ACPS HR Redesign

ACPS School Board Update

December 2, 2021

PARACLETE GROUP

Study Overview

Step 1

ACPS HR

- HR - Shared and schools

Step 2

ACPS Leadership

- Cabinet
- Other senior leaders

Step 3

Other School Systems

- Who
- What they said

What we heard were keys to Redesign success

- From the HR team . . .
  - Need a comprehensive, integrated HRIS versus a "Frankenstein"
  - Want to move from transactional to transformational role
  - We need and want to be involved in describing and creating the "new HR"
  - We need to be clearer about HR roles and responsibilities going forward
  - We need a good transition plan and communicate, communicate, communicate . . .
- From the Board and Senior Leadership . . .
  - HR needs an HRIS and high-quality data at our fingertips,
  - We need HR to be both transactional and transformational at the same time,
  - Be our coaches in creating the culture we and our students need
    - Be our "experts" in knowing and sharing best practices in diversity, work environment, bringing in and retaining high-quality ACPS team members, and
  - We need to equip and "grow and develop" our HR team

Recommendations

- Review and update policies where commonality plays a key role.
- Create a new organization structure
- Submit a Request for Proposal (RFP) for a separate, comprehensive Human Resources Information System.
- Provide Employee Service Center customer relationship management software and supporting telephone technology.
- Assume a new Employee Services (Human Resources) redesign
- Create a HR Shared Services (HRSS) model using the “Three-Legged Stool”

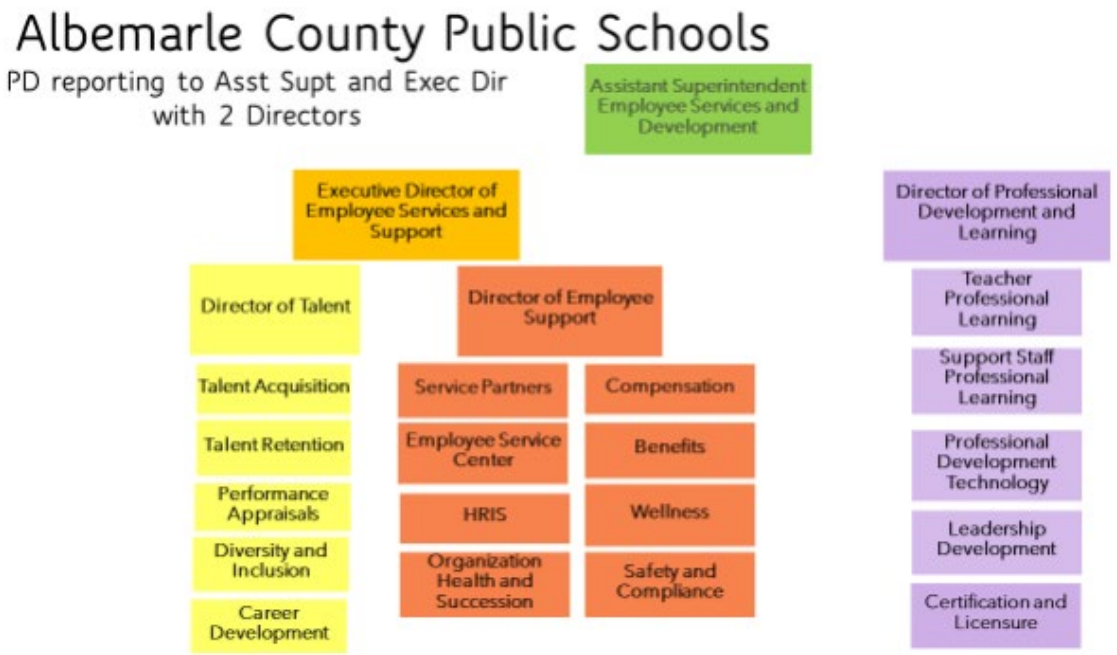
Recommendations

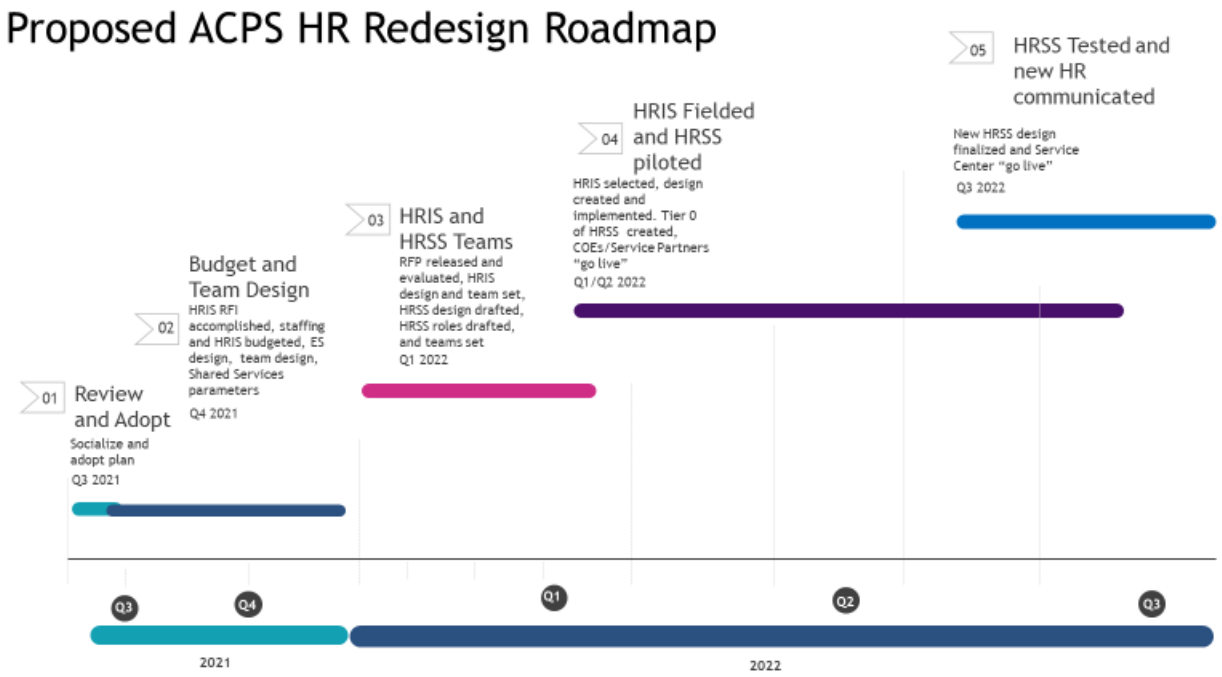
- HR redesign recommendation is for 25 FTEs
- Design and implement “best practice” processes in key need areas of recruitment, compensation, retention, and diversity/inclusion.
- Utilize Employee Services team to design roles and responsibilities aligned with the redesign.
- Potentially add one FTE as an ombudsman as required
- Populate new design with Employee Services team members into areas of interest/experience and accomplish training.
- Ongoing communication with stakeholders.

Proposed ACPS Employee Services Roles and Responsibilities

Talent Acquisition	Talent Retention	Diversity and Inclusion	Compensation and Benefits	Learning and Organizational Health	HRIS/Technology Systems	Service Partners	Human Resources Service Center
• 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	• Performance evaluation and coaching • Engagement surveys • Retention best practice • EEOC monitoring • Employee forums • Bargaining unit awareness approach	• 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 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	• Certification and licensure • Teacher and classified staff development • Leader development • Succession planning • Career development • Team member development • Organization Development • Team member mentoring • Virtual learning • Wellness, safety, and compliance	• 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	• 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	• Creates and maintains the team member FAQ solution sets • Staff employee service center • Employee relations and investigations • Leave management • FOIA requests, subpoenas and employee meetings • Attendance • Title II-A • Payroll • Team member agreements • Reporting • Return to work process

Proposed Organizational Structure





Proposed Implementation Timeline

Thank You for Your Support!

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