

Human Resources Department

2023–24 Department Report

OVERVIEW

The Human Resources Department provides a variety of functions for the Beaverton School District, including employee recruitment, hiring, onboarding, support and training, transactional services, strategic initiatives, contractual compliance, leaves and benefits administration, and labor relations.

HR supports the hiring process from job offer to first day of employment, sets employee pay at hire and prepares monthly employee pay including salary, stipends and hourly compensation. It also processes tuition reimbursement, manages transcripts and licensure tracking, and processes and documents employee assessments and certifications.

Strategic services include guidance and coaching for leaders related to staff supervision, legal compliance, staff conduct concerns and employee performance support. HR leadership engages in ongoing labor relations with the Beaverton Education Association and the Oregon School Employees Association.

Our HR team strives to provide high quality customer service to each client and stakeholder. Interactions with Human Resources are often related to stressful or emotional contexts, such as job offers, interview results, compensation issues, staff need for paid leave, investigations or communication and support in disciplinary situations. The work to serve with professionalism and integrity takes place continually, as our staff interface with employees, job candidates, supervisors, the community and patrons.

ACHIEVEMENTS

Recruitment and Hiring

Human Resources has implemented a new application system to increase efficiencies for applicants and hiring managers. ApplyBSD came online in October right in time for a hiring push for classified paraprofessional positions. The team continues to work with developers to finetune the system, particularly regarding user functionality for hiring managers. The next module implemented will be the onboarding module that allows for paperless exchange of many of the required documents and typical paperwork to process a hire after the offer has been accepted. ApplyBSD is a key tool in supporting BSD's efforts to be competitive in a tight labor market, reducing the time between posting and hire of quality candidates.

For the past several years, the hiring patterns have changed. Greater volume of hires are trending year round. This year the fall addition of new paraprofessional positions in schools was met with two job fairs put on by HR to boost recruitment and candidate pools. The job fairs in October and November, coupled with an agreement with our classified union to contract agency staff for hard to fill positions,

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have allowed us to hire dozens of needed staff to support students in our schools. Another fall hiring push was for substitutes, and resulted in a full slate of licensed substitutes, along with gains in our classified substitute group. This year the pattern of chronic substitute shortages seen in recent years has diminished greatly, allowing for much greater stability in our classrooms on days when our employees are absent or out on leave. We continue to experience challenges, particularly finding qualified long-term substitutes for particular areas of licensure. But the widespread shortages we had seen since the pandemic have reduced to more manageable coverage.

This year the Human Resources team was approved for licensed priority hiring to start as early as January. It is a strategic lever to get out early to recruit highly sought-after candidates for areas of need in our district. The 2024 hiring plan calls for early recruitment and job offers for bilingual staff to support the district's expansion of dual language programming as well as its goal of harnessing a more diverse workforce to better meet the needs of a changing community. The plan also includes early outreach and hire offers for special education teachers to meet the yearly demand to maintain high quality educators in special education classrooms. As we approach the annual Oregon Professional Educators Fair in April, the team will continue to seek out talent and hire for priority areas such as science, math and other competitive subject areas. For the first time in many years, Beaverton will be poised to make job offers to highly promising candidates at the OPEF job fair. Human Resources has worked diligently to knit together early hiring strategies with district staffing needs, ensuring we make best fit placements for all our staff to meet the needs of students.

Employee Engagement and Learning

Beaverton values its employee workforce and provides supports for staff in a variety of ways. Human Resources provides communication and opportunities for growth and learning for licensed substitute teachers. This year, that has included opportunities for regularly scheduled collaborative chats, optional grant-funded substitute readiness training, a calendar of professional development opportunities, and a new substitute intern partnership with higher education. Other supports the Human Resources team provides for staff include the new teacher mentor program where teachers in their first or second year may be paired with a full-release mentor trained to facilitate agency and professional growth for employees at the early stages of their teaching career. This powerful support has been in place for more than ten years and remains one of our most powerful recruitment tools for attracting high quality staff to Beaverton. In addition to our regular new teacher mentor support, Beaverton offers more robust mentoring and guidance to intern teachers who qualify to teach but are still completing their licensure program to become fully certified. Another opportunity Human Resources provides is outreach to our classified staff who wish to explore pathways to teaching. Beaverton has several partnerships with universities to support our staff to remain employed in classified positions while completing coursework and practicum requirements to become licensed teachers. HR supports our leaders by providing guidance, training and coaching in staff supervision, leadership development and onboarding for new leaders. Human Resources support for bilingual proficiency testing, work keys assessments and other opportunities for achievement and compensation is key. Staff engagement and training is essential to ensure high rates of retention in our workforce.

Systems and Support

Human Resources has made strides in improving operational systems in a variety of ways. The new application system, ApplyBSD helps streamline recruitment, hiring and onboarding. Another system improvement challenge we are in the process of undertaking is the digitization of archives and files through an electronic document management system. HR has worked with IT to establish a systematic

approach to converting paper files into electronic files in order to reduce paper and make archival systems more efficient.

Human Resources is working in collaboration with IT and the Business Office to engage in the process to replace our Enterprise Resource Planning system, the backbone of the district's system to maintain employee records and produce regular employee personnel services and pay. This is a multi-year process, and the early stages have taken hours of collaborative study to prepare specifications for the bidding process for vendors. The next phase will also be time-intensive as a multidisciplinary team evaluates proposals. The implementation of a new ERP system will continue our work to modernize and streamline operational processes.

Another systems effort in HR is the continual process of improving our district-wide staffing effort. Each spring HR supports schools and departments to allocate specific employees to proper assignments based on course forecasting, enrollment and budgetary allocations. In the Spring of 2023 the HR team implemented a Job Expo opportunity for current licensed employees to explore possibilities by interviewing for open positions at other sites before the district pushed vacancies out in external job postings. This internal process afforded our current educators with some choice in exploring other job assignments and was well received by both principals and licensed staff.

One of the supports in place for our classified group is the position review process where managers can submit requests for classified positions to be reviewed for pay adjustments based on job responsibilities. This contractual process allows for management to stay in touch with the flexible needs of the organization, and ensures that employee positions are calibrated and reviewed for pay to keep the system well regulated. This year the district has contracted with an outside compensation expert to have a review and market study done to support our work with refinement and adjustments of compensation. Much of this work will take place at the bargaining table when we open the OSEA contract in April to discuss compensation.

GOALS AND AREAS OF FOCUS

Key efforts underway for Human Resources include supporting Strategic Plan outcomes and finalizing negotiations with our licensed and classified employee associations.

Strategic Plan Goals

Foundational building blocks undergirding our strategic promise to our community include attracting, supporting and retaining a high-quality diverse workforce. Other metrics supporting effective systems and structures for student success include the implementation of efficient and effective systems to streamline operations, and the identification and elimination of systemic barriers to equitable access and outcomes. From an HR perspective, each of these goal areas requires strategy and an action plan. Our focus is on continued efforts to attract, support and retain a high-quality diverse workforce by the efforts described above. Our work in collaboration with peer departments to implement the ERP supports the goal of implementing efficient and effective systems to streamline operations. HR's work in eliminating barriers to access encompasses our work to leverage efficiencies via the new application system, as well as our work collaborating with partner agencies and higher education to better support pipelines for growth and opportunity for promising candidates.

Labor Negotiations

The district has initiated negotiations with the Beaverton Education Association to come to agreement on a successor contract. The current collective bargaining agreement is set to expire in June of 2024. It is the HR team's focus to support a fair and respectful process at the table with BEA so that we can

come to agreement on a fair and sustainable contract. This work takes tremendous engagement and focus, particularly in current times where there is pressure due to financial realities and the larger political context. Our employees matter, and the conditions and agreements having to do with our employment relationship are a priority.

In April the district will engage in a contract reopener with the classified union, Oregon School Employees Association. This reopener was agreed to when the district last negotiated the OSEA contract, which expires in June of 2025. Per our agreement with OSEA, the district has contracted the services of an outside consultant to study all classified positions to review their salary in relation to the market conditions and how they relate vertically and horizontally within our current salary structure. The outcomes of this work will inform the district's approach to proposals for adjusting compensation for specific job assignments, as well as how to approach proposals on a cost of living adjustment for all classified employees. This negotiation is a priority for our team, as, again, we value our classified employees and are committed to providing fair and equitable compensation for their work.