



SCHOOL DISTRICT OF FORT ATKINSON

*Quality · Commitment · Opportunity · Achievement*

# HUMAN RESOURCES UPDATE

## MAY – AUGUST, 2015

### 09.17.15

Dani Hopkins, PHR  
Director of Human Resources

# HUMAN RESOURCES DEPARTMENT

## □ **DANI HOPKINS, PHR**

- **Director of Human Resources**
  - *18 years of progressive HR experience*
  - *Professional in Human Resources Certification*
  - *Start date with District: May 4, 2015*

## □ **CINDY FAIRFIELD**

- **Administrative Assistant/Human Resources**
  - *District employee since March, 2000*
  - *Summer School Coordinator*
  - *Aesop Coordinator*
  - *Start date with Human Resources: June 18, 2015*

# HUMAN RESOURCES DEPARTMENT

## ESTABLISHING THE HR DEPARTMENT

- **ESTABLISH VIABILITY** (Visibility, Communication, Accessibility and Responsiveness)
- **PHYSICAL STRUCTURE/CENTRALIZATION** of HR Department
- **AUDIT** of Personnel Documents and Existing Protocols
- **INTERVIEWS CONDUCTED** WITH AFFECTED/IMPACTED STAFF RE: ESSENTIAL FUNCTIONS
- **PERSONNEL AUDIT**
- **HR PLAN DEVELOPMENT** AND TIMELINE FOR IMPLEMENTATION
- **PRESENTED PLAN** TO SUPERINTENDENT/BUSINESS MANAGER ON JULY 28, 2015.

# HUMAN RESOURCES DEPARTMENT

## DATA USED IN PRIORITIZING:

- 1. Springsted Study**
- 2. 2013-2018 Strategic Plan**
- 3. Information from formal/informal conversations with Administrators/Support Staff**
- 4. Knowledge, Background and Experience of HR**

# HUMAN RESOURCES DEPARTMENT

## CORE HUMAN RESOURCES FUNCTIONS

- Employee  
Recruitment/Onboarding/Retention/Turnover
- Benefits Administration
- Certification
- Substitute Procurement
- Exit Interviews
- HR Law; Policy Compliance and Administration
- Employee Relations Issues



# HUMAN RESOURCES DEPARTMENT

## INITIAL GOALS AND METHODOLOGY

30 Days

- Establish **Viability of HR Function**
- Department **Organization** - Layout Physical Set Up; employee personnel files.
- **Meet with Directors** and applicable administrative support staff to determine their functions/needs as relates to HR processes.
- Review current **state of staffing** for 2015-2016; determine recruiting plan/deficits to prepare for August 2015
- **Began development of Timeline/Priorities for function for presentation to Superintendent/Business Manager.**



# HUMAN RESOURCES DEPARTMENT

## INITIAL GOALS AND METHODOLOGY



60 Days

- Establish connections with vendors and outside stakeholders.  
**New Hire Process** – Streamline, Communicate, Train and Finalize
- **Orientation** – Plan for Onboarding of New Hires into District
- **Compensation and Benefits** – Review and establish Metrics for growth
- Establish **HR Metrics** in alignment with Strategic Plan; Priorities and Timeline; begin capturing historic data.
- Presented Superintendent/Business Manager with Priorities for HR Department.
- **Exit Interview** protocol in place.
- Assess **Human Resources Information Systems (HRIS) technology (Skyward and Aesop).**



# HUMAN RESOURCES DEPARTMENT

## INITIAL GOALS AND METHODOLOGY



90  
Days

- Focus on Health Insurance and Wellness Program
- Implement Wellness Plan
- Affordable Care Act
- Review and Assess New Hire Process
- Leave of Absence Protocol Development and Implementation





# HUMAN RESOURCES DEPARTMENT

## RECRUITING AND RETENTION

### □ Recruiting

- HR assumed posting of positions on July 1, 2015

20 Certified

10 Support Staff

1 Administrator

*Number of Ads Placed in local papers: 3*

*Paper application eliminated; moved all applications to  
WECAN*

# HUMAN RESOURCES DEPARTMENT

## RECRUITING AND RETENTION



Jefferson County Workforce and  
Development Recruiting Fair

August 14, 2015

Director of Operations, Tom Kulczweski

Cost of Fair: \$17.96

Contacts Made: 56

Recurring Comments:

*"Substituting may be an option for me."*

*"I never thought about working for the School District before. How do I apply?"*

*"I know Dr. Zaspel."*

Upcoming Recruiting: Support Staff:

September 22: Janesville

November 11: Janesville

Upcoming Recruiting: Certified Staff:

April 12, 2016: Wisconsin Educator Recruiting  
Fair; Monona Terrace

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## COMPONENTS OF HIRING PROCESS:

1. **Hiring Recommendation Communication**
2. **Background/Credit Check**
3. **File Completed/Initiated**
4. **Employee Physical**
5. **Compensation Quote**
6. **Benefits Overview**
7. **Benefits Sign Up**
8. **Technology Initiated**
9. **Fluid Communication Throughout Process**

# HUMAN RESOURCES DEPARTMENT

## NEW HIRE PROCESS: *DeCentralized*

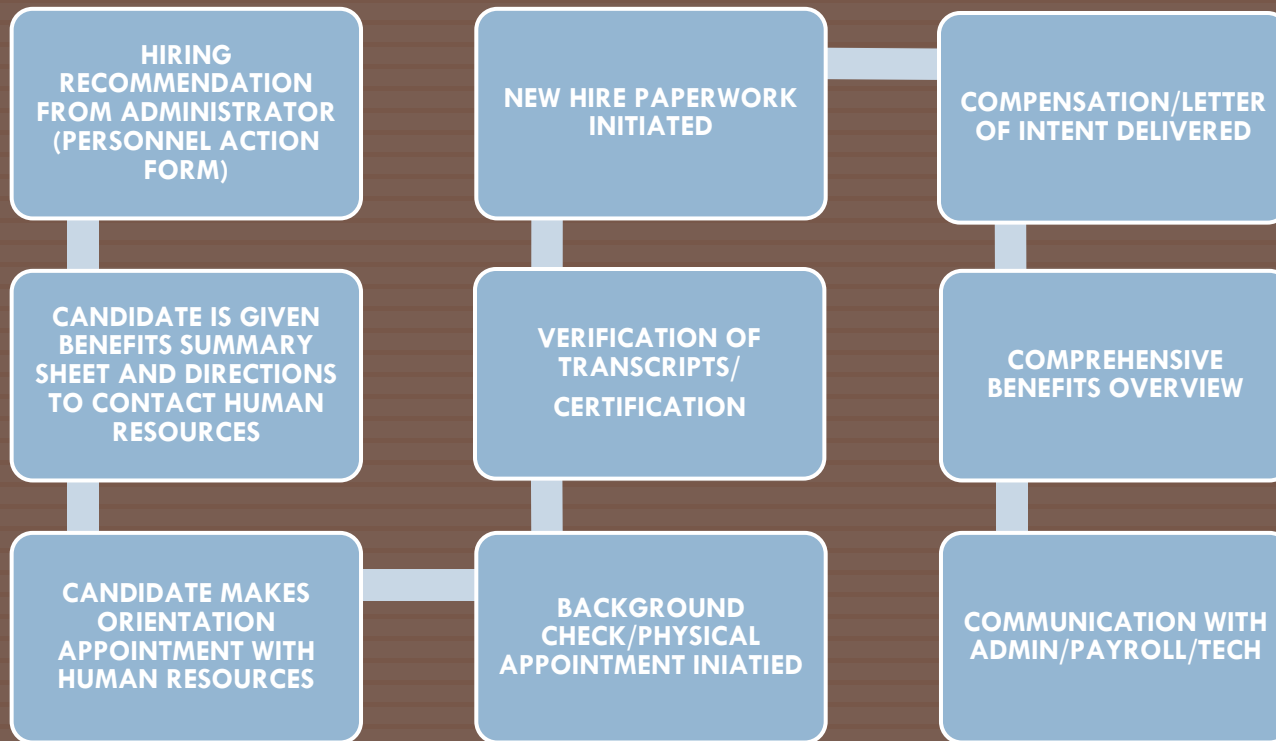
### Components of Hiring Process:

1. Several departments involved
2. Inconsistent communication to/about onboarding process
3. No fluidity between processes
4. Incomplete personnel files
5. Confidentiality a concern
6. Candidate confusion about benefits offering, etc.



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## NEW HIRE PROCESS: *Centralized*



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## RECRUITING AND RETENTION

- New Hire Process
- Development of Personnel Action Form for communication throughout departments.
- Administrators Trained on 8/5/15
- New Employee Orientations Conducted July 1 – September 1, 2015:

*23 Certified Staff*

*5 Support Staff*

- New Employee **Group Orientation Session** (Certified) 8/26/15

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## EXIT INTERVIEWS

- Exit Interviews developed and conducted for staff departing the district.
- Conducted exit interviews and continue to gather data on staff who have left the district over the past year.

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## BENEFITS AND COMPENSATION

- **Implemented** Flexible Spending Carrier change open enrollment (May 17 through August 13)
- **Coordinated** District First Open Enrollment for Benefits
- **Implemented and Communicated** Cash In Lieu Benefit Offering
- **Coordinated** Benefits Fair
- **Representation** on Negotiations Committee



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## BENEFITS AND COMPENSATION

- AFFORDABLE CARE ACT
- EAP
- LEAVES OF ABSENCE PROCESS

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## NEXT STEPS:

- A. SPRINGSTED STUDY – FINALIZE
- B. BENEFITS AND COMPENSATION
- C. ATTENDANCE PROTOCOLS
- D. HUMAN RESOURCES TECHNOLOGY  
ASSESSMENT
- E. WEBSITE DEVELOPMENT

# HUMAN RESOURCES DEPARTMENT

## NEXT STEPS: SPRINGSTED STUDY COMPLETION

1. Discussions re: Position Analysis  
Questionnaires (PAQ)
2. September-October: Job Descriptions
3. October: Job Groupings

# HUMAN RESOURCES DEPARTMENT

## NEXT STEPS: SPRINGSTED STUDY COMPLETION TIMELINE:

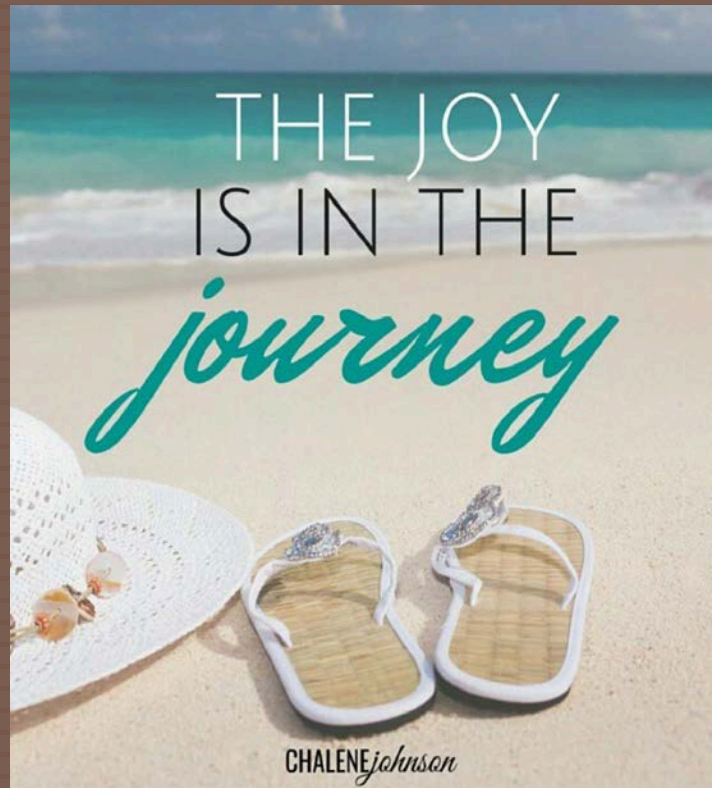
- 9/14/15: HR Director finalize initial review of Job Descriptions; forward final versions to staff for input. For categories where there was no PAQ completed, HR Director will send PAQ to entire employee group for input.
- 9/21/15: Job Descriptions returned from staff with input; Forwarded to supervisors for review.
- 9/29/15: Job Descriptions returned to HR from supervisors.

# HUMAN RESOURCES DEPARTMENT

## NEXT STEPS: SPRINGSTED STUDY COMPLETION TIMELINE:

- **10/5/15:** All job descriptions to Springsted
- **10/6/15:** Springsted and Administration will finalize job descriptions and begin categorizing into groupings
- **10/26/15:** Job Descriptions and Groupings back from Springsted.
- **11/10/15:** Begin development of Job Evaluation process in conjunction with updated job descriptions and groupings.

# HUMAN RESOURCES DEPARTMENT



QUESTIONS???

**THANK YOU!**



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