



Response to HR Audit Findings

To: Jeannine Durkin, Superintendent
From: Billie Jo Turner, Assistant Superintendent
RE: Response to HR Audit Findings
Date: February 7, 2019 (2-13-19 meeting)

The Human Resource Audit was conducted by Human Resource Services, Inc. The report shared multiple findings or shortcomings. Solutions are listed below as either already in progress or proposed:

1. Proposed HR Organizational Structure

The suggestion of adding several individuals to the HR Department is a luxury that is unlikely. Interviews for the HR Clerk will be conducted the week of 2/11/19 with final interviews the following week. Leap Net, Inc. has been selected and contacted to begin work on the HR Director search. Since funding is too limited to add the other positions, we have started to cross train staff (e.g. retirement) and implement other checks and balances. For instance, rather than have HR staff at each school, we are going to use Google Docs to have a weekly reconciliation of staff rosters by school. The Principal/Administrative Assistant can note maternity leaves, excessive absences, known retirements, resignations, etc. on the sheet weekly. Both HR and Payroll will have access to these files and can see all of the noted issues that would affect HR or Payroll. Rosters can be updated at the Central Office level with approved information such as FMLAs. If additional funding was available, we would suggest staff that served as a cross between HR and Finance to assist with backlogged functions such as coding, reconciling staff on databases, retirement applications, MyMTRS deduction reporting.

2. Communications

Communication practices have improved and will improve further once we have the two hires in place. Currently, we are improving communication with frustrated groups such as retirees. We are sending frequent informational blasts. The applications were coordinated and prioritized according to deadlines. The status of each applicant has been summarized and the "retirement team" is now reaching out to those that need action to proceed. We have been actively trying to respond to all emails even if to say that we have to research. The "mindset" we have adopted is it is better for the employee to hear about the problems rather than not get an answer. As for timing of the hiring process, this will be a project assigned to the new HR Director to analyze the current system and make improvements accordingly. Other improvements to communication over the last few months include:

- offering professional development to School Clerks/Administrative Assistants to inform them of changes and updates relevant to their positions,
- hold budget meetings for Principals allowing them to know what the proposed changes were and encouraging input,
- sending schools summaries of Student Activity spending to allow for reconciliations,
- and working with City Hall HR Department to provide employees with assistance (e.g. retirement workshops) from both the school and city departments.

3. Workflow and Technology

Our current databases are disjointed. Employees are tracked in one system but paid from another. This allows errors and discrepancies between the systems. The current job posting platforms have been criticized about the reliability and ease of use. It was obvious immediately that the accounting system does not reconcile to the X2 platform with employee data which tracks attendance and licensure. Rather than purchase new platforms that would solve partial problems and continue the “piecemeal” issues, we recommend using the functions already available to us in Munis. An Investment Analysis has been arranged with Munis to conduct a review of our current systems and compare to the available functions currently not used in Munis. After which, a report with recommendations will be provided. Since all functions in Munis have been purchased, the suggestions would offer the platform improvements without additional costs.

- Munis offers “Time and Attendance” which would solve the problem of tracking attendance on different databases (attendance in X2 while payroll is in Munis).
- Munis offers “HR Management – Applicant Tracking” which will allow us to post jobs, allow online applications that can be converted into employee data if hired, applicant (and diversity) tracking, scheduling of interviews, follow up letters, etc.
- Munis offers “Employee Self Service” which allows online onboarding and numerous other functions will be available to the employee regarding their own personnel requirements such as deductions, health insurance, etc..
- Munis offers “Evaluation/Grievance” functions.
- Munis has a licensure/certification function.

4. Hiring Diversity

The recruitment firm selected specializes in diversity staffing. The goal is to hire an HR Director that is skilled in recruitment of a diverse applicant pool.

5. Conduct Exit Interviews

This is another project that the new HR Director can spearhead. If it is not feasible to do in person exit interviews, the online exit survey option will be implemented.