OVERARCHING DEPARTMENT GOAL: Our goal is to restructure the HR Department to model the areas of:

- **Office of HR Administration with a focus to improve strategic and operational planning to support ACPS 2025;**
- **Office of Recruitment and Retention with a focus on Latinx diversity;**
- **Office of Employee Engagement and Relations with a focus on collaborative communications and relationships; and**
- **Office of Compensation and Benefits with a focus on market competitiveness and pay equity.**

The restructured HR department envisions and positions ACPS as an employer of choice within the region.

> **FIVE DIVISION GOALS for 2025 Strategic Plan:**
> **Systemic Alignment - Instructional Excellence - Student Accessibility and Support**
> **Strategic Resource Allocation - Family and Community Engagement**

FIVE AREAS OF FOCUS:

- **Reopening of Schools (SEAL ▪Technology ▪ Meal Distribution)**
- **Policy Equity Audit**
- **Renaming of Schools**
- **Strategic Plan Implementation (Action Planning ▪ Monitoring Metrics)**
- **Academic Disparities (TAG ▪ PreK-2 Literacy ▪ SWD ED Black Males Hispanic Male Graduation Rates)**
-

AREA OF FOCUS: <u>STRATEGIC PLAN IMPLEMENTATION</u>

RELEVANT DATA		

What is a S.M.A.R.T. goal?
- <u>Specific:</u> **Linked to a job description, departmental goals/mission, and/or overall University goals and strategic plans. Answers the question—Who? and What?**
- <u>Measurable:</u> **The success toward meeting the goal can be measured. Answers the question—How?**
- <u>Attainable</u>: **Goals are realistic and can be achieved in a specific amount of time and are reasonable.**
- <u>Relevant:</u> **The goals are aligned with current tasks and projects and focus in one defined area; include the expected result.**
- <u>Time Oriented:</u> **Goals have a clearly defined time-frame including a target or deadline date.**

Identify two SMART Goal(s):
1. Implement HR Audit - board mandate. The school board requires the Human Resources Department to develop a DIP that informs of corrective action items as noted in the 2018 HR Audit conducted by the Gibson Consulting Group. The Human Resources DIP nforms of action plans to respond to identified areas denoted as high, medium or low priority . The DIP aligns the HR Audit requirements with the division 2025 Strategic Plan. The audit corrective actions will be completed and maintained or continued as best possible July 2020 - June 2021

2. Rebuild and restructure the HR Department. Any office requires staff to do the work. In the 2020-2021, the HR Department experienced significant turnover due to a combination of retirements, departures and the division restructure plan (approved January 2020). Consequently, a priority of effort was made to recruit and hire HR staff to run the office. All four HR office functions were impacted by turnover: (1) Recruitment and Retention; (2) Employee Engagement and Relations; (3) Compensation and Benefits; and (4) HR Office Administration. The goal is to hire and stabilize the staff by June 2021.

- SY 2021 Areas of Focus: *Strategic Plan Implementation (Action Planning ▪ Monitoring Metrics)*

- Re-Opening/Virtual Plus+ Learning Model: *Re-Opening*

ACTION PLAN						
1. Essential Action/Research-Based Strategy: Improve HR Organization Effectiveness with focus on HIGH priority items from the audit.						
Evidence (including metrics)) Driving This Essential Action: 2018 HR Audit						
Plan to Assess Progress:						
Who is this for? Focus Area Strategic Plan Goal and Responsible HR Section	Gibson Audit Recommendation (Color code legend: The green circle represents the action is completed and in a state of continuous improvement. The yellow circle represents the status as "in-progress" and requires priority attention to reach a sufficient state of self-sustaining performance.)	Action Steps	Person(s) Responsible for Implementation	Timeframe *(Beginning to End Dates)*	Evidence of Progress/Completion *(Artifacts required)*	Person(s) Responsible for Monitoring and Frequency

Strategic Plan Implementation
 	
Organizational Effectiveness
 	
HR Office Administration
	#1, #2 and #3	🟢	**HR Office Management Plan:** Develop a comprehensive HR plan that establishes departmental goals and objectives aligned to the long-term human capital needs of ACPS is a high priority (#1).
			  1. Develop DIP
			  2. Implement DIP
			
			Enhance a performance management system for all core functions of HR (#2).
			  1. Develop KPI for each HR director
			  2. Track KPI
			
			Maintain operational guidelines and SOPs (standard operating procedures) for all major functions of the HR department (#3).
			  1. Draft outline of internal SOP completed
			  2. For July 2021-2022, develop working draft of internal SOP (assign to pending HR executive director)
				HR Chief (lead) (Wilkins)	Continuous
					
					(completed #1, #2, and #3 in July 2019)
						Evidence (including metrics):
						HR Audit
						● Department Improvement Plan
						● DIP refined to align with strategic plan process
						
						Artifacts:
						● DIP 2020-2021
						● There is an HR shared document file of SOPs uploaded
							HR Chief
							  1. Weekly reporting by HR directors
							
							(Chief HR cyclical review agenda)

Strategic Plan Implementation
 	
Organizational Effectiveness
 	
HR Office Administration
	#6 and #25	🟡	**Time and Attendance:**
			  1. Streamline HR business processes either through implementation of an integrated time and attendance scheduling software (#6) .
			  2. Redesign the process for editing the timesheet by a supervisor is a low priority (#25).
				Financial Systems Business Systems Analyst (lead);
				
				HR Director, Recruitment and Retention (support) (Hardeman)
					#25- February 2021
					
					#6 - December 2021
						Evidence (including metrics):
						● February 2021 launch of Executime software system (replaces TimeClock Plus (TCP)
						
						Artifacts
						● MUNIS Weekly Meeting notes
							X-Functional Team
							Member: CFO
							Member: Chief of Tech
							Member: HR Chief
							
							Weekly MUNIS meeting

Strategic Plan Implementation Organizational Effectiveness	#7 and #21	🟡	**Records Management:** Establish plan to digitize all personnel files and budget accordingly as a high priority (#7). 1. Create a project plan (including budget and RFP process) for personnel	HR Director, Employee Engagement and Relations (lead) (Carson)	Deferred in 2020-2021 due to COVID and HR turnover.	**Evidence (including metrics):** ● RFP for digital processing of past records ● Monthly progress reports **Artifacts:**	HR Chief ● Monthly reporting by HR Director

Employee Engagement and Relations			records file room to merge with electronic records. 2. Also ensure all personnel files are complete and implement processes to collect all required documentation that are missing from personnel files(#21).		September 30, 2021	● Job posting and hire two (2) records clerks ● Job posting and hire temporary HRIS Analyst (https://acps.tedk12.com/hire/ViewJob.aspx?JobID=2062)	
Strategic Plan Implementation Organizational Effectiveness Employee Engagement and Relations	#14	⬤	**Onboarding Program:** Develop and coordinate an employee onboarding program that supports all new employees through their first year on the job. 1. Complete a plan by June 2020. The plan includes a pilot phase and also a phased-plan over 2-3 years to scale the program across the district 2. Develop RFP for onboarding software by June 2021 3. Teacher Talent Development Office provides historical documents as needed (e.g.: The "ACPS Way")	HR Director, Employee Engagement and (lead)(Carson) To be coordinated at later date: Teacher Talent Development Director (support) (Kapelski)	Deferred in 2020-2021 due to COVID and HR turnover. June 30, 2022	**Evidence (including metrics):** ● NTO schedule and agenda ● Support Staff Orientation ● Workgroups **Artifacts:** ● Divisional training and compliance (SafeSchools) ● Curriculum/reference book for what a new hire should do/complete for first 30 days, 60 days, and 90 days. ● New hire orientation for all staff	X-Functional Team Member: Chief of Teaching, Learning and Leadership (TLL) Member: HR Chief ● Quarterly updates by HR Director using employee onboarding-tracking software
Strategic Plan Implementation Organizational Effectiveness HR Office Administration	#17	⬤	**Shift Manual Pay Process to Finance:** 1. Shift responsibility for processing manual time sheets from HR to Payroll. 2. Monitor implementation	Payroll Manager (lead) (Gill) HR Liaison/Team for MUNIS Support (Hardeman)	Continuous (completed #17 July 1, 2019)	**Evidence (including metrics):** ● Timesheet review and processing were moved to Payroll in March 1, 2019 date. **Artifacts** ● Finance notes	X-Functional Team Member: CFO Member: Chief of Tech Member: HR Chief Weekly MUNIS meeting

| Strategic Plan Implementation

Organizational Effectiveness

HR Office Administration | #23 | (green) | **HRIS Integration and Defined Roles and Responsibilities.**
1. Ensure a proper segregation of duties by limiting the access of some HR staff in Munis
2. Monitor assignments | Finance Chief (lead) (Turner)

HR Chief (support) (Wilkins) | Continuous

(completed #23 July 1, 2019) | **Evidence (including metrics):**
● MUNIS weekly meetings

Artifacts:
● Meeting agenda | X-Functional Team
Member: CFO
Member: Chief of Tech
Member: HR Chief

Weekly MUNIS meeting |

2. Essential Action/Research-Based Strategy: Improve HR Organization Effectiveness with focus on MEDIUM and LOW priority items from the audit.	
Evidence Driving This Essential Action: 2018 HR Audit	
Plan to Assess Progress:	

Focus Area Strategic Plan Goal	Gibson Audit Recommendation (Color code: Green is completed, yellow is pending)		Action Steps	Person(s) Responsible for Implementation	Timeframe (Beginning to End Dates)	Evidence of Progress/Completion (Artifacts required)	Person(s) Responsible for Monitoring and Frequency
Strategic Plan Implementation Organizational Effectiveness HR Office Administration	#4	(green)	**HR Office Staff Professional Development and Skill-sets:** Enhance the professional development program to meet the on-going training needs of HR staff 1. Each staffer plans 2 courses per year 2. Directors consider: one individual training event and one group training event 3. Flexible plan to take "on demand" courses and webinars for just-in-time topics of HR interest	HR Directors (lead) (Carson, Hardeman, Waldron)	Continuous (completed October 2019 - June 1, 2020)	**Evidence (including metrics):** ● HR office training course chart (google folder) ● # of staff with two courses completed per year **Artifacts:** ● Certificates entered in local LMS (e.g. PLMS, VRSA, etc.)	HR Chief ● Semi-annual plan ● HR directors report completed classes
Strategic Plan Implementation	N/A not in audit	(yellow)	**Division-wide Employee Annual Training.** 1. Bloodborne pathogen 2. Sexual Harassment 3. Restraint and Seclusion	HR Director Employee Engagement and relations (lead)	July 2020 June 2021	**Evidence (including metrics):** ● # staff completing each course requirement	HR Chief ● HR director report of

Organizational Effectiveness HR Office Administration			4. Child Abuse	(Carson)		**Artifacts:** ● Compliance reports	completed classes
Strategic Plan Implementation Organizational Effectiveness Employee Relations and Engagement	#5 and #13	🟢	**HR Customer Service Feedback Surveys:** Expand the use of customer satisfaction surveys and send to customers after each interaction with the HR Department (#5). 1. Develop and implement a customer satisfaction feedback measure to evaluate customer service and effectiveness in the HR Department 2. Ensure all forms are available in Spanish, Arabic and Amharic (#13). 3. September 2019 - Each HR staff email sent with customer survey link 4. December 2019/quarterly - Review surveys to create a customer service standard 5. June 2020 - Develop a customer-service philosophy and training plan for the front-office staff. Note: Also includes customer-service training and development of a customer service philosophy across the division.	Director, Employee Engagement and Relations (lead) (Carson) Pending HRIS Analyst (support)	Continuous (completed #5, completed #13 by September 2019.)Each HR staff email is sent with a customer service survey link. Tech Services established use of "Google translate" for users.)	**Evidence (including metrics):** ● Exit Survey automated via Wufoo form on each HR staff email message ● # of Wufoo responses ● # of HR staff who attend *Disney Company* customer service classes **Artifacts:** ● Statistics from customer survey wufoo form	HR Chief ● Quarterly brief by HR Director
Strategic Plan Implementation Organizational Effectiveness HR Office Administration	#8	🟡	**HRIS Integration and Automation of Business Processes and Workflows:** Implement MUNIS workflow to automate approval process (position control) (#8)	Finance (lead): (Fugar) HR Liaison/Team for MUNIS Support (Hardeman)	September 1, 2019 - December 1, 2019	**Evidence (including metrics)** ● Automated process replaces paper process. **Artifacts: Handbook draft**	X-Functional Team Member: CFO Member: Chief of Tech Member: HR Chief Weekly MUNIS meeting

Strategic Plan Implementation Organizational Effectiveness Office of Employee Engagement and Relations	#9	⬤ (yellow)	**Employee Job Satisfaction:** Analyze employee turnover (#9) to to proactively identify and address the root causes of employee turnover and use this data to inform recruitment and retention strategies 1. Need to refine feedback form 2. Need to develop "pulse" survey 3. Need to develop "stay" survey	HR Director, Employee Engagement and Relations (lead for analysis) (Carson) HR Director Recruitment and Retention (support) (turnover data report (Hardeman)	July 2020 - June 2021	**Evidence (including metrics):** ● Data from surveys **Artifacts:** ● board annual retention report (Policy??) ● Turnover report	HR Chief ● Quarterly brief by HR Director
Strategic Plan Implementation Organizational Effectiveness Recruitment and Retention	#10	⬤ (green)	**Equity in Teacher Assignments:** Review teacher assignment strategies that place the most inexperienced teachers in the highest need schools and classrooms (#10) 1. Confer with principals about teacher quality 2. Develop tenure (years of service) per school 3. Review assignments of NBCTs 4. Review IPAL 5. Conduct quarterly review with Chief of TLL (or rep)	HR Director , Recruitment and Retention (lead), (Hardeman) (support) (HR Licensure Specialist)	Continuous (completed February 2019 - June 2020)	**Evidence (including metrics):** ● Teacher assignment query to principals Spring 2021; ● IPAL Survey ● KPI for Recruiting Plan for 2020-2021 ● # NBCT each December ● # tenure list per schools **Artifacts:** ● Link I-PAL	HR Chief ● Quarterly brief by HR Director

Strategic Plan Implementation
 	
Organizational Effectiveness
 	
Recruitment and Retention
	#11	⬤ (green)	**Recruiting Plan 2020-2021:** Develop and implement recruiting plan with implementation strategies to more effectively recruit, hire and retain Hispanic teachers (#11)
			1. Conduct gap analysis (demographics)
			2. Target Latinx candidate population with colleges and universities
			3. Target professional associations
			   a. ALAS
			   b. Teach for America (TFA)
				HR Director , Recruitment and Retention (lead), (Hardeman)
				
				(support) (HR Teacher/Licensed Recruiter) (Pending title of
					Continuous
					
					(initially completed #11 in June 2020)
						Evidence (including metrics):
						● KPI for Recruiting Plan for 2020-2021
						● # of Latinx hires
						● # of new hires
						● # of "ACPS Recruitment Newsletter" to school principals
						
						Artifacts:
						● (Link to plan)
							HR Chief
							● Quarterly brief by HR Director

			4. Virtual recruiting fairs
			   a. Register as employer
			   b. Develop virtual job board
			   c. Assign HR virtual-recruiter tasks
			   d. Track results
			   e. Follow up leads
				HR Business Partner)		• Link to sample agendas

Strategic Plan Implementation Organizational Effectiveness Recruitment and Retention	#12	🟢	**Maintain Current Job Descriptions.** Establish processes for systematically reviewing and updating job descriptions to ensure that they accurately reflect assigned roles, responsibilities, reporting relationships, and position qualifications (#12) 1. As jobs are posted, review with supervisor, post updated job descriptions (on-going). 2. Develop and conduct a cyclical review of job descriptions to make current within 2-year cycle by 2021-2023	HR Director Recruitment and Retention (lead) (Hardeman) (support) (pending HR Business Partners)	Continuous (initially completed #12 in July 2019)	**Evidence (including metric):** • # of total active job descriptions on file • # of jobs changed (or edited) in current year • internal office cyclical calendar of reviews **Artifacts:** • job descriptions	HR Chief • As needed by HR Director
Strategic Plan Implementation Organizational Effectiveness Compensation and Benefits	#16	🟢	**Pay equity and market competitiveness.** Salary survey (#16 - compensation survey). 1. Phase II of Compensation Study. Study results expected by January 2021 2. Compensation Implementation Plan to be determined via budget process	HR Director, Compensation and Benefits (Waldron)	Continuous (Completed Phase 1 October 2020 - January 2021)	**Evidence (including metrics):** • Comp Study Timeline by consultant • Comp Study report **Artifacts:** • January 2021 board brief	HR Chief • Monthly until complete by Director
Strategic Plan Implementation Organizational Effectiveness	#15	🟢	**Teacher Mentor Program:** Enhance the Teacher Mentor Program to more effectively support new teachers and veteran teachers new to the school, school division, or teaching assignment (#15).	To be formally contacted by the HR liaison: Director Teacher Talent Development	Continuous (completed #15 in 2018))	**Evidence (including metrics):** • Mentor webpage **Artifacts:** •	Executive Director of Instructional Support (Mann) • Meeting frequency to be determined

Employee Performance Management Employee Engagement and Relations				(lead for #15); (Kapelski) HR Liaison (support) <mark>(Carson)</mark>		

Strategic Plan Implementation
 	
Organizational Effectiveness
 	
Employee Performance Management
 	
Employee Engagement and Relations
	#22	🟢	**Annual Performance Evaluations:** Improve monitoring of appraisal system compliance and hold supervisors accountable to complete forms (#22)
			1. Achieve 100% annual completion rate of teacher evaluations by June 2020.
			1. Achieve 100% completion rate by classified-staff by July 2025.
			2. Check alignment and integration of mentor and evaluation and onboarding programs
			3. Develop Support Form Committee in Fall 2021
			4. Develop Principal/Administrator Form Committee in Fall 2021
				Director, Employee Engagement and Relations (lead for #22) <mark>(Carson)</mark>	Continuous
					
					(completed #22 for teacher evaluations in 2020)
						Evidence (including metrics):
						● Teacher Evaluation Committee process
						● % of completed evaluations by year for employee groups:
						  ○ teacher
						  ○ support
						  ○ administrators
						
						Artifacts:
						● Teacher Evaluation Manual
							X-Functional Team
							
							Member: Chief Teaching Learnings and Leadership (TLL)
							
							Member: Lead Principals
							
							Member: HR Chief
							● Quarterly reports by TLL and HR Director

Strategic Plan Implementation Organizational Effectiveness Compensation and Benefits	#18	🟢	**Employee Benefits Programs:** Establish Employee Benefits Committee for ongoing review of various components of ACPS benefits program. ● Committee presentations, minutes ● Make proposed changes to benefit plans during the annual budget process. ● Schedule meetings at various school locations to communicate benefit changes to employees ● Enrollment or participation rate for all benefits programs (including EAP, health, medical, etc.)	Director, Benefits & Compensation <mark>(Waldron)</mark> Note: (Initially completed #18 in October 2018. for the medical plan changes that became effective July 1, 2020.)	Continuous In April 2021 informed EAA that. RFP will be done in coordination with Alexandria City (we ride for insurance (medical, prescription	**Evidence (including metric):** ● Committee meeting agenda ● # committee members ● (note: EAA confirmed the Benefits Committee will convene in fall 2021 for review of the new process which starts in November 2021.) **Artifacts:** ● (pending fall 2021 minutes)	HR Chief ● Attends meetings as scheduled

					drug, dental, vision)		
Strategic Plan Implementation Organizational Effectiveness Compensation and Benefits	N/A	New - Not part of HR Audit 🟡	**COVID-related Employee Wellness:** Staff mental health wellness under the pandemic health situation has become more stressful as work and home were combined at a never-before-seen-level. Irregular and longer work hours, struggles to engage students remotely, repeated pivots from hybrid to remote to in-person instruction, not to mention traumas and infection fears of oneself and loved ones has impacted staff social-emotional health. EAP services nust address impacts of loneliness, lack of childcare, students at home, infrequent school dates, depression, etc.	Continuous Director, Benefits & Compensation (Waldron)	Ensure EAP is relevant. Monitor EAP program offerings to meet needs of employees.	**Evidence (including metric):** ● # EAP programs ● # enrolled in programs ● % participation rates **Artifacts:** ● Meetings with The Hartford (CompPsych) ● EAP webpage	HR Chief ● Quarterly updates by Director of Compensation and Benefits
Strategic Plan Implementation Organizational Effectiveness Maintain employee labor rights Employee Engagement and Relations	#20	🟢	**Labor Law Posters:** Ensure compliance of labor law posters, to all ACPS schools and facilities. All posters have been updated and a schedule established to audit schools annually for visibility. ● Auto notifications are established to ensure legal changes are available to the division and updates are communicated to the school administration.	Director, Employee Engagement and Relations (lead) (Carson)	Continuous (Completed #20 December 2018)	**Evidence (including metrics):** ● Current posters have been posted ● # of posters purchased **Artifacts:**	HR Chief ● Annual reporting by HR Director
Strategic Plan Implementation #19	#19	🟢	**Employee Handbook:** Update the ACPS Employee Handbook to include the names and contact information of the Compliance Officer and the Alternate Compliance Officer ● Review and update annually ● Handbook published on the web	Executive Administrative Specialist (lead) (Florence)	Continuous (Completed #19 December 2018 and	**Evidence (including metrics):** ● 2020-2021 Handbook published on HR webpage **Artifacts:**	HR Chief ● Annually approved by HR Chief

Organizational Effectiveness HR Office Administration			● Handbook signed for at orientation ● Future: Add to annual training requirements		yearly thereafter)	● Posted on HR webpage [here](#) ● VRSA receipt or safeschools receipt	● Reviewed for edits by each HR Director
Strategic Plan Implementation Organizational Effectiveness Compensation and Benefits	#24	🟢	**Claims to Bureau of Workers Compensation:** Implement more robust monitoring of workers' compensation claims for compliance	● HR Director of Compensation and Benefits <mark>(Waldron)</mark>	Continuous (Completed #24 December 2018)	**Evidence (including metrics):** ● # of BWC cases **Artifacts:** ● BWC monthly report	HR Chief ● HR Director provide monthly briefing as needed

Strategic Plan Implementation
 	
Organizational Effectiveness
 	
Employee Engagement and Relations
	N/A (not in audit)	🟢	**Employee Workplace Investigations:** Also includes workplace investigations of all kinds
			
			● Implement on-line, software case management system (e.g. I-Sight, Inc.) for employee cases involving:
			  ○ workers compensation
			  ○ workplace investigations
			● Provide summary reports on employee cases
				● HR Director of Employee Engagement and Relations (lead) <mark>(Carson)</mark>	Continuous	**Evidence (including metrics):**
						● Provide summary reports on employee cases
						● # cases
						
						Artifacts:
						● Case tracker chart (note: confidential information)
							HR Chief
							● Weekly case review by HR Director

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3. Essential Action/Research-Based Strategy: Get the right people in place. Reference: Jim Collins, author <u>Good to Great</u>. https://youtu.be/Mh4swl_uSWU and https://www.jimcollins.com/
1) HR Office Staff: Recruit and Hire HR staff to run the office.
2) Senior Leaders: Recruit and Hire Principals and Senior Administrators

Evidence Driving This Essential Action: New staff is needed due to division restructure initiative and employee turnover (i.e. the January 2020 division restructure plan; retirements of two HR directors; departures of HR staff (benefits, recruiting, lobby)	
Plan to Assess Progress:	

Focus Area Strategic Plan Goal - Strategic Plan Implementation Organizational Effectiveness Recruit and hire HR Office Staff		Action Steps	Person(s) Responsible for Implementation	Timeframe *(Beginning to End Dates)*	Evidence of Progress/Completion *(Artifacts required)*	Person(s) Responsible for Monitoring and Frequency
● HR Executive Director	🟢	**Executive Search Process.** Hiring process timeline and sequence of events (SEE BELOW)	Executive Search Consultant (Porter)	July 2020 - June 2021	**Evidence (including metrics):** ● HR (projected hire June 2021. (Note: Also listed under key leader hires below) **Artifacts:** ● Revised job description in April 2021 to add bi-lingual skill set preference	HR Chief ● Weekly reporting
● HR Director of Employee Engagement and Relations; ● HR Director of Compensation and Benefits	🟢	Hiring process timeline and sequence of events 1. Update job description 2. Encourage internal applicants 3. Determine panel members 4. Conduct panel interview 5. Conduct meet-and-greet with HR team 6. Complete reference checks 7. Complete background checks 8. Make offer	HR Chief (Wilkins)	July 2020 - October 2021	**Evidence (including metrics):** ● Employee Relations Director (hired July 2020) ● Benefits and Compensation Director (hired October 2020) **Artifacts:** ● job descriptions	HR Chief ● Bi-Weekly reporting by HR directors
● HR Specialist for Compensation and Benefits ● HR Generalist for Employee Engagement and Relations ● New! - HRIS Analyst (post Spring 2021)	🟢	Hiring process timeline and sequence of events 1. Update and post ob description 2. Encourage internal applicants 3. Determine panel members 4. Conduct panel interview 5. Conduct meet-and-greet with HR team 6. Complete reference checks	● HR Director of Compensation and Benefits (Waldron) ● HR Director of Employee	July 2020- February 2021	**Evidence (including metrics):** ● HR Generalist (hired October 2021) ● HR Specialist (hired February 2021) **Artifacts:** ● job descriptions	HR Chief ● Bi-Weekly reporting by HR directors

			Action Steps	Person(s) Responsible for Implementation	Timeframe (Beginning to End Dates)	Evidence of Progress/Completion (Artifacts required)	Person(s) Responsible for Monitoring and Frequency
			7. Complete background checks 8. Make offer (Note: There were two HR staff hired in 2019: ● Support-hire Specialist (November 2019) ● LIcensure-Specialist (November 2019)	Engagementa nd Relations (Carson)			

Focus Area Strategic Plan Goal - Strategic Plan Implementation Organizational Effectiveness Recruit and hire Principals and Senior Administrators			Action Steps	Person(s) Responsible for Implementation	Timeframe (Beginning to End Dates)	Evidence of Progress/Completion (Artifacts required)	Person(s) Responsible for Monitoring and Frequency
Executive Hires for 2020 -2021: ● Principals (3): ○ Polk School Leadership ○ Maury/Brooks ○ John Adams	● (green circle)		**Executive Search Process for School Principals.** Develop executive search hiring process timeline and sequence of events (generally within 14-days after notification of vacancy) 1. Update and post job description 2. Conduct survey for leadership profile and post on school webpage 3. Encourage internal applicants 4. Determine panel members 5. Conduct two (2) panel interviews 6. Conduct meet-and-greet with school staff 7. Conduct staff amd PTA focus groups 8. Conduct community meetings of two finalists 9. Complete reference checks 10. Complete background checks and social media checks by third-party vendor	Executive Search Consultant (Porter)	January 2021-June 2021	**Evidence (including metrics):** ● Polk (hired April 2021) ● Maury (hired May 2021) ● John Adams (projected to hire June 2021) **Artifacts:** ● Consultant hiring stats chart ● Board report	HR Chief ● Weekly reporting

		11. Complete staff survey of two finalists 12. Conduct interview with Superintendent of Schools 13. Make offer			

● Executive Director (4):
   ○ Facilities and Operations
   ○ Communications
   ○ School Leadership
   ○ Human Resources
	🟢	**Executive Search Process for Administrators.** Develop search timeline within 14-days after notification of vacancy
		1. Update and post job description
		2. Encourage internal applicants
		3. Determine panel members
		4. Conduct panel interview
		5. Conduct one-on-one interview with supervisory chain
		6. Complete reference checks
		7. Complete background checks
		8. Make offer
			Executive Search Consultant <mark>(Porter)</mark>
			
			(Note: For the School Leadership position the Executive Search Consultant was (Hobbs)
				July 2020- June 2021	**Evidence (including metrics):**
					● Facilities and Operations (hired January 2021)
					● Communications (hired March 2021)
					● School Leadership (hired April 2021)
					● Human Resources (currently open. Projected hire June 2021. (note: Also listed under HR staff above)
					
					Artifacts:
					● Consultant hiring stats chart
					● Board report
						HR Chief
						● Weekly reporting

● Director positions with HR help (2):
   ○ Transportation
   ○ Procurement (support to Finance)
	🟢	**Executive Search Process.** Develop search timeline within 7-days after notification of vacancy
		1. Update and post job description
		2. Encourage internal applicants
		3. Determine panel members
		4. Conduct panel interview
		5. Conduct one-on-one interview with supervisory chain
		6. Complete reference checks
		7. Complete background checks
		8. Make offer
			Transportation <mark>(Wilkins -lead)</mark>
			
			Procurement <mark>(Hardeman-support)</mark>
				July 2020- May 2021	**Directors (2):**
					● Transportation (hired August 2020)
					● Procurement (hired May 2021)
					
					Artifacts:
					● Board report
						HR Chief
						● Weekly reporting

4. Essential Action/Research-Based Strategy: <mark>Continue to develop, coordinate and conduct COVID-19 related HR support services (Note: This started in March 2020-June 2020)</mark>
1) **Review and administer the COVID-related federal legislation   (FFCRA, CARES Act, etc.)**
2) **Hire 300 classroom monitors.**
3) **Conduct vaccination poll**
4) **Process workplace attendance**

Evidence Driving This Essential Action: This action responds to pandemic health situation for 2020 -2021	
Plan to Assess Progress:	

Focus Area Strategic Plan Goal - Strategic Plan Implementation Organizational Effectiveness <mark>Develop and Conduct COVID-19 HR support services</mark>		Action Steps	Person(s) Responsible for Implementation	Timeframe *(Beginning to End Dates)*	Evidence of Progress/Completion *(Artifacts required)*	Person(s) Responsible for Monitoring and Frequency
Monitor and implement COVID-19 federal, state and local legislation	🟢	**Review and follow COVID-related legislation** 1. Review federal DOL webpage and DOL announcements 2. Assess 3. Implement legislation 4. City Request for Assistance. Review Nurse Support for Contact Tracing at local health department (August City-Schools MOU cancelled)	HR Director of Compensation and Benefits <mark>(Waldron)</mark>	July 2020 - June 2021	**Evidence (including metrics):** ● federal DOL webpage ● # cases or requests processed under COVID-19 legislation ● Nurse MOU **Artifacts:** ● Board slide (note: PHI protected information)	HR Chief ● Weekly monitoring
Monitor Staff Morale and Wellness	🟡	**Employee Morale and Welfare.** 1. Assess essential staff morale 2. Assess instructional staff morale 3. Consider incentives: ● Hazard pay ● two (2)-days paid leave	HR Director of Compensation and Benefits <mark>(Waldron)</mark>	July 2020 - June 2021	**Evidence (including metrics):** ● Policy published ● # of staff taking leave **Artifacts:** ● Leave records	<mark>X-Functional Team</mark> ● SLT meetings (Senior Leadership Team)

In 30-45 days, develop surge recruiting plan, recruit, hire and manage 300 classroom monitors by March 1, 2021	🟢	**Surge Recruiting Plan for Classroom Monitors.** 1. Develop concept to employ a staffing agency vendor 2. Coordinate with City procurement 3. Coordinate with school principals to assess needs versus wants 4. Develop, coordinate and implement recruiting plan 5. Provide orientation training at central office and school level 6. Assign and manage school monitors on a daily basis 7. Develop budget, manage time and attendance; and process payments to temp agency	HR Director of Recruitment and Retention (Hardeman)	February 2021 - June 2021	**Evidence (including metrics):** ● Meeting agendas ● Vendor weekly hiring tracker statistics **Artifacts:** ● Vendor contract and payments ● Vendor weekly reports ● Lessons learned Reflections	HR Chief ● At least weekly monitoring ● Daily as needed
Conduct vaccination poll of the workforce and report to VDOE	🟢	**Vaccination Polls.** 1. Draft poll 2. Schedule dates for polling 3. Analyze results of poll 4. Send results to VDOE	HR Director of Compensation and Benefits (Waldron)	Monthly poll, March 2021 - June 2021	**Evidence (including metrics)** ● Meeting agendas ● Vaccine Poll metrics **Artifacts:** ● Poll results on board slides	HR Chief As needed, review: ● Draft poll ● Poll window ● Poll statistics and analysis
Process status of workplace attendance for temporary telework status and on-site status (Essential staff)	🟢	**Essential Staff (non-instructional)** 1. Review board policies, time and attendance procedures and daily accountability practices 2. Determine essential staff 3. Review those employees for on-call attendance as needed (e.g. IEP counselors)	HR Director of Compensation and Benefits (Waldron)	Essential Staff: July 2020 - June 2021	**Evidence (including metrics)** ● Meeting agendas ● # of essential staff ● **Artifacts:** ● Department attendance	HR Chief ● At least weekly monitoring ● Daily as neeed

Process status of workplace attendance for temporary telework status and on-site status (Child care remote exemptions)	🟢	**Staff with Childcare needs** 1. Poll staff for childcare support 2. Monitor federal legislation 3. Conduct back-to-work webinar 4. Post webpage of childcare services 5. Resolve requests for assistance or complaints	Childcare Status - HR Director of Compensation and Benefits (Waldron)	Childcare: March 2021 - June 2021	**Evidence (including metrics)** • Meeting agendas • # of childcare requests **Artifacts:** • Board briefings • Poll results on board slides	HR Chief • At least weekly monitoring • Daily as needed
Process status of workplace attendance for temporary telework status and on-site status (Health care remote exemptions)	🟢	**Staff with Health Concerns** 1. Poll staff for health-care needs 2. Track requests and status 3. Resolve requests for assistance or complaints 4. ADA interactive for in-person accommodation	Health Status - HR Director of Employee Relations and Engagement (Carson)	Health: November 2020 - June 2021	**Evidence (including metrics)** • Meeting agendas • # of health requests **Artifacts:** • Board briefings • Poll results on board slides	HR Chief • At least weekly monitoring • Daily as needed

NEW - **5. Essential Action/Research-Based Strategy: Assess Employee Social-Emotional Health related to remote work environment**

Evidence Driving This Essential Action: This action responds to a change in Virginia Code §40.1-57.2 adopted by the General Assembly in 2020 that grants Virginia municipalities to undertake collective bargaining beginning May 1, 2021.	
Plan to Assess Progress:	

Focus Area Strategic Plan Goal - Strategic Plan Implementation Organizational Effectiveness NEW - Social Emotional Health		Action Steps	Person(s) Responsible for Implementation	Timeframe (Beginning to End Dates)	Evidence of Progress/Completion (Artifacts required)	Person(s) Responsible for Monitoring and Frequency
Staff Social-Emotional Health. Background: "Navigating the pandemic" is taking its toll on every employee. Employees are dealing with a new,	🟡	In concept Background continued. The result is that employees are working not just longer hours	Consider hire of consultant to	May 2021 September 2021	**Evidence (including metrics)):** • Survey tool • # of staff responses **Artifacts:**	X-Functional Team HR Chief (lead)

uncertain situation that elevates anxiety in the employees and workplace. The work-life balance has been severely impacted by this pandemic situation. Work and home are forced together at an unprecedented level. The collision of the two environments represents a "car crash" for certain central office positions for workers. Employees are now challenged to separate work and home. The 9-to-5 workday or shift-hours are no longer clearly defined by physical separation of the office. (Indeed some workers delay or defer "work" in order to use the daytime to attend to family or home matters (this means "office work" may start after 7:00 pm for example).	This is a concept only. **Employee Assessment** 1. Review research for: a: COVID-related stress. b: Impacts of addiction to cell-phone use 2. Self-assessment 3. Focus groups 4. Findings and recommendations 5. Determine feasible services to help 6. Implement such support(s) for employees	- but also odd hours - because of the 24/7 nature of remote work where one is constantly "hooked" to the computer or iPhone either as a sender or receiver of information. This behavior is matched by the "immediate" desire or expectation of an answer at all hours of the day. Added to this condition is the stressed caused by the repeated pivots from remote to hybrid to in-person instruction and numerous plans with no end. For example, the summer is already absorbed by plans to open school for five days of learning. These conditions are matched with the real traumas and fears of COVID-19 infections or death for the employee, family, significant others, relatives or friends.	conduct survey (could be Porter) HR Director of Compensation and Benefits (Waldron)		● Report	● SLT meetings (Senior Leadership Team)

NEW -6. Essential Action/Research-Based Strategy: **Coordinate collective bargaining agreement**

Evidence Driving This Essential Action: This action responds to a change in Virginia Code §40.1-57.2 adopted by the General Assembly in 2020 that grants Virginia municipalities to undertake collective bargaining beginning May 1, 2021.	
Plan to Assess Progress:	

Focus Area Strategic Plan Goal - Strategic Plan Implementation Organizational Effectiveness		Action Steps	Person(s) Responsible for Implementation	Timeframe (Beginning to End Dates)	Evidence of Progress/Completion (Artifacts required)	Person(s) Responsible for Monitoring and Frequency

NEW - Collective Bargaining and Labor-Management Relations						
Collective-Bargaining Agreement(s)	This is a concept only.	In concept To be developed and published pending state and local guidance and conferral with board counsel	Director of Employee Relations and Engagement (Lead -Carson) To be considered for legal support: Labor Law Attorney	Announcements and initial concept talks start April 2021	**Evidence (including metrics)** ● Meetings with EAA ● Board discussions **Artifacts:** ●	HR Chief ● Weekly monitoring

NEW -7. Essential Action/Research-Based Strategy: **Develop concept for Mass Telework practice in Central Office and Schools**

Evidence Driving This Essential Action: A major lesson-learned from remote work during March 2020 - present is that mass-telework policy can work as a business practice.	
Plan to Assess Progress:	

Focus Area Strategic Plan Goal - Strategic Plan Implementation Organizational Effectiveness NEW - Mass Telework Practices		Action Steps	Person(s) Responsible for Implementation	Timeframe (Beginning to End Dates)	Evidence of Progress/Completion (Artifacts required)	Person(s) Responsible for Monitoring and Frequency
Strategic Plan Implementation Organizational Effectiveness HR Office Administration	This is a concept only.	In concept **Mass-Telework Policy.** To be developed and published pending state and local guidance and conferral with board counsel 1. Determine what positions: ● Stay on site ● Distributed	HR Chief (lead) HR Directors (support)	To be determined	**Evidence (including metrics)** ● Meetings **Artifacts:** ●	X-Functional Team ● SLT meetings (Senior Leadership Team)

		• Hybrid 2. What documentation is needed? 3. What communication and asynchronous communication is needed? 4. Collaboration platforms? 5. How to promote diversity, equity, inclusion and belonging in a virtual workplace?				