

**Human Resources Department  
Audit Update  
School Board Meeting  
June 6, 2019**

Below are the target completion dates and status of recommendations listed in high, low and medium priorities resulting from the 2018 Gibson Audit of human resources functions.

**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	In Progress Plan is in final stages of completion
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
7. Establish a plan to digitize all personnel files and budget accordingly.	January 2021	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

### High Priorities (Cont.)

RECOMMENDATIONS	TARGET COMPLETION	STATUS
17. Shift responsibility for processing manual time sheets from HR to Payroll.	July 1, 2019	In Progress Implemented in stages
21. Ensure all personnel files are complete and implement processes to collect all required documentation that are missing from personnel.	June 2021	In Progress
23. Ensure a proper segregation of duties by limiting the access of some HR staff in MUNIS.	July 1, 2019	In Progress

### Medium Priorities

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	Ongoing Continuing to refine operations and assess needs
4. Enhance the professional development program to meet the on-going training needs of HR staff.	June 2020	Ongoing Continuing to refine operations and assess needs
5. Expand the use of customer satisfaction surveys and send them to customers after every interaction with the Human Resources Department.	July 1, 2019	Ongoing Development of survey completed/training for Human Resource staff to occur before implementation
8. Implement MUNIS Workflow to automate approval processes.	July 1, 2019	In Progress

### Medium Priorities (Cont.)

RECOMMENDATIONS	TARGET COMPLETION	STATUS
<p>9. Implement practices to proactively identify and address the root causes of employee turnover and use this data to inform recruitment and retention strategies.</p>	<p>August 1, 2020</p>	<p>In Progress Implemented Stay Interviews at Jefferson-Houston PreK-8 IB School in April/May 2019</p>
<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</p>
<p>11. Implement strategies to more effectively recruit, hire and retain Hispanic teachers.</p>	<p>February 2020</p>	<p>Ongoing</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>In Progress</p>

### Medium Priorities (Cont.)

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

### 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 process of review and training
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, 2019	In Progress