



Human Resources

Action Plan - FY 2007



A New Beginning, FY 2007 and Beyond

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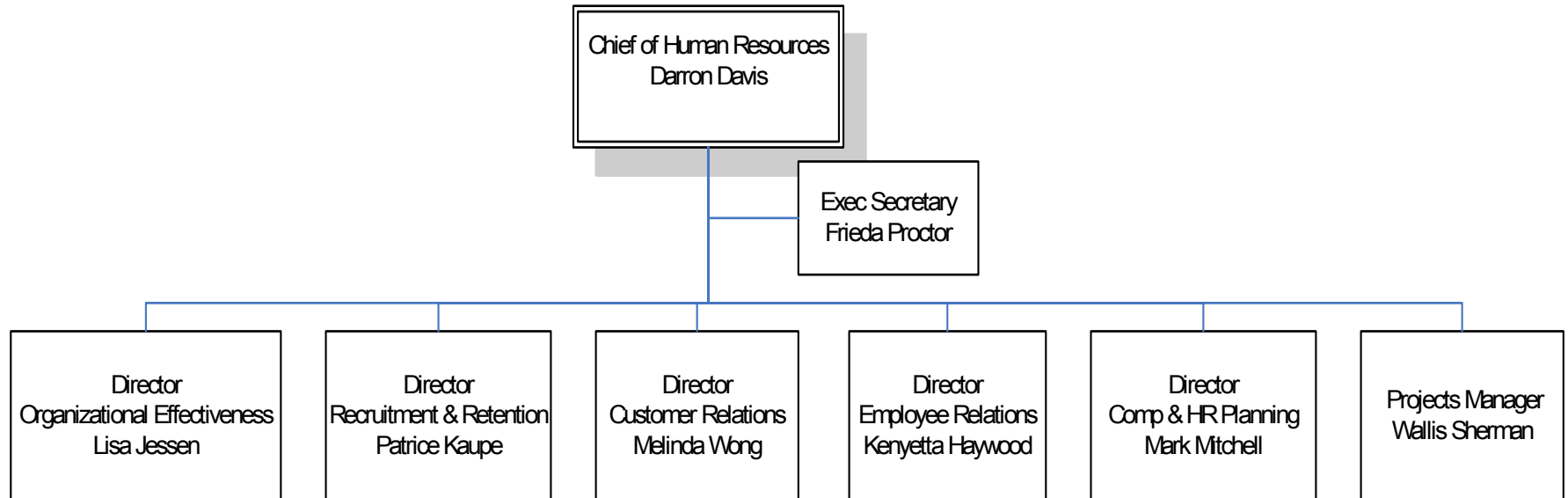
Overview of The School District of Palm Beach County



- The School District of Palm Beach County is the 11th largest in the nation.
- There are 164 schools serving more than 170,000 K-12 students representing 100 different nationalities and 143 languages and dialects.
- The only urban district in Florida with an “A” rating for two consecutive years, with 80% of our schools rated “A” or “B”.
- Schools have more Career Academies and Choice programs than any other district in Florida: 129 programs.
- Student achievement is rising and students, teachers, staff programs and schools continue to receive recognition, including numerous high level state and national awards of excellence.
- The 2007 budget totaled \$3 billion with 21,616 employees including 12,025 teachers.
- More than 27,000 community volunteers provide academic assistance to students and 400 business partners offer resources to support increased student achievement.



Background – HR Organization





Overview:

HR serves as the strategic leader for:

- 1) ensuring we surround our students and employees in a culture focused on both promoting and recognizing performance excellence;
- 2) attracting, retaining, motivating, and developing a quality workforce, and
- 3) functioning as the process owner for all District human resource transactions.

Supporting Departments:

Recruitment and Retention – manages the recruitment, screening, clearing and hiring of all administrative, instructional and non-instructional employees. Major functions include: Certification Office, Substitute Office, documentation and disbursement of the Title I recruitment incentive to qualified teachers; FFEA scholarships; placing excessed personnel.

HR Customer Relations – serves as the central customer interaction point for HR products and services and supervises HR Customer Service Center and Document Center operations. Responsible for supporting and maintaining reporting capabilities in the ERP HR system, processing of personnel transactions data and requests for information, maintaining electronic personnel files, conducting exit interviews, and the coordination of the HR Relationship Management Team.

Compensation and HR Planning – serves as the central point for policy development and administration for: Compensation, Retirement and Leave Programs, and Strategic Direction for HR. Responsible for FLSA compliance, compensation market competitiveness, job evaluations, contracts and loan and tuition reimbursement eligibility, supplements, advanced degrees, bonuses, unemployment compensation, reappointments, FMLA, terminal leave pay, promotion and coordination of analysis and use of HR best business practices.

Organizational Effectiveness – coordinates professional development opportunities for over 21,000 District employees. Monitors NCLB requirements. Responsible for NEO program. Plans, develops, implements, monitors, and assesses a comprehensive HR development delivery system. Coordinates training that enhances teacher performance, alternative certification programs, support for teachers for National Board Certification, Master In-Service Plan, District's HRMD Plan including leadership development.

Employee Relations – management of programs and functions ensuring compliance with applicable local, state, and federal laws and regulations; developing and implementing preventive strategies to ensure the work environment is free from all forms of discrimination (EEO, ADA); processing of criminal background checks, anti-discrimination training, consulting on matters related to allegations of inappropriate behavior and/or performance; implementation of the statutory requirements of the 97 day probationary process for teachers; monitoring and implementation of the fitness for duty process; develops and monitors employee performance management system, supervising PAR teachers, coordination and communication of the HR policy manual.



Planning Process - Overview

Environmental Assessment (Internal and External)

Robust analytical assessment, including benchmarking of key internal and external trends and factors affecting accomplishment of District and HR Top Priorities. Includes obtaining input from stakeholders and SWOT analysis.

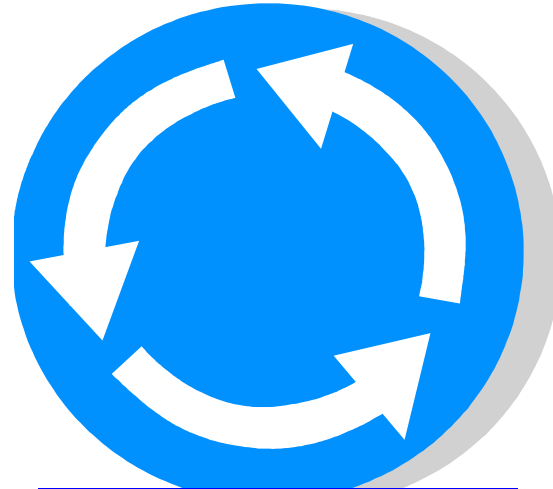
Implement, Monitor, and Adjust Plan

Review of top priorities and initiatives to learn from both what was accomplished and what challenges need to be addressed.

Align with:

- 1) District Mission / Goals; ABP and
- 2) HR Vision

Results of Environmental Assessment are reviewed with mission, goals, and vision to determine what new or revised top priorities and associated initiatives should be addressed.



HR Top Priorities and Key Initiatives

Top Priorities are selected based on overall District Goals and result of internal and external environmental assessment.



Planning Process – Internal HR SWOT

Strengths

1. “Can do” attitude
2. Relationships
3. Desire for teamwork
4. Knowledge of education business
5. Experienced and diverse leadership
6. New ideas

Weaknesses

1. Skill gaps
2. Communication
3. Reputation
4. Process orientation
5. Cross-training
6. SILO culture

Opportunities

1. Flexible project resourcing
2. Leverage web for information delivery
3. Bring together knowledgeable leaders to discuss best practices
4. Partnerships to engage community
5. Standardization and replication of systems

Threats

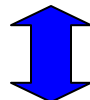
1. ERP: Several major HR processes are “unprogrammed”
2. ERP: Impact of “vanilla” system to HR reputation
3. Inertia against change
4. Resource restrictions



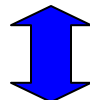
Planning Process – Mission, Goals, Top Priorities

DISTRICT MISSION

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.



DISTRICT GOALS



ACADEMIC BUSINESS PLAN

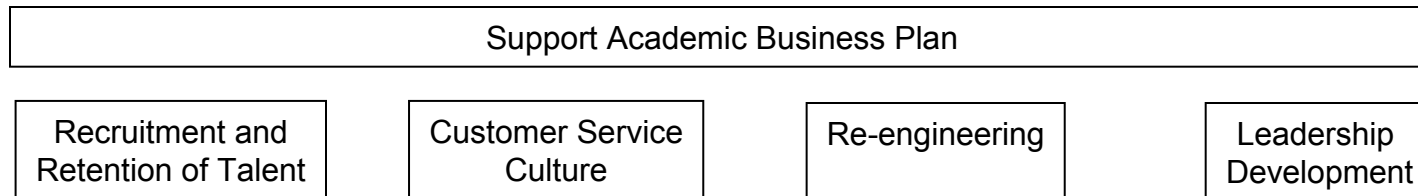


HUMAN RESOURCES VISION

The School District of Palm Beach County Human Resources Division is recognized as a valued business partner focused on improving academic excellence, organizational performance, and individual excellence.



HUMAN RESOURCES TOP PRIORITIES





The following is our

Action Plan for FY2007

which highlights the key performance measures and initiatives aligned to address our top priorities of :

Support of the Academic Business Plan

Recruitment and Retention of Talent

Customer Service Culture

Leadership Development

Re-Engineering



HR Advisory Council

As a function that strives to “enable” District departments and schools to perform their jobs, HR, through its processes and procedures, assists in helping all our cross-functional partners within the District to achieve the overall goals of the Academic Business Plan. To reinforce these cross-functional relationships and to address critical HR issues facing the District, we are forming an “HR ADVISORY COUNCIL”. The Council is commissioned to develop recommendations concerning key focus areas as identified below and will be comprised of: District HR Leadership, District department and school-based leadership, and selected leaders from the public and private sector community.

Recruitment / Retention

Benchmark and determine best and most innovative business practices for recruiting teachers and staff including work/life balance proposition.

- Affordable housing
- Support for wrap around teams
- Work with local, state, and national organizations to identify alternative funding sources for teacher recognition
- Utilize the “Great Places to Work” & “Florida Sterling Award” information to assess current situation and develop action plans to close gaps
- Explore community partnerships to assist with attraction and retention of talent

Performance-Based Culture

Explore ways to further establish a culture of performance in all district functions.

Leadership Development

Promote continuous learning and development of leadership to ensure future successes.

Align all staff development with curricular needs.



HR Action Plan FY 2007

Recruitment & Retention	Customer Service Culture	Leadership Development	Re-engineering	Support ABP	#	Performance Measures	FY07	FY08	FY09	Person Responsible	Status
	x		x		1	Customer Service: % of calls resolved with “one touch”	75%	TBD	TBD	Wong	
	x				2	Customer Service: % of calls answered within 45 sec.	80%	TBD	TBD	Wong	
	x				3	Customer Service: Principals Survey Score (HR Avg)	>4.1	TBD	TBD	Davis	
x	x				4	HR Staffing Ratio (HR Staff per Employee)	1:156	TBD	TBD	Kaupe	
x	x		x	x	5	Hiring : Time to Fill Positions	48 days	TBD	TBD	Kaupe	
x	x		x	x	6	Hiring : Cost per Hire	\$3,270	TBD	TBD	Kaupe	
x				x	7	Fill 100% of instructional absences with substitutes	100%	TBD	TBD	Kaupe	
x				x	8	Improve 5 year retention % for instructional recruits	> USavg	TBD	TBD	Jessen	
	x	x			9	Number of Employee Relations training sessions on: investigative process, drug policy, performance management, etc.	6	TBD	TBD	Haywood	
x		x		x	10	Completion of action steps in Academic Business Plan	>80%	>80%	>80%	Davis	
x		x		x	11	Number of administrators attending the Leadership Institute for training	7	TBD	TBD	Jessen	



HR Action Plan FY 2007

Recruitment & Retention	Customer Service Culture	Leadership Development	Re-engineering	Support ABP	#	Initiatives	FY07	FY08	FY09	Person Responsible
	x		x	x	1	Establish the 1 st HR Scorecard to include performance measures and process indicators for major HR processes to promote “management by data” within HR	Oct			Mitchell
	x				2	Implement 1st Customer Service Center	Dec			Wong
	x				3	Implement 1 st HR Relationship Manager concept	Dec			Wong
x				x	4	Develop and implement inaugural Diversity Activity	Nov			Haywood
x	x	x	x	x	5	Form HR Advisory Council	Dec			Davis
			x		6	Develop action plan to implement employee discipline policies and procedures	Dec			Haywood
x				x	7	Coordinate STAR plan development	Dec			Davis
x				x	8	Design and implement NBU pay for performance	Dec			Mitchell
			x		9	Evaluate compensation policies vs. best business practices and make recommendations	Dec			Mitchell
x				x	10	Establish and enhance relationships with key placement personnel at targeted universities	Dec			Kaupe



Recruitment & Retention	Customer Service Culture	Leadership Development	Re-engineering	Support ABP	#	Initiatives	FY07	FY08	FY09	Person Responsible
	x	x	x	x	11	Develop and implement a LEADERSHIP FORUM	Dec			Jessen
		x		x	12	Partner and coordinate Asst Principals Leadership Forum with Council for Education Change	Dec			Jessen
x	x		x		13	Coordinate HR Evaluation of ERP Phase I and propose changes to meet customer needs	Jan			Mitchell
	x				14	Introduce an HR competency model focused on Customer Service	Jan			Jessen
	x		x		15	Improve communications to employees regarding personnel transactions	Mar			Wong
x	x		x		16	Overhaul HR website (including FAQ)	Mar			Davis
	x		x		17	Improve timeliness of receipt of employee performance evaluations	Mar			Wong



Recruitment & Retention	Customer Service Culture	Leadership Development	Re-engineering	Support ABP	#	Initiatives	FY07	FY08	FY09	Person Responsible
		x	x	x	18	Enhance Early Career Principals program – incorporate training needs assessment data and solutions identified by the Leadership Forum	Mar			Jessen
x	x		x		19	Improve New Employee and Teacher Orientation processes to include on-line components	Jun			Jessen
		x	x	x	20	Enhance both PNP1 and PNP2 programs – incorporate training needs assessment data and solutions identified by the Leadership Forum	Jun			Jessen
x				x	21	Coordinate a Retention Roundtable to address turnover of new teachers	Jun			Jessen
x				x	22	Develop a Career Development process and submit for review	Jun			Jessen
	x				23	Provide 100% of HR employees with customer service training	Jun			Jessen
	x		x		24	Review and revise the HR Policies and Procedures, and establish online employee handbook	Jun			Haywood
x				x	25	Improve exit interview process / data analysis	Jun			Wong



HR Action Plan FY 2007 – Action Plan Review Process

This plan will be reviewed for progress each quarter.

Quarter 1: July 1 – September 30

Quarter 2: October 1 – December 31

Quarter 3: January 1 – March 31

Quarter 4: April 1 – June 30

The reviews will focus on quantifiable results achieved during the review period.

HR Department Directors are responsible for documenting feedback and following up on pending items in the agreed upon timeframe. The Action Plan will be amended as determined by the leadership team.



HR Action Plan FY 2007 – Feedback Loop

Top Priorities (Check One) or ABP_	
<input type="checkbox"/> Recruitment and Retention	<input type="checkbox"/> Customer Service Culture
<input type="checkbox"/> Leadership Development	<input type="checkbox"/> Re-Engineering
Accomplishments:	
Barriers	
Plan Adjustments:	
Pending Items with due date:	

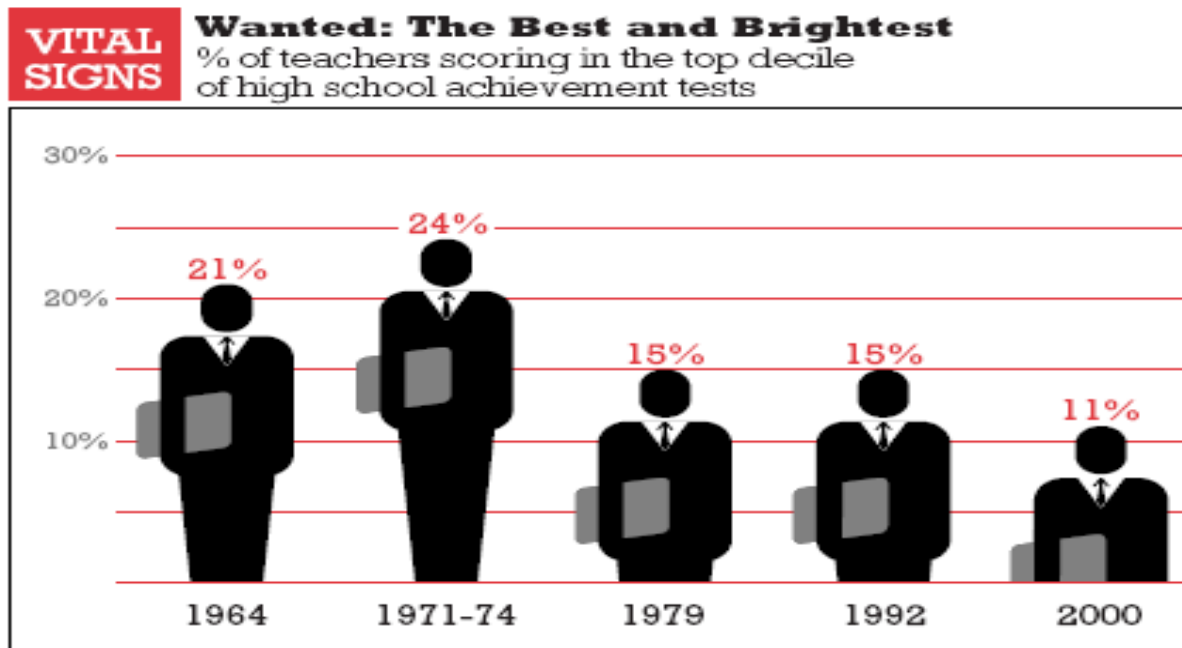


Initial Research to begin Strategic Planning Process



Initial Research – The Teaching Commission

The ability of the U.S. Educational system to attract the “Best and Brightest” employees has declined significantly over the last 40 yearsdue primarily to 1) lack of differentiation in pay based on performance, and 2) lack of leadership opportunities to give the best teachers incentives to continue teaching and to serve as mentors to younger peers...



Why It Matters Top-performing students are becoming far less likely to enter teaching.

Source: Sean Corcoran, William Evans and Robert Schwab, "Changing Labor Market Opportunities for Women and The Quality of Teachers 1957-1992" (working paper, National Bureau of Economic Research, 2002).



Initial Research – HR Professional Organizations

Key Trends

- According to the Bureau of Labor Statistics, the labor force will grow from 144 million in 2002 to only 162 million in 2012, an annual growth rate of 1.1 percent. By 2030, it is expected to dip to 0.3.
- Responsibility for education and training will continue to shift from learning institutions to employers.
- Affordable housing is out of reach for the average Palm Beach County resident.
- Increased focus on pay-for-performance as seniority-based pay and promotion systems become obsolete.
- With the threat of terrorism, concerns with infectious disease and increased crime rates, safety and security will continue to be a top priority.
- Increased diversity among employees and students.
- The role of HR is evolving from the traditional roles of reactive to proactive, employee advocate to business partner, qualitative to quantitative, tactical to strategic.

Potential Implications for Human Resources

- Recruitment efforts will need to be expanded globally.
- Explore Innovative pay practices.
- Enhanced used of temporary workers including retirees.
- Succession Planning will be a priority.
- Companies will increase focus on basic skills / technical training, and increase involvement in public schools.
- Partner with other large employers and builders to foster solutions to this crisis.
- Effective performance management systems will need to be developed.
- Expand the development of a safety culture and greater involvement in crisis management.
- Develop multicultural sensitivities; build multilingual and multicultural skills.
- Continually seek to upgrade HR skill sets to meet changing roles and customer needs.