

**Board Special Meeting**  
**Oversight Work Sessions: Human Resources**  
Thursday, May 25, 2017, 4:30-7:00pm  
Board Conference Room, John Stanford Center  
2445 – 3<sup>rd</sup> Avenue South, Seattle WA 98134



## Minutes

### Call to Order

This meeting was called to order at 4:30pm.

Directors Harris, Pinkham, and Patu were present. Directors Geary and Blanford arrived at 4:40pm. Director Peters arrived at 4:50pm.

### Oversight Work Session: Human Resources Department

This session was staffed by Superintendent Dr. Larry Nyland, Assistant Superintendent of Human Resources, Clover Codd and Sheila Redick, Director of Human Resources Strategy and Operations.

Ms. Codd began the Oversight Works Session by addressing what she would be covering in the meeting. She pointed to the slide showing Human Resources (HR) goals, stating that they were new goals aligned to the Superintendents strategic plan. Superintendent SMART Goal 5 – Engagement, Collaboration and problem solving. Ms. Codd spoke about being an organization that depends on having great people. Attracting, deploying and retaining staff is Human Resources primary function. The past year HR had focused on moving the early hiring timeline up by one month and securing external candidates through contingency contracts. They realized that was not the correct goal, since it left 94 open positions on the first day of school. The new goal is to 100% staffed on the first day of school. Ms. Codd went on to say that teacher retention has been an ongoing problem and that Seattle Public Schools (SPS) has had a 67% five year retention rate for teachers. Key Performance Indicators (KPIs) moving forward for HR will be to collect data by schools looking for any hot spots, retooling our exit survey and developing strategies for retention.

Director Blanford asked if we rely solely on “exit surveys” or if SPS also did in person exit interviews. Ms. Codd stated that it was not a current practice to do in person exit interviews but that capturing this type of data was definitely part of HRs 3 year plan. Ms. Codd also mentioned the Peer Assistant & Review (PAR) system as another way of leveraging strategy to support the induction and development of new teachers. Slide number five was in regards to improving systems district wide. Ms. Codd spoke about HR investing a significant amount of time in partnership with our Department of Technology Services (DoTs). Working at automation and modernization efforts in which HR is reviewing processes end to end. Ms. Codd mentioned a system upgrade that would normally take HR staff 17 steps to accomplish and now only takes 5. Another item HR is tackling is building strategic goals and asking managers to work on improving KPIs. Ms. Codd spoke about asking her staff to set and meet goals and being held accountable for improving KPIs. Each manager is expected to write work plans, set milestones, tasks and timelines. Part of this work is setting up production schedules of all-important dates within the functional area and rolls up to the HR master calendar, focusing on automating manual/paper based processes within HRs capacity. Ms. Codd spoke about eVal, an online teacher evaluation tool that was a project four years in the making. HR was able to collaborate with Seattle Education Association (SEA), Principal Association of Seattle Schools (PASS), Washington Education

Association (WEA), Office of Superintendent of Public Instruction (OSPI), teachers and principal leaders to develop this tool. They originally thought of launching the project with 500 teachers but exceeded expectation by having 1800 teacher participants. Ms. Codd said the team consisted of : One program manager, one SEA represented coordinator, Evaluation Support Consulting Teachers (ESCTs), Staff Training Assistance & Review Mentors (STAR Mentors), Principal Champions and Teacher/Principal Evaluation Program Cadre (TPEP) to accomplish this major project that was a huge success.

Director Burke asked if the eVal system aligned to the Danielson Framework. Ms. Codd said Principals could align goals as they would have on a paper evaluation form but now could do it electronically. Ms. Codd moved on to slide eight which talked about strengthening schools, family and community engagement. She spoke about collaborative problem solving. How HR had completely disabled the organization from solving problems at the lower level. Ms. Codd also mentioned the work they had been doing around revising policy and procedures. She also spoke about the trainings that HR has provided for supervisors around understanding, navigating and resolving conflict in their departments. Another implementation was sending out an Employee Engagement Survey last fall and as a result put together a working group dedicated to designing strategies to increase trust, collaboration and employee engagement. HR is working on how to better support employees.

Director Harris requested to see the survey that Ms. Codd had mentioned. Ms. Codd said that she would send her the information. Ms. Codd spoke about the Ruler that HR worked on as a department to improve employee trust and have a common understanding of how we wanted to treat each other. Director Peters was curious to know how the HR Ruler worked with adults. She knew that it was originally designed for elementary schools so that children could learn how to get in touch with their feelings and wondered how it was adapted to adults. Director Peters wondered why a ruler was needed and was it an indication of the culture in the department. She asked if staff took to it well. Ms. Codd spoke about how the same kinds of practices in Ruler were adaptable to adults and invited Director Peters to visit HR to meet her staff and look at their charter.

Director Peters asked if there was a cost associated with creating the Ruler. Ms. Codd informed Director Peters that there was no cost to creating the charter. Ms. Codd turned to page 10 of the presentation that spoke about their KPIs. Ms. Codd felt that it was important to add a line item showing how HR plans to move forward with their goals. Ms. Codd pointed to the table showing the goal to be 100% staffed on the first day of school. The table showed that they had only achieved 86% staffing this year and that it was not good enough. Ms. Codd showed the status of that particular KPI in red showing that it is not where they want to be but aspiring to do better. The third item on the table showed they met the goal for principal satisfaction and how they have raised the goal to be 90% satisfaction in the upcoming year. Ms. Codd spoke about reducing the substitute costs and increasing the fill rate. Ms. Codd said this item was a real pain point for the organization. She explained how part of the Collective Bargaining Agreement (CBA) states that SPS has to pay school if the Substitute Office is unable to fill the position with a substitute. Costing us a significant amount of money. Ms. Codd gave HR a Yellow dot in this area indicating that they are not where they want to be and set a goal of increasing the fill rate to 90%. They are currently at 87%. The Director of Strategy and Operations, Sheila Redick spoke of some of the strategies HR has been working on to achieve their goal including, a fail to fill working group. Ms. Redick mentioned an update that was done to the CBA with an Memorandum of Understanding (MOU) that would not let Substitutes pick up and drop jobs if they found something better.

Director Harris asked for clarification regarding MOUs and asked where they kept MOUs. Director Harris also wanted to know if MOUs came to the Board. Ms. Codd spoke about storing MOUs in SharePoint but that she should work with the Director of Labor and Employee Relations (LER) to figure out a process for storing and accessing MOUs.

Director Blanford wondered what level of obligation did the Board acquire with creating MOUs with our Labor partners, stating that we have gotten into trouble in the past making less than formal agreements that have come back to bite us. Director Blanford spoke about not necessarily asking that the Board look at every change that happens but thinking about what threshold HR should maybe put in place so that the district is not regretting the agreements that are made in the future. Director Blanford mentioned that it would be good for Ms. Codd to have that conversation with LER so that she could inform the Board what their obligations, as Board members would be regarding MOUs. Ms. Codd moved on to the next KPI, which was to increase diversity of new teacher hires. Noting that SPS had increased their numbers by 4% but still graded their work in yellow indicating something that they need to continue to work on.

Director Blanford asked if Ms. Codd knew of any other districts that had similar KPI and what they were doing to increase their numbers. Ms. Codd said that she did not but that it would be a good thing to look into. Superintendent, Dr. Larry Nyland noted that the numbers statewide had not changed much over the last 15 to 20 years and how SPS was highlighted as an example of “How to Grow your Own” idea as a good model .

Ms. Codd moved forward to the next goal for reducing the number of employees on administrative leave. Noting that they began with 22 Admin leaves and now were down to five. They exceeded their goal. The next goal was regarding increasing the amount of employee evaluations that are turned in on time. The system that was in place at the time of Ms. Codd’s arrival to HR were unreliable so they created the Summative Evaluation process. This process allows them to check in evaluation packet with timelines and assuring all evaluations go through a check- in system with someone from HR. Noting that last year they had 99.4% of evaluations turned in on time.

Director Harris asked where the Executive Directors came in on the cycle timeline. Ms. Codd spoke about giving the Executive Directors a weekly report on timelines. Informing them of what percentage of schools have turned in their evaluations and who still needed to do so.

Director Peters inquired about the last item on the table asking to whom they were referring when it said “School Leaders” and if we could write Principal and Assistant Principals for clarity. Ms. Codd said she understood and would consider this. Director Pinkham also inquired about the retention rate percentages. Ms. Codd noticed the numbers were incorrect and said she would update the information. Ms. Codd moved forward to slide 12 showing that they have been working with PASS and SEA to determine how they define “effective” high quality hires. If it would be determined by number of years, performance ratings or other considerations. Ms. Codd noted that this work is still in process.

Ms. Codd moved forward to the next five couple of slides showing the organizational charts of HR and who does what. Ms. Codd spoke of slide 19 showing HRs budget noting that the numbers might look a little different than they would for other districts because of housing TPEP, STAR mentors, ESCT and Professional Growth and Evaluation System (PG&E). Although it states that HR has 65 members, 20 of them are with the programs mentioned earlier and not physically in HR. Noting that these two members are SEA employees working in schools with teachers. Ms. Codd spoke of Strengths, Weaknesses, Opportunities, Threats (SWOT) and broke down each categories and how it pertains to the work HR has been doing.

Director Burke made a recommendation to add data breaches under weaknesses. Director Patu made a recommendation to really look into moving our best teachers to Title 1 schools to help us close the opportunity gap. Ms. Codd mentioned working with Seattle Residency Program as one of the strategies to get the best teachers for our high needs schools. Another strategy is the work that is currently happening with PAR. Ms. Codd concluded the presentation and there were no further questions.

This session ended at 5:12pm.

### **Work Session: Department of Technology Services Information Systems**

This session started at 6:16 p.m.

This meeting was staffed by Superintendent Larry Nyland, Deputy Superintendent Stephen Nielsen, John Krull, Chief Information Officer, Nancy Peterson, Director of Enterprise Applications and Data Services, Judie Jaeger, Director of Information Systems and Business Intelligence, and April Mardock, Manager of Information Security.

Mr. Krull began the meeting by outlining the presentation, noting that the purpose was to demonstrate how technology and the different workflows within the Department of Technology Services (DoTS) supports other departments.

Mr. Krull shared that he had met with Mr. Michael Tolley, Assistant Superintendent of Teaching and Learning, and they will be planning a separate board session on how technology supports teaching and learning as well as instruction, including blended learning and digital curriculum. DoTS works in a support role.

Director Geary asked if the future work session could be designed as a learning lab to walk the directors through the different systems. Mr. Krull said that this would be possible and the Living Computer Museum might be a good venue to hold a one hour work session and tour. Director Geary reiterated that she would like to be on a computer for the session to see the systems working. Mr. Krull confirmed that the museum has computers that could be used for this purpose. Director Harris asked if the session would be open to the public, to which Mr. Krull confirmed that it would be. In response to Director Pinkham's question about the size of the museum, Mr. Krull explained that the museum was large enough for a work session and that the museum wants to work with the school district.

Mr. Krull then began the presentation and shared that this will be an overview of information systems with the goal to get a high-level understanding of the categories of systems. Director Burke had indicated that he wanted to see flow charts. However, Mr. Krull spoke to the order of the slides in the presentation, noting it was meaningful and its purpose was to signify how systems work together.

Mr. Krull indicated that DoTS could do another work session in the future to discuss security and FERPA (The Family Educational Rights and Privacy Act). Security is the foundation of all of our systems. DoTS could also do a separate work session on data systems with demonstrations.

Ms. Petersen began her presentation on the business and H.R. (human resources) systems. She oversees the enterprise-wide transactional systems, collaboration systems, and education systems.

SAP is the backbone for the back office system. The benefit of SAP is that it automatically has data integration and logic working together. The system has different functions that make the data talk across the organization. Finance and payroll are done with SAP, including benefits and accounting. There are 66,000 invoices processed in a year. The core functionality of HR is in SAP. There are 11,000 employees paid every year through SAP.

In response to Director Harris's questions about whether our systems talk to each other and if when employees work in different departments, whether there is one unified point where the hours are recorded, Ms. Petersen explained that SAP does capture that information. However, sometimes the way that some people are staffed can make reporting difficult.

Director Harris asked if employees are working in different job categories in a day, if there is one place where the employee's hours are recorded. Ms. Petersen stated that this information is recorded for payroll. Mr. Stephen Nielsen, Deputy Superintendent, asked if there are controls in place to know if payroll is correct when employees are funded by different funding sources and that approval is created by different funding sources. Ms. Peterson clarified that SAP calls this concurrent employment and SAP has logic to track every employee. Employees who are working in different jobs may be working in different union positions. SAP has logic that will track union position hours. More improvements can be made to reflect different pay.

Ms. Peterson continued to explain that procurement goes through SAP, which includes ordering and purchase orders. There are 20,000 purchase orders processed in a year of which 40% are automated. Purchasing employees are spending more time on large dollar purchase orders. The average purchase order is \$17,000.00. However, the average automated purchase order is \$271.00. DoTS is attempting to streamline the routine purchase orders.

In response to Director Burke's question about procurement and whether this process is limited to operations purchases or includes capital purchasing and E-Builder, Ms. Petersen explained that E-Builder was purchased outside of DoTS and is used primarily for project tracking and financial tracking. Director Burke asked if capital purchases are run through SAP, to which Ms. Petersen confirmed.

Ms. Petersen went on to speak about the substitute tracking system, which is AESOP. Interfaces have been created between SAP and AESOP.

SAP is functional and is used globally. There are opportunities to continue streamlining process flows. Ms. Petersen highlighted Liquid, which is a new tool that enables screens and fields to be combined. This will help Human Resources streamline their business processes.

The budget development system is currently not in SAP, but is an older Access database. Questica was intentionally chosen because of the way it aligns with SAP. Also mentioned was the new Point of Sale system, which Ms. Peterson noted, was an exciting opportunity for families, allowing for more flexibility. This new system will pull data from the student systems and send data to SAP for reconciliation. A replacement is being looked at for the current staffing tool, SPOT, that will offer newer functionality. In addition, NEOGOV is being used as the district's recruiting tool, yet not enough integration with SAP was expressed. DoTS is in support of the district's departments and that is how DoTS prioritizes. Many times older systems get the first priority.

Director Harris asked if funds were available for the potential replacement of staffing and recruiting systems, noting funds have already been set aside for Questica and School Pay. Mr. Krull responded that SPOT is budgeted in the BTA IV plan. Recruiting could possibly be paid for from BTA IV funds.

In response to Director Harris's inquiry about how far along the district is in the process, Mr. Krull explained that the budget development project is a two-year project. The first phase is to get position control and Questica in place at central office. SPOT is focused in schools and would be implemented in the second year.

Ms. Peterson stated SPOT was further down the road and being a "homegrown" tool needed to either be replaced or upgraded. She also stated it was separate from the Budget Development and Point of Sale systems.

Director Patu left the meeting at 6:40pm.

In response, Director Harris spoke about never having heard of SPOT and as the head of the Audit and Finance Committee would like a heads up if and when a replacement is coming. Ms. Peterson said the tool could be kept and upgraded if necessary, also noting it has not been discussed too much due to its small footprint.

Director Harris asked about the potential price and the difference between purchasing a new tool and having staff develop it. Ms. Peterson responded that a specific price could not be provided, yet a guess would be one full-time employee (FTE).

Ms. Peterson spoke about Student Administration and how data is born in the registration and enrollment process, which is then fed directly into PowerSchool, where a student's entire career is tracked. Ms. Peterson continued that data flows from PowerSchool into the Student Assignment System (SAS), which is used by enrollment services to create school assignments based on boundaries. Data then flows into our transportation system, Versa Trans, where bus schedules are managed.

Ms. Peterson went on to highlight how the Advanced Learning Registration (ALR) tool that has been developed provides process improvements and is accessible online through the "Source."

In response to a question from Director Burke about whether or not moving registration enrollment to PowerSchool would make ALR obsolete, Ms. Peterson said that this move will not immediately make ALR obsolete, but it may in the future. Ms. Peterson went on to say the excel spreadsheets currently being used will be replaced by the new ALR tool.

The nutrition system used gets its information from PowerSchool and while it uses its own Point of Sale system, it can be folded into the new POS tool: School Pay.

Ms. Peterson then went on to discuss the new attendance management system, Truman, which now allows for case tracking. Director Harris asked about proportionality and if disciplinary issues can be tracked too, which Mr. Krull replied yes and that it was required, while Ms. Jaeger added that proportionality statistics are available to users. Director Blanford followed up by asking if the system codes particular incidents or if the data is aggregated. Ms. Jaeger confirmed that the information is available in the discipline proportionality state report.

Director Pinkham asked if the nutrition system tracked students who were on Free and Reduced Lunch to which Ms. Peterson responded that it does and that data is reported directly to the state. Director Pinkham brought up GoFundMe with Director Peters following up asking if the nutrition systems talk with one another in order to know the total amount of money withstanding year to year. Ms. Peterson responded that nutrition services handles the budget. Director Peters expressed the desire to find the money (\$21,000) outstanding and hope that DoTS could help find it. Director Pinkham asked how students know how much money is left on their accounts, to which Ms. Peterson responded it is on their ID cards. Mr. Krull shared that the district is also working on a partnership with the city where student ID cards could work as a Seattle Public Library card.

When discussing educational systems, Mr. Krull mentioned that he wanted DoTS to be thought of as supporting the educational systems, rather than driving them. Schoology is a learning management system that holds curriculum materials decided by Curriculum and Instruction and Teaching and Learning. Mr. Krull went on to say that DoTS support of Schoology is to ensure it runs properly and that the signing in process is smooth. PowerSchool is used for administration and grading, while Schoology is being field tested by several schools. Our library management system is called Destiny, which serves as a card catalog. In the future, Destiny could be more than a book catalog and could include an asset database.

Mr. Krull went on to explain that the district has one school that is piloting Clever for digital resource management. In response to a question from Director Burke about using Clever as a student data privacy tool that anonymizes their identity, Mr. Krull clarified that Clever centralizes the sign on process and that this will create proxy sign-ons that are not student identifiable. Mr. Krull also shared that Mercer Middle School is field testing this tool in response to Director Harris's inquiry. Ms. Mardock added that Clever allows us to have more control at a security level.

Mr. Krull mentioned that an RFP is out for an assessment system and that he sees the department's role as supporting it and having all systems work together. Mr. Krull went on to talk about Homeroom, which is currently being field-tested in 15 schools and should be thought of as a school data system that is more manageable and secure.

In response to a clarifying question from Director Peters about the role of DoTS in regards to supplemental digital curriculum, Mr. Krull says he wants schools following policy and that his department can vet systems, ensure they work with existing ones and collaborate with Legal to ensure the data can be shared securely. Mr. Krull reiterated that the department's role is to support rather than promote digital curriculum.

Director Burke expressed his nervousness around data being collected and stored in the cloud and third party collecting data. Director Burke's hope is that the tool can be tailored to not collect student specific data while still maintaining its core value. In response, Mr. Krull stated that he wanted to make sure there was not an automatic assumption that hosting data internally is not more secure as hosting data externally. He cited IEP Online as an example of an expert external online application.

Director Harris requested a list of all the online applications used district-wide to which Mr. Krull acknowledged the request. Director Harris then brought up complaints she has heard related to processes and programs that have not been subject to the same vetting process as textbook school materials. Mr. Krull responded that different forms of media should not equate to a different standard of scrutiny.

Mr. Krull suggested skipping Communication and Collaboration Systems in order to have enough time to discuss District Reporting Systems.

Ms. Jaeger spoke about district reporting and the plans to bring key datasets together to support the need for integrated reporting across the district. In order to close our achievement and opportunity gaps and deliver on our strategic goals, DoTS is working to further build out an integrated data set in our existing Data Warehouse. This will help us not only define and quantify our gaps, but monitor our progress throughout the year – and enable strategic decision making to ensure the district is moving in the right direction.

Director Harris asked if there is a collective bargaining agreement tool that filters for variables that are in the collective bargaining agreements related to closing the opportunity gap. Ms. Mardock remarked that as HR moves to include the unions as part of the brainstorming process and solution for closing the opportunity gap, the approach and framework will change.

Ms. Jaeger went on to explain that until the district has integrated data, we cannot easily answer these kinds of questions. Another benefit of building out the Data Warehouse is that it will enable operational efficiency. Work is already underway in the Data Warehouse expansion and DoTS has started working with Human Resources as our first partner in this effort. Mr. Krull pointed out that this is a great example of how information technology is supporting the business. Ms. Jaeger continued to explain that this project will combine key data points SAP, PowerSchool, and the evaluation system into one integrated data set.

This is part one of a two-pronged strategy. The first part is integrating new datasets in the Data Warehouse. The second part is providing effective delivery methods, which are FERPA compliant and highly secure. This where Tableau fits in nicely. Tableau is a modern visualization tool that allows the user to create dashboards and do data exploration and discovery and can help us reach a wider audience in terms of higher number of users who can self-serve.

In response to Director Burke's inquiry about the use of Tableau as opposed to Homeroom for dashboards, Mr. Krull explained that in terms of data flow, PowerSchool has the district-wide test and assessment data which will flow into the Data Warehouse and Homeroom. Homeroom will allow schools to add other data. Director Burke clarified that Homeroom is more interactive, while Tableau is for reporting, which Mr. Krull confirmed.

Ms. Jaeger spoke about School At A Glance, which is still in beta version, that was rolled out in January. It provides both demographics and key gap closing measures/metrics. The intended audience is principals and central office leaders. This tool combines student and HR data. Mr. Krull noted that as the superintendent is visiting schools and meeting with school leaders, they are looking at the same data together.

Director Harris inquired about the overlap in School At A Glance, C-SIPs, and the Report Cards. Ms. Jaeger stated that she would get back to the board with an answer. Mr. Krull explained that IT should be thought of as data enablers, so that when Dr. Brent Jones and Mr. Eric Anderson do the school Report Card, DoTS provides the data they need. Director Harris is looking for duplication. The C-SIPs have not been consistent or timely. Mr. Krull stated that he could see these items being tied together in the future. Director Burke wants to be sure that the district communicates with principals about their C-SIPs as we want to give them a limited set of aligned goals and metrics on those goals.

In response to Director Pinkham's question about the decision to use Tableau instead of Microsoft's Power BI tool, Mr. Krull explained that Tableau has different functionality. The district has already invested in the Tableau product and will only be adding Tableau Server. Some schools have already been using Tableau to create static reports. IT will be making these reports available online and trying to systematize the reporting and leverage an existing investment.

Director Peters informed the presenters that they had five minutes left and Director Blanford expressed his interest in the security piece of the presentation.

Ms. Jaeger finished her presentation with an explanation of the Data Profile Book, which is a public transparency tool for making district level data available to our community. There have been many requests over the past few years to bring back the Data Profile book. DoTS is using modern technology and deploying a web-based version using only district level data. There is a series of dashboards on the SPS public website allow the user to interact with the data and do their own comparisons between subgroups.

Director Peters asked when the Data Profile Book would go live and Ms. Jaeger let her know that it went live at 5:30 p.m. today.

Director Harris asked that this information be sent to Ms. Carol Simmons. Mr. Krull said that he is reaching out to her. He also shared that Mr. Chris Jackins has been shown the Data Profile Book as a community member.

Director Blanford left at 7:23 p.m.



Mr. Krull offered to conduct a separate work session on security. Director Harris indicated that she would like a white paper on security and a separate session.

Director Pinkham inquired about data on American Indians in the Data Profile Books and Ms. Jaeger stated that the district aligns with OSPI's data practices to be sure that the district does not deliver identifiable data.

Director Geary left at 7:26 p.m.

Director Peters indicated that the meeting needed to adjourn but that the security presentation should be added on to an existing work session. Mr. Krull said that he would work with the board office to schedule this meeting.

### **Adjourn**

This meeting adjourned at 7:28pm.