

Audit Phase I Update SUSD Human Resources

March 22, 2024

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 and ONGOING: HR Technical Analyst evaluating data monthly. Will conduct annual review to share with school and department level leaders to further develop retention and recruitment efforts.

COMPLETE: Employee Access (EA) Forms created for Retirement, Resignation, and Phased Retirement. Training for administrators, administrative support, and HR Team complete and ongoing. Communication to all employees ongoing since February 2024.

IN PROCESS and ONGOING: HR implemented system to document.

COMPLETE and ONGOING: Fill rate continues to average more than 90% (Jan-95%, Feb 94%, March to date 95%).

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.

COMPLETE: Training provided for HR Team, administrative support, and administrators to utilize platform for timely notification of candidate recommendations. Trained hiring administrators on revised process including timelines for efficient hiring practices.

COMPLETE and ONGOING: Job postings streamlined with standardized method. Reduced postings from hundreds/multiple pages to reflect actual openings.

COMPLETE and ONGOING: Recruitment procedures formalized and HR team trained. Evaluating PAR data and reports in TalentEd.

COMPLETE and ONGOING: Training provided for hiring administrators which included procedures to be followed (February 2024). Checklist for supervisors to complete when they submit for hire. Audits to follow.

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.

COMPLETE and ONGOING: Learning community reconfiguration has improved PAR processing time. Workflow reduction led to increased efficiencies. HR Coordinator monitors PARs and identifies work to be done. Auditing/Evaluating PAR completion rates of specialists.

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.

Other Information/Next Steps

- Revised applications for a more candidate friendly experience
- Compensation Study started
- Audit Phase II review and response
- Annual review of retention data, PAR workflow and timelines to identify successes and challenges for process improvement
- Ongoing training for sites and HR team

Thank you.

City of Scottsdale
Audit Committee
Dr. Menzel

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