

HUMAN RESOURCES IN PUBLIC EDUCATION

Where are we?

Where should we be?

Lever:

Differentiated Pay

Career Ladders

Distribution of Talent

Aggressively Addressing Underperforming Employees

Informed Decision Making

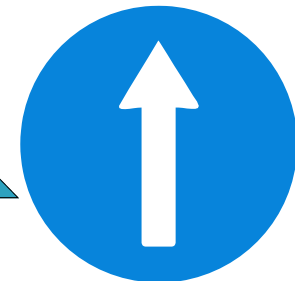
Strong Collaboration

Customer Service - Principals/Employees/Applicants

Mutual Consent

Where HR Divisions should be

Human Capital Management



Quality and Talent:

Recruitment and Selection

Professional Development

Induction and Mentoring

Leave Management

Evaluation Programs

Negotiations and Labor Relations

Where most HR Divisions are

Human Resources Department

Here

Fundamental Processes:

Onboarding and Payrolling

Benefits and Retirement

Certification

Contract Administration

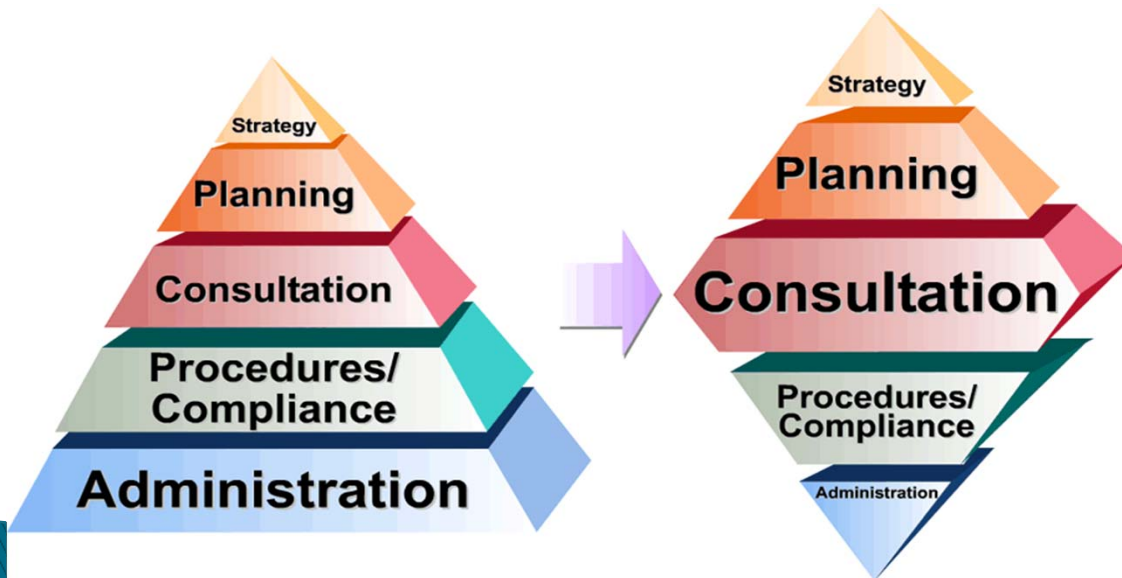
Salary Administration and Classification



Personnel Department

Human Capital Reform = Human Resources Transformation

Meeting the Human Capital demands of the nation's largest public education system (e.g., high quality teachers and administrators) requires a HR function that can deliver strategic, consultative, and administrative services both efficiently and effectively



- Principal-centered Strategic, with a strong operational foundation
- Consultative
- Economically efficient
- Proactive, flexible
- Measurement focused
- Technology enabled

Human Capital Framework for Urban Public School Districts



Labor Contract

State and Board Policies

THE ROLE OF THE HUMAN RESOURCES DIVISION

HOW TO REDEFINE THE WORK

Recruitment and Selection Services

- ▶ Ensure high quality educators in all instructional, supervisory, and support roles by attracting, recruiting and retaining high quality candidates to schools and throughout the system

Human Capital Strategy and Analysis

- ▶ Design data-driven, research-based human capital strategies and programs to increase the effectiveness of educators and all employees

School Services

- ▶ Provide support to principals, school personnel, and managers to proactively serve all the human capital needs of schools

Employee Services

- ▶ Provide employee relations services to ensure continuing quality of the workforce and the workplace; perform status, benefits, and other transactions for all employees; and build and maintain the data infrastructure to support system-wide decision-making about human capital

Overview

HR SERVICES OVERVIEW BY FUNCTION:

FUNCTION	SERVICE(S)	DESCRIPTION
A. Recruitment and selection services	1. Teacher and paraprofessional recruitment and selection	<ul style="list-style-type: none"> ▪ Attract, assess, recruit, and facilitate selection of high quality teachers with an emphasis on shortage and high need areas
	2. Administrator recruitment and selection	<ul style="list-style-type: none"> • Facilitate the selection of high quality administrators, ensure a strong pool of candidates and support the selection processes
	3. Recruitment and selection of managerial and other support staff	<ul style="list-style-type: none"> • Assist departments in the recruitment and selection of high quality managers and support staff

HR SERVICES OVERVIEW BY FUNCTION, cont.

FUNCTION	SERVICE(S)	DESCRIPTION
B. School services	1. Human capital support to schools	<ul style="list-style-type: none"> • HR Partners support principals and school staffs in analyzing school and human resources data; identifying school human capital needs; developing staffing plans; finding best candidates for vacancies; on-boarding new employees; advising principals in handling disciplinary matters, leaves of absence, managing transfers and redeployment of staff; aggressively addressing low performers; supporting principals through evaluation processes; counseling managers and employees ongoing school HR issues
	2. Educator certification and credentialing	<ul style="list-style-type: none"> • Validate teaching and administrative credentials; process license applications; maintain records; ensure compliance with NCLB
	3. Leave Management	<ul style="list-style-type: none"> • Continually lower use of leave through tracking, management, reporting and

HR SERVICES OVERVIEW BY FUNCTION, cont.

FUNCTION	SERVICE(S)	DESCRIPTION
C. Human capital strategy and analysis	1. Human capital strategy and planning	<ul style="list-style-type: none"> •Develop data-driven human capital strategies aligned with the school system’s vision and initiatives, including educator recruitment and retention programs; design of compensation and performance management systems; leadership selection programs; contract negotiations provisions including transfer and excessing strategies; planning for equitable deployment of staff; design of absence, leave, and benefit management programs; design of peer intervention and supervisory support programs for low performing educators
	2. Human capital reporting and analysis	<ul style="list-style-type: none"> •Data management and analysis in support of human capital strategy, including the development of regular reporting systems and analytical support for decision-making

SERVICES OVERVIEW BY FUNCTION, cont.

FUNCTION	SERVICE(S)	DESCRIPTION
D. Employee services	1. Employee relations	<ul style="list-style-type: none"> • Development, execution and interpretation of employee relations strategies, policies, and programs, including providing technical advice and assistance to management and assistance in the establishment and implementation of a labor relations strategic plan with the appropriate Labor Relations/Attorney staff; management of grievances, non-renewals and dismissals; administration of employee identification cards, fingerprinting, background checks
	2. Transaction-processing and data management	<ul style="list-style-type: none"> • Process transactions for all employees, including salary plan administration, promotions, transfers, reclassifications, excesses, demotions, leaves, benefits, seniority, credentials, certification, and all other HR transactions; build and maintain data infrastructure to support system needs and decision-making

HR Reform – a Tiered Service Delivery Model to support Schools, Employees and Applicants

