



Human Resources

PERFORMANCE - DRIVEN CHANGE

March 2006



v. 3/29/06



School Board of Palm Beach County

The School Board of Palm Beach County is committed to excellence in education and preparation of all our students with the knowledge, skills, and ethics required for responsible citizenship and productive employment.



2



Fundamental Beliefs

- Educational excellence
- Equitable outcomes for all groups of students
- Promotion of diversity as a social strength
- Lifelong learning
- Ethical foundations of behavior



3



School Board Priorities

- Increased literacy
- Student performance
- School safety and environment
- Challenging curriculum
- Staff development
- Financial responsibility
- Parental involvement
- Productive citizenship



4



Educational System

Education Commission of the States

- From...**
- High compliance
 - Time-driven
 - Labor intensive
 - Subject knowledge
 - Role learning, memorizing
 - Focus on academic weaknesses
 - Government "owned" and operated
- Toward...**
- High achievement
 - Results-driven
 - Capital intensive
 - Process knowledge (learning to learn)
 - Critical thinking
 - Focus on academic strengths
 - Government in partnership with interested parties



5



Educational System

Education Commission of the States

- From...**
- School time
 - Teacher-centered
 - Textbook funds
 - One pace for all
 - Buildings
 - Mass instruction
- Toward...**
- Learning anytime, anyplace
 - Student-centered
 - Education resource funds
 - Different rates and styles of learning
 - Multiple access points for learning
 - Personalized instruction



6



Educational Trends

- Competition among schools for students, educators and funding
- Increased focus on education accountability
- Increase in contracting for services
- Demand for educational professionals is rising
- "Minority" students are beginning to form the student majority



7



Educational Trends

- Investments in technology are expanding
- Technology is being used to change what happens in the classroom
- Demand for technically skilled workers is high
- Wealth is becoming concentrated
- Increased call for public accountability
- Unions are seeking new ways to be effective



8



Human Resources Goal

Be recognized as
a leading-edge organization
 delivering excellence in HR
policy, program, practice and management
 linked to the School District mission.



9



Strategic Human Resources

- | | |
|--|--|
| <p>From traditional HR...</p> <ul style="list-style-type: none"> • Reactive • Employee advocate • Task focus • Qualitative • Tactical • Functional • Expense | <p>To Strategic HR...</p> <ul style="list-style-type: none"> • Proactive • Business partner • Task & enablement • Quantitative • Strategic • Multi-functional • Investment/Asset |
|--|--|



10



Changing Environment

- Increased use of technology
- Labor shortage
- Changing demographics
- Limited affordable housing
- Industry restructuring
- Changing regulations
- Rising expectations



11



HR Trends - SHRM

Employee Health, Safety and Security

- Assuming expanded roles
- Greater involvement in crisis management
- Metrics are in greater demand
- Increased diversity
- Obesity and diabetes will increase
- Tobacco-free environments will increase
- Infectious disease is a major threat
- Doing more with less



12



HR Trends

Employee Relations

- Continued acceleration of change
- Greater emphasis on retention strategies
- Growing percentage of older workers
- Increasing percentage of minorities/minigrants
- Increasing measurement of ROI
- Decline in traditional communication methods



HR Trends

Ethics

- Increased focus
- Higher expectations of ethical conduct
- Technological surveillance
- News media coverage



HR Trends

Global HR

- Increased interdependence of countries and cultures
- Demographics

HR Consulting/Outsourcing

- Continued growth of outsourcing
- Development of new roles for internal HR



HR Trends

Human Capital Measurement/HR Metrics

- Workforce planning
- Workforce optimization
- Cost management (health care)
- HR technology



HR Trends

Labor Relations

- Pension crisis
- Unions reaching out to non-traditional groups
- Increased concerns about job security
- Continued change in negotiation strategies
- Increased use of alternative dispute resolution
- Increased focus on legislative process



HR Trends

Organizational Development

- Attraction and retention of talent – top issue
- Training and delivery methods
- Succession planning – transfer knowledge
- Emphasis on teams
- Cultures focusing on building accountability
- Building leadership – coaching & mentoring
- Workers need to upgrade skills
- Restructuring and outsourcing – minimize cost and promote innovation
- Demographics driving need to enhance language skills



HR Trends

- **Technology and HR Management**
- Rapid growth in utilizing mobile devices/wireless applications
- Heightened awareness of HR data security
- Self-service applications
- Growth in e-learning
- Need for command of HR technology



HR Trends

- **Rewards – Compensation & Benefits**
- Health care cost containment
- Work/life balance
- Automation of benefits and compensation
- Identify theft



HR Trends

- **Workforce Staffing and Deployment**
- Worker shortage
- Needs and wants of applicants will drive changes in practices
- Staffing role will become more complex and linked to operational performance
- Selective retention
- Objective selection tools will increase
- Planning will become standard
- Use of alternative staffing resources will increase



HR Trends

- **Workplace Diversity**
- Healthcare concerns
- Aging workforce – emergence of “Hollywood” workers
- Increase in multicultural and multiracial population – shift to “multicultural majority”
- Immigration – need to provide culturally relevant services
- Potential legal reform
- Education/income gaps
- Generational differences
- Terrorism – HR will assume a “protectionist” role
- Same-sex unions



Current Reality

- Programs, policies and practices no longer sufficiently responsive to the District’s needs
- Organizational structure and service delivery that is difficult to access
- Customer dissatisfaction
- Dramatic changes in the HR profession emphasizing alignment to organization’s goals
- The District’s culture of delivering excellence in academic excellence through people



Principal Survey March 2006 Executive Summary

- **HR Expectations**
 - ✓ Recruit highly qualified staff.
 - ✓ Inventory of candidates
 - ✓ Perfectly executed hiring process
 - ✓ Support & assistance to maximize employee performance
 - ✓ Exceptional customer service
 - ✓ Timely, accurate & consistent responses
 - ✓ Opportunities for professional growth
- Recommended Areas of Focus**
- Talent Management
 - Outrageous Customer Service
 - Efficiency & Effectiveness
 - Continuous Development



Principal Survey March 2006 Executive Summary

- | | |
|--|--|
| Recommendations | HR Metrics |
| <ul style="list-style-type: none"> ✓ Increased communication between departments and school principals ✓ Enhance recruiting strategies ✓ Focus on creating a WOW experience ✓ Streamline hiring process ✓ Exceptional development opportunities | <ul style="list-style-type: none"> ✓ Percentage of unfilled positions ✓ Quality of candidates ✓ Informal feedback ✓ Getting better - average |



Human Resources Goal

Need to
Re-define the way
we work!



Strategic Imperatives

- Improve customer service
- Focus on effective utilization of all resources
- Continue to look for ways to reduce costs
- Acquire the skills and commitment to succeed in a competitive world
- Leverage knowledge and technology
- Increase quality of work



Strategic Imperatives

- Reduce cycle-time
- Be user-friendly and consistent
- Implement philosophy of continuous improvement
- Develop HR metrics
- Enhance planning activities
- Build a boundary-free organization
- Become known as a strategic partner



Strategic Imperatives

- Understand academic achievement
- Establish central customer service center
- Re-engineer core processes and services
- Eliminate non-value added services
- Implement cutting-edge practices
- Standardize and perfectly execute core services



Re-engineering Process

- Assess current structure and responsibilities
- Solicit input from current HR staff and key stakeholders
- Re-align organization to focus on providing high value, streamlined services
- Develop and manage the hiring of a Chief of HR
- Assess and revise as needed Director/Administrative Director level positions - some positions will be eliminated, some will have changing responsibilities





Re-engineering Process

- Some new positions will be developed
- Some positions may be "redirected" into HR – would involve moving HR positions now reporting outside of HR



How will employees be affected?

Employees could have a different job in HR,

no job in HR,

a job outside of HR,

no job.



Human Resources Positions

- | | |
|--|---|
| Current | Future |
| <ul style="list-style-type: none"> • Administrative Director, HRD • Director, Staff Development • Administrative Director, Recruitment & Program Planning • Director, Adm'n & Noninst Staffing • Director, Instructional Staffing • Director, Compensation & Employee Information • Director, Professional Standards • EEO Coordinator | <ul style="list-style-type: none"> • Director, Organizational Effectiveness • Director, Talent Management • Director, Compensation & HR Planning • Director, Employee Relations • NEW - Director, HR Customer Relations (Area/Staff Relationship Managers) |



Chief of Human Resources

Screening and interviews to take place in March

Candidate may be selected by March 17, 2006

(Possible Board Approval 3/29 Special Meeting)



Zero-based Staffing Process

- A zero-based staffing process will be used to staff positions reporting directly to the Chief of HR (Directors and Administrative Directors).
- Zero-based staffing requires affected employees to apply for a position(s) for which they are qualified since their current position will either be changed or eliminated.
- Directors will meet with Dr. Johnson on March 28, 2006.
- Qualified applicants throughout the District and external candidates will be considered.



Zero-Based Staffing Process

- Affected HR staff will be provided a copy of all draft job descriptions on:
March 27, 2006.
- Upon Board approval of the job descriptions on March 29, openings will be advertised the week of April 3, 2006, 5:00 p.m., *April 7, 2006.* (may be re-posted.)
- To apply for a position(s), qualified candidates submit a cover letter and resume to Ann Killalis by:
April 7, 2006.





Screening Process

- Resumes will be screened for minimum qualifications by Ann Killeits and The Craig Group the week of 4/1/06.
- Candidates will be notified in writing if they are screened out for an interview. Those selected for an interview will be contacted by telephone.
- Interviews will be scheduled the week of 4/17/06.
- Background checks will be conducted the week of 4/24/06.
- Candidates will be notified of the outcome of the interview process no later than 5/3/06.
- The names of the selected candidates will be submitted to the School Board on 5/10/06.



37



Selection Process

- All selections will be based on job-related criteria.
- The process will be conducted with dignity and respect.
- Throughout the process, the focus will be on performance and a "can-do" attitude.
- Changes may need to be made on a staggering schedule to ensure a seamless transition.
- Throughout the process, the focus will be on ensuring overall success of the School District's mission.



38



HR Leadership Selection Process

- Interviews will be conducted by a diverse panel of internal administrators and external professionals.
- Most qualified candidates will be selected.
- Positions may remain open if a candidate is not selected by the panel.
- Once candidates are selected, their names will be submitted to the School Board for approval.
- Successful candidates will be contacted regarding the preparation of a plan to ensure a seamless transition.



39



Critical Dates

- Conduct meeting with HR Directors and Administrative Directors to explain new structure on:
March 27, 2006
- Job Descriptions will be developed and/or revised and submitted to Board for approval on:
March 29, 2006
- Conduct HR Division meeting with all HR employees on:
March 30, 2006



40



Measuring Effectiveness

- Outrageous customer service
- Clearly understood HR vision linked to the District's mission
- Increased bench strength
- Reduced cycle-time
- Management by Fact – HR metrics
- Reduced cost of delivering services
- Addition of a planning function and focus on the attraction and retention of employees
- PeopleSoft key performance indicators



41



HR Activities to Date

- **HR Assessment**
- Conducted an assessment of Human Resources
- Interviewed leadership staff, Board Members, HR employees, Principals, Assistant Principals, Union leadership, others
- Reviewed various surveys
- Researched HR trend information



42



HR Activities to Date

Chief of HR

- Prepared Chief of HR job description; posted on association website; prepared ad for The Post
- Contacted minority organizations regarding opening
- Prepared Chief of HR interview questions
- Received resumes – worked with HR to screen applications
- Delivered opening & closing messages to Chief of HR Interview panelists



HR Activities to Date

Customer Feedback

- Developed and issued Principal's Survey – 68 responses
- Developed a staffing ratio/structure survey – 3 of 6 responses
- Prepared proposed Human Resources structure and job descriptions
- Worked with HR to develop re-engineering process and timeline
- Prepared behavioral-based interview questions for HR Director positions
- Scheduled to take names forward at School Board Special Meeting on 5/10/06



HR Activities to Date

Consulting

- Met with Darden/Flippen training representatives regarding course offerings – assessing fit
- Met with ERP leadership – providing input for communications strategy
- Formed Attraction/Retention Task Team – GOAL: Create exceptional Job Fair/hiring process (first meeting held 3/15/06)
- Scheduled HR Division staff meeting on 3/30/06
- Scheduled HR Division Change Management Training for 4/10 & 4/11/06



Any Questions?