



Human Resources

2014 – 2015 REORGANIZATION

Table of Contents

I. Our Focus	3
II. How We Get There	4
III. Organizational Charts	5-9*
IV. Summary of Reorganization	10-12
V. Reorganization Updates	13*
VI. Buckets of Work for 2014-2015	14
VII. Timeline	15
VIII. Communication Plan	16
IX. Contact Information	17

*Updated December 1, 2014

Our Focus

Purpose:

To ensure that all students of Atlanta Public Schools will be ready for college and career.

Mission Statement:

Our mission in the Office of Human Resources is to recruit, develop, and retain outstanding employees committed to fostering educational excellence.

Vision Statement:

The vision of the APS Office of Human Resources is to be recognized as a world class organization that supports the recruitment and retention of outstanding employees that will enhance the district's vision for student achievement.

Belief Statements:

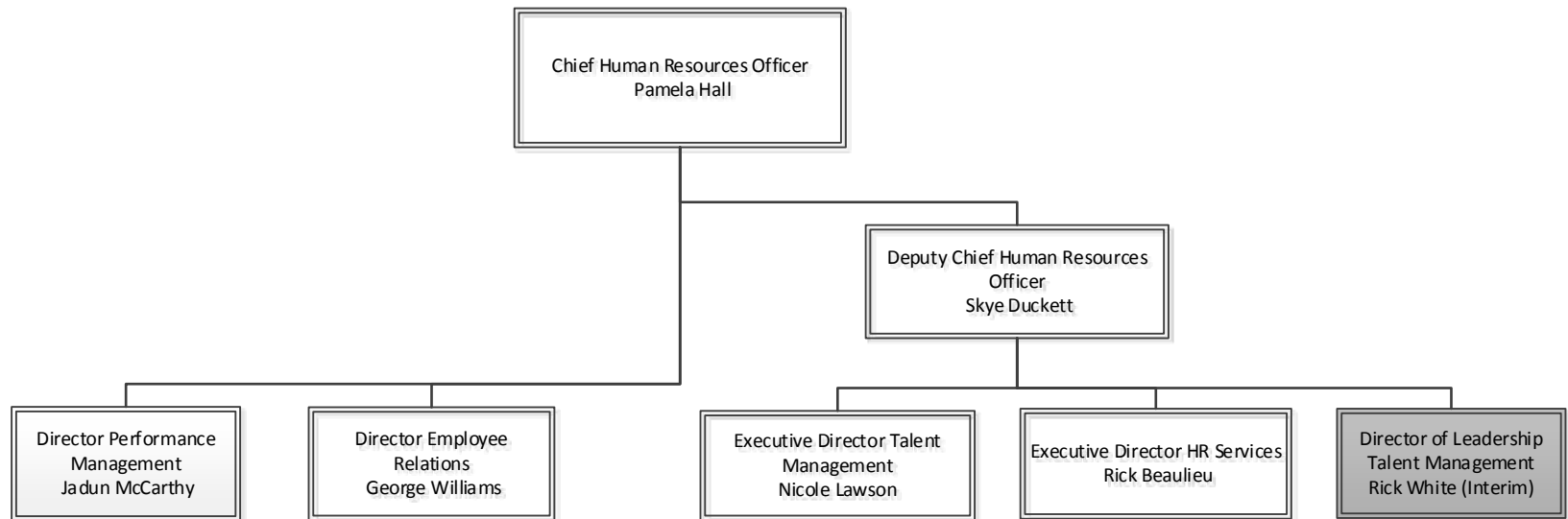
We believe that:

1. Every student is capable of success
2. Student success depends on the quality and performance of the district's employees
3. The quality and performance of district employees depends on the service of the Office of Human Resources.

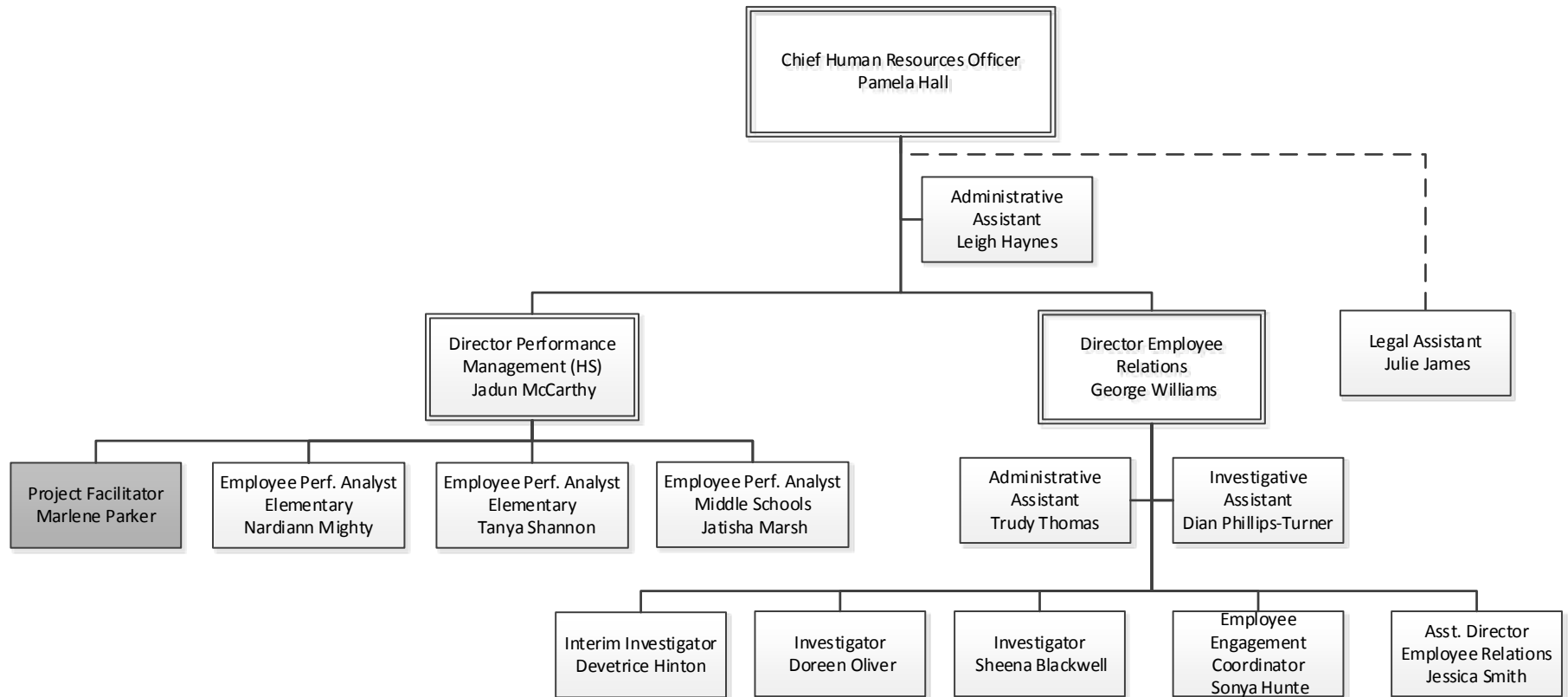
How We Get There

- ✓ Change the culture of the department to one that is student-focused, customer service driven, and supportive of the organization and each other.
- ✓ Organize the people and the processes to provide maximum efficiency and opportunities to excel.
- ✓ Provide the equipment, technical training, professional development, and materials needed for employees to perform their work.
- ✓ Provide clear expectations and processes for each position in the department.
- ✓ Implement key performance indicators and create a system of accountability for performance.
- ✓ Utilize technology to reduce manual processes and errors.
- ✓ Involve key stakeholders in decision-making and ensure transparency through communication.

Human Resources Administration



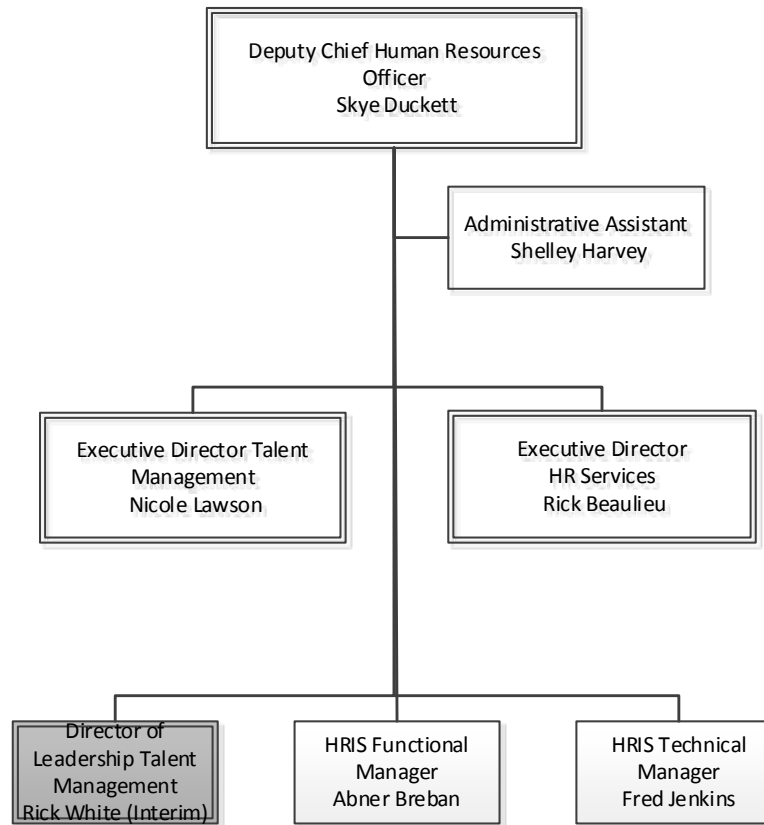
Chief Human Resources Officer



Race to the Top
(RT3) Position

As of April 1, 2015

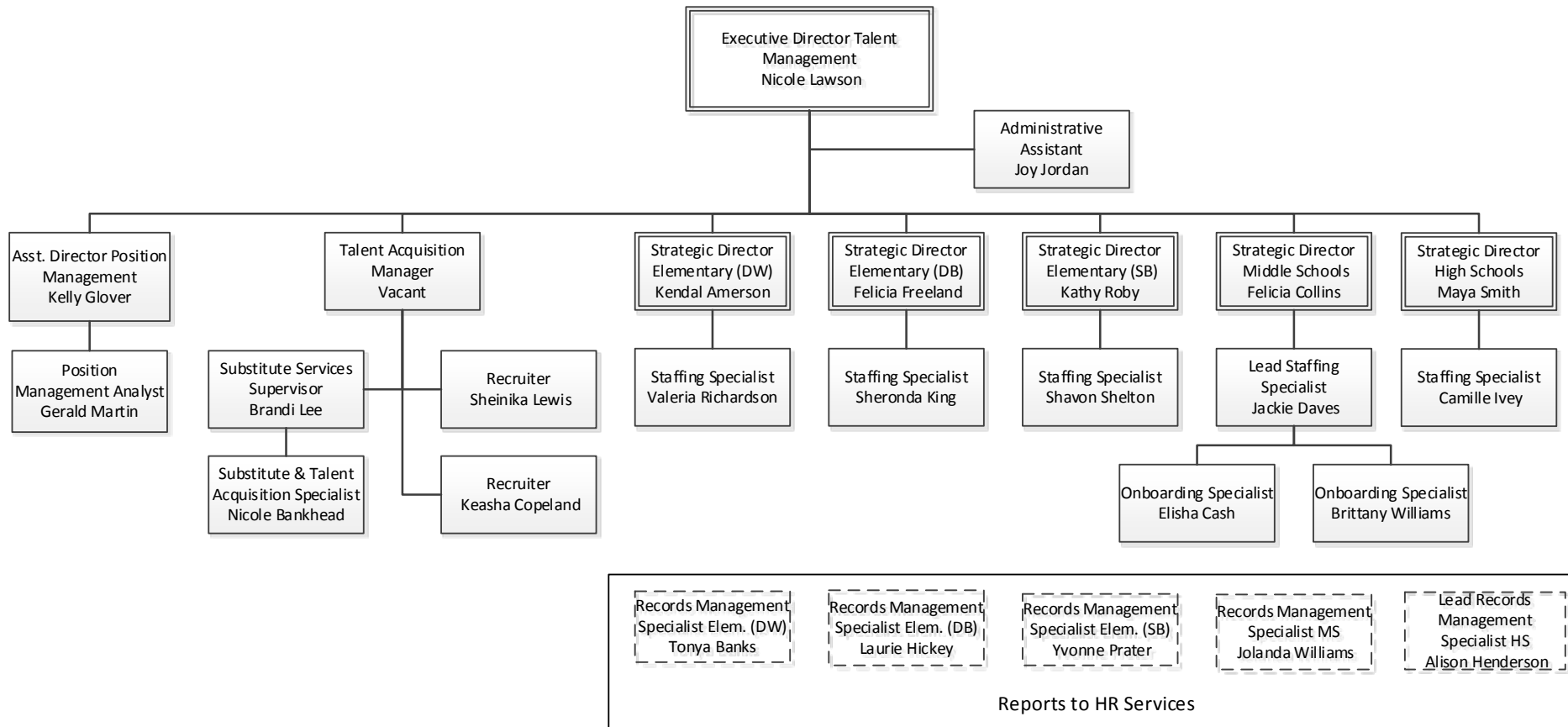
Deputy Chief Human Resources Officer



Race to the Top
(RT3) Position

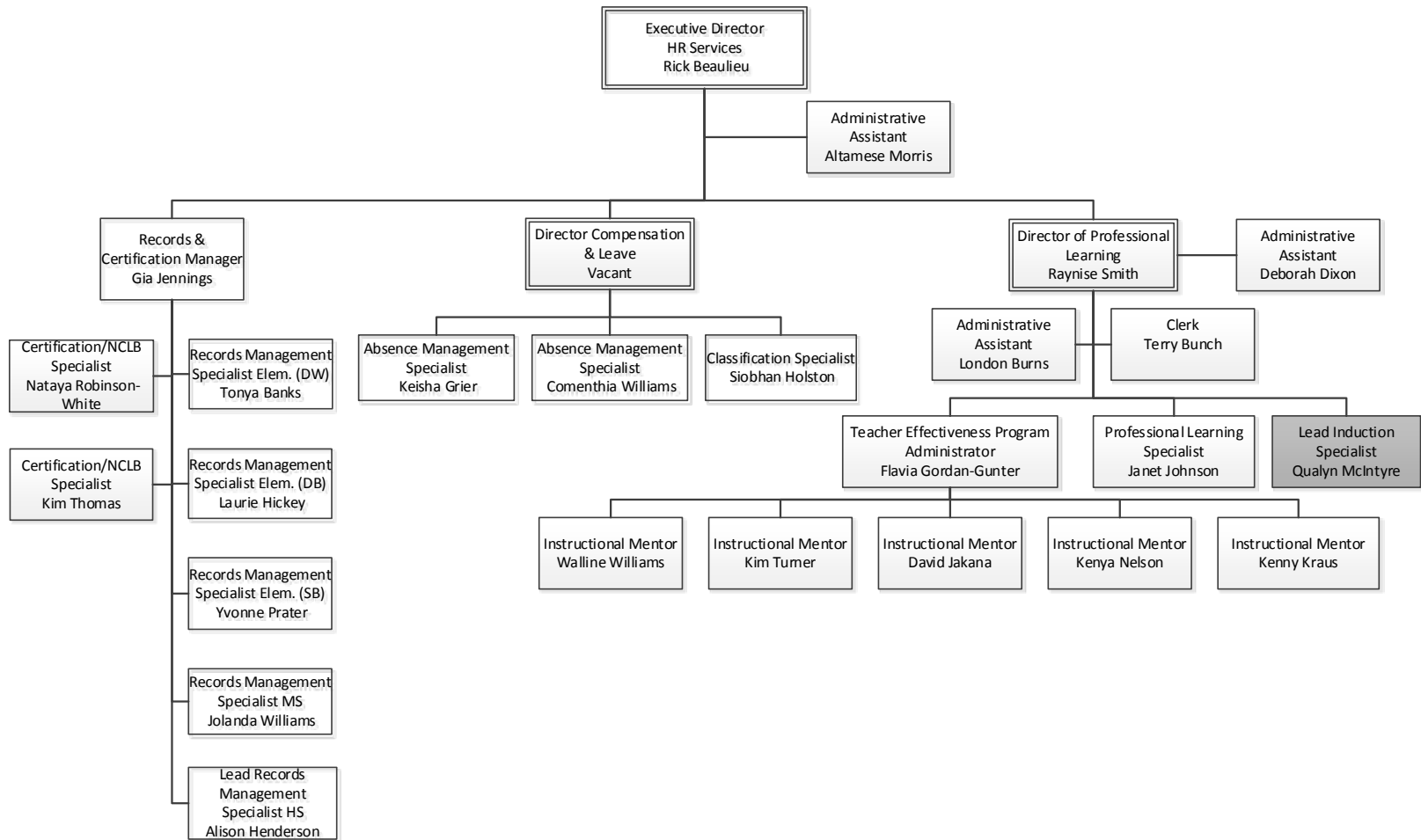
As of December 1, 2014

Talent Management



As of April 1, 2015

Human Resources Services



Race to the Top
(RT3) Position

As of April 1, 2015

Summary of Reorganization

HR Divisions:

- The divisions of Centers of Expertise, Strategic Services, and HR Operations are being renamed to Talent Management and HR Services. All positions in Human Resources will be combined into one program budget, 8004 - “Human Resources.”
- The Talent Management team will be accountable for providing direct support to supervisors in their staffing needs, including the first line of recruiting, onboarding, substitutes, hiring, certification, applicant screening, HR technology, and staffing allocations.
- The HR Services group will provide data entry and accuracy for all employment records, as well as subject-matter-expertise in certification, position control, HR technology, compensation, new teacher induction, and absence management.
- Goals include improved customer service experience for internal and external customers, greater communication and transparency, accuracy of data management systems, recordkeeping systems, and talent identification, development, and retention.

Employee Benefits, Risk Management, Unemployment & Workers’ Compensation:

- Eleven positions move from Human Resources to Finance.
- The contact information for these employees remain the same, but they are moving to the 4th floor of CLL.

Summary of Reorganization

Employee Relations:

- The Employee Relations function will be reorganized within the Office of Human Resources. The Chief Human Resources Officer will oversee the three basic Employee Relations components – employee complaints/investigations, appraisal process, and employee assistant program.
- The three new positions, Director of Employee Relations, Assistant Director of Employee Relations, and Employee Engagement Coordinator, are created from existing positions and vacancies within HR, and are budget-neutral for the organization.
- The remaining members of the team will be one attorney, four investigators, and two assistants from OIC & Legal.
- Goals for Employee Relations include improved employee engagement and retention, compliance, timeliness of resolution, confidentiality, streamlined processes, and improved collaboration within the organization.

Onboarding:

- The duties of the onboarding department will now be supervised by the strategic directors. Each onboarding specialist will work directly with a strategic director to serve a specific set of schools and CLL departments.

Ethics Training:

- The responsibility for tracking employee ethics training is moving to the office of the Deputy Chief Human Resources Officer.

Summary of Reorganization

Certification:

- The responsibility for certification and No Child Left Behind tracking, compliance, and remediation plans was split between Human Resources and the Office of Administrative Services in C&I.
- In 2013-2014, only 95.5% of the district's teachers met the Highly Qualified requirements for NCLB. To reach the goal of 100% highly qualified teachers, all certification and NCLB duties are moving to Human Resources. Three staff members, which consist of a manager and two specialists, are dedicated to meeting employee's certification needs, as well as state and federal compliance.

Substitute Services:

- To ensure improvement in the services provided for substitute coverage and cost management for the district, additional responsibilities will be added to the supervisor, as well as an additional staff member. We also plan to upgrade the substitute management system, which will require additional work.
- Previously, the responsibility for substitute services was split between Human Resources, the Office of Administrative Services in C&I, and Organizational Advancement. To improve substitute services to campuses and increase the fill rate, which averaged 81% for the 13-14 school year, all substitute services are moving to human resources.

Call Center:

- The call center will be eliminated to ensure that customers receive timely and accurate responses to their questions and concerns. Instead, each HR employee's phone number will be posted online.
- These changes are cost-neutral to the organization and will result in overall increased efficiency and productivity for the HR department.

Reorganization Updates

From September 15, 2014 to December 1, 2014, the following additional improvements occurred:

- The HR@YourService call center email and phone line 404-802-2300 have been completely shut down. Calls and emails should be sent directly to the appropriate staff member on the HR [contact page](#). Most questions can be answered by a school's assigned Strategic Director.
- Filled the positions of Director and Assistant Director of Employee Relations and Employee Engagement Coordinator.
- Moved Position Control from Finance to HR. The Asst. Director and Analyst have been added to the contact page and will work very closely with records and compensation to clean up position data in Lawson.
- Moved Professional Learning from Curriculum & Instruction to HR. The staff are physically located at ISC. This will ensure more alignment of resources for talent strategies towards employee recruitment, retention, and development.
- The addition of Race to the Top (RT3) positions for teacher and leader quality to support talent strategies, such as mentoring, induction, and career pathways.
- Further restructured the onboarding team to provide dedicated staff for fingerprinting. The onboarding staff who support Strategic Directors in staffing activities (hiring, transfers, terminations) are now titled "Staffing Specialists." The onboarding staff who are dedicated to fingerprinting and badges for volunteers, contractors, and employees will continue to be titled "Onboarding Specialists."

“Buckets” of Work for 2014-2015

Data
Cleanup

Personnel
Files

Compensation

Customer
Service

HR
Technology

Employee
Relations

Annual
Appraisals

Expanded
Recruiting
Efforts

Principal
Selection
Process

Timeline



Gather Information	Design Strategy	Implement	Monitor & Revise
<ul style="list-style-type: none"> • Project Thrive • Deloitte • Bain • Gallup • Council of Great City Schools • APS' strategic plan • Superintendent, senior cabinet, community and employee feedback • HR staff meeting feedback • News stories • Ethics audit • CHRO meets one-on-one with each HR employee 	<ul style="list-style-type: none"> • HR Call Center identified as a source of customer service concerns and will be eliminated • The positions along the employee life cycle will be aligned together in small groups according to the new structure of the 5 associate superintendents • Conduct HR staff meetings & cross functional team building meetings • Move employee benefits, risk management, and unemployment to finance • Transition employee complaints & investigations from OIC to HR 	<ul style="list-style-type: none"> • Board approval of position upgrades, downgrades, & creations • Each HR employee will receive a revised job description, clear expectations, procedure manual, and professional development • Baseline data collected for HR staff through Gallup Q12 survey • Move offices as needed • Redirect calls from call center to appropriate staff • Communication plan • Website update • Develop action plans for buckets of work 	<ul style="list-style-type: none"> • Launch employee relations office • Use industry standard KPI's to assess effectiveness • Expand Gallup Q12 engagement survey to all staff • Implement CLL customer service satisfaction survey • Mid-year and end-of-year performance evaluation cycle for HR staff • Implement action plans for buckets of work • Document progress toward goals during 2014-2015 • Make adjustments as appropriate for 2015-2016
May - July	August	September	October - June

Communication Plan

CLL

Sharepoint Update

Website Update

MyAPS Banner

Email Announcement

Senior Cabinet Presentation

Updated Phone Tree
Greetings

Employee Newsletter

Personnel Actions Board
Report

Campuses

Sharepoint Update

Website Update

MyAPS Banner

Email Announcement

Principal Meeting
Presentation

Updated Phone Tree
Greetings

Employee Newsletter

HR Tour of Schools

Applicants

Website Update

LinkedIn Announcement

Updated Phone Tree
Greetings

Recruiting Chat

Recruiting Videos

Digital Job Interviews

Community

Emails and calls to External
Partner Organizations

Website Update

Updated Phone Tree
Greetings

Personnel Actions Board
Report

HR Leaders Attend
Community Meetings

Contact

A **list of each HR employee** and their direct phone number, email address, and fax number is now posted at:

<http://www.atlanta.k12.ga.us/site/Default.aspx?PageID=1228>

Also, the HR **Front Desk** can be reached at 404-802-2312 or jaknighton@atlanta.k12.ga.us from 8:00am to 4:30pm.