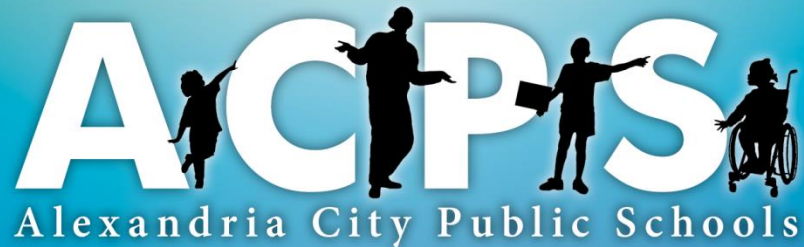


Human Resources Department Audit Update

**Attachment:
Audit Recommendation Implementation Status
as of September 26, 2019**



EVERY STUDENT SUCCEEDS

Recommendations and Status

High Priorities

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.	July 1, 2019	Completed (HR Department Improvement Plan will be aligned with the 2025 Strategic Plan.)
6. Streamline HR business processes either through implementation of an integrated time and attendance scheduling software or by developing interfaces between existing systems.	December 1, 2020	In Progress (Finance will host a kick-off meeting on new software.)
7. Establish a plan to digitize all personnel files and budget accordingly.	January 2021	In Progress (HR Employee Relations will draft a RFP.)
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 (HR Employment Services will draft a phased-year-implementation plan.)

Recommendations and Status

High Priorities (Cont.)

RECOMMENDATIONS	TARGET COMPLETION	STATUS
17. Shift responsibility for processing manual time sheets from HR to Payroll.	July 1, 2019	Completed (This is a Finance task.)
21. Ensure all personnel files are complete and implement processes to collect all required documentation that are missing from personnel.	June 1, 2021	In Progress (HR Employee Relations will draft a plan.)
23. Ensure a proper segregation of duties by limiting the access of some HR staff in MUNIS.	July 1, 2019	Completed (This is a Finance task.)

Recommendations and Status

Medium Priorities

RECOMMENDATIONS	TARGET COMPLETION	STATUS
2. Enhance a performance measurement system for all core functions of HR.	July 1, 2019	Completed (CHRO executes HR Department Improvement Plan.)
3. Develop and maintain operational guidelines and SOPs for all major functions of the Human Resources Department.	July 1, 2019	Completed (HR sections maintain a shared document drive.)
4. Enhance the professional development program to meet the on-going training needs of HR staff.	June 2020	In Progress (CHRO will develop a professional learning calendar for the HR staff.)

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.	July 1, 2019	Completed (HR Employee Relations collects data starting September 15, 2019.)
8. Implement MUNIS Workflow to automate approval processes.	December 1, 2019	Ongoing (The Departments of Finance and Information Technology adjusted the date of completion from July to December 2019.)
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 (HR completed “Stay Interviews” at JH PreK-8 IB School in April/May 2019.)

Recommendations and Status

Medium Priorities (Cont.)

RECOMMENDATIONS	TARGET COMPLETION	STATUS
<p>10. Review teacher assignment strategies that place the most inexperienced teachers in the highest need schools and classrooms.</p>	<p>July 1, 2020</p>	<p>In Progress (HR Employment Services will confer with school principals to assess this status.)</p>
<p>11. Implement strategies to more effectively recruit, hire and retain Hispanic teachers.</p>	<p>July 1, 2020</p>	<p>In Progress (HR Employment Services will draft a plan to better target Hispanic teachers.)</p>
<p>12. Establish processes for systematically reviewing and updating job descriptions to ensure that they accurately reflect assigned roles, responsibilities, reporting relationships, and position qualifications.</p>	<p>July 1, 2019</p>	<p>Completed (HR Employment Services reviews job descriptions at posting and will develop a cyclic job review process.)</p>

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	Completed.
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 (This is a task of the Department of Curriculum and Instruction.)
18. Continue to routinely monitor benefit programs to manage costs.	October 1, 2018	Completed (HR Benefits monitors program costs as part of the division budget process.)
20. Purchase 2018 labor law posters and distribute to all ACPS schools and facilities.	November 1, 2018	Completed (This is reviewed annually by HR Employee Relations.)

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 (CHRO will draft a RFP for a compensation study.)
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 (CHRO reviews the handbook annually.)
22. Improve monitoring of appraisal compliance and hold supervisors accountable.	December 1, 2018	Completed (HR Employee Relations set a goal of 100% , on-time completion rate, by 2025.)

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 (HR Benefits reviews compliance performance metrics.)
25. Redesign the process for editing a timesheet by a supervisor.	December 1, 2019	In Progress (HR Employment Services will implement new software "ExecuTime".)