



CRITICAL TASKS

[..\Mgmt Team\HR Critical Tasks-FINAL-13Dec15.pdf](#)

UNDERSTANDING THE PROGRESS REPORT

- 2015-2016 Hiring Report & Action Plan Goals and Objectives
- Workforce Diversity Action Plan (DAP)
- FNSBSD FY15-19 Strategic Plan - 2015-16 School Year: HR Strategic Initiatives
- Includes the following five sections:
 - Communications and Outreach
 - Compliance
 - Diversity
 - Hiring
 - Training
- Staff numbers within the progress report equate to “bodies” not FTEs

COMMUNICATIONS & OUTREACH HIGHLIGHTS

- Outreach to schools & departments
 - From August 2015-February 1, 2016, leadership team members have made 21 visits to schools and departments. Visits have focused on the following:
 - Outreach to newly hired special education teachers
 - Customer service and improving communication with the HR Department
 - Investigation processes
 - Meeting with principals/administrators to identify concerns and making personal connections with staff throughout the building
- UAF and Kent State partnerships
- Job fairs

COMPLIANCE HIGHLIGHTS

- Process Documentation Guidelines have been established to give a consistent historical documentation of decisions and the procedures for future processing
- Targeted internal record audits have been conducted on I-9 files, training files, volunteer files, FBI background checks, Hepatitis B vaccine acceptance or declination forms, and MUNIS HRIS records
- Bloodborne Pathogen Exposure Control Program updated
- Enhanced methodology for employee record security
- Over 1000 background checks reviewed and processed for current fiscal year on candidates for employment and volunteers
- Secured electronic filing systems have been established for ADAAA, workers' compensation, background checks, volunteers, employee relations, grievances, FMLA, and recruiting
- Review of software programs and applications to increase efficiency and reliability of employee record processing including introduction of available software program usage to HR department staff
- A backlog of approximately thirty-three (33) boxes of terminated employee files have been processed to meet record retention policies
- Development in process of comprehensive personnel file on encompassing file plan
- Review of current and past employee practices for compliance

DIVERSITY HIGHLIGHTS

- A Diversity Action Plan hiring committee was formed and met on September 16, and October 19, 2015, to identify impediments to recruiting, hiring, and retaining diverse school district personnel, and to develop strategies to overcome any existing impediments.
- The committee's overall assessment was that the school district faced several challenges related to recruitment such as community perception that:
 - The district is not diversity friendly
 - The district does not understand cultural differences
 - Its hiring authorities are biased and do not include diverse members
 - The district is not on the public's daily radar.
- The committee proposed several solutions to address the identified recruitment impediments such as:
 - Partnering with other organizations to increase the number of viable candidates
 - Increasing the district's advertising options
 - Telling positive stories about the district
 - Advertising in school bulletins (newsletters)
 - Advertising testimonials from diverse staff regarding why they choose to work for the district
 - Working with PTAs to get the word out
 - Using social media for positive messaging.
- The EEO office submitted a Military Spouse Employment Partnership application in order to advertise district employment on the military's national registry. A scheduled interview is imminent.

HIRING HIGHLIGHTS

- Keeping pace with increasing number of vacancies and applicants
- Revising all district job descriptions to bring them into compliance with ADA and to streamline formatting
- Interview question bank developed
- Began implementation of training program for recruiting and hiring
- Overhaul of paper recruiting files - all now electronic
- Continued outreach to schools and community; job fair participation

HIRING: FEA/FPA CERTIFIED STAFF

- Three FEA layoffs in Spring 2015
 - Of those, one was recalled, one elected to take a leave of absence, and one remains on layoff.
- 96 FEA employees left the district. (9.9% turnover rate)
- 77 FEA new hires
 - 12% minority, 83% female, and 49% over 40 years old.
- Six FPA employees left the district. (14.6% turnover rate)
- Four FPA new hires
 - 25% minority, 100% female, and 100% over 40 years old.
- By the time the district was able to post regular education vacancies last year, the applicant pool was very limited; many teachers had already been hired by districts who recruit in the spring. The district struggles to find quality applicants when recruiting begins as late as June. By the beginning of SY 15/16, seven positions remained unfilled. 42% of new hires were first year teachers; of those, 32 were recent graduates of UAF.

HIRING: ESSA-SUPPORT STAFF

- 106 layoffs in Spring 2015
 - Of those, 76 were recalled, nine accepted other positions, eighteen resigned, and three remain on layoff.
- 119 ESSA employees left the district or moved to a different employee group. (14% turnover rate)
- 142 ESSA new hires
 - 19% minority, 77% female, and 58% over 40 years old.

HIRING: EXEMPT

- Exempt employees have no layoff rights; contracts are simply not renewed.
- 14 exempt employees left the district (15.7% turnover rate) or moved to a different employee group.
- 14 exempt new hires
- 21% minority, 79% female, and 64% over 40 years old.

SUBSTITUTE & TEMPORARY STAFF

- Streamlined recruiting and orientation processes to match other employee groups.
- Continue to struggle with fill rates and recruiting.
 - The substitute teacher fill rate of 94% is consistent with that of previous years.
 - The temporary worker fill rate decreased by 20% from last year.
 - Increase in employee absences; decrease in new hires.

TRAINING HIGHLIGHTS

- Weekly bulletin (*The Source!*) established for teachers new to the district within the last two years with focus on district policies, administrative regulations, staff and student boundaries, PTPC, benefits information, training opportunities, and various other useful tools for teachers
- Monthly supervisor training series established – including topics such as Employee Investigations Manual for Supervisors, Investigations Best Practices, Sexual Harassment, FMLA/AFLA, ADA/AA, PTPC, student discipline, recruiting and hiring, managing parent volunteers
- Preparation for implementation of Alaska Safe Children's Act and other new training requirements with HB 44
- Coordinated head teacher training
- FAQ on the investigation process, employee expectations, and discipline developed and provided to all staff members
- All staff, including subs and temps, received updated Legal Requirements & Expectations for Student Safety 2015-2016 School Year packet
- Development in process of supervisor's webpage
- Mandatory staff training tracking and compliance – including monthly notices emailed to staff members, monthly reports sent to supervisors listing employees with expired training, and monthly reports provided to Executive management on overall training compliance
- ESSA inservice restructure – job track format with job specific training provided targeted to ESSA job type; positive feedback

HUMAN RESOURCES FUNCTIONAL SUPPORT & WORK LOAD TRENDS AS OF FEBRUARY 2016

[HR Functional Reviews over time as of Feb 2016.pdf](#)

MAY 2014 HR AUDIT RECAP

Included here are some of the most important issues HR Answers, Inc., feels the organization would most greatly benefit from (due to liability reduction, money saved, greater efficiency, greater employee engagement, etc.) by working on in the coming year(s):

- Realignment of the three separate departments including HR, EEO and Labor Relations to operate as a whole, and subsequent organizational development following these major changes
- Addition of staff (trainer, investigator, clerical assistant)
- Roles and responsibilities clearly delineated to provide consistency when dealing with union-affiliated employees and grievances,
- Implementation of nation-wide criminal background check (completed in 3 days)
- Locked file cabinets for medical and personnel information
- Hiring processes continuing to be formalized
- Consistent procedures used when corrective actions are taken
- Training of principals and hiring managers in interviewing, recruitment best practices, conflict resolution, sexual harassment, coaching/counseling, leave laws and other employment issues
- Sexual harassment training for all employees
- Implementation of the federal lactation policy
- Review of software packages to ensure greater synergy in dealing with business/HR issues (so modules "talk to" each other)
- Lilly Ledbetter analysis of compensation rates
- Electronic tracking of leaves via payroll software
- Address the volunteerism issue with employees doing similar work without receiving pay
- Addition to job descriptions of complete ADAAA-requirements (mental/physical abilities)
- Implement changes outlined from the Audit Report made to forms and policies,
- Greater involvement in screening interviews
- Continuing and growing HR's strategic role in shaping the District's human resources policies and vision
- Personnel file review (compilation of one main personnel file for each employee which includes all necessary documentation)
- Employee handbook creation (employee policies are best reviewed annually)
- Driving records checked for appropriate positions
- Require drug-testing at or shortly after hire,

HR DEPARTMENT ORG CHART & WHO TO CONTACT

- <C:\Users\1304178\Desktop\BWS\HR Org Chart 2.13.2016.pdf>
- <C:\Users\1304178\Desktop\BWS\Who to Contact in HR 2.1.16.pdf>

DEPARTMENT STAFFING PRIOR TO JULY 1, 2014

- Three (3) departments
 - HR-10.5 FTE
 - Labor Relations-1.5FTE
 - EEO-1.5 FTE

Total 13.5 FTE

DEPARTMENT STAFFING EFFECTIVE JULY 1, 2014

- One department - 17.5 FTE
- Addition of 4.0 FTE
 - Employee Relations Specialist/Student Discipline Hearing Officer
 - Training Specialist
 - Senior Technician - Recruiting & Staffing
 - Secretary

IMPACT: STAFFING AND RECRUITING TECHNICIAN

Without the Sr. Technician for Recruiting and Staffing, the following would result:

- One person to handle all recruiting and staffing
 - applicants do not receive adequate support
 - turnaround time on job postings, screening, and filling positions increases by at least 50%
 - hiring managers receive minimal oversight and support in hiring processes and compliance
- Single point of failure; no one else in the department has the capacity to cross train and fill in

IMPACT: STAFFING AND RECRUITING TECHNICIAN (CONT.)

- The following Staffing and Operations Coordinator duties would need to be reassigned to either the Executive Director of Human Resources or the Director of Compliance and Training:
 - Supervision of senior technicians and front desk staff
 - Electronic approvals in workflow (25% of current workload)
 - Job description overhaul; ADAAA compliance
 - Job description maintenance
 - Classification review
 - Training supervisors in recruiting and staffing
 - Outreach to schools (likely would go away rather than being reassigned)
 - Job/career fair participation (likely would go away rather than being reassigned)

NOTES:

Statistically, the number of job postings and total applicants has been increasing from year to year. Year to date we have posted 84% as many jobs as we did the entire 2014-15 fiscal year.

Based on an audit finding by the Department of Education, temporary employees such as tutors and kindergarten aides who work in Title I schools now must be highly qualified; this has resulted in needing to post individual positions and screen applicants, something that had not been required in the past.

IMPACT: TRAINING SPECIALIST

Structured and sustained training programs and onboarding are critical to compliance and reduction of employee relations issues. The following duties would need to be absorbed by other department staff or discontinued:

- ESSA inservice – training format geared to job specific professional development for support staff members
- Supervisors training - ongoing training on supervisory topics for those staff tasked with decision making and management of district employees as well as oversight of key district goals
- Teachers new to the district engagement bulletin – *The Source!*
- Plan, manage, and monitor Alaska Safe Children's Act and other HB 44 training requirements
- Monitoring and communication programs for state mandated staff training requirements
- Coordination of monthly administrative secretary training
- Addressing training gaps
 - Substitute teachers
 - Safety
 - Development of different venues – focusing on self sustaining cost effective training platforms
 - Onboarding for all employees – systematic long term engagement program for new employees

IMPACT: EMPLOYEE RELATIONS SPECIALIST/STUDENT DISCIPLINE HEARING OFFICER

The impact of not having an Employee Relations Specialist:

Student Discipline (25% of job duties/time):

- Position has not been cross trained- immediately Assistant Superintendents would need to fulfill the role until duties can be reassigned
- The following duties would need to be reassigned:
 - Hearing Officer for Student/Family Appeals of Long Term Suspensions and Expulsions
 - 2014-2015:
 - 30 Hearing Officer Appeal Hearings (ranges from 15-60 minutes)
 - 55 Student Cases to Executive Session
 - 64 Total Student Discipline Cases
 - 2015-Current:
 - 21 Hearing Officer Appeal Hearings
 - 31 Student Cases to Executive Session
 - 39 Total Student Discipline Cases

IMPACT: EMPLOYEE RELATIONS SPECIALIST/STUDENT DISCIPLINE HEARING OFFICER (CONT.)

Student Discipline (25% of job duties/time):

- Preparation of Written Hearing Officer Decisions/Legal Review of case matter
 - Ensure due process was not violated
 - Ensure discipline is consistent, fair and not excessive
- Training of Administrators on Student Discipline Process to Reduce Violations of Due Process
 - Principal and Assistant Principal Meetings
 - Examples: Due Process; Search and Seizure; SMART Program; Homework
- Policy Development/Workgroups
 - Threat Assessment
 - Knife Modification
 - As Needed

IMPACT: EMPLOYEE RELATIONS SPECIALIST/STUDENT DISCIPLINE HEARING OFFICER (CONT.)

The impact of not having an Employee Relations Specialist:

Employee Relations (75% of job duties/time):

- Employee and Labor Relations duties would fall solely to Director of Labor Relations (position vacant) or Executive Director of Human Resources
- Limited support and “back up” services to EEO investigations

IMPACT: EMPLOYEE RELATIONS SPECIALIST/STUDENT DISCIPLINE HEARING OFFICER (CONT.)

Employee Relations (75% of job duties/time):

- Limited investigations support and functioning to include:
 - Providing support to administrators, supervisors and managers with employees who have been reported to violate board policies, administrative regulations, or state law or statutes
 - Ensuring investigatory process is followed to reduce district liability
 - Providing consistency and standardization to process
 - Processing and reviewing complaints against subs/temps- solely conduct investigation

IMPACT: EMPLOYEE RELATIONS SPECIALIST/STUDENT DISCIPLINE HEARING OFFICER (CONT.)

Employee Relations (75% of job duties/time):

- Limited support to administrators, supervisors and managers with regards to:
 - Leave Usage
 - Employee Misconduct
 - Contract Interpretations
 - Reviewing Disciplinary Documents
 - Evaluations
 - Pre-Terminations
 - Grievances
 - Administrative Leave/Suspensions
 - Drug Free Workplace/Reasonable Suspicion

IMPACT: SECRETARY

One individual would be responsible for all of the following duties:

Exempt Secretary

- Assist director of labor relations and director of compliance and training
- Maintain calendars/schedule appointments
- Secretarial support for union negotiations
- Process/approve SAS contracts
- Process FEA/ESEA leave requests
- Create and maintain employee discipline and grievance files
- Process compensatory time to personal leave requests
- Clerical support and file management for student discipline
- Clerical support for tuition reimbursement
- Maintain information pertaining to closed LR files
- Maintain program/print employee badges
- Proofread LR and training correspondences as needed, as well as assist in updating documents
- Backup for fingerprinting
- Backup for front desk
- Backup for background checks
- Backup for payroll

Executive Assistant

- Assist executive director of human resources
- Assist with budget preparation and management
- Field and appropriately route phone calls
- Maintain calendars/schedule appointments
- Administrative duties: payroll, purchasing, travel
- Process LWOP paperwork after approval
- Take minutes for Health Care Committee Meetings
- Clerical support and file management for ADA/AA correspondence
- Proofread HR correspondences as needed, as well as assist in updating documents
- Process longevity pins and certificates
- Backup for fingerprinting
- Backup for front desk
- Backup for military access

IMPACT: SECRETARY (CONT.)

- Daily duties would need to be absorbed by other department staff members
- Flexibility for overlap and coverage of duties for other staff members when absent and/or unavailable would be diminished
- Student discipline duties would need to be relocated to another department support staff member immediately
- Directors, specialists, and coordinators would have reduced time to process employee needs spending additional time scheduling meetings, typing and proofing correspondence, creating files and maintaining files
- Administrative support for negotiations processes would need to be provided by another support staff member or temporary secretary assistance

BENEFITS ASSISTANT REQUEST

- Significant increase in employees who require use of FMLA/AFLA or ADAAA accommodations
 - 400% increase in ADAAA cases over the prior three year period
 - 444% increase in FMLA/AFLA cases over the prior three year period
- Assist in proactive management of cost containment measures for health care plan
 - The district health care plan last year cost in excess of \$38 million dollars
 - Increase outreach and education on district health care plan options
 - The Health Care Committee unanimously agreed employees need to be better educated on available benefit programs and ways to develop better consumer driven health care decisions
- ACA compliance; look back period calculations and systematic development of regular monitoring for variable hour employees
- Assist with significant daily volume of staff questions on the health care program and other benefit related questions
- Backup for benefits coordinator to reduce benefit processing gaps
- Enhance benefits coordinator role to include regular benefits internal record auditing to ensure compliance and reduce processing errors resulting in costs to the district and/or employee complaints on benefit program delays

QUESTIONS?