

Audit Phase I Update SUSD Human Resources

December 8, 2023

Finding I: Reliability and availability of data could better inform the district's retention strategies and performance monitoring.

Target date to complete: June 30, 2024

A. Continue efforts to evaluate employee turnover, including calculating turnover for key positions and programs to fine-tune recruitment and retention strategies.

B. Refine termination codes to provide more meaningful separation reasons for analysis and use exit survey data to help identify potential retention issues as well, consider adopting an electronic resignation form to capture key information systematically.

C. Evaluate methods to better manage employee complaints and grievances. A technology solution should document the receipt, assessment, investigation, and disposition of complaints. aggregate complaint data should be used to analyze trends and help identify systemic employment issues that may exist..

D. Consider increasing the substitute pool to meet absence field goals, further evaluate trends by grade, subject, or location to identify where additional needs exist.

IN PROCESS: We are working to add additional data to this report to indicate location, and will work to share this with supervisors and other relevant parties (principals, directors, cabinet, etc.).

IN PROCESS: Employee Access (EA) Forms created for Retirement, and Phased Retirement. Training for admin support to accurately report termination reason to accompany resignation/retirement PAR. Currently discussing approval routing options.

IN PROCESS: Site Liaison Committees
SUSD Governing Board Policy GBK Grievance (Classified/Certified Agreement language updated for FY24)
Annual Compliance: policies (do's and don'ts)
Fundamentals: training (ex. mandatory reporting, bloodborne pathogens)
HR implemented system to document

COMPLETE and ONGOING: Number of substitutes in the pool FY23=391 FY24=513 as of Nov 30, Hired an average of 18 per month in FY23, and 29 per month in SY24
FY21=80%; FY22=77%, FY23=81% FY24=89%
*Monday after Thanksgiving FY23=75%, FY24=95%
Guest Teacher Incentive program established (Guest Teacher of the Month)

Finding II: Recruiting effectiveness may be improved by monitoring recruitment progress and metrics, increasing HR oversight, and standardizing procedures

Target date to complete: January 31, 2024

A. Established target, timelines for recruitment task, such as reviewing applications, scheduling, interviews, and processing hiring request to better monitor recruitment progress.

B. Evaluate methods to standardize and streamline job postings to provide a better job. Applicant experience and help staff more easily manage recruitments

C. Identify department performance measures and collect data that will assist in evaluating them. Formalize recruitment procedures to ensure more consistent handling.

D. Established procedures to improve monitoring of recruitment activities, performed by hiring schools in departments, including verifying that required interview and candidate selection processes have been followed.

E. Established procedures for tracking and monitoring, pending certification of newly hired certified staff.

F. Promote additional pay or benefit incentives available to potential job applicants. Also refine and formalize procedures for determining new teachers salary, placement to improve transparency and equity, including correcting potential data errors and using more comprehensive data for analysis.

IN PROCESS: Create training presentation for TalentEd Hire to include job posting, application screening, reference checks and submit hire button. Training to be conducted in January 2024 with hiring administrators.

IN PROCESS: Weekly reports sent to hiring administrators to verify active job postings. Reduced from 2000 active openings to reflect Job postings will be further standardized and streamlined.

IN PROCESS: Hiring data being collected and will be reviewed on a monthly basis with department. Will evaluate workflow reduction to routing time. Met with social media platforms (LinkedIn, PowerSchools, Indeed, etc.) to better inform recruitment/advertising.

IN PROCESS: Hiring process for supervisors in draft form. Creating form for supervisors to complete when they submit for hire. Facebook reach 50,965. Now Hiring article reach 341,600. Virtual Job Fair 2,003 viewed page (ABC15).

COMPLETE: Spreadsheet created, weekly check between Coordinator, Specialist, and ADE platform and spreadsheet updated weekly.

COMPLETE: October 2023, Certified New Hires. Salary Schedule includes additional compensation (experience compensation, SPED, NBCT) New Hire Placement Schedules:

Finding III: Process improvements are needed to alleviate workload pressure and help the department move toward its strategic goals

Target date to complete: December 2023 (prioritizing part B&C for completion by October 23)

A. Formalize, policies and procedures for processing personnel action request, established timelines guidelines by PAR type, monitor progress to help prioritize work, and evaluate ways to streamline the par review workflow.

B. Established termination procedures, for both HR and school/departments, to provide guidance and communicate expectations regarding timeliness. Specifically, more comprehensive exit checklist should be created to ensure all steps have been completed timely.

C. Promptly deactivate user access to HR systems when they are no longer authorized and restrict system access to only necessary functions.

IN PROCESS: Reorganized HR Department into Learning Communities. Streamlined PAR workflow: between 2 to 5 stops eliminated. HR Coordinator monitors PARs and identifies work to be done. Auditing/Evaluating PAR completion rates.

COMPLETE AND ONGOING: Guidebooks created in July 2023. Checklists created for termination procedures and being refined. Ongoing training for HR staff (every other week). Training for site administrative support (Sept and Nov 2023) to ensure procedures are followed. Biweekly training provided by Classified Coordinator.

COMPLETE (August 2023): Reviewed master list and removed all Visions accounts for those no longer employed. Term date field populated, automatized active directory disabling (583 disabled prior to automatization). Identified 226 “active employees” who were not and inactivated them which removed them from active directory.

Additional work completed by HR Team

- More than 700 employees/contractors/student teachers since July 1
- [Guest Teacher incentive program](#)
- Drop-In interviews (every Monday 2:00-4:00)- hired 14 out of 34 drop in interview candidates
- [Streamlined volunteer process](#)
- Mentoring and Induction program
- [Job Fairs- @SUSD July 2023, NAU September 2023, ASU October 2023, GCU November 2023, SUSD Student Teachers December 2023, SUSD January 2024](#)
- Teacher Residency Program
- [Teacher Fellows Program](#)
- New evaluation tool approved for teachers, professional development ongoing
- [Revising transfer process](#)
- Annual reports completed on time (SDER, TIA, ASPAA Survey)
- [Automatized Personnel Agenda](#)

Next Steps

- Complete final audit recommendations
- Ongoing training for sites and HR team
- Update TalentEd Hire (application) platform
- Update Records platform
- Video interviewing platform integrated with TalentEd Hire
- Interest Based Negotiations (IBN)
- Contract issuance
- Compensation Study
- Audit Phase II
- Salary Schedules updated

Thank you.

City of Scottsdale
Audit Committee
Dr. Menzel

SUSD Team: **H**uman **R**esources Team Members,
ERP Systems Analyst, Finance, Payroll, I.T.