Board Special Meeting
Oversight Work Sessions: Human Resources; Work Session: Department of Technology Services - Information Systems
Thursday, May 25, 2017, 4:30-7:00pm
Auditorium, John Stanford Center
2445 – 3rd Avenue South, Seattle WA 98134

Agenda

Call to Order   4:30pm

Oversight Work Session: Human Resources Department

- Vision
- Division Functions
- S.W.O.T. Analysis
- Information Technology Systems
- Department Accomplishments
- Policies & Procedures
- Looking Forward/Next Steps

Work Session: Department of Technology Services - Information Systems   6:00pm*

- Overview of District Systems
- Business and HR
- Student Administration
- Educational
- Communication/Collaboration
- District Reporting
- Infrastructure
- Cybersecurity Defense
- Security/Compliance

Adjourn   7:00pm*

Special meetings of the Board, including work sessions and retreats, may contain discussion and/or action related to the items listed on the agenda.

*Times given are estimated

Board Work Session Materials

May 25, 2017

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School Board Office
206-252-0040

The following pages are presentation materials reviewed at the May 25, 2017 Board work session.

Photos by Susie Fitzhugh

Human Resources: Oversight Work Session
Clover Codd, Assistant Superintendent of Human Resources

May 25th, 2016

What we will cover today:

- Vision
  - Department Goals & Objectives
  - Key Performance Indicators (KPIs)

- Division Functions
  - Organizational Chart
  - Budget & Staffing
  - Major Outside Service Contracts
  - Benchmarking

- S.W.O.T. Analysis

- Information Technology Systems

- Department Accomplishments

- Policies & Procedures
  - Internal and External Controls

- Looking Forward/Next Steps

Human Resources Vision

Ensure educational excellence and equity for every student

Attract, deploy and retain staff to ensure we support high levels of student learning for every child, in every classroom/school, each and every day.

Improve systems district-wide to support academic outcomes and meet students' needs

Deliver effective HR services by integrating and aligning systems.

Strengthen school, family and community engagement

Build a culture of caring, recognition and support for employees.

Ensure educational excellence and equity for every student

Attract, deploy and retain staff to ensure we support high levels of student learning for every child, in every classroom/school, each and every day.

Initiative	2016-17	2017-18
Pool Building/Early Hiring	Hired teachers one month earlier in 2016.	Set recruitment targets based on historic need and continue to offer early contracts to lock in talent.
100% staffed by first day of school for students	94 positions still open at start of school (86% of vacancies staffed).	Set benchmarks throughout spring and summer to ensure that all teaching vacancies ID'd by mid-August have a teacher by first day of school.

Ensure educational excellence and equity for every student

Attract, deploy and retain staff to ensure we support high levels of student learning for every child, in every classroom/school, each and every day.

Initiative	2016-17	2017-18
Teacher Retention	Target: 75% 5-year teacher retention rate Actual: 69%	Collect data on teacher retention districtwide and by school to identify any "hot spots"; retool exit survey to gain clarity around why teachers leave SPS and develop strategies to address issues.
Restructure HR	Brought PG&E to HR (STAR Mentors, ESCTs)	Implementing PAR program with specific emphasis on teacher induction and support.

Improve systems district-wide to support academic outcomes and meet students' needs

Deliver effective HR services by integrating and aligning systems.

Major Initiative	2016-17	2017-18
Process re-engineering	Built foundation for HR-wide transformation effort including project management and LEAN principles. Training for managers on how to manage work towards meeting KPIs.	Continue efforts where process re-design will improve our measures and drive to KPI's; includes processes that span HR and smaller processes within individual teams
Implement the right technology to support the process	HR's ability to deliver timely and quality services was significantly improved through an SAP enhancement, help desk software and new database tools	Online forms and workflow for onboarding, leaves and other processes; document management software for evaluations; budgeting software

Improve systems district-wide to support academic outcomes and meet students' needs

Deliver effective HR services by integrating and aligning systems.

Major Initiative	2016-17	2017-18
eVAL (online teacher evaluation)	Our initial launch greatly exceeded expectations with all evaluators and almost ½ of our teaching staff volunteering to use the new platform.	HR is looking to fully roll out eVAL to almost all teachers (we expect few to opt out), putting us a year ahead of schedule.

Strengthen school, family and community engagement

Build a culture of caring, recognition and support for employees.

Major Initiative	2016-17	2017-18
Improve HIB (Harassment, Intimidation and Bullying); processes	• Aligning board policies in collaboration with Labor partners • Scoping out feasibility of an alternative dispute resolution process (continuum of support) • Management training on conflict resolution and problem solving	• Implement alternative dispute resolution (ADR) process • Continued management training on conflict resolution and problem solving • Begin revamping of orientation and onboarding to set up new hires for success

Strengthen school, family and community engagement

Build a culture of caring, recognition and support for employees.

Major Initiative	2016-17	2017-18
Improve employee satisfaction	• Implemented employee engagement survey to collect data • Implemented employee satisfaction workgroup to begin designing strategies	• Implementing strategies brought forward by the working group
Building an HR culture of support and accountability	• Implemented RULER Charter in HR; accountability in performance reviews • Developed systems for team-level accountability for outcomes	• Implementation of training curriculum for HR leadership team around accountability, measuring outcomes and driving to results that align to strategic plan/goals.

Key Performance Indicators (KPIs)

Goal	Measure	Target	Performance to date	Current status
Hire teachers earlier to secure talent before competitors	Teacher hiring timeline (date started)	Timeline moved up a month earlier (SMART Goal 4)	Goal Met	G
SPS will be fully staffed with teachers by first day of school	Target: 100% filled Actual: 86% in 2016	100% of vacancies ID'd by Aug. 15 will be filled by first day	Goal Not Met	R
Improve principal satisfaction of HR	Principal Survey	80% Principal Satisfaction (actual 80%)	Goal Met	G
Reduce substitute costs/increase fill rate	Substitute Fill Rate	Increase fill rate to 90% by end of 2016-17 SY (currently 87%)	In Progress	Y
Increase diversity of new teacher hires	% of new hires of color	Increase new teacher hires who identify as a person	In Progress (Currently 21% up	Y

Key Performance Indicators (KPIs) continued

| Goal	Measure	Target	Performance to date	Current status
Reduce # of employees on administrative leave by 50%	# of employees on admin leave	Feb. 2016 = 22 May 2017 = 5	Goal Met (exceeded)	G
Increase % of employee evaluations are turned in on time	% of evals turned in on time to HR	Target: 100% Actual: 99.4%	Goal Met	G
Increase retention of new teachers to district	% of teachers leaving after 5 years	Target: 75% Actual: 67%	Goal Not Met	R
Increase retention of school leaders returning to their schools	% of school leaders retained to their schools	Target: 75-80% Actual: 75%	Goal Met	G

KPIs Under Development Building our HR Scorecard

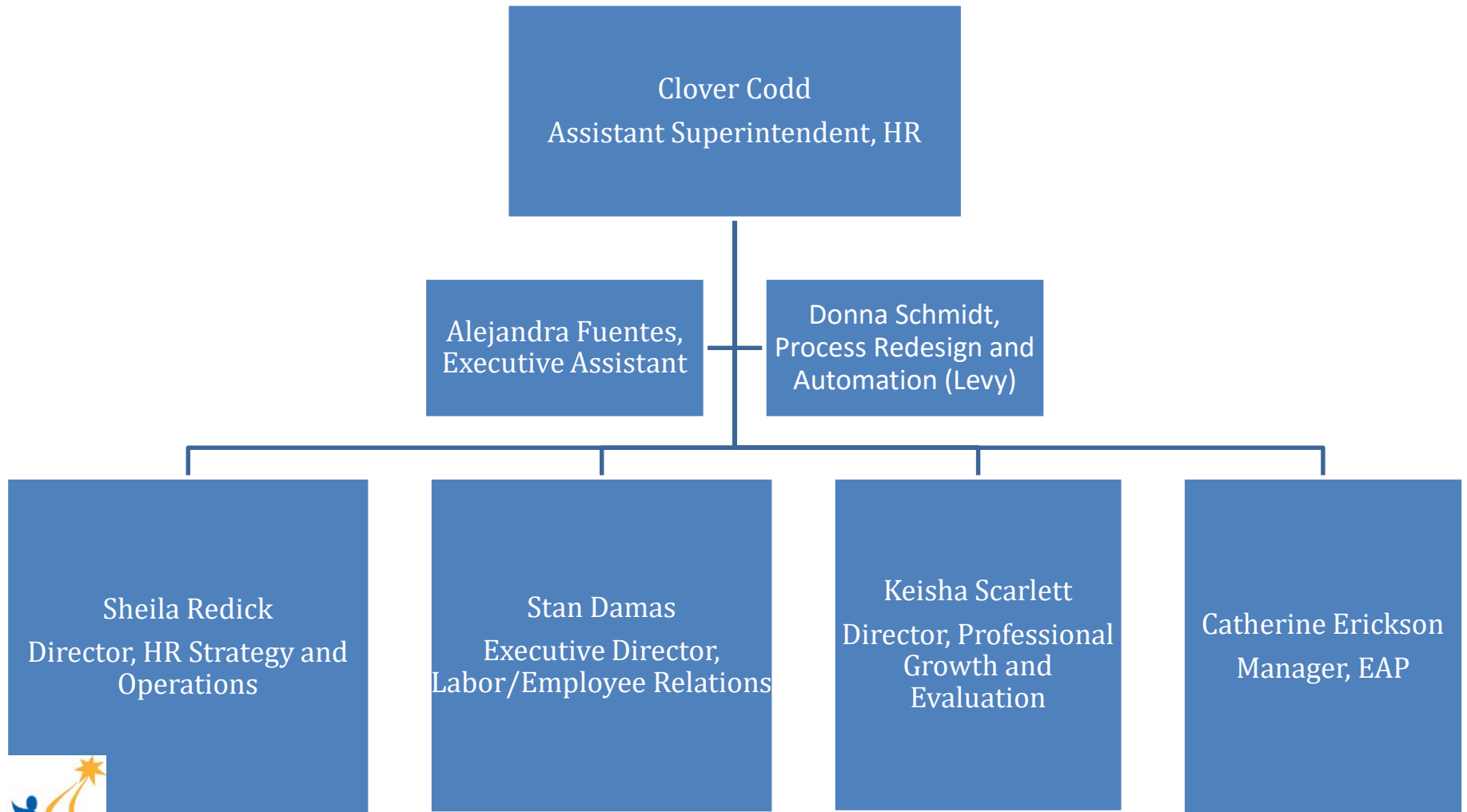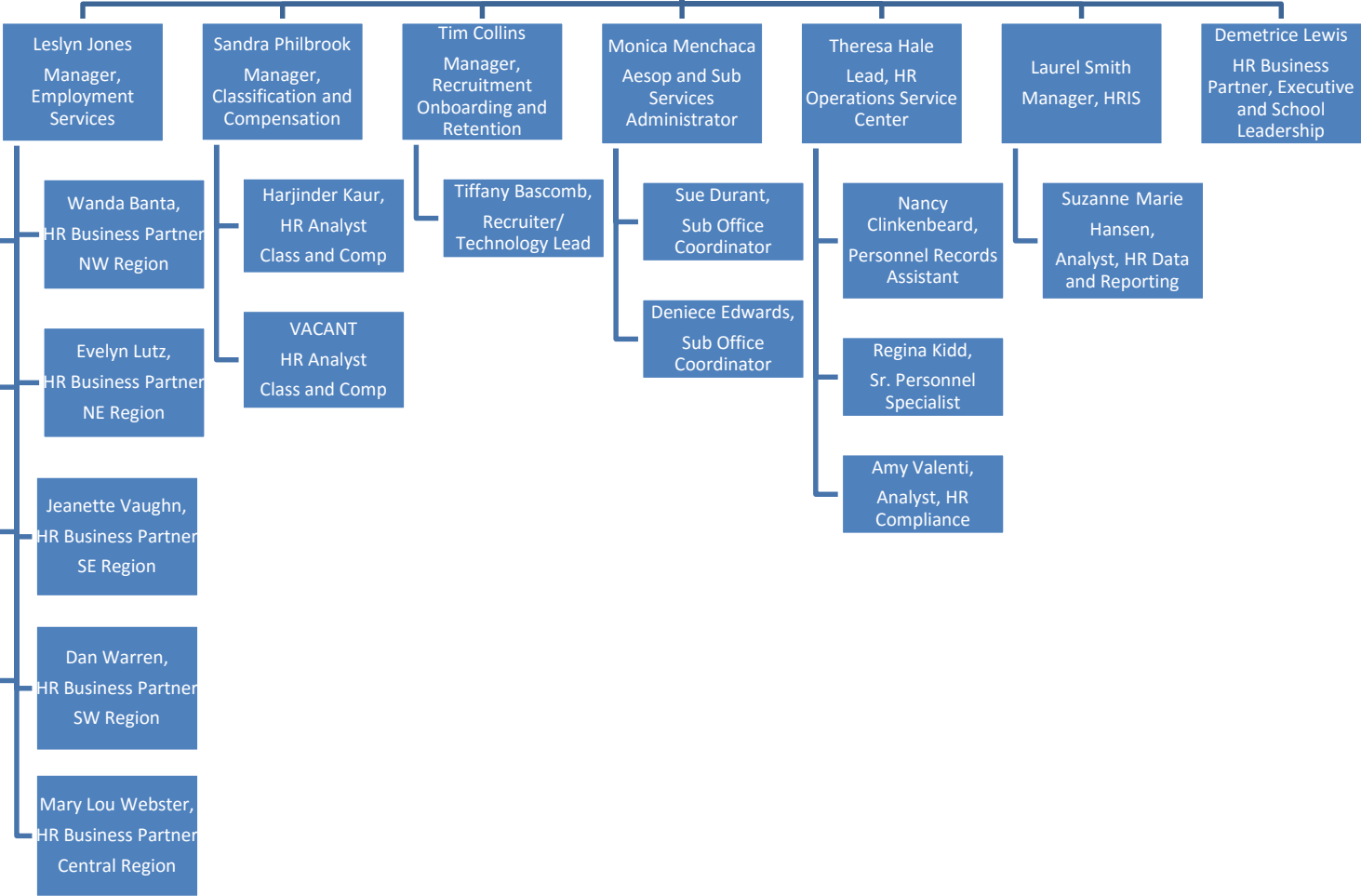| Purpose	Metric Name	Frequency
Get the Best	% of new teacher and principal hires with effective and highly effective ratings	Annual
Retention	Retention of highly effective teachers and principals in highest needs schools	Annual

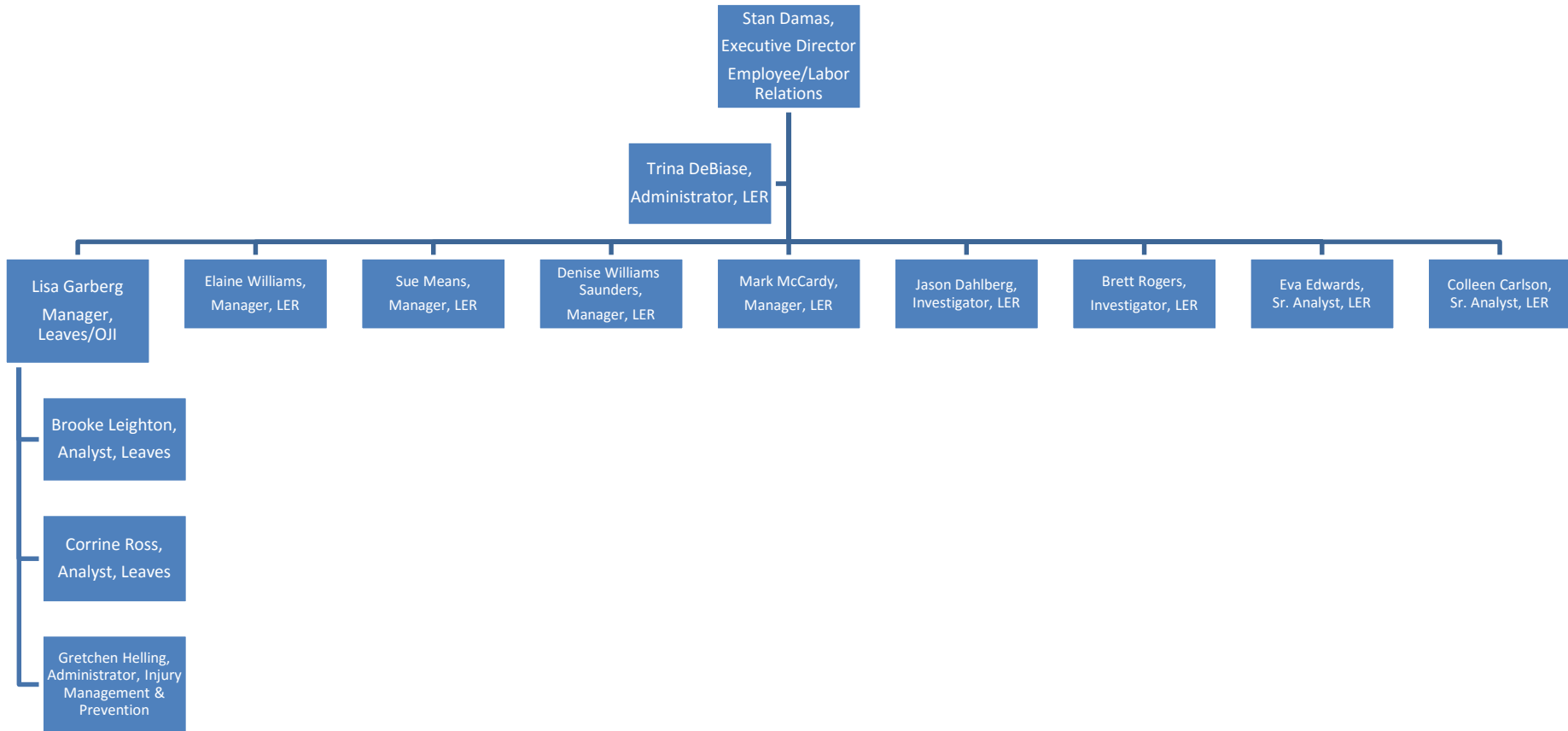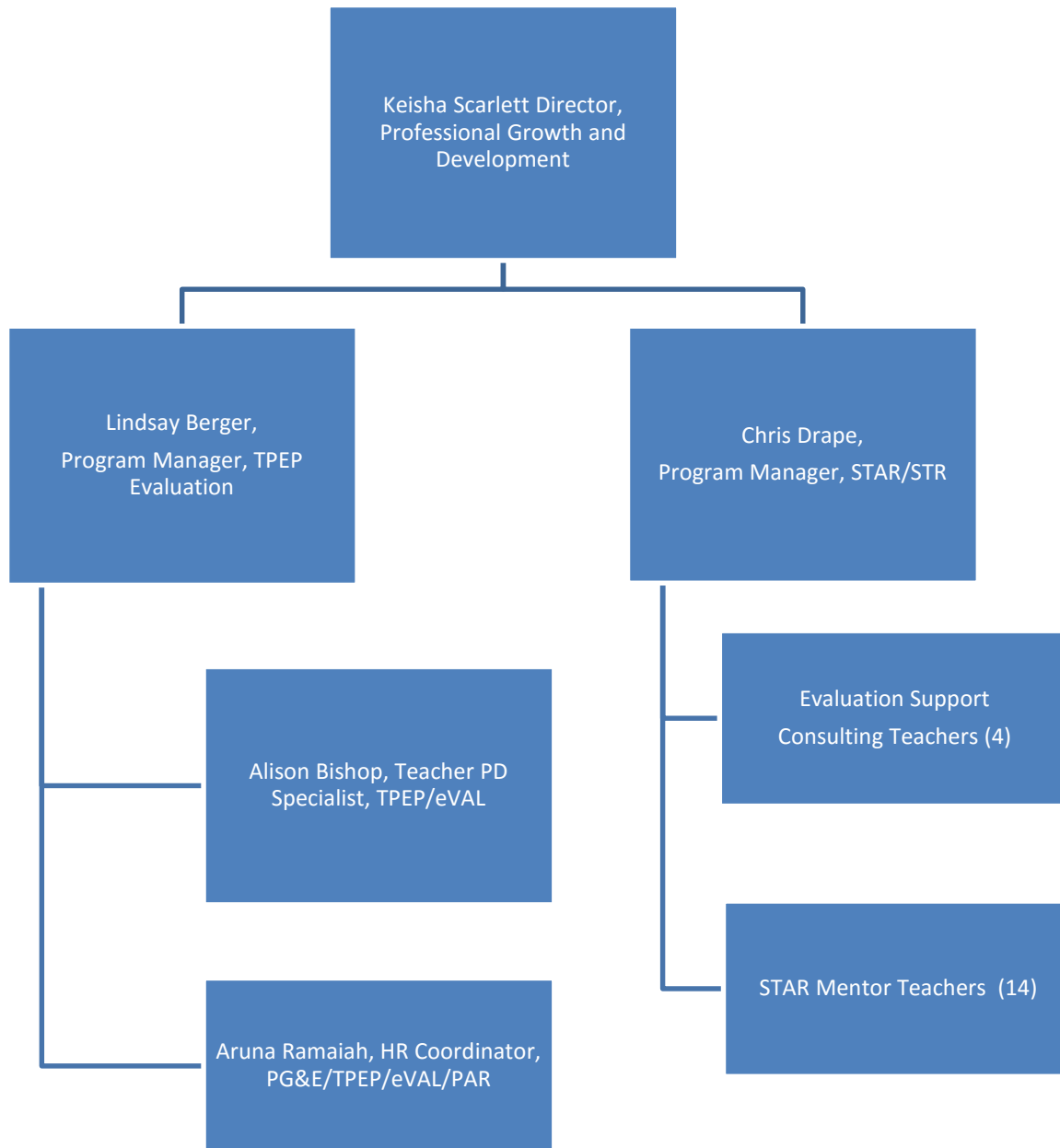# Questions

HR Service Delivery Model Division Functions
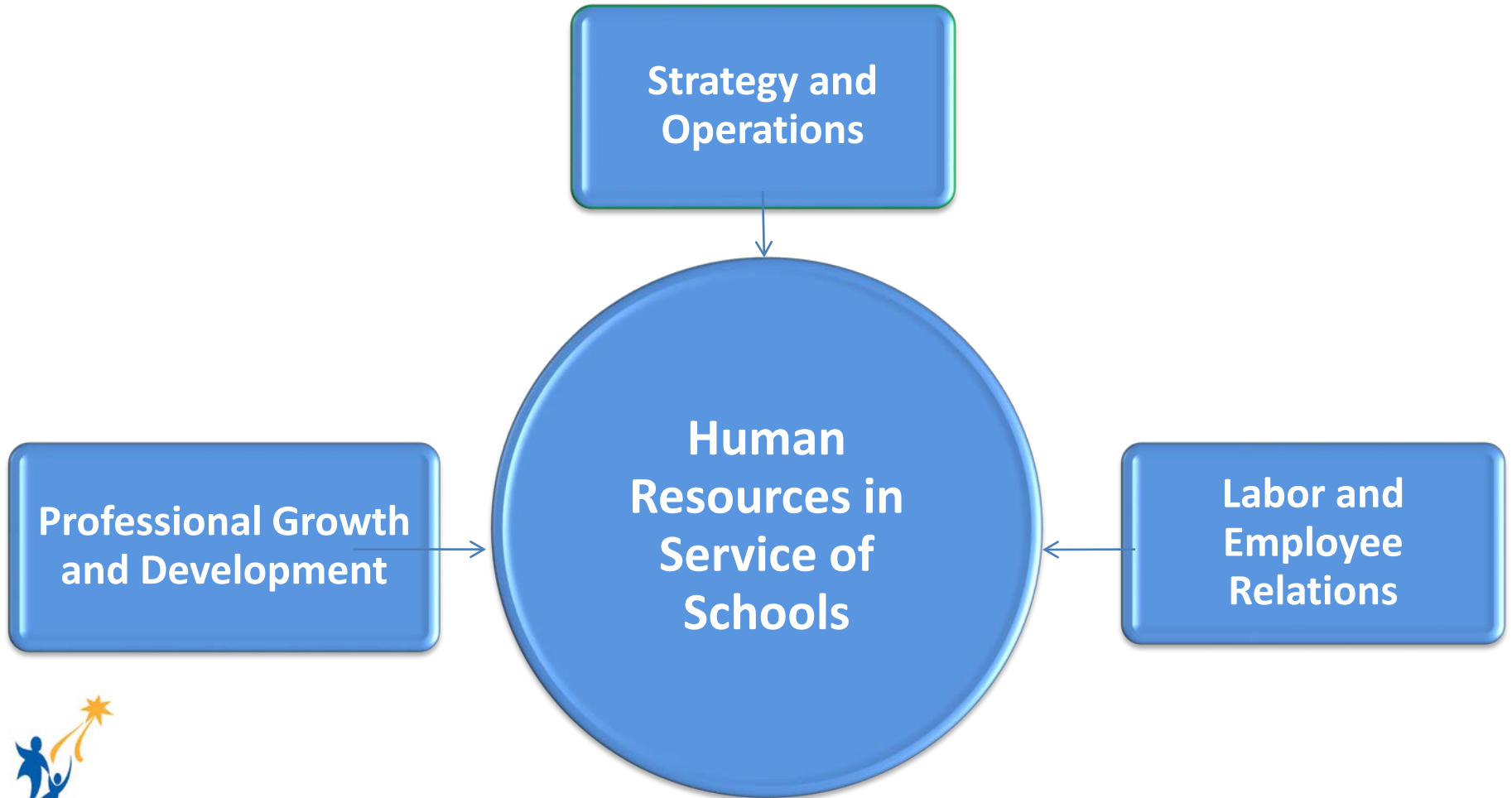
Department Leadership

Depart. Budget/Staffing Overview

Cost centers	# FTE	2015-16 Previous Year Budget	2016-17 Current Budget	Funds Committed as of 04/4/17	% Remaining
Assistant Supt HR	3.0	623,144	595,229	564,072	5.2%
Employment Services	10.0	1,203,958	1,351,667	1,290,596	4.5%
Employee / Labor Rel.	13.0	1,366,121	1,639,753	1,649,5014	-0.6%
HR Operations	17.0	1,673,776	2,191,610	1,980,242	9.6%
Employee Assist. Prog.	2.0	257,215	280,057	274,042	2%
EE 504/ Accommodations		230,268	90,000	88,644	1.5%
TOTAL HR w/out PG&E	45				
TPEP/PG&E/PAR/STAR	9.0	345,792	1,389,686	1,288,913	7.3%
Total Non Grant					
PG&E/TPEP & ESCTs	11.0	771,767	1,466,110	1,523,346	-3.9%

SEATTLE PUBLIC SCHOOLS

Major Outside Service Contracts

Major Contract	Brief Description	Amount
CorVel	OJI Third Party Administrator	$200,200
Sprague Israel Giles, Inc.	Employee Benefits Administrator	$159,000
USHCA	Urban Schools Human Cap. Acad.	$75,000
Sound Option Group	Conflict Resolution Training	$50,000
Alliance for Education	Seattle Teacher Residency	$50,000
Robert Half	Technology related to eVAL	$48,257
TERP Sign Language Services	Sign Language Interpreter	$46,432
Kambell & Johnson	Investigations	$35,000
Compensation Connections	Compensation Market Pricing	$17,600
Hearing, Speech, Deafness Ctr.	Sign Language Interpreters	$26,000
Hearing, Speech, Deafness Ctr.	Sign Language Interpreters	$26,000
Yarmuth Wilsdon PLLC	Investigations	$24,000
TALX Corporation	Unemployment Comp. Services	$23,143
Porter Foster Roderick LLP	Support for negotiations	$20,000
Carruth Compliance	403B plan administration	$44,814
MCEA	Montgomery County Education Association PAR	$15,000
Third Coast Enterprises, Inc	TPEP Stage 1 and 2 training	$12,000
MacroStaff	Technology to support eVAL	$8,165
Puget Sound Education Services District	Consulting Services	$7,025
Donnie Y Griffin	Mediation Services	$3,000
Donna Lurie	Mediation Services	$1,150

Benchmarking

District	Total Enrollment*	% of total district budget spent on department	# of FTE	Staffing Per 1000 students
Highline	19,611	1.02%	26.5	1.35
Cleveland	37,808	1.80%	44.5	1.18
San Francisco	50,503	3.10	51.94	1.02
Kent	24,847	1.30%	23	.92
Seattle*	54,976	.79%	45	.81
Tacoma	28,182	1.20%	22.5	.79
Portland	49,000	.77%	36.25	.76
Bellevue	20,263	0.73%	14.2	0.70

Does not include Teacher Evaluation and Support staff (TPEP/PG&E/STAR/ESCT in Seattle)

SEATTLE PUBLIC SCHOOLS

SWOT:
Strengths, Weaknesses, Opportunities, Threats

S.W.O.T. Analysis - Strengths

Strengths (S)

- Collaborative team
- Wealth of institutional knowledge
- Cross departmental relationships
- Readiness to innovate new processes, systems and service
- Knowledgeable, dedicated, and resourceful staff

S.W.O.T. Analysis - Weaknesses

Weaknesses (W)

- Lack of timely access to data
- Reporting is unavailable or data is unreliable
- Lack of integration of multiple data systems causes a duplication of data entry and strain on staff capacity
- Multiple data trackers (workarounds) are used to track and report data outside of systems of record
- Many HR processes are paper-based and lack in automation (e.g., separations, vacancy requests, displacement forms all done on paper or in email)
- Lack of standardization and consistency in processes
- No systematic processes to support employee conflict

S.W.O.T. Analysis Opportunities

Opportunities (O)

- Use KPIs to drive HR organizational effectiveness
- Data warehouse will soon be available to more easily access and connect data for better/streamlined reporting capabilities
- New Aesop system provides for better reporting and automation to increase substitute fill rates
- Work with Labor Partners to revise policies and procedures to support early complaint resolution processes

S.W.O.T. Analysis - Threats

Threats/Risks (T)

- Multiple systems tracking data independently
- Lack of management training for supervisors
- Data quality and access challenges
- Lack of processes across the organization
- Manual processes eat up staff time that could be used for strategic initiatives

More Questions

Key HR Information Technology Systems

System	Function
SAP	Enterprise resource planning software (ERP) used by Seattle Schools to manage the district's business functions. Included in those functions are Human Resources, Finance, Grants, Budgeting, Accounting, Payroll, and Benefits.
NeoGov	Applicant tracking system that automates the hiring and selection process. Functionality includes minimum qualification screening, robust reporting, and an online applications with distinct views for applicants, hiring managers, and HR staff.
AESOP	The substitute request and placement system with web and phone capabilities. Teachers or administrators submit substitute requests and substitutes search for and select opportunities.
eVal	Online teacher/principal evaluation program to be fully scaled by 2018. Provides the ability to respond to information requests or support business processes through easily accessible data that has been integrated across eVal, SAP, and PowerSchool.
School Planning Online Tool (SPOT)	Proprietary tool used to create staffing projections and identify RIF and displaced employees for the next school year.

SEATTLE PUBLIC SCHOOLS

ACCOMPLISHMENTS

HR Core Functions

- Early hiring
  - Moved hiring timeline up by one month to lock in talent before they are hired by competitor districts
  - Issued more than 200 contingency contracts (about half received placements)

- Substitute Services Improvements
  - To date, fill rates are up by 3% district wide compared to last year (88% compared to 85%)
  - Implemented Aesop substitute system and made iterative system updates since its launch in September to improve fill rates
  - Utilizing Emergency Substitutes for hard-to-fill absences
  - Worked with SEA to identify barriers to filling absences (e.g., easier application process for retirees, ability for all subs to see jobs within two days of absence, removed ability for subs to "job shop")

- Administrative Leave Reductions
  - Lowered the number of admin leaves from 22 to 5 in the last year

- Increased Diversity Hiring
  - 40% of STR participants are teachers of color (compared to 21% districtwide)
  - Increased percentage of diversity teacher hires by 4% from 17% in 2015-16 to 21% in 2016-17
  - Nearly 40% of school leader hires were people of color

HR Business Process & Systems

- Process improvement and work management framework
  - Framework for identifying process improvement opportunities and managing work to completion including leadership and staff training, tools, progress tracking and accountability for outcomes

- Collaboration and engagement model between HR and DoTS
  - New processes to ensure technology requests are aligned with overarching HR strategy and that HR and DoTS are working together to share information and drive to delivery dates

- HR Data Warehouse Phase 1: SAP, evaluation and (some) PowerSchool data
  - Partnered with DoTS to integrate key data and expand ADW to include HR data
  - Reports that previously took a week to build can now be completed in minutes

- Summative Evaluation Submission Process
  - Initially launched April 2015 with nearly 100% submission success; refined further this year and currently "open for business" to receive 2016 evaluations

- Categories & Job Titles
  - We reduced a cumbersome (and dreaded) 3-month activity that consumed school administrative assistants, school leaders and teachers across all schools to a 3-week process with low-school touch where the majority of work was completed within HR

- Employee Changes in SAP
  - Partnered with DoTS to test a new SAP-adjunct software ("Liquid"), saving HR staff 17 manual SAP steps for each employee increase/decrease. For this Spring alone, this means **10,000 less manual steps (plus fewer data errors flowing to payroll)**

Policies & Procedures that Guide Department's Work

- Board Policies and Superintendent procedures
  - Board Policy 5000 series
  - Superintendent Procedure 3207; 5207 new
  - New – 6501 Data Privacy

Key External Controls

External:

– State Auditor's Office

– Washington State Department of Labor & Industries

– Public Employment Relations Commission

– Human Rights Commission

– Office of the Superintendent Public Instruction (OSPI)

  • Consolidated Program Review (CPR)

– Federal and state laws and regulations

  • OCR

  • EEO

Key Internal Controls

Internal:

- Board policies
- Collective Bargaining Agreements (CBAs)
- Labor Partners
- Human Resource Manual
- Department Protocols
- Labor/Management Committees
- Summative Evaluation Collection Process

Looking Forward

District/HR Goal	Next Steps
Goal 1: *Attract, deploy and retain staff to ensure we support high levels of student learning for every child, in every classroom/school, each and every day.*	• Set recruitment targets based on historic need and continue to offer early contracts to lock in talent. • Set benchmarks throughout spring and summer to ensure that all teaching vacancies ID'd by mid-August have a teacher by first day of school. • Collect data on teacher retention districtwide and by school to identify any "hot spots"; retool exit survey to gain clarity around why teachers leave SPS and develop strategies to address issues. • Implement PAR program with specific emphasis on teacher induction and support.
Goal 2: *Deliver effective HR services by integrating and aligning systems.*	• Continue business process redesign and system integration • Improve those processes that will enable us to make our KPI's and implement the necessary technologies to support those processes, continue building an HR data warehouse to provide the timely and accurate data needed to track KPI's and meet HR commitments • Specific activities include online workflow for onboarding, staffing and leaves; document management for summative evaluations, improved HR website, Phase 1 of HR data warehouse
Goal 3: *Build a culture of caring, recognition and support for employees.*	• Implementing strategies brought forward by the employee engagement working group • Implement alternative dispute resolution process into existing protocols • Continued management training on conflict resolution and problem solving • Implementation of curriculum for HR leadership team around accountability, measuring outcomes and driving to results (culture shift)

Photos by Susie Fitzhugh

Every Student. Every Classroom. Every Day.
Department of Technology Services (DoTS) Information Systems
May 25, 2017

Overview of District Systems

Goal - To get a high level understanding of:

- Categories of Systems

- Purpose and Ownership of Systems

- Future Direction *(*new systems)*

- Systems Working Together

- Transactional vs Reporting Systems

- Data Security

Business and HR

- Finance/Payroll: SAP

- HR : SAP

- Procurement: SAP

- Substitute Tracking: Aesop

- Streamlining SAP screens & processes: Liquid

- *Budget Development: BDS > **Questica***

- *Online Payments: **School Pay***

- *Staffing: SPOT > **TBD***

- *Recruiting: NeoGov > **TBD***

Student Administration

- *Registration and Enrollment: **PowerSchool***
- Student Information: PowerSchool
- Student Assignments: SAS
- Transportation System: VersaTrans
- Advanced Learning Registration: ALR
- Special Education: IEP Online
- *Health Information: NED > **Caredox***
- Nutrition System: CNS/PayPAMS
- Attendance Management: Truman

Educational

- Learning Management: Schoology
- Grades/Reports: PowerSchool/Schoology
- Library Management: Destiny
- *Digital Resource Management: **Clever***
- *Supplemental Digital Curriculum: **Varies***
- *Assessment System: **TBD***
- *School Data System: **Homeroom***
- *High School, College, & Career Planning: **TBD***

Communication/Collaboration

- File Sharing: Office 365/One Drive/SharePoint
- Website: School Messenger - Presence
- Curriculum & Materials: Schoology
- One-Way Communication: School Messenger
- *Two-Way Communication: **TBD****
- Parent Portal: Power School "The Source"
- *Enterprise Content Management: **Open Text****
- *Board Document Management: **TBD****

SEATTLE PUBLIC SCHOOLS

District Reporting

- State Reporting: PowerSchool
- Ad Hoc Student Reporting: Academic Warehouse
- *District Data Warehouse: MS SQL Server**
- *District Dashboards: Tableau**
- *School Data Report: School at a Glance (SAAG)**
- *Longitudinal District Report: District Data Profile**

Infrastructure

- Identity & Roles System: Active Directory

- Virtualization: VMware

- Systems Management: SCCM, JAMF, Filewave

- Monitoring: Solar Winds

- Change & Incident Management: Service Now

- Business Continuity: Microsoft Azure

Cybersecurity Defense

- Limit internet exposure

- Partition our networks

- Patch OS & update AV regularly

- Actively monitor alerts

- Filter via email and WWW

- Laptop and Database Encryption

- User training/notices

- Limit sharing – MoU's & DSA's

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Security / Compliance

- Firewall: Cisco

- Web Filter: iBoss & OpenDNS

- Back-up: EMC Networker

- Archiving/Legal: Rational Governance

- Log Management: Graylog

- *Cloud Access Security Broker: **TBD***

- *Cybersecurity Event Management: **TBD***

Questions?

Seattle Public Schools:
Every Student. Every Classroom. Every Day.