



Special Board Meeting

September 28, 2021

Forensic Audit Report of Investigation #1

Human Resources

Summary of Action Plan

Recommendations by Weaver & Tidwell, L.L.P., Report of Investigation #1, p. 10-11, 70-71

- #1 - We recommend that the District consider implementing a process for documenting instances in which a candidate recommended by the Interviewing Committee is not approved, outlining the reasons why the candidate was not approved and include authorization from the Superintendent.*
- #2 - We recommend that personnel in the HR Department be cross-trained on other duties and responsibilities within the HR department.*
- #3 - We recommend that job postings be verified for accuracy prior to being posted. We also recommend that the calculation of annual pay increases be verified either by Personnel from the Payroll Department or by another employee within the HR Department after being processed by the HR Department.*
- #4 - We recommend that the District consider implementing a formal process for reviewing and updating job descriptions as the majority of job descriptions have not been updated in the past five (5) years.*
- #5 - We recommend that the District review its current methodology for implementing pay increases and ensure the methodology is consistent with objectives of the Board, as well as best practices for school districts. We also recommend that the District provide additional clarity and transparency to employees regarding the process and methodology for administering pay increases.*

- #6 - We recommend that the Board review the District's current practices related to travel allowances for key personnel, including a review of positions eligible to receive travel allowances based on frequency of required travel, as well as travel allowance amounts per position relative to frequency of required travel in and in comparison to other school districts.*
- #7 - We recommend that the District consider a review of the current organizational structure to ensure the functional alignment is consistent with the District's strategic vision, and goals and objectives of the Superintendent.*
- #8 - In our review of the HR Department's processes and procedures as outlined in Section E of this Executive Summary and Report, we identified and recommend certain processes and procedures for consideration to improve the District's internal controls and risk mitigation. (Items below found on pages 70 - 71 of Report of Investigation #1 - Human Resources)*
- a. The District should consider implementing procedures in the candidate evaluation process for interviewing committee members and other District employees who participate in the hiring process to complete a confidentiality agreement and conflict of interest disclosure. Confidentiality agreements should be completed prior to reviewing a list of candidates, and conflict of interest disclosures should be completed once the candidate list is complete.*

- b. The HR Department should implement processes and procedures to monitor the completion of required trainings for all employees. Completing the required trainings should be part of a new hire checklist. Additionally ongoing/refresher training should be monitored by the HR Department to ensure that District employees have current compliance training and continuing education training for their professional certificates. This could be included as part of the annual employee evaluations.*
- c. The HR Department should include on a new hire checklist the verification of employee information entered into the District's systems to ensure that employee pay rates, deductions and benefit selections are complete and accurate.*
- d. The HR Department should implement procedures to track the completion of contracts once they have been sent to employees to sign and return. The HR Department should maintain a list of issued contracts and follow-up on outstanding contracts on a regular basis to ensure that contracts are in place for positions necessary for the next academic year.*
- e. As part of the process to update job profiles and descriptions, the criteria for employee performance evaluations should be updated. Both the updates to the job profile/description and the performance evaluation criteria should be submitted to District Administration for approval. The performance evaluation criteria should also be provided to employees at the same time as the job descriptions are provided.*

GOAL 1: Rebrand HR Department Image

Strategies:

- Build relationships with inter- and intra-office staff
 - Meet with HR department staff weekly
 - Meet with principals and directors/administrators bi-weekly
 - Publish a monthly HR newsletter
- Establish a system of transparency with recruitment, acquisition, onboarding and staff development processes
 - Identify a tool(s) to be used to facilitate the process within the district systems
 - Set procedures and timelines for systemic entering and updating of information
 - Facilitate training for required personnel

GOAL 2: Streamline Departmental Systems and Procedures

Strategies:

- Define interview and hiring process/framework and procedures for all district positions.
- Cross train all HR staff on duties and responsibilities.
- Develop and implement an electronic procedures manual for HR Department outlining duties, responsibilities, and expectations.
- Develop and implement procedures for reviewing and updating job descriptions.

Recommendation 2, 3, 4, 5, 8a, 8c, 8d, Report of Investigation #1 - Human Resources, p. 10, 11, 71

GOAL 3: Automate Recruitment, Acquisition, and Records Management

Strategies:

- Research capabilities of Alio Applicant Portal to identify whether it will meet the needs of the district or if we need to purchase a new software package.
- Utilize the district's current software database, Alio for the electronic storage and retrieval of personnel files and records.
- Implement electronic contract distribution for contract employees and electronic reasonable assurance forms for hourly employees.

Recommendation 2, 3, 8b, 8c, 8d, Report of Investigation #1 - Human Resources, p. 10, 11, 71

GOAL 4: Reform the Onboarding Process

Strategies:

- Implement timeline for onboarding process from board approval to job-site report for duty.
- Implement electronic onboarding process for new hires.
- Develop/reform process for notifying approved employees after board meeting.
- Streamline coordination with other departments to expedite benefits, payroll, email address, etc.

GOAL 5: Organize the Professional Development Process

Strategies:

- Establish procedures for monitoring the completion of required employee training
 - Update checklist for required training
 - Implement tracking system for compliance and continuing education training
 - Coordinate professional development with annual employee evaluations