

**Human Resource Services
State of Division Summary
October 26, 2020**

Division:	Human Resource Services
Department:	Human Resource Services
Department Head:	Keith Leonard

Staffing (20/21):

Cost Center Numbers for employees

4014 - Affirmative Action & Recruitment (Dr. Marian Torrence)
4301 - Human Resource Services (Keith Leonard)
4302 - Risk Management (Kevin Windham)
4304 - Human Resource Services - General (Kelly Krostag)
4306 - Personnel Services (Elizabeth Oakes)
4429 - Workers' Compensation Light Duty (Kevin Windham)

Other Cost Centers Managed

4103 - Communication Services (Elizabeth Oakes)
4305 - Certification (Dawn Ramirez)

Number of Employees

Total Department	35*
Admin	5
Prof/Tech	12
Instructional	0
ESP	18
<i>Workers' Compensation Permanent Light Duty (4429)</i>	1

**Workers' Compensation Permanent Light Duty employees are not included in Total Department.*

Budget Summary (without personnel) (20/21):

General Revenue Budget:	\$989,318
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Department Summary:

1. Scope of Operations

Direct oversight of Human Resource Services: instructional; administrative; professional/technical; educational support; risk management; workers' compensation; fingerprinting/background reviews; badging; drug screening and testing; monitoring and taking action on FDLE arrest notifications; applicant appeal hearings; certification; Every Student Succeeds Act (ESSA) compliance; substitute management system services; bargaining and negotiations; staffing; Chapter 2 of School Board Rules; Federal/State Compliance requirement; EEOC services; recruitment of personnel; supervision of consulting teachers; retirement services; unemployment claims;

Department Personnel Planning Document; preparation of Human Resources section and disciplinary items for School Board agenda; WinOcular services; Level 1 and Level 2 grievances; leaves of absence; FMLA compliance; HIPAA compliance; Employee Code of Ethics; Drug Free Workplace Program; Employee Assistance Program (EAP); oversight of Wellness facility and program; light duty and return to work programs; employment verifications; investigations into misconduct; preparation of investigative reports for the Office of Professional Practices; discipline management for all employees; discipline assistance and guidance to principals and supervisors; maintenance of employee personnel and discipline files, employee evaluations, insurance and workers' compensation files; oversight of PBX (switchboard) operations; mail room management for the Dr. Vernon McDaniel Building; and other duties and responsibilities as assigned by the Superintendent.

2. Recent Efficiency/Cost Reduction Initiatives

- ❖ Scanning of all personnel files and other Human Resources related documents (Ongoing)
- ❖ New Benefits Administration Software Platform for new hires, open enrollment and life change in status
- ❖ New Dental Plan Program and Provider (Direct Reimbursement to traditional dental plan)
- ❖ Saving from insourcing DOT physicals to Marathon Health between \$50-\$75K
- ❖ All drivers (100%) have opportunity for health coaching as part of the DOT physical process with savings to the self-funded medical plan
- ❖ New hire orientations now performed virtual resulting in employee satisfaction and larger number of participants while maintaining safety
- ❖ New student drug testing database for middle and high school extracurricular activities tied to both Focus and Home Campus for high school athletes
- ❖ Full utilization of grid systems for all positions (Ongoing)
- ❖ Streamlined priority transfer
- ❖ Continued enhancement of file import from Skyward to substitute management system to reduce the need for manual input (Ongoing)
- ❖ Reduce and streamline the number of pre-employment forms and documents
- ❖ Continued development of digital work flow forms and processes (Ongoing)
- ❖ Removed two college student positions from cost center 4306 originally hired for the back-scan project

3. Successes.

- ❖ Facilitated change of School Board rules for an appointed Superintendent
- ❖ Submitted job description for appointed Superintendent to School Board for approval
- ❖ Utilization and management of electronic document storage at individual workstations (Ongoing)
- ❖ Management of secure network server in Human Resources to link all investigative documentation (Ongoing)
- ❖ Digital deployment of annual employment contracts
- ❖ Digital deployment of Federal/State Compliance packet and acknowledgement through Skyward's Online Forms process (Ongoing)
- ❖ Developed digital process for instructional reappointments using Skyward's Task Manager (PAF forms)
- ❖ Benefits Committee met deadline for School Board approval
- ❖ Met all deadlines for Affordable Care Act
- ❖ Worked with IT to develop and continuing improvement to a database for campus security residents (Ongoing)
- ❖ Online claim forms expanded to add athletic injury claim form to track student athletic injuries and reporting
- ❖ Developed process of direct deposit for workers' compensation, disability, and permanent impairment payments reducing the number of lost checks and complaints
- ❖ Changed from direct reimbursement to fully insured dental plan
- ❖ Continue to facilitate a Professional Development component to assist teachers passing required certification exams (Ongoing)
- ❖ Evidence based evaluation for every employee/transition to web-based evaluations (Ongoing)
- ❖ S.T.A.R.T. teachers document their work as mentors of record for the first year of teaching to satisfy the Florida alternative assessment requirements for alternatively certified beginning teachers

- ❖ Completed Memoranda of Understanding regarding extension of our ESP Contract for this school year, summer bonuses for our Food Service Employees feeding students during remote learning time last spring, and COVID-19 safety and work protocols
- ❖ Completed insurance and dental negotiations as well as continue to bargain salaries for both units
- ❖ Developed new report from Skyward for mail merge to create out-of-field requirement letters
- ❖ Continue to provide opportunities for certified instructional personnel to demonstrate subject matter expertise to comply with Every Student Succeeds Act (ESSA) (Ongoing)
- ❖ Use of on-line payment system for teacher certification through MySchoolBucks
- ❖ Developed process to utilize outside agency to help fill hard to staff teaching positions
- ❖ Enhanced substitute teacher training to include COVID-19 awareness
- ❖ Implemented online application for all substitute positions; providing full District transition to applicant tracking system
- ❖ Development of Web based new hire packet (Ongoing)
- ❖ Creation and facilitation of clerical professional development conference
- ❖ Final transition to using an electronic grid management system (GMS) for all positions
- ❖ Various recruiting efforts across all hiring types
- ❖ Complete restructure of department and service menu
- ❖ Development of Campus Security Officer job description and worked with Protection Services to facilitate filling the new positions
- ❖ Continue to develop procedures for retirement
- ❖ Continued training program

4. Department Short Term Goals (to be accomplished by the end of 2020-2021)

Purpose: Human Resources adopted goals from the District Strategic Plan that our Department could support for its short-term goals, in order to support the district-wide plan through teamwork and sense of purpose for the entire organization.

People: Goal 1

To recruit and select a viable, competent workforce

HR Goal (Aligned with People P.1.1)

Increase the diversity hiring of all new instructional salary schedule employees to comply with the District's Equity Plan.

Goal not met. Baseline was 19%. The goal for 2019-2020 was 29%. Diversity hiring of all new instructional salary schedule employees was 21.72% for 2019-2020. Human Resources will continue to recruit by visiting colleges and universities as well as holding another Teacher Fair to increase diversity. The goal for 2020-2021 will remain at 29%.

HR Goal (Aligned with People P.1.2)

Increase the mean daily fill rate for substitute teachers and classroom aides.

Goal not met. Goal was to increase the daily fill rate for substitute teachers. The 2019-2020 goal of 90% was not met. The actual for 2019-2020 was 87%. The 2020-2021 target remains 90%. The 2019-2020 baseline for substitute classroom aide fill rate was 73%. The target for 2020-2021 is 80%.

HR Goal (Aligned with People P.1.3)

Increase the successful recruitment of staff.

Baseline required. We will be tracking the percentage of newly recruited staff from various recruitment initiatives that begin with students. Baseline will be established in 2020-2021.

People: Goal 2

To retain and sustain a viable, competent work force

HR Goal (Aligned with People P.2.1)

Increase the percentage of employee participation in the Personal Wellness Appraisal Program district-wide.

Goal not met. Baseline was 40% for 2013-2014. The Health Risk Assessment and Wellness Incentive Program results for 2019-2020 were 47% for all three (3) steps. Goal was 50% for both Schools and District. Goal will remain at 50%

HR Goal (Aligned with People P.2.2)

Increase the number of returned exit surveys.

Goal not met. Baseline was 19 returned surveys for the 2016-2017 school year. There were 76 returned for the 2018-2019 school year and 97 returned for the 2019-2020 school year. The target goal for 2020-2021 school year will remain at 100.

HR Goal (Aligned with People P.2.3)

Increase the percentage of long-term (years one through five) retention of instructional staff who have successfully completed the START program.

Goal updated. Actual 2019 - 2020 retention over five years is 59%. We are entering year 10 of the START program. We have an 87% retention rate from the first year to second year in 2019-2020.

HR Goal (Aligned with People P.2.5)

Decrease number of instructional staff removed from permanent status due to certification.

New goal added last year. Last year it was zero due to certification.

Service: Goal 1

To improve school district services to internal customers and improve parent satisfaction

HR Goal (Aligned with Service S.1.2)

Increase employee satisfaction* with services provided by leaders as measured by Survey Item #7 in the Employee Engagement Survey (*on a scale of 1-5).

Goal not met. Baseline from 2016-2017 school year was 3.88. Target goal was 4.00, 2018-2019 actual was 4.50. Goal for 2019-2020 will be 4.60. Survey was not distributed in 2019-2020 due to COVID-19.

Quality: Goal 1

To increase rigor at all levels

HR Goal (Aligned with People P.1 and Quality Q.1.8)

Our goal is to improve our percentage of certified reading and mathematics teachers hired from our baseline.

Goal not met. Human Resources will strive to hire teachers certified in reading and mathematics. Our baseline for 2015-2016 was 74% of all newly hired reading teachers were certified in reading, and 97% of all newly hired mathematics teachers were certified in mathematics. For the 2019-2020 academic year 70% of newly hired reading teachers were certified in reading and 69% of newly hired mathematics teachers were certified in mathematics.

Finance: Goal 2 – To fully automate manual processes in order to improve the accuracy and efficiency of financial reporting from departments and schools.

HR Goal (Aligned with Finance F.2)

Automate the reappointment process for administration and professional employees.

**Goal not met. This goal was initially set during the 2018-2019 school year.
We are continuing to work on this goal.**

HR Goal (Aligned with Finance F.2)

Utilize beta tested digital reappointment of instructional staff.

New Goal added this year.

HR Goal (Aligned with Finance F.2)

Selection of new electronic document storage product.

New Goal added this year.

HR Goal (Aligned with Finance F.2.2)

Establish singular uniform time and attendance system for District employees that integrates with the Skyward ERP system.

New Goal added this year.

5. Department Long Range Goals

Goal (Aligned with Service S.1)

Facilitate leadership training for human capital management

Goal (Aligned with People P.2.3)

Continue to grow the S.T.A.R.T. Consulting Teacher program

Goal (Aligned with People P.1 and P.2)

Continue offering a Professional Development component to assist teachers passing required certification exams

Goal (Aligned with People P.1 and S.1)

Explore all options to assist in ensuring appropriate staffing level of the substitute pool (Ongoing)

Goal (Aligned with People P.1 and P.2)

Explore alternatives for managing all classifications of substitute employees

Goal (Aligned with Service S.1)

Enhance employee self-service functionality

Goal (Aligned with Service S.1)

Enhance digital workflow of employee data management

Goal (Aligned with Service S.1 and Environment E.2)

Redevelop the Human Resource Services website

Goal (Aligned with Environment E.1)

Create methodology for job classification security group assignments for District-wide software products

6. Major Challenges for Department

Communication issues between Skyward and Focus which continue to hamper Human Resources' ability to pull needed data and run reports

Continue to work with technology support services to manage data and develop data processes

Hiring certified teachers is a major concern, explore increase in starting pay and signing bonus for new teachers

Hiring certified School Bus Operators is a major concern

Hiring and retaining qualified staff at DA schools

COVID-19 management related issues