HR Operations Review

**Montgomery
Independent School District**

January 2021

Karen Dooley and April Mabry

HR Services

Montgomery ISD HR Review Executive Summary

The effectiveness of a district's HR department impacts overall performance. Efficient communication, an impressive recruitment effort, and a productive workforce is dependent on established HR processes and procedures. If deficiencies are determined, strategies must be implemented to make improvements.

Most superintendents and school boards want their HR departments to be leaders in improving the quality of talent acquisition, development, retention, and management of the district's human capital. While transactional tasks (e.g., managerial tasks, compliance activities) are necessary, HR departments should strive to be strategic by determining measurable goals and objectives aligned with the district's strategic plan. Systems should be in place to support principals and supervisors and to respond to employee needs. Technology and software should be used to streamline and automate workflow and processes.

The HR Review conducted for the Montgomery ISD focused on the following HR functions:

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   - HR and payroll roles and responsibilities

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- Opportunities
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- Program effectiveness

Some strengths and many opportunities were determined for each area. An implementation chart has been created to help the HR department administrator organize the recommendations, determine action needed, make appropriate assignments of task, and establish a desired timeline for implementation of improvements.

Contents

I. Department Organization and Management

The best model for staffing and organization of the department depends on what district leaders want the role of HR to be. HR departments can be merely transactional and focused on compliance activities, or they can be leaders in improving the quality of talent acquisition, development, retention, and management of the district's human capital.

Strategic departments have measurable goals and objectives aligned with the district's strategic plan and systems in place to support principals and other supervisors and respond to employee needs. Additional characteristics include effective integration and use of technology and software, streamlined processes, and documentation of workflow and processes. HR staffing should be comparable to the median level of peer districts and responsibilities and duties should be clearly defined to ensure oversight of all HR functions.

Successes to note include:

- HR's location and offices are adequate and effective for customer service

Opportunities for improvement include:

- Develop clearly stated goals and measurable objectives
- Redefine the organizational structure, increase staffing level, and reassign responsibilities
- Review and update policies and procedures to reflect current practices
- Define and divide roles and responsibilities between HR and payroll to provide checks and balances against fraud and errors

1. Develop strategic goals and measurable objectives for HR.

Department goals that support the district's strategic plan are needed. The assistant superintendent of HR should dialogue with district leaders to establish HR's role in achieving district goals and impacting student learning and success. Key components and strategic initiatives should be identified, such as effective recruiting and hiring, position control, communication, technology, induction, and professional development. HR should begin collecting, analyzing, and using metrics and benchmark data for goal-setting and targeted improvement within the department. A recommended list of data reports is included in the Appendices. Consider which of these metrics would be accessible and most useful to the MISD management team. Other sources of data useful for identifying goals and improvements include customer satisfaction surveys.

In addition, the department annual calendar identifying recurring department responsibilities and specific details on the daily, weekly, monthly, or annual demands should be reviewed and updated yearly. Using this tool to identify essential deadlines and aligning it with the district's fiscal year is helpful.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

2. **Redefine the organizational structure, increase staffing level, and reassign responsibilities.**

The current level of staff and organizational structure impedes the department's ability to become more strategic. Peer district data, presented in the table below, supports the addition of one professional position to assume responsibility for oversight of day-to-day operations of the HR department so the assistant superintendent can focus on strategic initiatives. A sample job description for this position is included in the Appendices.

District Name	ESC Region	Num FTE	Total Enrollment	HR Dept FTE*	Prof/ Exempt	Nonex	Leave	Benefits	Workers' Comp
Montgomery ISD	6	1,079	9,025	5	1	4	No	No	No
Boerne ISD	20	1,156	9,579	9	2	7	Yes	Yes	Yes
Channelview	4	1,303	9,727	4	2	2	No	No	No
Hutto	13	1,075	8,110	9	3	6	Yes	Yes	Yes
Midlothian ISD	10	1,133	9,783	7	4	3	Yes	Yes	Yes
Midway ISD-McLennan County	12	1,109	8,375	6	4	2	Yes	Yes	Yes
New Braunfels ISD	13	1,169	9,521	5	2	3	Yes	No	No
Temple ISD	12	1,192	8,720	6	4	2	No	Yes	No
Waxahachie ISD	10	1,377	9,481	7	2	5	Yes	Yes	Yes
			Average	7	3	4			
			Median	7	3	3			

Table title: HR DEPARTMENT PEER DISTRICT COMPARISON — *2019-2020 Public Education Information System (PEIMS) Data Standard Report

Assign responsibility for key functions to HR staff, align responsibilities with strategic initiatives, and provide appropriate resources. Department job descriptions should be updated to reflect recent reorganization and clearly communicate roles and responsibilities of each position and used to hold staff accountable for job performance. The human resource assistant should be designated as a human resource specialist and should be assigned the same level of responsibilities and duties as the current HR specialist.

Provide all levels of HR staff with opportunities to attend specialized regional and statewide HR training, including those provided through regional and statewide associations and Region 6

Education Service Center. HR leaders should network with other school HR professionals and participate in professional development activities to become familiar with strategic HR practices. In addition, staff should access tools available to HR Services members (e.g., *HR Library*, HRDataSource™, HRX, recorded webinars).

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

3. **Review and update policies and procedures to ensure completeness and alignment with current practices.**

Standard operating procedures and processes should be documented (e.g., procedure manuals, workflow charts) to ensure consistency and alignment with policy; identify opportunities for improvement, efficiency, and automation; and identify staff development and cross-training needs. Notifying employees of policy and procedure updates can be done through annual and periodic meetings, participating in campus and department staff meetings, updating the employee handbook, and in a regular HR newsletter. Worksite notices should be reviewed for currency and completeness using the checklist provided in the *HR Library*.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

4. **Define and divide roles and responsibilities between HR and payroll to provide checks and balances against fraud and errors.**

Evaluate HR and payroll functions to determine if duties are assigned to the correct department. HR staff should enter demographic and pay information into the Human Resources Information System (HRIS) and maintain HR-related systems tables. A document delineating the division of responsibilities for payroll between HR and finance staff is included in the Appendices and may be used to guide this evaluation. Work cooperatively to develop workflow or process charts that includes monitoring and controlling payroll errors and ensures separation of access to data screens for entering and processing pay. Schedule quarterly information meetings (e.g., brown bag lunches) between the departments to improve communication, identify areas for improvement, and build stronger relationships.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

II. Technology Systems

A new generation of employees is entering the workforce with well-defined expectations of how they interact with employers. Accommodating this workforce requires innovative use of existing technologies or investment in additional technology.

Districts effectively using technology have increased workplace productivity and data security with reduced overall department costs. This may include automation of processes, simplification of employee requirements, and reduction of costs related to the exchange of information without the exchange of paper. Automation results in reduction of time to complete tasks without sacrificing quality of work.

HR and technology must work collaboratively to identify technology process improvements and support ongoing operating systems. Training and technical support on operating systems and processes should be provided to users (department staff) and end-users (supervisors, employees, and applicants).

Successes to note include:

- Automated systems are beginning to be used to streamline HR processes and reduce administrative and compliance costs

Opportunities for improvement include:

- Continue to maximize automated systems to streamline HR processes and reduce administrative and compliance costs
- Train HR staff on use of systems and applications and provide ongoing technical support

1. **Continue to maximize automated systems to streamline HR processes and reduce administrative and compliance costs.**

   HR should continue to explore its software system functionalities and determine additional opportunities and a timeline for automation to improve manual processes. Communicating these efforts and tentative timelines to supervisors and principals will help with the implementation. Typical processes available for automation include the following:

   - Notifications (e.g., letter of reasonable assurance, notice of assignment)
   - Receipts (e.g., handbook, acceptable use policy)
   - Contracts
   - Requests (e.g., new position, position change)

- Active directory (e.g., assign usernames, passwords, securities)
- Certification uploads

HR software should be used to provide continuity in information-sharing among various stakeholders (e.g., employee portal, new hire data, and automated processes). Maximizing the use of electronic systems in the day-to-day operations of the HR department will improve overall efficiencies. Electronic systems may be used for the following:

- Performance management
- Position control
- Recruiting and applicant tracking
- Certification and licensing tracking
- Criminal history background checks
- E-forms
- Time and attendance tracking
- Substitute hiring and placement
- Employee and manager self-service

Some software systems have more functionalities than others. To maximize efficiencies the district should determine if its current system will provide the capabilities of automating and streamlining processes and procedures. Using multiple systems to accomplish goals in this area may not result in the most effective method available and needs to be considered as well as overall return on investment of a more robust software system.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

2. **Train HR staff to use HR systems and applications and provide ongoing technical support.**

Providing training opportunities for staff may improve use of the HRIS and lead to additional innovations. Communicating to district staff about technology enhancements or uses and offering guidance through online resources or training may expedite the transition to new electronic processes.

The technology department should be an integral partner with HR by providing support for existing software, ensuring system interface, and facilitating automation of paper-driven processes. Assigning a person in HR to work with technology to identify opportunities and establish implementation timelines is essential for an effective transition.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

III. Workforce Metrics, Staffing, and Position Control

Staffing costs are the largest part of a school district's budget. By accurately forecasting staffing needs, a district can hire staff proactively. Making campus and department adjustments due to the increase or reduction of student enrollment results in better service to students. Identifying needs early allows staff to be hired and trained in a timely manner. Districts that align staffing decisions with their strategic plan are better able to attain district goals.

To forecast future needs, districts must have an accurate view of current employees and the roles they serve, and they also must identify and predict trends in enrollment and employee attrition. Districts must have an effective position control system, metrics to track turnover rates, effective hiring practices, productive recruiting efforts, succession planning, and leadership development support to allow decision-makers to manage the workforce more effectively.

Successes to note include:

- The district maintains a stable workforce

Opportunities for improvement include:

- Initiate a plan to accurately predict staffing needs
- Use HR metrics to help decision-makers identify trends and manage the workforce more effectively

1. **Initiate a plan to accurately predict staffing needs.**

   To predict staffing for the future, a district should account for present staffing. Identifying current staff by name, position, and location is the first step in staffing accountability. Aligning this information with the HRIS position control module will provide the district with organization and assignment, accounting and budget, vacancy, and approved position information. Once implemented, position control will push information into other modules, allowing all stakeholders to have access to real-time information as transactions occur. Staffing reports should be generated for budget, accounting, and human resources to streamline processes in each of these departments.

   A point person with responsibility for the position control process should be designated to provide safeguards for positions added, deleted, or redirected in the system. An accurate account of staff

will provide information needed to make accurate predictions for future growth or decline in student enrollment, program changes, or other district initiatives.

HR should establish a process using annual student enrollment projections to create staffing allocations during the fall semester. In addition, meetings with campus and department administrators should be conducted in late fall to identify requests for additional new positions for the following school year outside of the current allocations. Position requests will then be determined early in the budget process, allowing hiring to begin in a timely manner.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

2. **Use HR metrics to help decision-makers identify trends and manage the workforce more effectively.**

HR staff should be trained and supported by technology or the TxEIS vendor to use data mining tools to query information and develop automated databases and reports to use in dashboard metrics and workforce analysis. This information can support forecasting efforts and provide benchmarks for future staffing changes.

Specific data needed to guide the decision-making process includes:

- Workforce demographics
- Staffing assignments
- Certification and licenses
- Salaries and benefits
- Recruiting and hiring statistics
- Leaves and absences
- Exit data
- Employee relations data
- Employee surveys

Identifying trends to evaluate and data sources to retrieve information can expedite the efficiency and timeliness of this process. A talent dashboard is included in the *HR Library* and is an example of a tool used to generate leadership decision-making.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

IV. Personnel Records Management

The HR Department is responsible for gathering, processing, and storing numerous records for applicants, current employees, and terminated employees. Records must be accurate, current, and readily accessible to support all components of HR management. HR is responsible for oversight of all personnel records including those maintained in other departments and locations. HR must follow state and federal laws for management and preservation of district records and should coordinate efforts with the district appointed records management officer.

Personnel files generally should be considered confidential and made available only to authorized individuals on request. HR should have a designated records gatekeeper with knowledge of confidentiality rules and responsibility for ensuring the confidentiality and integrity of employee records.

HR has responsibility to protect records from fire, water, other damage, and corruption, and departments with electronically stored records must also plan for data security, backups, and retrieval of records.

Successes to note include:

- Personnel records are complete and accessible
- Systems are in place to ensure currency and to facilitate purging, archiving, and retention of records
- Systems ensure confidentiality and appropriate release of records

Opportunities for improvement include:

- Implement systems to ensure records retention schedule is current and to facilitate purging, archiving, and retention of records
- Implement systems to provide for security and protection from loss and adopt a disaster recovery plan

1. **Implement systems to ensure records retention schedule is current and to facilitate purging, archiving, and retention of records.**

    HR should work with the district's records management officer to make sure a local retention schedule or declaration of compliance has been filed with the Texas State Library and Archives

Commission (TSLAC). The district should use the TSLAC minimum retention schedules and the sample local schedule included in the personnel records section of HR Services' *HR Library* to develop a local retention schedule specific to personnel records. The department also should establish a schedule for periodic purging and archiving of records.

Return on investment

LOW—minor gains in efficiency and effectiveness

Ease of implementation

EASY— resources are currently available (e.g., time, people, money, technology, equipment)

2. **Implement systems to provide for security and protection from loss and adopt a disaster recovery plan.**

Measures should be taken to ensure the integrity of all hard-copy active, inactive, and permanent or archived records including those in off-site storage. This includes protecting records from unauthorized access, fire, water, and other damage. This is typically done by keeping hard copy files in locked fire-proof cabinets. Considering the cost to purchase these cabinets, continuing to transition to electronic files is a more cost-effective approach.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

V.   Recruiting, Certification, and Employment Processes

HR is challenged with finding the right talent for the right positions within the school district. Competition in hiring is evident as districts seek to fill vacancies. Beyond recruiting, HR staff must also effectively manage talent, build pipelines for futures leaders, and improve retention rates. Determining an approach to attract, develop, and engage staff is necessary to further the district's goals.

Principals and department supervisors are charged with assessing their personnel needs and making hiring recommendations. Many times, these individuals lack the training on how to make choices that best fit their team. HR's role is to provide guidance and training on the use of hiring tools or screeners, sample interview questions and appropriate "look for's", and an effective employment brand that will attract and retain the talent needed.

Successes to note include:

- Hiring authority is appropriately delegated to meet staffing needs
- HR offers an opportunity for elementary principals to screen applicants in the spring
- Transfer process is timely and efficient
- Application process is user-friendly and efficient
- Appropriate oversight for contract management is provided

Opportunities for improvement include:

- Develop a system to verify and track certification status of staff not appropriately certified for their assignment
- Implement systems to increase quality and timeliness of hiring process
- Develop a proactive recruiting plan and implement timely hiring processes
- Develop a process to update job descriptions
- Ensure online job postings are easily accessible and include a valid candidate screener
- Implement a fair, unbiased, and job-related screening process and ensure consistent application
- Conduct uniform processes for criminal history and background checks
- Implement an efficient and effective system for orientation and onboarding of new staff

1. **Develop a system to verify and track certification status of staff not appropriately certified for their assignment.**

The decline in teachers entering and completing traditional educator preparation programs has resulted in the rise of alternatively certified teachers. These teachers, often, will need to be permitted prior to completing their program. House Bill 5 of the 85th Regular Session of the Texas Legislature resulted in an increase in career and technical education (CTE) programs and the addition of these types of programs to offer greater opportunities for students. State demographics are continuing to change increasing the number of English Language Learners. An array of permits (e.g., emergency, intern, and probationary permits, temporary classroom assignment permits, and school district teaching permits) are used by districts to adapt to the teacher shortage, CTE program additions, and change in student demographics.

Implementing processes for verifying certifications, routes to certification, if needed, and tracking individuals on permits is necessary due to the current shortages occurring. Providing guidance to these staff not fully certified and assistance in completing the certification process, should support the staff member and increase the likelihood of retention.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

2. **Implement systems to increase quality and timeliness of hiring process.**

The district can increase its quality and timeliness of hires by hiring positions unassigned in the spring. Information is available to determine the number of new hires made each year based on the number of resignations and added positions due to growth or decline in student enrollment. Using this information, staff should increase the number of positions hired unassigned during spring recruiting. This action will offset the number of hires needed later in the hiring season and increase the likelihood of hiring a higher quality applicant.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

3. **Develop a proactive recruiting plan and implement timely hiring processes.**

Ongoing competition from surrounding districts for a finite pool of candidates is ample reason to implement a strategic recruiting program. The district should begin monitoring and measuring the effectiveness of recruiting efforts to help the HR department focus resources on the most successful activities. This includes identifying recruitment goals, determining strategies, and ensuring adequate resources are available.

The assistant superintendent of HR should continue to develop relationships with university career placement staff and professors in the area. These individuals can help identify top talent and refer candidates to the district. With the same goal in mind, the assistant superintendent should build relationships with alternative certification programs as a means to strengthen the district's ability to identify and attract top talent. Encourage students completing their observation hours in the district, to return for student teaching and substituting.

The district may benefit from including teaching staff in recruiting efforts. Many districts will engage teachers in the district's critical shortage areas as attendees at job fairs. The district should consider taking one- to three-year teachers back to their graduating university on a recruiting trip. These alumni often have information to share that is more relevant to the applicant than other district representatives. Networking is an important factor as well. If an applicant knows a teacher recently graduated from the university, there is already a connection between the applicant and the district.

Begin strategically recruiting for hard-to-fill vacancies by posting positions externally on the ESC 6 and other professional organization websites. Other strategies should include following up on recruiting activities by verifying viable candidates applying online, sending emails to candidates to promote the district and encourage application, and placing phone calls to candidates immediately following the job fair or recruitment activity to strengthen the connection between the district and a potential candidate.

Establishing procedures for resignations and retirements to enforce early notification will increase the timeliness of recruitment and hiring. Evaluating or process-mapping the recommendation

approval process should be done to establish a consistent process and determine if further reduction of processing time can occur.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

4. **Develop a process to update job descriptions.**

HR should provide oversight for creating and updating job descriptions. Evaluate all job descriptions and develop a timeline for completing a review for all district positions. Inform staff of the review and their role in updating job descriptions. Create a process for regular updates (e.g., when posted, during the annual evaluation, or attached to the hiring requisition).

To appropriately hold staff accountable for their job performance roles and responsibilities of each position must be accurately communicated. Review the exemption status of positions to ensure responsibilities meet one of the FLSA exemption test.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

5. **Ensure online job postings are easily accessible and include a valid candidate screener.**

Ensure applicants can easily identify job postings on the application system. The ability to navigate job opportunities provides applicants with a positive first impression of the district. Information identifying district and community offerings as well as growth development opportunities also will support a positive district image. Applicants should be provided with notification of receipt and status of an application as part of the process.

HR department efforts to becoming a paperless department will be better supported by setting up a kiosk for completing online applications. The availability of this resource should be communicated on the Employment Opportunities web page.

The district should select a valid screener tool capable of interfacing with the application system are built into the application system. A screener may be used to determine a teacher's potential success in the classroom. Reports are sometimes available to determine an applicant's strengths and areas of opportunity for growth. Selecting a tool aligning with the district's goals and providing training to principals will ensure the most effective use of the product. In addition, HR should support principals

in using filtering tools to expedite the search process and save time. Providing annual training will allow users to become more proficient in using the application system. Surveying users prior to the training to gain feedback on areas to focus training also may be helpful.

Video screening may enhance the hiring process for the district and strengthen the interview process. There are various automated video prescreening tools available to filter teacher applicants. Examples of this type of tool include Hirevue, VidCruiter, and Spark Hire. If the district chooses to use a tool for this purpose, resources must be committed to provide principals corresponding training on its use.

Best practice is to provide applicants with pay and job description information to help with recruiting efforts. It is recommended to state non-exempt pay as a minimum hourly rate of pay and exempt positions as a salary range. A complete job description will help the applicant clearly understand expectations of the job.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

6. **Implement a fair, unbiased, job-related screening process and ensure consistent application.**

Consistent interview procedures should be developed and training provided to all individuals involved in the hiring process. The training should include topics about compliance in the hiring process, an overview of the steps included in the process, and factors to consider when determining a fit. All supervisors and principals should be required to follow established procedures and use consistent interview questions correlated with effective teaching practices and other non-teaching-related job performance.

HR should develop a database of research-based teacher interview questions including a rubric of standards to assess the quality of applicant responses. A standard rubric will help inform principals of the quality standards to look for in teacher candidates and document criteria used to select candidates and ensure consistency across the district.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

7. **Conduct uniform process for criminal history and background checks.**

Specific requirements are outlined in state guidelines for criminal history background checks. Ensuring that criminal history information checks are conducted and references are contacted provides an effective defense against negligent hiring claims. Conducting the background check on selected applicants prior to the interview will save time and effort for the campus principal, department supervisor, and HR staff members. Some HRIS allow for the automation of background checks further simplifying the task.

A sample criminal record review flowchart found in the *HR Library* should be modified to reflect district standards. Use of the customized flowchart can simplify the review of criminal records and provide consistency in the hiring process.

Checking references from previous employers is an important and valuable step in the selection process. Reference checks should be conducted with care and in a confidential manner. At least three or four work-related references of applicants under serious consideration should be contacted.

<u>**Return on investment**</u>

HIGH—significant gains in efficiency and effectiveness

<u>**Ease of implementation**</u>

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

8. **Implement an efficient and effective system for orientation and onboarding of new staff.**

Onboarding is the process of integrating employees into their new work environment. It is the last stage of the recruitment process and the first steps toward retention. HR staff should develop an onboarding process based on best practice. While orientation is necessary for new employees (e.g., new hire paperwork, technology check-out, password assignments), it is a one-time structured session encompassed within the onboarding process. The onboarding process should integrate and align new employees with the culture and mission of the district while strengthening the employee's connection to the organization and relationships with coworkers. It informs the employee of the social, cultural, and political background of the district landscape. An understanding of job responsibilities and an individual's role in supporting the district's mission should also be included.

Conducting onboarding meetings or activities where administrators deliver a message to new hires other than teachers will build a connection for this group of employees to the district's vision and mission. Communicating the district's focus and allowing these employees to hear what it means from the superintendent or a cabinet member will help the employee see their own responsibility to the students they serve.

Requesting feedback from new hires relating to the orientation and onboarding process can lead to process improvements. This time is valuable and staff should use it to promote the district's mission, vision, and values.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

VI. Administrator Support and Customer Service

The HR Department is responsible for serving the needs of administrators, managers, and employees through high quality customer service. In addition to internal customers, HR also represents the district to applicants, prospective employees, teacher preparation programs, and the public. HR staff are often the first contact for applicants and set the tone for future interactions. It is essential for HR to present a positive image representative of the district culture.

HR also is in the position of dealing with employee relations issues that may become contentious. Successful HR departments continue to remain professional and provide a high level of customer service during these challenging situations. HR should be a support system for all employees and supervisors regardless of the circumstances, through coaching, development, and counseling.

Successes to note include:

- HR supports staff in a kind and caring manner

Opportunities for improvement include:

- Use various methods to disseminate information and process transactions
- Expand self-service capabilities for supervisors
- Train and support principals and supervisors on HR-related issues

1. **Use various methods to disseminate information and process transactions.**

    HR should consider providing department information to employees in a variety of formats, including on the HR website, on the district intranet, and via an employee newsletter. A periodic HR newsletter can be used for recognizing employees, notifying employees of revised policies and procedures, and providing additional resources in an efficient and timely manner.

    HR processes can be expedited and made more user-friendly by taking advantage of online employee forms, such as service record requests and employee demographic changes. Systems should be set to provide notification of changes to key staff in HR and other departments so systems can be updated (e.g., benefit enrollment). Additionally, HR should be proactive in communicating employee handbook changes to employees annually and handbook content should be used to monitor employee performance.

By using the HR website to establish who to call by topic, and providing answers online to frequently asked questions, HR can eliminate confusion and misdirected calls while providing more direct access to information frequently requested. Photos can be included for all HR staff to promote familiarity and establish relationships with employees.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

2. **Expand self-service capabilities for supervisors.**

HR can continue to simplify and speed up the interactions between the department and supervisors by using electronic forms and taking advantage of capabilities available in the applicant tracking system and HRIS. Many applicant tracking systems offer hiring managers the ability to pre-screen applicants for minimum requirements or desired skills, limiting the need to review each individual application. HR can share position control documentation electronically, and requests for new positions can be submitted online, to streamline processes.

When new automated processes are implemented it is important for HR to communicate these changes to principals and supervisors and provide appropriate training so that the systems are used. Requesting feedback once changes are made can help HR determine the success of the implementation and need for additional training or support.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

3. **Train and support principals and supervisors on HR-related issues.**

HR can conduct an annual survey of principals and supervisors to determine the level of customer support they are providing and identify areas for improvement. New supervisors and administrators can benefit from HR training on compliance issues (e.g., Fair Labor Standards Act, leaves management), supervisory skills (e.g., performance management, conflict resolution), and hiring processes (e.g., interviewing, selection). Continuing supervisors also would benefit from yearly updates and refreshers. Training sources could include HR staff, attorneys, online courses, and associations.

HIGH—significant gains in efficiency and effectiveness

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

VII.   Grievances and Investigations

The Texas Constitution (Article I, Sec. 27) and Texas Government Code (§617.008-5) require government entities to provide employees with an opportunity to have their complaints and concerns heard by those in positions of authority. In school districts, administrators and school boards are the persons with authority to hear grievances.

Grievance processes should align with district policy and be designed to resolve complaints at the lowest level possible. A complaining employee has the right to be represented by a representative, including an attorney, who does not claim the right to strike. The meeting or proceeding may be recorded and the employee's representative may be allowed to represent the employee through a conference call provided the district has the necessary equipment.

Grievance procedures need only allow the employee to present concerns to someone in authority. There is no guarantee of a specific outcome. Basically, the person or board hearing a complaint is required to "stop, look, and listen", and nothing more. This may require an investigation into the issues subject to the complaint.

To protect students and staff, HR administrators will be required to investigate a variety of HR complaints. An investigation should be thorough and impartial and the processes should be clearly defined.

Successes to note include:

- Unemployment claims are addressed in a timely manner by the benefits manager in the business and finance department

Opportunities for improvement include:

- Monitor or evaluate employee complaints to identify potential areas of concern
- Provide for the prompt investigation and resolution of allegations of improper behavior by district employees
- Transfer oversight of unemployment claims to the HR department

1.   Monitor or evaluate employee complaints to identify potential areas of concern.

Communicating policies regarding employee complaints and creating procedures for identifying, documenting, investigating, and resolving complaints is necessary to be proactive. An HR contact

should be provided to campus principals and department supervisors for support when dealing with employee issues. Continuing to conduct training on responding and preventing employee complaints should be offered annually. A system needs to be created for tracking and monitoring employee complaints. Determining the number of complaints filed, level of resolution, and reasons for the complaint, will guide future training for both employees, campus principals, and department supervisors and implementation of corrective actions.

Return on investment

LOW—minor gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

2. **Provide for the prompt investigation and resolution of allegations of improper behavior by district employees.**

Having a structure in place to conduct investigations and resolve complaints in a timely manner will display a commitment to the process. Taking care of a matter at the onset will establish a safe and productive environment for employees.

Return on investment

LOW—minor gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

3. **Transfer oversight of unemployment claims to the HR department.**

All district employees and substitutes are entitled to file for unemployment benefits upon separation from employment. Oversight should be transferred to the HR department and a HR staff member should be assigned the task of coordinating the district's response to these claims. Notifying the campus principal or department supervisor of a filed claim and engaging these staff members in the response should be included in the process. Using resources available (e.g., TASB) may support the district's response.

Issuing reasonable assurance letters to noncontract personnel, including substitutes, serves as a loss-control tool that saves the district unemployment benefit dollars and administration time in processing and paying unnecessary unemployment claims. Issuing Notices of Reasonable Assurance in early spring to all noncontract employees who work less than 12 months and to anyone who may have an unpaid break supports the management of this process. It is also a good practice to issue a Notice of Reasonable Assurance to newly hired staff. Making this part of the new hire process ensures complete, year-round protection from these claims.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

VIII. Compensation Systems and Administration

Employee pay systems are an important strategy for managing human resources in an organization. Pay systems control 80 percent or more of most school districts' budgets. A pay structure is the hierarchy of pay grades and pay ranges forming the underlying framework of a pay system. The pay structure controls employee pay and links pay to the value of each job in the organization.

Jobs are classified for pay in two ways. One type of classification is based on federal wage and hour laws. The type of work performed is either exempt or nonexempt. Exempt jobs are paid on a salary basis and meet duty requirements for executive, administrative, and professional work. Any job not meeting these strict duty requirements is classified as nonexempt and must be paid in accordance with federal wage and hour requirements. The second type of job classification in a pay system is the assignment of a pay grade. Pay grade assignments are based on compensable job factors, including required levels of skill, effort, and responsibility. These factors combined with external job market value provide the basis for assigning jobs to pay grade levels within the pay structure. A pay structure is a hierarchy of pay ranges. Pay ranges control the district's ability to compete in the labor market; maintain pay equity among employees; and control personnel costs.

For any pay system to work effectively over time, the system must be monitored and updated regularly. Procedures and guidelines for employee pay adjustments must be defined clearly and applied consistently. Managing the pay system involves adjusting pay range control points; providing an annual budget for pay increases; following guidelines for placement of new employees; and following guidelines for pay adjustments.

Employers who effectively communicate pay and benefits may see higher employee job satisfaction than those who have poor communication strategies. Effective organizations provide employees with clear communications about their total compensation including all forms of salaries and benefits provided. Common practice for communicating total compensation includes:

- Issuing a personalized compensation and benefit statement
- Creating a section with information related to employee compensation, benefits, and services on the district's website or intranet
- Including benefits information in employee newsletters, brochures, and leaflets
- Ensuring employees can easily attend pay and benefits meetings by using flexible scheduling options
- Conducting or attending campus and department meetings highlighting current and new compensation and benefits activities

Successes to note include:

- District complies with federal wage and hour requirements
- Systems and procedures are in place to comply with the Affordable Care Act (ACA)

Opportunities for improvement include:

- Involve HR in the design and implementation of the compensation plan
- Create pay practice procedures for all personnel
- Monitor and adjust employee pay systems on a periodic basis to remain competitive
- Ensure employee pay is competitive
- Provide high-quality employee communication on pay and benefits

1. **Involve HR in the design and implementation of the compensation plan.**

   HR should be responsible for developing the compensation program, policies, and approaches to meet the district's needs to attract, retain, motivate, and develop its workforce. This includes, maintaining job classification structures, conducting compensation data analysis, and participating in compensation surveys. To ensure legal, fair, and equitable compensation practices, a position should be assigned to these duties and responsibilities, including the assignment and maintenance of the stipend schedule.

   Return on investment

    HIGH—significant gains in efficiency and effectiveness

   Ease of implementation

    EASY—resources are currently available (e.g., time, people, money, technology, equipment)

2. **Create pay practice procedures for all personnel.**

   Pay practice procedures should be designed to support district strategic goals such as recruitment efforts and be applied consistently for all employees. The stipend schedule should be applied consistently.

   Work calendars for employees should be used to manage vacation allocations for non-exempt employees and non-duty days for exempt employees. Administrative regulations should be evaluated to determine if established practices align with policy and the district's philosophy. This includes eligibility criteria; accrual rates and availability; request and approval processes; accumulation and carryover limits; and treatment of vacation and non-duty days upon separation from service.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

3. **Monitor and adjust employee pay systems on a periodic basis to remain competitive.**

Salary and benefit information should be analyzed to determine equity and market competitiveness. At least every two years, pay ranges of peer districts should be reviewed for adjustments to district pay ranges. A job analysis should be conducted frequently to ensure federal wage and hour laws are appropriately applied and pay grade assignments are based on compensable job factors.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

4. **Ensure employee pay is competitive.**

Competitive pay practices can be developed by reviewing internal job descriptions and salaries and comparing them to similar positions at other districts. HR should monitor trends in the market by analyzing local, regional, and state salary data. Internal and external pay inequities also should be determined. Consider differential pay for particular competencies or critical shortage areas. Make pay decisions in a timely manner to support district recruitment efforts.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

5. **Provide high-quality employee communication on pay and benefits.**

HR should provide all employees a written notice of their total compensation package. This notice is typically provided at the start of the school year and at the least includes salary or hourly rate of pay and supplemental pay. Including benefit information (health, dental, vision, life, disability, annuity),

leave information, and any other component of total rewards will support the district's retention efforts. A sample compensation letter to employees may be found in the *HR Library.*

The benefits manager should work with the benefits third party administrator to design literature to describe and inform the employee of options available. These materials should include plan descriptions, costs, and eligibility.

Although the benefit manager is in the business and finance department, the HR page of the district website is an avenue for communicating relevant information about pay and benefits to district employees. Posting stipend schedules and premium costs are examples of information to share.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

IX.   Leave Administration and Substitutes

The HR Department should be responsible for the oversight and accountability of managing and monitoring employee absences and substitute costs. Processes for requesting, reporting, and granting leave should be clearly defined, consistently applied, communicated to supervisors and employees, and based on policy provisions. HR must ensure leave is granted for nondiscriminatory reasons and legally compliant. Effective communication with campuses, departments, and employees must be in place to ensure understanding of benefits and leave is reported in a timely manner. Centralizing leave administration and designating a primary point of contact to provide counseling to employees and supervisors with questions regarding leave benefits is helpful. Staff responsible for administration of leave must be given opportunities to attend training as needed and have access to resources to assist with leave management and determining eligibility.

HR must provide an adequate substitute pool to meet district needs and ensure principals are satisfied with availability and quality. Substitute staffing should be centralized with HR assuming responsibility for applicant management, hiring, placement, and managing the automated substitute system. Using a substitute system to report teacher absences and place substitutes will ease the management of the process. Reporting features can be used to analyze and conduct cumulative comparison of fill rates, usage, and absence rates. Regularly communicating with substitutes and providing training programs to develop and improve substitute skills and address emergency procedures increases engagement and are essential to attracting and retaining quality individuals.

Successes to note include:

- Clearly defined procedures for communicating absence information exist
- Procedures are in place for campus and department reporting of employee's need for extended leave
- HR recruits and maintains a sufficient number of qualified substitutes

Opportunities for improvement include:

- Implement processes for monitoring leave balances and use, analyzing absence trend data, and counseling principals and managers with employees with above average absence rates
- Ensure summary of leave benefits in employee communications are complete and aligned with policy provisions
- Implement strategies to recruit and retain a sufficient number of qualified substitutes
- Provide training and support for long-term substitutes

1. **Implement processes for monitoring leave balances and use, analyzing absence trend data, and counseling principals and managers with employees with above average absence rates.**

   Absence rates and trend data should be examined to identify excessive absences, patterns and areas of concern, and opportunities for improvement. Staff should begin to use system reporting features and data queries from HRIS to generate data on employee absences. Providing principals and managers with comparison reports on absences to inform them on whether their absence rates are higher or lower than average will support the efforts in this area.

   ### Return on investment

    HIGH—significant gains in efficiency and effectiveness

   ### Ease of implementation

    EASY—resources are currently available (e.g., time, people, money, technology, equipment)

2. **Ensure policy and procedures are aligned and implement procedures to communicate leave benefits to employees.**

   Ensure summary of leave benefits in employee communications are complete and aligned with policy provisions. A comparison of information in the employee handbook and policy showed several inconsistencies, including eligibility threshold for compassionate leave bank, restrictions for use of discretionary leave, definition of family and medical leave (FML) year, and intermittent use of FML for the care of a newborn child or for the adoption or placement of a child. Improve communication of leave benefits to employees in the form of a brochure using the sample in the HR Library.

Ensure FML administration processes follow federal regulation requirements as outlined in the HR Library Flowchart for Processing Family and Medical Leave, including accepting verbal notice from employees, using recently updated forms, providing timely notice of eligibility and designation, and requiring a release to return to work from a health care provider based on essential functions of the job.

Review guidelines for the Compassionate Sick Leave Bank to ensure program administration meets the intended purpose of the program (e.g., provides additional paid leave only in catastrophic circumstances as defined by Policy DEC (LOCAL), allows for appeal through the district grievance process (see Policy DGBA), and exclusion isn't limited only to an individual receiving workers' compensation income benefits but includes any situation where an employee is receiving income replacement benefits (i.e., short-term disability)). Evaluate use of leave compared to balance of days to ensure annual enrollment and contribution is warranted. If properly administered, most sick leave banks require a one-time contribution and the requirement to donate additional days is only done when the balance falls below a previously determined threshold.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

3. **Implement strategies to recruit and retain a sufficient number of qualified substitutes.**

Districts and campuses using strategies to recognize and interact with substitutes are more likely to attract and retain quality individuals. Methods used to engage this contingent workforce include providing a way for principals and teachers to give positive feedback to substitutes, maintaining a centralized Facebook page and other social media accounts specifically for substitutes to keep them informed of district events, hosting a luncheon for individuals who return each year, selecting a substitute of the year, and scheduling a substitute teacher appreciation week. Designating a substitute liaison on each campus is recommended to welcome substitutes, help orient them to campus protocols, answer questions, and assist with other communications.

Substitute pay is competitive with the median rate of other ESC 6 districts, with the exception of long-term degreed certified assignments. MISD also pays a premium rate for high needs days (e.g., Monday and Friday). A comparison of rates is outlined in the table below:

SUBSTITUTE PAY RATES					
Source: HRDataSource Teacher Salary Survey 2018–2019. TASB HR Services					
	Short-Term			Long-Term *Assignment of ≥15 days	
	Non-Degreed	Degreed	Degreed-Certified	Degreed	Degreed-Certified
Montgomery ISD	$75	$82.50	$92.50	$92.50	$135
Market Group Median	$70	$80	$90	$100	$120
Number of Responding ESC 6 Districts	25	23	35	21	25
Comparison to Market (%)	107.1%	102.1%	102.8%	92.5%	112.5.0%
Dollar Difference ($)	$5	$2.50	$2.50	$(7.50)	$15

Regularly review substitute workforce metrics to identify trends, such as overall use and fill rate by school, day, and month. Monitor expenses and ensure costs are reasonable and aligned with budget projections. These reports can help HR leadership develop strategies to ensure appropriate use of substitutes and ensure demand can meet the needs to cover teacher absences due to controlled and uncontrolled reasons.

HR should also manage the pool of active substitutes and establish criteria for removing substitutes based on performance or failure to accept an established number of assignments. (e.g., minimum number of assignments or work a minimum number of days within a month or semester). Purging the list at intervals during the year will ensure the list accurately reflects substitutes available for placement and does not appear to be more abundant.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

4. **Provide training and support for long-term substitutes.**

Expand training opportunities by including substitutes in training provided to regular staff.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

X.   Performance Appraisal and Performance Management

HR is responsible for providing oversight of the performance appraisal process, ensuring systems are in place and annual evaluations are conducted for all employee groups. An effective process aligns evaluations with an individuals' duties and responsibilities, focuses on continuous improvement of employees, ensures supervisors set expectations and provide employees with feedback, and processes are legally sound. HR is responsible for developing effective evaluation instruments, establishing performance appraisal timelines, and holding supervisors accountable for completing evaluations. HR provides training, guidance, and coaching to managers on employee performance and provides support to administrators to ensure fair and equitable treatment of employees when they are subject to adverse employment actions.

HR also provides oversight for a comprehensive employee recognition program related to performance relative to district priorities. The program should extend to employees at all levels, locations, and tenure.

Successes to note include:

- The district uses T-TESS to evaluate all teaching staff

Opportunities for improvement include:

- Ensure all employee evaluation tools are up to date and board-adopted evaluation systems are being used
- Provide principals and supervisors support and consultation for managing employee performance and making and acting on decisions to terminate employees
- Implement an inclusive, multi-faceted employee recognition program

1. **Ensure all employee evaluation tools are up to date and board-adopted evaluation systems are being used.**

   Evaluate current performance appraisal instruments for all employees and ensure appropriate evaluation tools are being used. Board policy outlines appraisal requirements for teachers and principals. A district may choose the commissioner's recommended teacher and principal system or create a locally developed system. HR must administer the option adopted in policy.

Implement a performance appraisal calendar for all employee annual evaluations. Sample evaluation instruments for various employee groups are available in the *HR Library*. HR should focus on implementing an online evaluation process for all job categories using existing systems (e.g., Central, Eduphoria).

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

2. **Provide principals and supervisors support and consultation for managing employee performance and making and acting on decisions to terminate employees.**

The assistant superintendent should assume responsibility for providing principals and supervisors support and consultation on adverse employment actions, including training, guidance, and coaching. HR should ensure the nonrenewal process is legally sound, establish schedules, and conduct meetings for early identification of nonrenewals in a timely manner.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

3. **Implement an inclusive, multi-faceted employee recognition program.**

Recognition should be related to performance relative to district priorities and include employees at all levels, location, and tenure. Effective practices include communicating recognition publicly and disseminating it widely. Program effectiveness should be evaluated by collecting input from employees and adjustments made as needed.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

XI.   Staff Development

All employees should be provided professional or staff development opportunities. In addition to being the top employee retention strategy, well-planned staff development allows the district to enhance employee skill development and performance and address worker needs as life-long learners. Promoting high-quality professional staff development in a district can be used as a recruitment tool.

Oversight of the district's staff development efforts may reside in HR. Responsibility for overseeing staff development needs should be assigned to one person. Staff development opportunities should be provided to all employees. Conducting needs assessments, providing internal and external resources to campus principals and supervisors, and coordinating training activities are responsibilities related to the management of staff development. The HR department should ensure all legally advised trainings are provided to staff and properly documented. Using an electronic system to track employee staff development provides an efficient method for employees to enter and retrieve staff development data and for districts to account for required trainings.

A well-designed and implemented professional development system is an essential component of a comprehensive system of teaching and learning supporting students to develop knowledge, skills, and competencies for success. Professional learning should link staff experiences to focus on growth and development of staff. It should also bridge to leadership opportunities available within the system.

Successes to note include:

- Staff development opportunities are available to employees through the curriculum and instruction department

Opportunities for improvement include:

- Collaborate with the curriculum and instruction department on an employee professional growth system
- Implement a comprehensive new teacher support program
- Provide career pathways for teachers, principals, and other staff
- Evaluate staff development program for effectiveness

1. **Collaborate with the curriculum and instruction department on an employee professional growth system.**

   Through a collaboration of HR and the curriculum and instruction department a professional growth system can be designed to meet individual goals of instructional and operational focused employees. Job embedded staff development should be available to employees at all levels throughout the year. Emphasis should be on continuous improvement of employees and involve employees in identifying staff development needs. Student performance data and campus improvement initiatives should be considered when developing training for instructional staff. Non-instructional staff development should be focused on district initiatives.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

2. **Implement a comprehensive new teacher support program.**

Research shows mentors make a difference in teacher retention. Beginning teachers are able to develop their effectiveness as a teacher and are more likely to remain in the profession when given access to a mentor. HR and Curriculum and Instruction should work collaboratively to design a program and clearly communicate it to campus administrators. Including teachers new to the district and providing a second-year component would be the most helpful. Program requirements should outline mentor qualifications and responsibilities and provide a mentor teacher stipend. HR and Curriculum and Instruction staff also should identify and develop expert teachers as mentors and coaches to support learning in their area(s) of expertise.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

3. **Provide career pathways for teachers, principals, and other staff.**

Career pathways provide opportunities for professionals with advanced skills and abilities to do more—and earn more—by taking on more complex work assignments or developing skills in others. Developing new career pathways for teachers will maintain their commitment to the classroom and leverage their talent to train other teachers. At a minimum, teachers should be given opportunities to provide development activities for their peers. A more involved approach requiring more structure, definition, stability, and compensation is to build a formal career pathway in teaching through professional learning communities (PLCs) or similar activities. This provides teachers with an opportunity for promotion to a new job description—one that involves enlarged and sustained job responsibilities with defined skills and abilities for which they must qualify.

Other career pathways should be provided including identifying and cultivating administrators, opportunities for classroom instructional aides to become certified teachers, and promotional opportunities for support and auxiliary staff.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

DIFFICULT—significant investment of time required, or resources are not available and will need to be acquired

4. **Evaluate staff development program for effectiveness.**

Effective professional development is key to staff learning and refining practices required to be successful in a school setting. Program and individual activities should be evaluated to determine if it results in changes in staff practices and improvement in performance outcomes. Characteristics of an effective staff development program include:

- Focuses on content
- Incorporates active learning
- Supports collaboration
- Uses models of effective practice
- Provides coaching and support
- Offers feedback and reflection
- Is sustainable

Several conditions can inhibit the effectiveness of professional development. Focusing on these barriers in the evaluation process can ensure an understanding of the quality of professional development being offered. Resources, including curriculum material, should be provided to staff. Policies should be aligned with practices and taught as a component of training. Responsiveness to needs of staff and being aware of the context of the training should also be reviewed. Conducting needs assessment using staff surveys should be an ongoing process for evaluating staff development.

Return on investment

HIGH—significant gains in efficiency and effectiveness

Ease of implementation

EASY—resources are currently available (e.g., time, people, money, technology, equipment)

XII.   Appendix

Recommended Data Reports for HR Department Metrics

1. Job vacancies—Maintain current list at all times
2. Time to fill vacancies—Use to measure performance and special needs
   a. Measured from recommendation to hire to report to work authorization
   b. Report by position categories and Learning Community or Department
3. Hiring trends (can be teachers only or all positions)
   a. Number of employees or teacher applicants by level and certification field
   b. Number hired each year
   c. Number teacher vacancies when school starts
   d. Retention rate of new hires
4. Diversity report
   a. Ethnicity of staff compared to students
5. Recruiting reports
   a. Teacher talent inventory
   b. New hire/recruiting source report with breakdown of number of teachers hired for each university or career fair attended and related costs; number of candidates interviewed, offers made and accepted; certifications; and ethnicity
6. Position control reports
   a. Negative or excess positions by campus updated weekly
7. Separations by reason—Use to analyze and project turnover
   a. Resignation (break down further by reasons and locations)
   b. Retirements
   c. Terminations
8. Retirement report—Use to project recruiting and staffing needs
   a. How many employees are eligible to retire by job category
   b. Administrators, teachers (by subject), support staff (by area)
   c. Project numbers eligible from current to 5 years out and produce each year
9. Teacher (talent or asset) report (can be teachers only or all positions)
   a. District and overall experience by campus/department
   b. College or university attended
   c. Certification route
   d. Degrees and certification held
   e. Specialized skills (bilingual)
10. Employee relations report
    a. Number of grievances filed by issue, location, and resolution
    b. Number of EEO complaints filed by issue and resolution

11. Teacher absence/substitute staffing report
    a. Total teacher absences
    b. Discretionary absences for personal illness and personal business
    c. School business reasons including staff development
    d. Absences needing sub
    e. Substitute fill rate
    f. Number substitute applicants
12. Employee satisfaction and engagement
    a. Annual surveys to monitor employee attitudes and identify needs

Job Title:	Human Resources Coordinator	**Exemption Status/Test:**	Exempt/Executive or Administrative
Reports to:		**Date Revised:**	
Dept./School:	Human Resources		

Primary Purpose:

Responsible for supporting the assistant superintendent of HR in overall management of the district's human resources function. Supports the strategic planning and implementation of human resources programs to include professional and auxiliary staffing, wage and salary administration, performance appraisals, and employee relations. Implement legally sound and effective human resources management programs, policies, and practices.

Qualifications:

Education/Certification:
Bachelor's degree in human resources or equivalent

Special Knowledge/Skills:
Knowledge of selection, training, and supervision of personnel
Knowledge of wage and salary and performance appraisal administration
Knowledge of general and education employment law and hearing procedures
Ability to implement policy and procedures
Ability to use software to develop spreadsheets, perform data analysis, and do word processing
Ability to manage budget and personnel
Excellent public relations, organizational, communication and interpersonal skills
Ability to speak effectively before groups of employees, the school board, or other organizations

Experience:
_____ years of progressively responsible experience in human resources management or public school administration; _____ years supervisory experience

Major Responsibilities and Duties:

Human Resources Department Management

1.   Assist in implementing plan for addressing HR training needs throughout the school district and develop and plan training programs to meet the established needs. Oversee and implement both on-going and special interest training programs.

2.   Direct the day-to-day operations of the human resources department, including planning, development, coordination, and evaluation of operations and implementing department goals and objectives.

3. Oversee and coordinate employee performance appraisal system and ensure that supervisors have proper training. Assist supervisors and principals with employee counseling, improvement plans, and due-process procedures, where needed.

4. Assist with selection, training, supervision, and evaluation of HR staff and make sound recommendations relative to assignment, retention, discipline, and dismissal.

5. Ensure district compliance with federal and state laws and regulations.

Employment

6. Support efforts to work with principals and other administrators to forecast staffing needs and develop staffing plans. Develop and implement recruitment and retention strategies and a screening and selection process for all employees.

7. Ensure that all teachers are highly qualified and have the appropriate credentials for assignments.

8. Maintain a system for new employees to acquire appropriate information, support, and training necessary for success on the job.

Compensation and Benefits

9. Oversee and manage the district's compensation program including job descriptions, salary surveys, and position reclassifications.

10. Implement, administer, and monitor procedures for salary administration and placement of new hires.

11. Provide oversight of the district's workers' compensation and unemployment compensation benefit programs including overseeing relationship with third party administrators.

Employee Relations

12. Take a proactive role in identifying and responding to employee issues; work in collaboration with district leadership to ensure preemptive and effective employee communications.

13. Support administration of the employee grievance procedure adopted by the board. Assist assistant superintendent of HR with investigations, analysis, and decision-making processes regarding personnel problems and/or other related policy issues.

14. Interpret policies and procedures and ensure support of directors, officers, employees and other government agencies on employment, record keeping, retirement, grievance, and other personnel matters and procedures.

15. Conduct annual research regarding employee satisfaction, morale, and communications. Monitor employee retention and turnover through analysis of data and exit interviews. Coordinate effective districtwide employee recognition programs.

16. Update employee handbook and personnel directory annually and distribute to employees. Ensure procedures are followed to inform employees of personnel policies, procedures, and programs that affect them.

Records

17. Support personnel records management and help ensure compliance with the state records management program.

18. Compile, maintain, and file all reports, records, and other documents as required.

Other

19. Prepare and deliver written and oral presentations on HR and management issues to employees.

20. Stay abreast of current research and best practices in human resources management and development in educational and non-education-related settings, and adjust plans, policy, and procedures accordingly.

21. Ensure compliance with local, state, and federal employment laws. Stay abreast of state and federal public policy changes that could impact the district.

22. Follow district safety protocols and emergency procedures.

Supervisory Responsibilities:

May supervise, evaluate, and recommend hiring and firing of human resources department employees.

Mental Demands/Physical Demands/Environmental Factors:

Tools/Equipment Used: Standard office equipment including personal computer and peripherals

Posture: Prolonged sitting; occasional bending/stooping, pushing/pulling, and twisting

Motion: Repetitive hand motions including frequent keyboarding and use of mouse; occasional reaching

Lifting: Occasional light lifting and carrying (less than 15 pounds)

Environment: May work prolonged or irregular hours**;** frequent districtwide travel; occasional statewide travel and out-of-state travel

Mental Demands: Work with frequent interruptions, maintain emotional control under stress

This document describes the general purpose and responsibilities assigned to this job and is not an exhaustive list of all responsibilities and duties that may be assigned or skills that may be required.

Reviewed by _____ Date _____

Received by _____ Date _____

Roles and Responsibilities of Payroll and Human Resources

Division of Responsibility

- Neither department should be solely responsible for all pay activities—dividing responsibilities between HR and Finance provides a check and balance against fraud and errors. Placing payroll under the authority of HR is not advisable for this reason.

- HR should provide the expert leadership in determining what to pay and payroll should execute the processing transactions to disburse and account for payroll funds. HR determines gross pay and payroll determines net pay.

- HR's leadership role should encompass design and implementation of the compensation plan; calculating individual employee pay adjustments and pay placement for new hires. HR should directly enter the pay calculations that are made into the payroll system.

Access to Systems

- Access to data system screens should be divided between those screens that set up the amounts to pay individual employees and those screens that process fund expenditures for paychecks.

- Only HR should have access to data entry screens for entering pay amounts; only payroll should have access to screens that set up and process fund expenditures. This arrangement prevents payroll from making pay changes without authorization and prevents HR from accessing payroll funds. Errors are more likely to be noticed and caught by one side or the other.

Working Together

- Both HR and payroll should have view only access to any restricted screens. Employees are best served when both payroll and HR are able to respond to employee questions and when both sides fully understand the purpose, processes, and systems used by both sides.

- HR needs to understand the deadline pressure and lack of flexibility required to produce payroll and be responsible for submitting the data that payroll needs in a timely manner—even when documentation may not be complete. Payroll needs to understand that pay systems are designed to support the recruiting and retention needs of the district and not necessarily to support payroll software applications.

Control of Stipends

- Requests to pay all stipends (teaching, travel, extracurricular, etc.) should be screened and authorized by HR, not submitted directly to payroll from district managers.

- The district compensation plan should have a clear and documented stipend schedule that is consistently applied to all campuses.

- If stipend allowances are provided for principal use, these should be limited to small amounts (i.e., clubs and event sponsors) per teacher.

Managing Benefits

- Benefits may be handled in risk management, HR, or payroll. If the district has a strong stand-alone risk management department with its own leadership, that is usually a good place for benefits. Benefits may encompass workers' comp., unemployment comp., leave benefits, insurance, and other.

- Leave benefits should always be managed jointly with HR because leave management should include absence control strategies. HR is responsible for classifying and monitoring leave properly (i.e., TDL, FMLA, personal, sick, pools, etc.) and implementing strategies to control absenteeism.

- Payroll is responsible for entry of leave accrual and usage in the payroll system and deducting from pay when needed. Both parties should work to ensure that excess benefits are not provided with district funds. Campuses and departments should report employee absences directly to HR which should then provide the proper response to parties involved and provide direction to payroll.

Control of Overtime

- A district policy is needed to provide direction on the use of compensatory time. HR defines the procedural rules for handling overtime (who qualifies, who approves overtime, reporting, etc.) and payroll is responsible for actually entering the time worked and calculating what is owed to the employee.

Summary of Division of Responsibilities	
HR	**Payroll/Finance**
Provide leadership in determining what to pay	Authority for payroll is assigned to Finance
Design and implement compensation plan	Process transactions to disburse and account for payroll funds
Calculate employee pay adjustments and pay placement for new hires	Determine net pay
Enter pay calculations and employee data into payroll system	Data entry is limited to data screens that set-up and process fund expenditures
Has view-only rights to data screens that set-up and process fund expenditures	Has view-only rights to data screens showing pay calculations
Submits data needed by payroll in timely manner	
Screen and authorize payment of all stipends	Disburse stipend funds to employees
Create and maintain a clear and documented stipend schedule	
Consistently apply stipend schedule to all campuses	
Limit stipend allowances for principal use to small amounts per teacher	
Implement strategies to control absences (HR or RM when there is a stand-alone RM department)	
Designate and monitor leave usage (HR or RM when there is a stand-alone RM department)	Enter leave accrual and usage in payroll systems and process pay deductions as needed
Define procedural rules for handling overtime	Enter time worked and calculates amounts owed to employees