Creating a Transformational Human Resource Capability
for the
Albemarle County School System

FALL 2021

Study Accomplished by
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PARACLETE
GROUP

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PROJECT OVERVIEW AND APPROACH

PROJECT OVERVIEW AND APPROACH

The Albemarle County Public School Board and the Albemarle County Supervisors came to a shared conclusion they wanted to have a separate and distinct HR department for the Albemarle County Public Schools. The study was sanctioned by Albemarle County School Superintendent and the Cabinet with the goal of investigating current capability, understanding external practices from other school systems with separate HR departments, and develop and implement a transition plan resulting in a transformational human resource plan capability within the Albemarle County public schools. A consultant was hired as an employee of the Albemarle County Public School (ACPS) system to accomplish this study. Resources from the Paraclete Group, LLC, were also used due to the scope of this work.

The process of the study is as follows:

- 17 interviews were conducted of the current HR team,
- 17 interviews were also conducted with Albemarle County Public Schools senior leadership including the Superintendent, his Cabinet, and senior leadership from across the System,
- 6 members of the Albemarle Public Schools School Board,
- 8 interviews were also conducted with school superintendents/HR team from across the state including Falls Church public schools, Henrico County public schools, Hanover County public schools, York County public schools, Williamsburg/James City County public schools and Chesterfield County Public Schools. Attempts were made with Virginia Beach, Loudoun County and Prince William County public schools
- Interview data was summarized with resulting trends and recommendations and timeline being proposed.

RECOMMENDATIONS

1. Review and update policies where commonality plays a key role.
2. Assume a new Employee Services redesign as proposed in pages 5-8 of this document.
3. Submit a Request for Information (RFI) for a separate, comprehensive Human Resources Information System with up to five vendors and obtain quotes to include in the FY 2022-2023 budget.
   - School systems that have their own, single focused HRIS include Henrico and Loudoun (Oracle), Chesterfield (Central Square/One Solution)
   - Request for Proposal (RFP) would be placed to finalize quotes
4. Provide Employee Services Center customer database and supporting telephone technology.
5. Create a new organization as seen in the first model illustrated on page 11.
   - Validate vision, mission, key result areas and goals
   - Create and adopt new roles and responsibilities to support
6. Create a HR Shared Services (HRSS) model (Service Partners with client groups, Centers of Expertise, and an Employee Service Center with employee self-service) for school HR delivery, (i.e., Ulrich Model).
   - Boston Public Schools is implementing this model in October 2021
   - No other Virginia School HR has implemented so ACPS could become best practice in Virginia
   - Organizations outside K12 implementing this model include Deloitte and Sentara Healthcare
7. HR redesign recommendation is for 25 FTEs.
   - 1 of the above go to IT and another 1 going to PD
   - HR Department is for 23 FTEs to include 1 Executive Director, 2 Directors, and 20 support staff as reflected on page 6.
8. Utilize HR leadership to design and develop roles and responsibilities aligned with the recommendations of the new HR redesign.
9. Populate new design with HR team members into areas of interest/experience and accomplish training as required.
10. New teams design and implement "best practice" processes in key need areas of recruitment, compensation, retention, and diversity/inclusion.
11. Should the School Board approve collective bargaining, then recommend adding one FTE to Employee Services as an ombudsman. This FTE is not included in HR FTE count listed in item 7 above.
12. Provide ongoing communication for new design/processes with stakeholders.

Note - Using "Employee Services" as per strategic plan and need to affirm this title or select another.

ACPS EMPLOYEE SERVICES DIVISION PROPOSAL

ALBEMARLE COUNTY PUBLIC SCHOOLS (ACPS) EMPLOYEE SERVICES DIVISION PROPOSAL

- **Vision –** Create an employee centric environment where ACPS team members can realize their potential and create ACPS student learning experiences that positively impact the next generation
- **Mission –** Attract, develop, and retain highest quality ACPS team members
- **Key Employee Service Areas of Expertise**
    - Talent Acquisition - Attracting, employing, and onboarding highest quality ACPS team members
    - Talent Retention - Creating opportunities for ACPS team members to share their voice and realize their potential
    - Diversity and Inclusion – Create a culture of belonging where differences, abilities and beliefs are respected and celebrated.
    - Compensation and Benefits - Providing ACPS team members with a total compensation and benefits competitive with other employers
    - Learning and Development - Maintain professional educational standards in team members and challenge them with learning and processes that support a robust career
    - Team Member Data - Maintain a responsive ACPS team member database that supports timely reporting and enables team member analytics
    - Service Partners - Provide highly functional, employee centric business partners aligned to specific client groups
    - Service Center - Create and maintain an employee facing ACPS team member self service capability and day to day resolution of team member questions

Note – Employee Services team will need to recreate/affirm the above

PROPOSED ROLES AND RESPONSIBILITIES FOR KEY AREAS OF EXPERTISE

TALENT ACQUISITION
2 FTEs

- Talent incubators
- Diverse talent initiative
- High touch recruitment processes
- Client group-based recruitment
- Applicant tracking
- Best practice processes
- Onboarding paperwork
- "Great start" orientation
- Flexible employment option management

TALENT RETENTION
1 FTE

- Performance evaluation and coaching
- Engagement surveys
- Retention best practice
- EEOC monitoring
- Employee forums

DIVERSITY AND INCLUSION
1 FTE

- Develop the expertise and champion diversity and inclusion expertise in ACPS
- Create a more inclusive and culturally aware ACPS community
- Recruit and develop talented and diverse staff for all positions.
- Develop and implement D/I plan for ACPS

COMPENSATION AND BENEFITS
3 FTEs

- Compensation market assessments and adjustments
- Competitive compensation strategies
- Health, dental, vision plan
- ACPS supplemental retirement (403b and 457) and VRS
- Tuition reimbursement plan creation for ACPS
- Leave plan creation
- Flexible benefits account management
- Job description development and review

LEARNING AND ORGANIZATIONAL HEALTH
2 FTEs with one to PD

- Certification and licensure
- Teacher and classified staff development
- Leader development
- Succession planning
- Career development
- Team member development
- Organization Development
- Team member mentoring
- Virtual learning

HRIS/TECHNOLOGY SYSTEMS
5 FTEs with 1 FTE to IT

- Integrate IT and HR data needs
- Create and manage ad hoc and routine reports
- Create and maintain HR metrics and dashboards
- Accomplish HR data audits and ensure data integrity
- Troubleshoot and resolve HR data discrepancies
- Maintain predictive analytics capability
- Management analyst

SERVICE PARTNERS
4 FTEs

- Client group centered representation
- Monitors key challenges
- Participates in client group planning
- Conduit for client group HR needs
- Engages appropriate HR team in business issue resolution
- Spearheads HR strategy implementation in client group
- Policy review, development, and publishing
- Title IX
- Employee relations and investigations

HUMAN RESOURCES SERVICE CENTER
4 FTEs

- Creates and maintains the team member FAQ solution sets
- Staff employee service center
- Leave management
- FOIA requests, subpoenas and employee meetings
- Attendance
- Title II-A
- Payroll
- Team member agreements
- Reporting
- Return to work process

POSSIBLE FY 2022+ GOALS BY KEY AREA

TALENT ACQUISITION

- Create best practice, diverse recruitment processes by client group
- Field new recruiting technology
- Create 3-year talent acquisition strategic plan
- Create talent acquisition pipeline
- Streamline onboarding (including paperwork) and orientation processes

TALENT RETENTION

- Revamp the Teacher, Support Staff, and Administrative Performance Appraisals
- Partner with nationally normed employee engagement survey partner
- Create and implement employee forums
- Develop an equity dashboard for retention rates

DIVERSITY AND INCLUSION

- Create a new diversity and inclusion competency within HR
- Spearhead a diversity and inclusion assessment
- Create a diversity and inclusion strategic plan using results of assessment
- Create initial ACPS employee resource groups

COMPENSATION AND BENEFITS

- Create and implement a total compensation structure that makes ACPS highly competitive compared to other employers
- Develop and implement a strategy to reduce leaving for salary rate
- Revise and implement an annual compensation study process
- Move to technology driven annual enrollment

LEARNING AND ORGANIZATIONAL HEALTH

- Develop and implement a succession planning process
- Create career development pathways for key need areas
- Create leader development for succession candidates and key talent need areas
- Partner with Diversity and Inclusion to address key need areas

HRIS/TECHNOLOGY SYSTEMS

- Field an HRIS
- Create data audits to ensure data integrity
- Determine and create routine ongoing reports
- Create HR data dashboards
- Identify and create reports illustrating key data analytic needs

SERVICE PARTNERS

- Create client group model
- Create and train SPs in required competencies
- Integrate SPs into client group strategy
- Work with respective client group to create a group people plan
- Integrate and build support of people plan in supportive roles in HR

HUMAN RESOURCES SERVICE CENTER

- Create team member FAQ solution sets
- Stand up an HR employee service center to include payroll
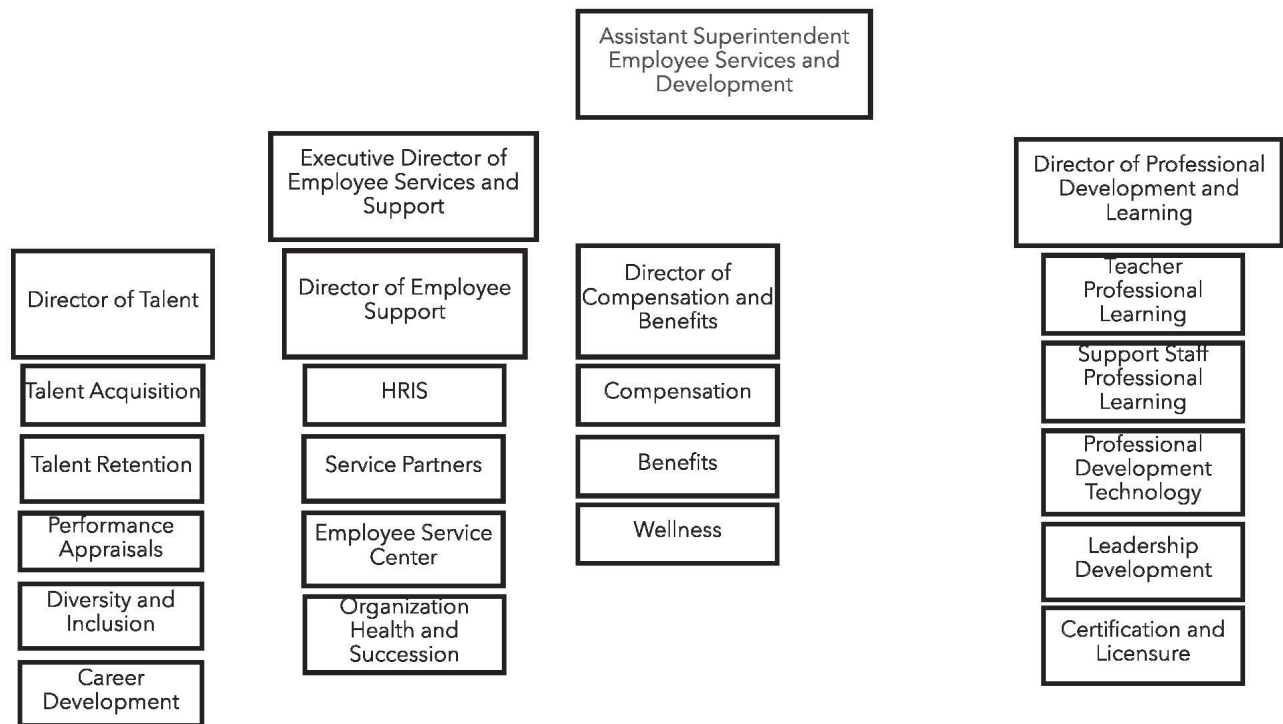- Work with IT and HRIS to embed solution sets into employee service capability

Three Legged Stool template taken from free powerpoint created by Youth Entrepreneurs® customized with ACPS HR Delivery Model features added

Albemarle County Public Schools

Employee Services - Model 1 | Traditional HR report to Exec Dir and PD to Asst Supt

Assistant Superintendent Employee Services and Development

Executive Director of Employee Services and Support

- Director of Talent
  - Talent Acquisition
  - Talent Retention
  - Performance Appraisals
  - Diversity and Inclusion
  - Career Development

- Director of Employee Support
  - HRIS
  - Service Partners
  - Employee Service Center
  - Organization Health and Succession

- Director of Compensation and Benefits
  - Compensation
  - Benefits
  - Wellness

Director of Professional Development and Learning
- Teacher Professional Learning
- Support Staff Professional Learning
- Professional Development Technology
- Leadership Development
- Certification and Licensure

POSSIBLE PRO'S

Recognizes current Assistant Superintendent direct reporting structure, design accommodates current and possible future team members, combines key operational areas under Exec Dir, segments traditional HR support areas under Director of HR Support, structure enables the new service model for Employee Services (the 3-legged stool) of service partners, an Employee Service Center and Centers of Expertise, highlights key role of Talent Acquisition and Retention, more diversified successors to Exec Director, Professional Development remains under Assistant Superintendent

POSSIBLE CONS

The 3-legged stool (employee service center) will require investments of talent and resources such as a Customer Relationship Management software and telecommunications. Increases number of director level leaders.

Albemarle County Public Schools

Employee Services – Model 2 | Same as #1 but PD under Exec Dir

```
                    Assistant Superintendent
                    Employee Services and
                            Support

                     Executive Director of
                    Employee Services and
                            Support

Director of                Director of Professional           Director of Employee
Employee Services          Development and                    Support
                           Learning

Talent Acquisition    Diversity and      Certification and   Teacher           Employee Service      HRIS
                      Inclusion          Licensure           Professional       Center
                                                             Learning

Talent Retention      Performance                            Support Staff      Compensation          Benefits
                      Coaching           PD Technology       Professional
                                                             Learning

Service Partners      Career                                                                          Wellness
                      Development              Leadership
                                              Development
        Organization
        Health and
        Succession
```

POSSIBLE PRO'S

Brings professional development into HR (Employee Services), accommodates current and possible future team members, aligns functional areas under Employee Services, PD/Learning and Employee Support, supports 3-legged stool model. Allows for succession pipeline to Exec Director.
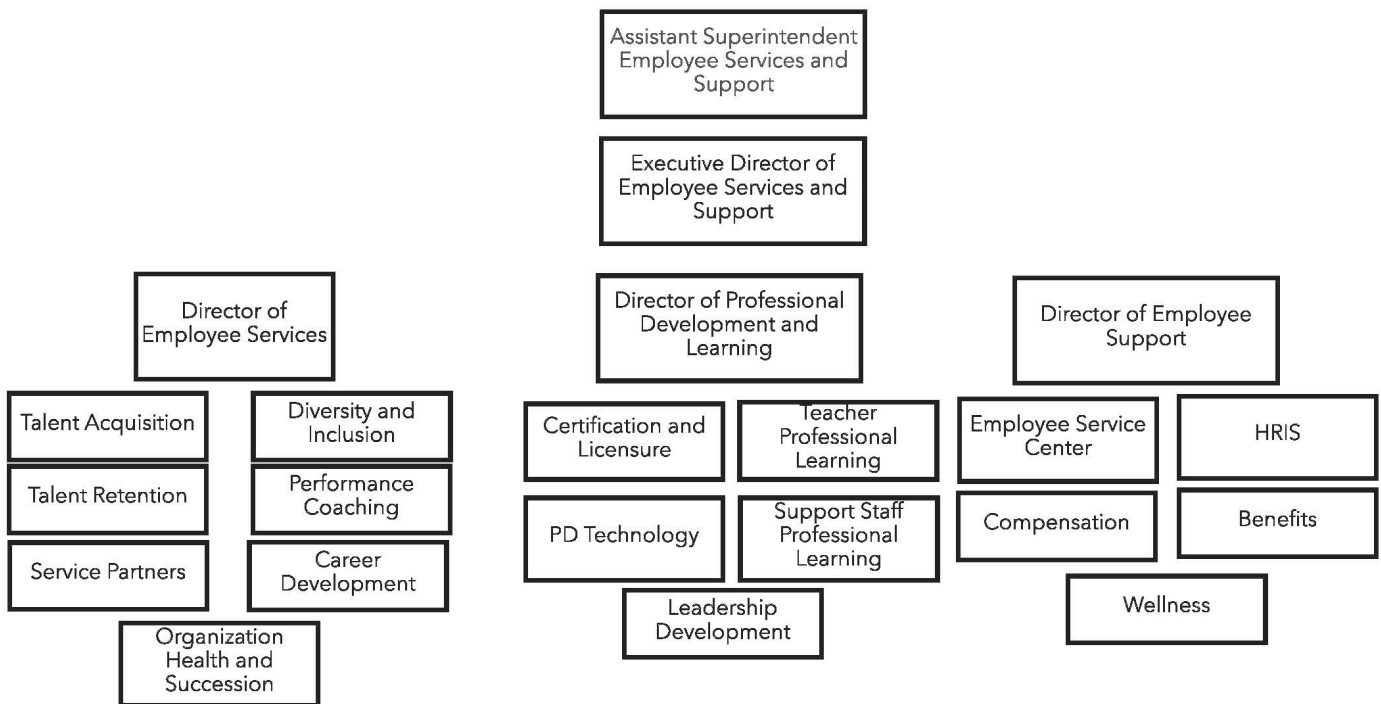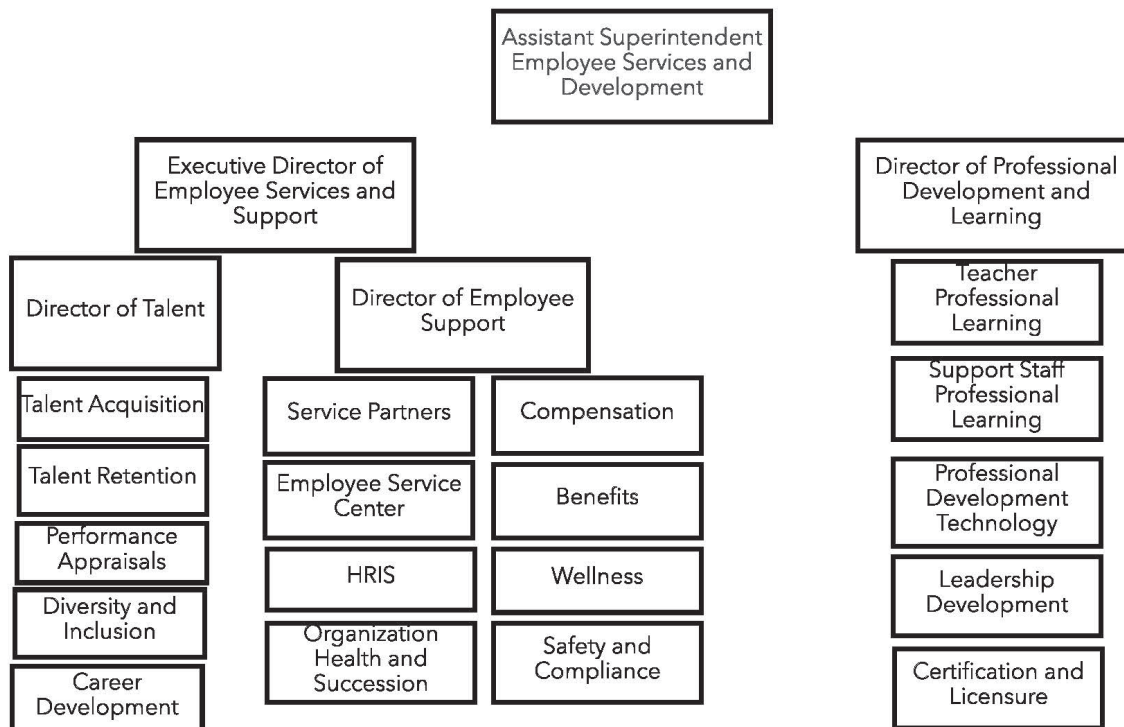
POSSIBLE CONS

The 3-legged stool (employee service center) will require investments of talent and resources such as a Customer Relationship Management software and telecommunications.

Albemarle County Public Schools

Employee Services – Model 3 | PD reporting to Asst Supt and Exec Dir with 2 Directors

Assistant Superintendent Employee Services and Development

- **Executive Director of Employee Services and Support**
  - **Director of Talent**
    - Talent Acquisition
    - Talent Retention
    - Performance Appraisals
    - Diversity and Inclusion
    - Career Development
  - **Director of Employee Support**
    - Service Partners
    - Compensation
    - Employee Service Center
    - Benefits
    - HRIS
    - Wellness
    - Organization Health and Succession
    - Safety and Compliance
- **Director of Professional Development and Learning**
  - Teacher Professional Learning
  - Support Staff Professional Learning
  - Professional Development Technology
  - Leadership Development
  - Certification and Licensure

POSSIBLE PRO'S

Accommodates new and possible future team members, enables new 3-legged stool model, combines key operational areas under Exec Dir, segments traditional HR support areas under Director of Employee Support, reduces number of directors over Model 1.

POSSIBLE PRO/CON

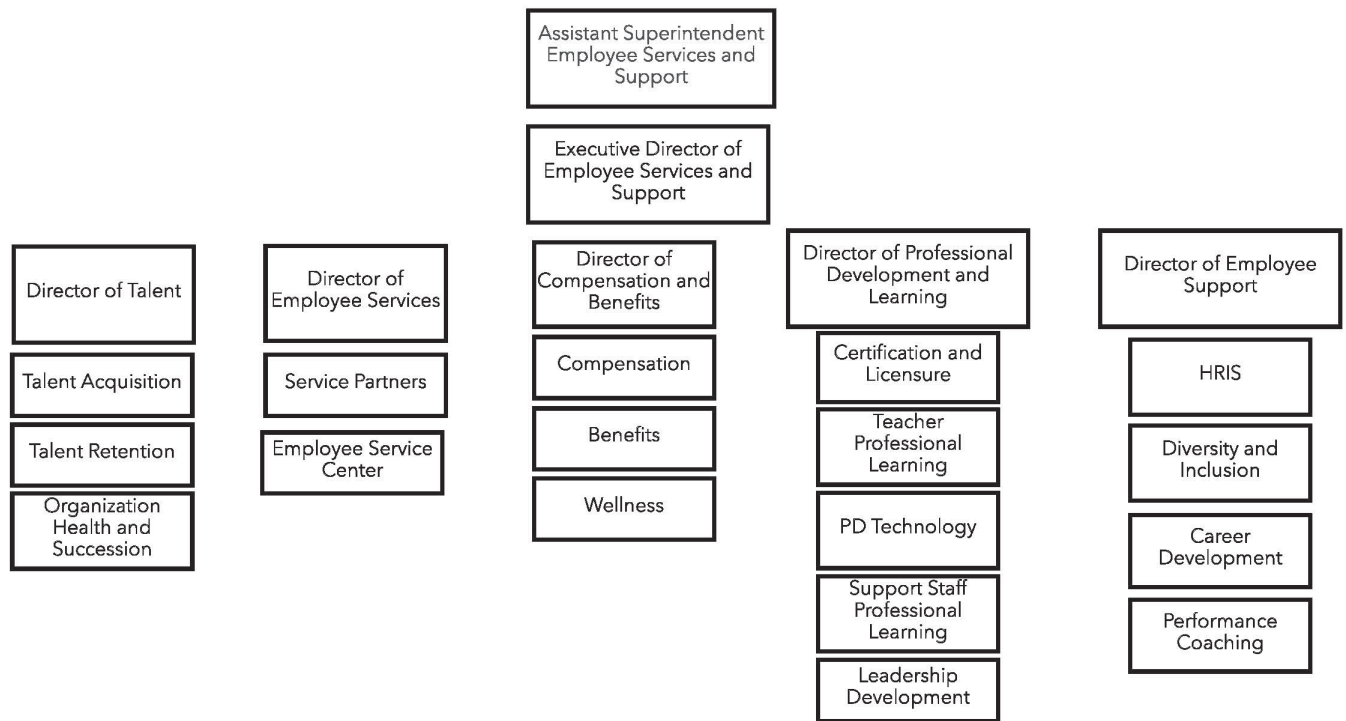PD not in HR/Employee Services but still aligns under Assistant Superintendent.

THIS IS THE RECOMMENDED ORGANIZATION STRUCTURE.

Albemarle County Public Schools

Employee Services – Model 4 | All Report to Exec Dir

Assistant Superintendent Employee Services and Support

Executive Director of Employee Services and Support

Director of Talent
- Talent Acquisition
- Talent Retention
- Organization Health and Succession

Director of Employee Services
- Service Partners
- Employee Service Center

Director of Compensation and Benefits
- Compensation
- Benefits
- Wellness

Director of Professional Development and Learning
- Certification and Licensure
- Teacher Professional Learning
- PD Technology
- Support Staff Professional Learning
- Leadership Development

Director of Employee Support
- HRIS
- Diversity and Inclusion
- Career Development
- Performance Coaching

POSSIBLE PRO'S

Aligns PD under Executive Director, clear functional lines, enables new 3-legged stool model, allows for succession development to the Exec Director
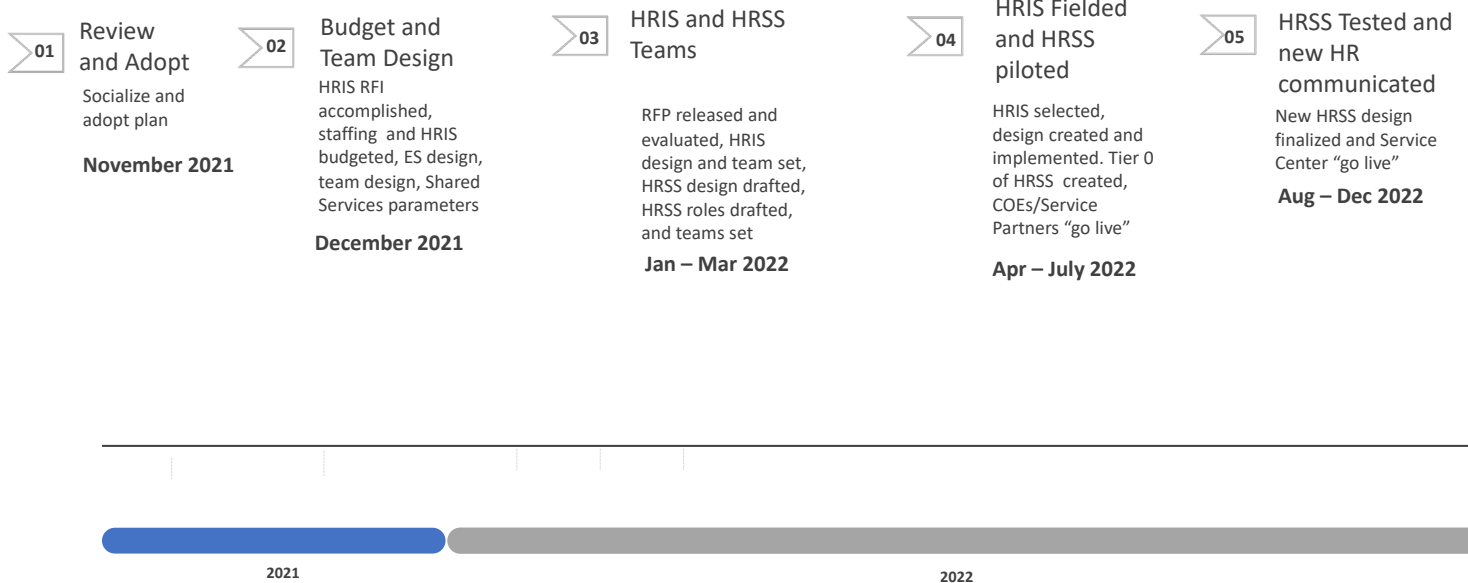
POSSIBLE CON'S

Five directors may be perceived as top heavy

Proposed ACPS HR Redesign Roadmap

01 Review and Adopt

Socialize and adopt plan

November 2021

02 Budget and Team Design

HRIS RFI accomplished, staffing and HRIS budgeted, ES design, team design, Shared Services parameters

December 2021

03 HRIS and HRSS Teams

RFP released and evaluated, HRIS design and team set, HRSS design drafted, HRSS roles drafted, and teams set

Jan – Mar 2022

04 HRIS Fielded and HRSS piloted

HRIS selected, design created and implemented. Tier 0 of HRSS created, COEs/Service Partners "go live"

Apr – July 2022

05 HRSS Tested and new HR communicated

New HRSS design finalized and Service Center "go live"

Aug – Dec 2022

2021

2022

SANITIZED SUMMARY OF BOARD COMMENTS
6 Board Members

What do you believe are the most important goals/objectives for the new HR function to help support and implement key priorities?
- Closing the achievement gap by addressing racism
- New hires need to be supportive of goals and experience in how to align around them
- Improvement around diversity of teaching staff and ensuring highest quality of teachers and staff
- Performance discussions
- Reward teachers and staff in what we want/need going forward
- Retention
- Shaping the culture around diversity
- Simplification of process – especially in payroll, hiring and developing dashboards

What role should HR play in key initiatives such as promoting high equality for education in inequities in the community?
- Build accountability to help make school system successful
- Bring and share innovative HR best practices
- Evaluate and create a mix of expertise to promote and engage equality in schools
- Create a better way of dealing with underperforming team members than transfer to central office
- Take recruitment to the next level
- Develop a compelling, succinct employee proposition
- Help create a culture of psychological safety and inclusion
- Helping ensure collaboration between HR and PD

How should HR support leaders and teams to develop and achieve school improvement initiatives?
- Educate leaders and staff to provide required skills for goals
- Communicate using high quality data/dashboards
- Create a culture of accountability for coaching, mentoring, and developing leaders to manage and re-tain team members
- Help define how to accurately evaluate team members
- Create a method for teachers and staff to share and resolve front line issues (rounding and feedback sessions)
- Lean in more for our leaders on key topics

SANITIZED SUMMARY OF BOARD COMMENTS

What role should HR play in implementing practices and policies to ensure the school system is meeting every child's educational and employee's needs?
- Coach leadership in best practices to creating an engaged workforce
- Ask for, listen to, and help create development and engagement opportunities for teachers and staff
- Pay equity and performance management techniques to get right people in right seats on bus
- We need a more transformational HR

What initiatives should HR focus on to in enable and create an engaging workplace for leaders, teachers, and staff?
- Insight and help in developing the culture we want and need.
- Help focus team on developing true purpose and how team members relate
- National norms on engagement and best practices that relate
- Help in developing a performance coaching approach
- Helping address mental health, racial disparity, and resentfulness
- Helping create a more trusting climate

SANITIZED SENIOR LEVEL INTERVIEW SUMMARY

17 SENIOR LEADERS INTERVIEWED
INCLUDING ALL CABINET MEMBERS

How has HR served you in the past?
- HR is pleasant, easy to deal with and show good service orientation
- Areas appreciated the most include advice on disciplinary action and benefits
- HR needs to be more considerate of line leaders in getting them to do HR's job
- Discreet areas leaders see where HR could improve include recruiting (would like more strategic help in filling critical roles and feedback systems) and compensation processes (comparative processes are lacking)
- Some leaders feel HR is understaffed and lack the supporting technology
- Work well with other centralized functions like IT
- More reactive than I'd like

What role should HR play as we consider the HR redesign – helping with day-to-day transactional oversight, helping you with bigger/more strategic issues, or somewhere in between?
- More transformational – a true business partner. HR needs to lead cabinet in translating a people strategy for our key objectives
- Would appreciate high quality data and supporting dashboards
- Need both transactional (good painters) and transformational (what wall needs to be painted)
- Would appreciate them becoming talent advisors in areas such as succession planning and retention and to help me brainstorm around possibilities versus black and white interpretations
- The senior team needs to have a conversation around HR and the role it can play in ACPS
- We need more help in recruiting specifically around diversity and to bring more formal diversity and mental health expertise to leader discussions
- HR can bring more "best practices" to leaders in areas such as retention

What are some key challenges you have or see coming where HR can serve a key leadership role?
- Recruitment and hiring diverse talent – investments are needed in technology, and we need to build leadership accountability around diversity
- HR needs to be key thought leaders in our key HR areas of recruitment, diversity and retention
- Recruitment is a big problem, and we need bigger, evidenced based solutions
- We need experience and help in working with unions
- Develop and lead Diversity initiative
- Compensation review processes

- Exit interviews – what are we learning and what can we do better
- Presenting a people strategy to enable strategic plan initiatives
- Retention and onboarding
- People related analytics
- Engagement is a big issue, and we need the budget and approach to get grassroots involvement
- Develop market-based compensation strategies
- Provide more training and development around retention
- Need a more robust recognition program

What could HR do to better serve you to help meet these needs?
- Talent development and succession planning
- Provide the visionary leadership for the above
- Training
- Become more proactive in helping leaders versus reactive
- HR spend time with customers in their work to increase understanding
- Creating and helping sustain a leadership development capability
- Be educators not the enforcer
- I want HR to bring things that employees love and then be the champion for those ideas
- More proactive solutions rather than reactive
- Get integrated into our departments and need to be in all key meetings

What support does HR need to create a new HR capability in ACPS?
- We need to support them with the right people to enable the above
- We need to get them a new, top-notch HR leader
- Need to get them the organization structure that enables more transformational
- Invest in a true HRIS capability
- They need adequate staffing
- Develop HRIS expertise in HR and HRIS knowledge in leadership
- Help in hiring the new HR director
- Support HR in the transition
- HR role and responsibility discussion
- Provide true D/I expertise
- Develop our HR team members
- Recommend an assessment of HR team and get them to reapply

SANITIZED SENIOR LEVEL INTERVIEW SUMMARY

What hopes and concerns do you have regarding HR redesign?

- **Hopes**
    - Help us envision the strategic plan especially in the operational areas of goal 3
    - Realize what HR can be
    - A process that reinforces the value HR brings to ACPS
    - Increase the focus of HR in the schools
    - Once implemented, get feedback from customers that moving in the right direction
    - Better, more streamlined processes
    - More effective design and we are devoting time to discover it
    - HR no longer tied to Government but both get what they need
    - More HR team members as needed
- **Concerns**
    - We will take slow, steady steps, and see incremental change and not realizing the opportunity we have with this study
    - Don't get the budgetary adjustments we need to make this happen
    - Don't lose the continuity of service
    - There will be growing pains and we need patience as it unfolds
    - Good timeline
    - We spend the time needed to make this happen
    - Will we get the right person for the HR Director?
    - Have a good relationship with the County – there is tension right now

What are you most proud of in HR?
- We work well as a team
- We provide good service,
- We have high customer service standards,
- The way we work together is a real plus
- We have a positive work environment
- We collaborate, we communicate
- We work hard for our customers
- We have a good reputation
- People can't shop answers anymore
- We have a team that trusts each other
- The teamwork and the camaraderie is the best I've seen up to this point in my career
- We don't worry too much about the boundaries between are areas
- We just try to work together
- Work environment makes me want to stay
- I feel we are innovative
- There's real affection for each other on our team
- We are change friendly and we have each other's backs

What HR processes are working well?
- Orientation process
- Wellness and benefits communication
- Professional development for staff
- Screening candidates
- Onboarding and the use of technology with onboarding
- Work with payroll and around accountability
- Generalist positions
- The application system

What are some problematic HR processes?
- Onboarding process because there's no employee self-service and it's a lot of paperwork
- There is no true comprehensive HRIS system - we have a Frankenstein system now with Great Plains, HR/payroll and other critical systems
- The termination process because we don't know who is leaving and when
- Central tracking for people that are going on leave

- Not everybody is in Kronos and we don't know when people are picking up extra hours
- We don't have an auditing capability of seeing where potential problems lie
- Getting the data we need is way too manual right now
- Hiring process and specifically how Great Plains talks to talent Ed and Kronos is problematic
- People are chronically overpaid or underpaid and then we have to catch up the employees accordingly
- Roles need to be defined better and we need to make sure that the right level of work is being done by the right level of people
- HR needs to become a full-fledged business partner
- The exit interview process and offboarding needs work going forward
- Onboarding and getting people paid for the first time takes much too long
- We are not as engaged or as prescriptive as we need to be in our recruitment processes
- We don't have a solid employer brand and we need employer branding to assist us in recruiting the people that we need
- Compensation and benefits processes should be separate from the county government
- The status of new hires needs to be easily accessible by managers
- I would like to see a dashboard we could use to keep people informed on the recruiting process
- Exit surveys need help
- We need to document our processes in a more formalized manner
- We need click ready training programs

Suggestions do you have to improve the problematic processes?
- We need a comprehensive, integrated HRIS system
- We need more staff so we can actually cross train and move from transactional to transformational work,
- We need to develop a recruitment strategy that includes issues like minority recruiting,
- We need a transition plan for when we move to the new HR in July
- We need to use Kronos much more effectively
- We need to move to positive pay every two weeks,
- We need to discuss and decide on what we want the new HR purpose
- We need to move to more transformation work
- Outsource things that we don't do well such as exit surveys and service awards
- We need to get rid of dual jobs or need to accommodate them better
- HR in the schools and county need to each have their own payroll and finance departments
- We need to evaluate the temporary and administrative roles because there's not enough coverage

SANITIZED ACPS INTERVIEW SUMMARY

What do you hope comes out of HR redesign?
- We are sufficiently staffed
- We have a strong director that mentors new people
- We have a clear HR purpose and mission
- We expand roles and improve processes
- We will get a better balance between work and life,
- The opportunity to reexamine our processes
- Get the appropriate technology investments, and become a full-fledged business partner
- Have a good transition plan and good communication around it
- We don't lose our strengths as a department going forward
- We have a much better, higher functioning HR team because we are more automated versus using manual processes
- We better use the talent that we have
- We are brave and will try new things
- We come back in a year and hear that all is going well

What are your concerns that may come out of HR redesign?
- I'm concerned that we may lose more people
- People are anxious about their positions
- We chop things up and not get things done the right way
- There isn't a good transition plan
- Communication with others such as our customers needs to be effective like having a meeting in a box
- Time frame and the resources to support this work
- Maintain relationships between finance and HR, and work to streamline processes
- We don't fully separate and I won't end up where I want to be
- No memorandum of agreement between the schools and the local government
- We remain way too transactional
- We just shuffling around work versus disseminating it and not getting people in the right positions

HR (Employee Services) Delivery Model

*Three Legged Stool template taken from free powerpoint created by Youth Entrepreneurs®
customized with ACPS HR Delivery Model features added*

- "**Ulrich Model" 3-Legged Stool has three elements –** Leader facing, employee facing and process facing "legs"
- **Roles of each include:**
    - **Leader facing (Service Partners) –** These strategic business partners serve on a client group's leadership team. The Service Partner is an experienced human resource professional who works directly with an assigned client group(s) to develop and direct an HR agenda that closely supports the client group's goals. They do not accomplish day to day administration of HR activities but work with Employee Service and client group leadership to meet the client group's HR needs

- **Process Facing (HR Experts) –** These teams are aligned around a specific functional area and are focused on developing plans and processes within their area of expertise across the entire organization. The Experts create and "own" processes, policies and procedures for functional areas such as Benefits, Compensation, Employee and Labor Relations, Learning, Organization Development, and Talent Acquisition and Retention.
- **Employee Facing (Service Center) –** A centralized hub of HR information providing leaders and employees technology driven self-service and "live person" options to best meet their HR needs and questions. Areas of shared services include helping employees and leaders with their questions regarding payroll, employee data management, benefit and leave administration, compensation, onboarding, some learning services, and reporting and analytics

- **The "why" behind moving to the "One HR" model:**
  - Allows HR to become more strategic while ensuring critical HR transactional activities are accomplished
  - Ensures consistency and compliance of answers given
  - HR processes are defined and streamlined, and workflows are optimized
  - Improved employee and leader experience by allowing self-service and live interactions
  - Allows for more robust HR service
- **Key steps to realizing an HR Shared Services**
  - Establish a business case and requirements
  - Obtain necessary technology (HRIS and CRM)
  - Capture "as is" and redevelop HR process including involving customers in their needs/expectations
  - Reorganize HR department to support the new model
  - Add new team members to provide new competencies that may be needed
  - Clarify roles and responsibilities
  - Develop outcomes measures to ensure success (i.e. key indicators, service level agreements, etc.)
  - Develop "solution sets" or FAQs for Tier 0 (employee/leader self service)
  - Train HR team and customers

A DIAGRAM FOLLOWS DETAILING A PROPOSED
MULTI-TIERED ACPS HR SERVICE CENTER MODEL:

Proposed ACPS Tiered Employee Services Service Center

Tier 3 – Employee Service Specialists
5% of ACPS employee questions resolved

Tier 1 – Employee Support Service Center
35% of employee questions resolved in calls to ACPS Service Center

Tier 0 – Online ACPS Employee Self Service
60% employee questions addressed