Executive Summary

Department of Personnel Services

Initiative: Monitoring

The purpose of this summary is to request a 1.0 FTE: Level 1 administrative employee who would provide oversight by auditing all hiring requests to ensure accuracy related to salary offers and salary lane changes. Specifically, the personnel specialist would be responsible for resolving discrepancies that arise during the onboarding process to prevent costly mistakes involving salary offers and salary lane changes. This employee would collaborate with individuals who perform salary-related personnel actions to ensure errors are promptly addressed and corrected. This employee would also be responsible for ensuring that reconciled calculations and corrections have occurred before the position is offered to the candidate.

The successful candidate for this position must have demonstrated the ability to maintain an HRMS database such as Oracle, and must be able to complete complex calculations associated with employee data. LCPS currently employs five personnel analysts to enter all employee data into the Cyborg and Oracle system. The personnel specialist would work very closely with this group.

Providing oversight for analytical functions, the personnel specialist, monitoring, would audit all salary offers and adjustments. The LCPS employee base includes over 13,000 full-time, part-time, and substitute employees. Before any candidate is hired, the personnel team must assess the candidate's work experience and level of education to calculate the salary offer in addition to ensuring compliance with personnel practices, School Board policies, and regulations. When calculating a salary offer, a number of variables to include precedence and consistency, part-time/full-time rules, salary lanes, position hours, and calendar days must be considered. This list of considerations is not all inclusive as one must also determine if the candidate is to be extended a contract, assignment letter, or work agreement. Consequently, mistakes can occur and immediate attention is required to address and correct errors that could result in costly salary obligations to employees.

Examples of scenarios for potential errors in salary offers are listed below:

- An employee may be paid on the wrong scale or given credit for an incorrect number of years. LCPS currently has four different salary scales (classified, licensed, auxiliary, administrator) and each scale has a number of different lanes and steps. Employees may work various percentages of a full-time equivalent (FTE) position, and some LCPS employees are considered full-time based upon precedence established by policy. To further complicate matters, salary offers are calculated manually as software does not complete all these calculations.
• An error may occur when an employee is promoted or transferred to a different salary scale (classified, licensed, auxiliary, administrator) as placement practices differ across salary scales. For example, the first 10 years of licensed experience translates to Step 1 on the administrative scale. Similarly, classified non-teaching experience does not qualify for credit on the licensed teacher scale.

We must prepare strategically for the implementation of the Oracle project which is scheduled to go-live in 2016. The personnel specialist, monitoring, would assist with managing the implementation of the Oracle project. Based on experience with Phase I go-live, it is anticipated that training employees and understanding and correcting glitches with a new system of this magnitude will take large amounts of time and extend to multiple school years. The personnel specialist, monitoring, would be responsible for conducting audits and supporting several key projects such as the annual issuance of over 10,000 contracts, assignment letters, and work agreements.

The process for preparing contracts and assignment letters is a manually driven, time-intensive task that requires the work of the personnel analysts, licensure specialists, and personnel specialists. Over 10,000 contracts, salary memos, and assignment letters were issued for the 2015-2016 school year. Each year, thousands of contracts and assignment letters are processed and delivered successfully and accurately. Despite the collaborative work of the small support team, we have sometimes experienced errors. Given the nature of errors associated with salary and possible litigation, an administrator such as a director of personnel must intervene to navigate resolution with the employee. The oversight and coordination that would be provided by the personnel specialist, monitoring, would provide appropriate prevention in this area.

DPS currently employs a Personnel Specialist, Data & Monitoring. The personnel specialist, data & monitoring, along with a retiree, have been conducting audits and compliance reviews for all salary offers. The increasing demand for data requests and reports, along with an analysis of this data, has prompted this request for a dedicated full time personnel specialist to work on monitoring the growing number of new hires and associated employee needs (salary lane changes, experience verifications, etc.). Currently we are extracting and providing approximately 350-400 reports each year. A dedicated personnel specialist to focus on data would be able to analyze statistical employee-related data, develop and present comprehensive multi-year reports for the school board and other internal entities; and facilitate strategic planning for hiring and employee retention.