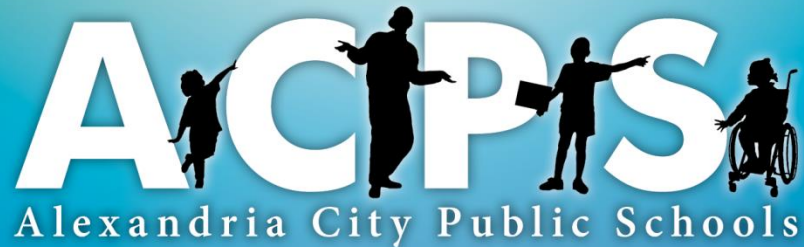


# Human Resources Department Audit Update

## Audit Recommendation Implementation Status

Board Brief

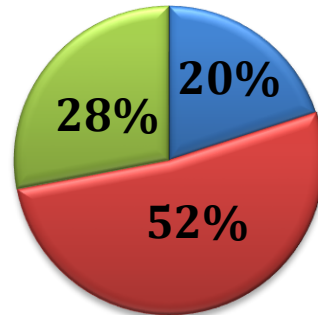
December 4, 2020



**EVERY STUDENT SUCCEEDS**

# HR Audit Summary Status Chart

(to be updated for December 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%	4 of 5 completed (1 in progress)
	Medium	13	52%	11 of 13 completed (2 in progress)
	High	7	28%	3 of 7 completed (4 in progress)
<b>Total</b>		<b>25</b>	<b>100%</b>	

## Good news:

**18 of 25 (72%) recommendations are completed.**  
**There are 7 of 25 (28%) remaining actions in progress.**

# Recommendations and Status

## High Priorities

RECOMMENDATIONS	TARGET COMPLETION	STATUS
<p>1. Develop a comprehensive HR plan that establishes departmental goals and objectives aligned to the long-term human capital needs of ACPS.</p>	<p>July 1, 2019</p>	<p><b>COMPLETED</b> HR Department Improvement Plan (DIP) is aligned with the 2025 Strategic Plan.</p>
<p>6. Streamline HR business processes either through implementation of an integrated time and attendance scheduling software or by developing interfaces between existing systems.</p>	<p>December 1, 2021</p>	<p><b>IN PROGRESS</b> On track to start February 2021. Financial Services leads a cross-functional team to change time and attendance software from Time-Clock-Plus (TCP) to Tyler-Munis software called "Executime." This status also includes #25.</p>
<p>7. Establish a plan (i.e. project management plan) to digitize all personnel files and budget accordingly.</p>	<p>March 2021</p>	<p><b>IN PROGRESS</b> Plan delayed due to new hire of HR Director.</p>

# Recommendations and Status

## High Priorities (Cont.)

RECOMMENDATIONS	TARGET COMPLETION	STATUS
14. Develop and coordinate an employee onboarding program (i.e. project management plan) that supports all new employees through their first year on the job.	July 1, 2021	<b>IN PROGRESS</b> Plan delayed due to new hire of HR Director.
17. Shift responsibility for processing manual time sheets from HR to Payroll.	July 1, 2019	<b>COMPLETED</b> This is a completed Financial Services task.
21. Ensure all personnel files are complete and implement processes to collect all required documentation that is missing from personnel records.	June 1, 2021	<b>IN PROGRESS</b> HR will assign a new staff hire to conduct internal auditing of records.
23. Ensure a proper segregation of duties by limiting the access of some HR staff in MUNIS.	July 1, 2019	<b>COMPLETED</b> This is a completed Financial Services 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 HR has a Department Improvement Plan (DIP).
3. Develop and maintain operational guidelines and SOPs for all major functions of the Human Resources Department.	July 1, 2019	COMPLETED Internally, the HR office maintains a shared document drive.
4. Enhance the HR professional development program to meet the on-going training needs of HR staff.	June 2020	COMPLETED Continue to monitor.

# 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	<b>COMPLETED</b> HR Employee Relations collects data starting September 15, 2019.
8. Implement MUNIS Workflow to automate approval processes. (i.e. position control)	December 1, 2020	<b>IN PROGRESS</b> A Financial Services cross-functional team continues its work. A detailed project-management plan is followed. Beta-test and implementation is on track.
9. Implement practices to proactively identify and address the root causes of employee turnover and use this data to inform recruitment and retention strategies.	March 1, 2020	<b>IN PROGRESS</b> The “Exit Survey” is in place. Need to add “pulse” survey and/or “stay survey” as part of employee engagement efforts. A recent “Intent-to-Return” form shows potential pandemic impacts on recruitment and retention.

# 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, 2021</p>	<p><b>COMPLETED</b> The Department of Teaching, Learning, and Leadership and HR collaborate with principals to ensure quality teacher hires.</p>
<p>11. Implement strategies to more effectively recruit, hire and retain Hispanic teachers.</p>	<p>July 1, 2021</p>	<p><b>COMPLETED</b> Completed by December 2020. HR recruiting and retention strategies include a focus on Latinx hires, staff cultural awareness and a division-wide effort to recruit for diversity.</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><b>COMPLETED</b> 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	COMPLETED The New Teacher Orientation Program in August 2020 was successful. The mentor program is managed under the 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	<p><b>COMPLETED</b></p> <p>Two compensation studies completed in January 2020 and January 2021.</p>
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	<p><b>COMPLETED</b></p> <p>HR reviews and publishes the employee handbook annually.</p>
22. Improve monitoring of appraisal compliance and hold supervisors accountable.	December 1, 2018	<p><b>COMPLETED</b></p> <p>HR Employee Relations set a goal of 100% , on-time completion rate, by 2025.</p>

# Recommendations and Status

## Low Priorities (Cont.)

RECOMMENDATIONS	TARGET COMPLETION	STATUS
24. Implement more robust monitoring of workers' compensation claims for compliance.	December 1, 2018	<b>COMPLETED</b> HR Benefits reviews Bureau of Workers Compensation (BWC) for compliance performance metrics.
25. Redesign the process for editing a timesheet by a supervisor.	February 2021	<b>IN PROGRESS</b> A Financial Services cross-functional team is reviewing this process. The action aligns with #6 (time and attendance software).