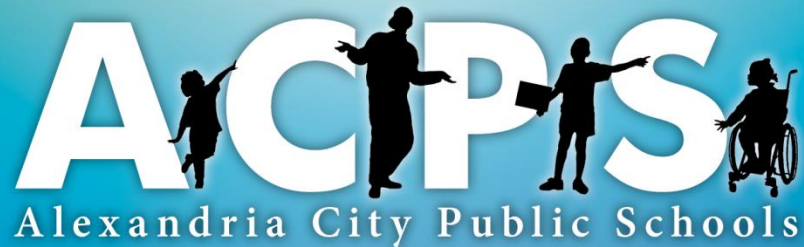


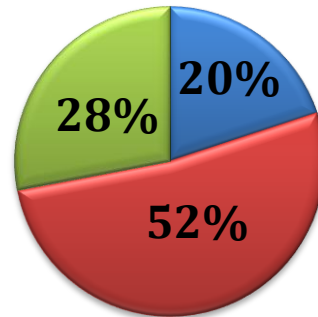
Human Resources Department Audit Update

Audit Recommendation Implementation Status
as of June 2020



EVERY STUDENT SUCCEEDS

HR Audit Summary Status Chart, June 2020



- Low
- Medium
- High

Key	Level of Priority	Number of Recommendations	Percentage of Recommendations	Number of Recommendations Completed and Items Still in Progress
	Low	5	20%	3 of 5 completed (2 in progress)
	Medium	13	52%	7 of 13 completed (6 in progress)
	High	7	28%	3 of 7 completed (4 in progress)
	Total	25	100%	

Good news:

13 of 25 (52%) recommendations, across all priority levels, are completed.

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 is leading a cross-functional team and will publish a project management plan for the software "Executime")
7. Establish a plan to digitize all personnel files and budget accordingly.	January 2021	In Progress (pending hire of HR Director who will draft a RFP in the fall.)
14. Develop and coordinate an employee onboarding program that supports all new employees through their first year on the job.	July 1, 2020	Deferred (To be developed pending hire of HR Director)

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 (pending hire of HR Director who 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 (pending hire of HR Director who will develop a training plan for office 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	In Progress (Finance cross-functional team underway)
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	Deferred (pending hire of HR Director to study the data given impact of COVID school closure)

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 and the new Department of Teaching, Learning and Leadership will confer monthly to track teacher assignments.)</p>
<p>11. Implement strategies to more effectively recruit, hire and retain Hispanic teachers.</p>	<p>July 1, 2020</p>	<p>In Progress (pending hire of HR Director to develop a targeted recruiting plan)</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 program will be managed under the new Department of Teaching, Learning and Leadership.)
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 (There are two studies planned. The first compensation study was completed in December 2019. The second study will be scheduled in fall 2020 pending budget approval.)
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 (Finance cross-functional team is reviewing this process and the time and attendance software.)