survey
- Robust Monitoring of Appraisal Compliance and Worker's Compensation
- Update Employee Handbook
- Redesign Timesheet Editing Process

Recommendations and Status

Low Priorities

RECOMMENDATIONS	TARGET COMPLETION	STATUS
16. Establish a schedule for conducting salary surveys for the different classifications of employees.	July 1, 2020	In Progress
19. Update the ACPS Employee Handbook to include the names and contact information of the Compliance Officer and the Alternate Compliance Officer.	December 1, 2018	Completed
22. Improve monitoring of appraisal compliance and hold supervisors accountable.	December 1, 2018	Ongoing

Recommendations and Status

Low Priorities (Cont.)

RECOMMENDATIONS	TARGET COMPLETION	STATUS
24. Implement more robust monitoring of workers' compensation claims for compliance.	December 1, 2018	Completed
25. Redesign the process for editing a timesheet by a supervisor.	December 1, 2018	In Progress

Summary and Next Steps

Summary – High Priority Recommendations

- Develop a comprehensive Human Resources plan that includes communication and customer service with input from division leadership and other stakeholders
- Implement a software application system that will streamline HR business practices
- Collaborate with the Curriculum and Instruction Department to develop an onboarding program which integrates information and training to support new employees
- Shift the responsibility for processing manual time sheets from Human Resources to Payroll
- Limit access of some HR staff in MUNIS to ensure proper segregation of duties

Next Steps – Implement high priority recommendations

Questions/Comments

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