Date:      October 11, 2018

For ACTION _____

For INFORMATION   X

Board Agenda:  Yes   X
                        No _____

**FROM:**      Joseph P. Makolandra, Chief Human Resources Officer

**THROUGH:**  Dr. Gregory C. Hutchings, Jr., Superintendent of Schools

**TO:**        The Honorable Ramee A. Gentry, Chair, and Members of the
              Alexandria City School Board

**TOPIC:**     **Human Resources Audit Update on Recommendations**


**BACKGROUND:**

After an outside consultant completed a Risk Assessment of ACPS, the School
Board approved funding in the FY 2016 Combined-Funds Budget for an internal
audit program. In January 2018, the School Board awarded a contract to Gibson
Consulting Group to conduct a functional performance audit of the human
resources function.

The Human Resources audit began in February 2018 and was substantially
completed in September 2018. The Final Audit Report, including management
responses was completed in October 2018.

In September 2016, the Munis-TCP (Time Clock Plus) Group was formed.  This
interdepartmental workgroup consisting of the Departments of Human Resources,
Financial Services, and Technology Services leadership staff meets bi-weekly to
discuss how to streamline division-wide Human Resources and payroll processes
and systems. Under the Department of Human Resources' lead, many of the
recommendations for improvements identified by the Gibson Audit will be
successfully completed through interdepartmental collaboration, such as the Munis-
TCP Group. The Department of Human Resources has already made progress
towards implementing some audit recommendations at the time of this report.

**SUMMARY:**

Below are the audit recommendations and management responses (including
target completion dates).

**Recommendation 1**: Develop a comprehensive HR plan that establishes departmental goals and objectives aligned to the long-term human capital needs of ACPS.

Management Response: We agree with the finding. The Human Resources team believes this is a priority and will begin the comprehensive planning process. The objectives will be aligned with the ACPS 2020 Strategic Plan, the Virginia Department of Education's annual Continuous School Improvement Planning and ACPS' newly formed Human Resources Five Year Plan.

Target Completion Date**:** December 01, 2018

**Recommendation 2:** Enhance a performance measurement system for all core functions of HR.

Management Response: We agree with the finding. The Human Resources team will be strategic in targeting those data that are needed to ensure we are measuring the outcomes we are striving to obtain. Additionally, it is important that these data align with the ACPS 2020 Strategic Plan and any new strategic goals set by the school division.

Target Completion Date: July 01, 2019

**Recommendation 3:** Develop and maintain operational guidelines and SOPs for all major functions of the Human Resources Department.

Management Response: We agree with the finding. The Department of Human Resources has guidelines and manuals for each area of Employment Relations, Employment Services, and Compensation and Benefits. We will ensure that we include in these manuals the operational guidelines and standard operating procedures (SOPs) for all processes that staff should follow when carrying out their daily work.

Target Completion Date: July 01, 2019

**Recommendation 4:** Enhance the professional development program to meet the on-going training needs of HR staff.

Management Response: We agree with the finding. The professional development plan will incorporate two separate sections to meet this finding. The first part is the Departmental Goal for training for all Human Resources employees. The second is individual professional development for each employee. The Departmental Goal will align with the ACPS 2020 Strategic Plan. Each employee's job is specialized; the individualized professional development will focus on the employee's area within Human Resources. This focused professional development for the staff will allow the employees to have input on their professional growth while gaining additional knowledge that is relevant to their position.

Target Completion Date: January 01, 2019

**Recommendation 5:** Expand the use of customer satisfaction surveys and send them to customers after every interaction with the HR Department.

Management Response:  We agree with the finding. The Department of Human Resources plans to implement a brief customer satisfaction survey that will provide productive and useful feedback to assist the department in its mission. All Human Resources employees will provide a link to the survey as a part of their signature line in their emails. This survey will also be placed on the The Department of Human Resources' homepage on the ACPS website.

Target Completion Date: January 01, 2019

**Recommendation 6:** Streamline HR business processes either through implementation of an integrated time and attendance scheduling software or by developing interfaces between existing systems.

Management Response:  We agree with the finding. The Department of Human Resources will collaborate with the Finance and Technology departments to implement Executime, which will replace our current time management system, Time Clock Plus. The Executime program is an integrated system that works with Munis.

Target Completion Date: December 01, 2019

**Recommendation 7:** Establish a plan to digitize all personnel files and budget accordingly.

Management Response: We agree with this finding. Replacing our paper files with electronic files will allow the Human Resources department to efficiently and effectively keep and retain employee information. The initial estimated cost of scanning these files is $40,000, followed by the cost of hiring a temporary employee to prepare files by ensuring all essential elements are a part of the file, and then preparing the files for scanning ($50,000 - $60,000.) Finally, an approximate cost of $5,000 will be needed for the batch upload of scanned personnel files into "Records" The approximate total cost of the project is $105,000.

Target Completion Date: July 1, 2020

**Recommendation 8:** Implement MUNIS Workflow to automate approval processes.

Management Response: We agree with the finding. The workflow process is in place for the new-hire process. Other workflow processes will take the cooperation of finance and technology to complete. The collaboration between these departments has been productive in the Munis-TCP bi-weekly meetings.

Target Completion Date: Fully implemented by October 2017

**Recommendation 9:** Implement practices to proactively identify and address the root causes of employee turnover and use this data to inform recruitment and retention strategies.

Management Response: We agree with the finding. The Department of Human Resources will work collaboratively with the Department of Curriculum and Instruction's Talent Development Team to discuss the actions needed to implement retention and mentoring plans for our teachers.

Target Completion Date: August 1, 2020

**Recommendation 10:** Review teacher assignment strategies that place the most inexperienced teachers in the highest need schools and classrooms.

Management Response:   We agree with the finding. The Department of Human Resources is working with the Department of Curriculum and Instruction's Title I Team to develop strategies to increase the number of experienced teachers in high need schools.

Target Completion Date: March 01, 2019


**Recommendation 11:** Implement strategies to more effectively recruit, hire and retain Hispanic teachers.

Management Response: We agree with the finding. The Department of Human Resources agrees that ACPS needs to continue to actively recruit minority teachers. We will maintain our efforts to recruit black and other minority candidates. As our division data suggest, increased focus needs to be given to hiring Hispanic teachers. The ratio of Hispanic teachers to students is our most disproportionate minority category of teacher ratios.

Target Completion Date: February 01, 2019


**Recommendation 12:** Establish processes for systematically reviewing and updating job descriptions to ensure that they accurately reflect assigned roles, responsibilities, reporting relationships, and position qualifications.

Management Response: We agree with the finding. The Department of Human Resources will begin a process of having all departments review and update the job descriptions for their respective departments. Additionally, this will include an annual process of updating any positions that have changed during that year.

Target Completion Date: July 01, 2019

**Recommendation 13:** Ensure that all required forms and relevant documentation and communications are also available in Spanish, Arabic and Amharic.

Management Response: We agree that all forms should be translated. The translation of these forms should include budgetary support initially and annually.

Target Completion Date: July 01, 2019

**Recommendation 14:** Develop and coordinate an employee onboarding program that supports all new employees through their first year on the job.

Management Response: The Department of Human Resources will work collaboratively with the Department of Curriculum and Instruction's Talent Development Team to discuss how it can reach out to all departments to ensure that it includes all necessary components of a successful employee on-boarding program.

Target Completion Date: July 01, 2020

**Recommendation 15:** Enhance the Teacher Mentor Program to more effectively support new teachers and veteran teachers new to the school, school division, or teaching assignment.

Management Response: The Department of Human Resources will work collaboratively with the Department of Curriculum and Instruction's Talent Development Team to institute some of the recommendations presented by Gibson. The mentor program will continue to focus on first year teachers in ACPS and the program providing additional supports beyond the first year of teaching.

Target Completion Date: July 01, 2020

**Recommendation 16:** Establish a schedule for conducting salary surveys for the different classifications of employees.

Management Response: We agree with the finding. We highly recommend ACPS adopt a rotating salary survey/analysis of the all job classes. However, it is highly recommended that prior to completing a salary survey there is a budgetary commitment to support both the survey and the implementation of any increases recommended in the results of the completed surveys.

Target Completion Date: July 01, 2020

**Recommendation 17:** Shift responsibility for processing manual time sheets from HR to Payroll.

Management Response: We agree with the finding. The Department of Human Resources will collaborate with the Department of Financial Services to shift responsibility for processing manual time sheets to the Payroll Department.

Target Completion Date: December 01, 2018

**Recommendation 18:** Continue to routinely monitor benefit programs to manage costs.

Management Response: We agree with the finding. This is a part of the annual budget process and will continue to work with the Department of Financial Services in meeting this goal.

Target Completion Date: October 01, 2018

**Recommendation 19:** Update the ACPS Employee Handbook to include the names and contact information of the Compliance Officer and the Alternate Compliance Officer.

Management Response: We agree with the finding. The employee handbook has been updated with the names and contact information of the Compliance Officer and the Alternate Compliance Officer.

Target Completion Date: Completed

**Recommendation 20:** Purchase 2018 labor law posters and distribute to all ACPS schools and facilities.

Management Response: We agree with the finding. New labor law posters have been purchased.

Target Completion Date: Completed

**Recommendation 21:** Ensure all personnel files are complete and implement processes to collect all required documentation that are missing from personnel files.

Management Response: We agree with the finding. the Department of Human Resources will review and collect any documentation from existing personnel files that may have required employment information. The new electronic personnel files allow the Department of Human Resources to monitor and complete all filing of necessary employment paperwork.

Target Completion Date: July 01, 2020

**Recommendation 22:** Improve monitoring of appraisal compliance and hold supervisors accountable.

Management Response: We agree with the finding. The Department of Human Resources will work with its current employee evaluation software program, *Perform*, to implement additional reminders to supervisors of upcoming deadlines. The Department of Human Resources will provide an annual timeline of suggested deadlines to teachers and administrators. Additionally, it will provide ongoing training and reminders to administrators regarding essential due dates. Many of the required dates can be automatically set up through the TalentEd Perform system. These automated updates will provide administrators with notifications each Sunday regarding any outstanding evaluation tasks. Finally, periodic dashboard results will be provided to the lead operational directors that give a snapshot of administrator's evaluation progress. The Department of Human Resources will continue to facilitate the support needed to keep ACPS within compliance throughout the year.

Target Completion Date: December 01, 2018


**Recommendation 23**: Ensure a proper segregation of duties by limiting the access of some HR staff in MUNIS.

Management Response: We agree with the finding. The Department of Human Resources will collaborate with the Department of Financial Services to properly delineate access protocols.

Target Completion Date: December 01, 2018

**Recommendation 24:** Implement more robust monitoring of workers' compensation claims for compliance.

Management Response: We agree with the finding. The Department of Human Resources will work strategically with our administration to inform them of the obligations ACPS is required to report under the Worker Compensation Law. The Department of Human Resources has purchased and implemented the I-Sight software program. I-Sight is case management software that provides database management for ACPS to manage its workman's compensation, Family and Medical Leave, Americans with Disabilities Act, discrimination, harassment and disciplinary investigations.

Target Completion Date: December 01, 2018

**Recommendation 25:** Redesign the process for editing a timesheet by a supervisor.

Management Response: We agree with the finding. The Department of Human Resources will collaborate with the Payroll Department to define the process for editing employees' timesheets.

Target Completion Date: December 01, 2018

**RECOMMENDATION:** The Superintendent recommends that the School Board review Gibson's functional performance audit of the Department of Human Resources and management's responses to the audit recommendations.

**ATTACHMENTS:**
1. Presentation: Alexandria City Public Schools- Internal Audit Report
2. Final Report: Internal Audit of the Human Resources Function for Alexandria City Public Schools

**CONTACT PERSON:** Joseph P. Makolandra, Chief Human Resources Officer