

# Little Rock School District

## Human Resources Department

Mike Poore  
Superintendent of Schools

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# Strategic Plan Framework

# 2019-22

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Framework for developing the detailed  
three-year Strategic Plan.

## Goals and Key Actions

# Little Rock School District

## Human Resources Department Strategic Plan

### Preface

Little Rock School District Human Resources Department (HR) is transforming the human resource function to ensure that Little Rock School District (LRSD) has the right people, in the right jobs, with the right skills and abilities, with a true sense of personal value, and a commitment to providing high quality services for excellence in education. The HR transformation will be achieved through the development and implementation of a three-year strategic plan, providing a detailed navigational tool of where we want to go, how we are going to get there, and a concrete way to determine if we're on course. We have specific priorities and initiatives that will drive the vision to reality.

The traditional human resource management in the LRSD, much like those of other progressive metropolitan school districts, is becoming more strategic to maximize the effectiveness of the school district's current and future staff. In order to compete for the talent necessary to fulfill LRSD's mission, our system for managing our human capital must evolve. It must become more flexible, agile, effective and accountable in order to provide the range of services our children have been promised.

This Strategic Plan Framework resulted from the 2019 LRSD Central Office Organization and Human Resources Functionality Assessment conducted by the Urban School Human Capital Academy (USHCA). Established in 2011, the USHCA is a national nonprofit organization helping urban districts become great supervisors of teacher and principal talent. USHCA develops, supports, and networks human capital leaders in urban school districts to drive measurable improvement in teacher and principal quality. Through a range of services, USHCA is a resource organization transforming LRSD's human capital management function into a more strategic and integrated component of a district's overall approach to improve student achievement. USHCA has worked in over 30 urban school districts across the United States.

The first step in the HR strategic plan process is to structure the strategic plan framework encompassing goals and key action items resulting in a detailed three-year strategic plan. The next step in the strategic process is to ensure that LRSD's human capital plans and strategies are developed and implemented in such a way that they serve the mission, goals, objectives, and budget of the entire District. This requires clear lines of communication and effective planning processes involving all stakeholders.

The seven major goals aligned with key action items framing the HR Strategic Plan are replete with commitments that will appropriately align HR activities in transitioning from traditional human resource management to strategic human capital investment. To achieve the transformation framed in this plan, it cannot be done in a vacuum. We will collaborate with internal and external stakeholders and partners to identify, develop, and integrate tools and systems that meet LRSD strategic needs.

This HR Strategic Plan Framework begins the transformation process that will keep LRSD competitive in a human capital environment that is rapidly evolving, thereby creating a mutually supportive and well-functioning work environment.

Mike Poore  
Superintendent of Schools

Robert Robinson  
Executive Director of Human Resources



**Little Rock School District**  
**HUMAN RESOURCES DEPARTMENT**  
3-Year Strategic Plan Framework

**OUR VISION**

We aspire to recruit and retain a diverse workforce dedicated to excellence, continuous improvement, and working as a team to make LRSD the institution of choice for students, parents, and employees.

**OUR MISSION**

Through strategic partnerships and collaboration, the Human Resources Department supports the mission of Little Rock School District providing efficient and solution-focused services for maximizing individual potential, increasing organizational capacity, and positioning Little Rock School District as an employer of choice!

We advocate a work environment where the contribution of each employee is recognized and where every individual is treated fairly and equitably.

**OUR MOTTO**

*Keep it Moving!*

**WHERE WE ARE HEADED**  
STRATEGIC FOCUS AREAS

**GOAL 1: PIPELINE DEVELOPMENT AND TALENT MANAGEMENT**

Implement a pipeline that recruits, retains, and rewards highest quality talented teachers, principals, and staff for every school and district employment units.

**Key Actions:**

1. Design an approach, strategies and programs to hire, deploy, develop, and retain the best people in their respective fields.
2. Change the approach from traditional human resource management to strategic human capital investment. Restructure the HR Department for optimal strategic impact.
3. Complete early contracts in critical shortage areas by May 1 and open schools with fewer shortages in critical fields.

4. Increase relocation initiatives aimed to recruit and retain qualified employees to an urban setting.
5. Align people and resources strategically to maximize impact by creating and implementing guidelines for high quality performance and realign roles and responsibilities of staff. Safeguard against working in silos and role confusion in the workplace and ensure that everyone is working toward a common goal.
6. Develop and implement a comprehensive leadership plan designed to appropriately align people and resources to accomplish the mission, goals, and objectives of the District.
7. Encourage performance evaluation that supports retention of the highest quality staff and engage principals on multiple retention strategies for teachers.
8. Develop and administer cutting-edge interviewing, screening, and hiring processes identifying the best talent for available positions.
9. Support all principals and supervisors with multiple strategies to increase diversity.
10. Engage principals on multiple retention strategies for new teachers.
11. Structure systems and processes that foster mutual consent as a foundation for selection and work to change collective bargaining agreement that blocks mutual consent practices.
12. Ensure equity between high and low needs by providing incentives and opportunities for highly experienced, effective teachers, and quality applicants to seek high-needs schools.
13. Update our job pages to provide attractive and welcoming first impressions and signposts to further information, with a particular emphasis on LRSD staff
14. Enhance recruitment channels to attract quality candidates through internal networks, social media, and use of recruitment microsites.
15. Review and streamline processes to improve customer effectiveness and operational efficiencies.
16. Develop further the ‘talent pool’ of professional and support staff to proactively contribute to future activities: projects and other areas which need a flexible use of skilled resources.

## **GOAL 2: STAKEHOLDER RELATIONSHIPS**

Establish strong relationships through consistent communication and engagement of all stakeholders. Ensure outreach to underserved populations via recruitment efforts.

### **Key Actions:**

1. Establish collaborative partnerships with schools/departments to plan, anticipate, and respond in a cost-effective way to changes and priorities in classification, compensation, recruitment and selection, including staffing trends, agile organization initiative, and succession planning efforts.
2. Measure and monitor process completion and quality of services to ensure efficient and responsive delivery of services.
3. Promote innovative, responsive, fair, and consistent compensation services, and ensure classification specifications accurately reflect the needed qualification, knowledge, skills, and abilities required for successful job performance.
4. Develop and promote good customer service. Create equity lab and recruitment plans as defined as defined by LRSD.
5. Further develop the HR website to encourage assisted self-service for staff and supervisors looking to access people related information. Use of analytics data, feedback and key themes to make access even easier and quicker for users.
6. Ensure key policy and procedural communications are accessible to all staff groups.

## **GOAL 3: WORKFORCE ENVIRONMENT**

Cultivate a workplace environment where education professionals and support staff realize their impact and fulfill their purpose.

### **Key Actions:**

1. Advance a cultural environment reflective of a workplace of choice.
2. Design a physical environment for employees where organizational values are reflected and learning environments are flexible.
3. Create a uniformed district staffing allocation plan with a mechanism to track approved exceptions specific to site needs.
4. Create a system-wide program to increase a sense of belonging, a feeling of value and contribution, and a positive school culture in each school/department.

5. Implement strategies to improve job satisfaction and promote longevity based on information obtained from cutting edge data gathering tools.
6. Develop clear understandable HR policies that balance the interests of both management and employees and promote a culture that is compliant with regards to various HR policies, programs, and practices/processes.
7. Structure leave use with incentives for low use and penalties for high use; collaborates with State to alter benefit provisions where needed; analyze leave use and absenteeism at high and low-needs schools.
8. Create a staff engagement survey with action plans to address issues being raised.
9. Work with cabinet members to identify schools/departments who will be experiencing change and design relevant interventions to support their transition.
10. Work with LRSD Health Services on the roll-out of mental health training, including the development of a new program on team resilience and the creation of an e-learning module on stress prevention and management for supervisors; provide continuous health and well-being campaigns.
11. Monitor work-related stress and usage of our health and well-being programs and resources.

#### **GOAL 4: CAREER AND PERFORMANCE MANAGEMENT STRATEGY**

Streamline performance standards aligned with policies, observing and providing feedback, and offering guidance for conducting appraisals, enabling the best results through managing employee performance and organizational growth.

#### **Key Actions:**

1. Ensure performance competency models articulate the knowledge, skills, abilities and other characteristics that are instrumental for achieving positive organizational outcomes.
2. Increase internal collaboration and refine processes that focus on optimizing employee performance.
3. Analyze new teacher performance against standards and rubrics and collaborates with providers of new teacher training to align training with performance needs and principal's assessments.
4. Incorporate multiple measures in teacher evaluations, includes student achievement and student survey results beyond standardized tests to include evidence of student learning for all teachers

5. Provide timely and valuable feedback from multiple sources such as observation from both supervisors and peers, student achievement results, and parent and student survey results.
6. Provide a clear and reasonable process that exit low performers who do not improve to effective ratings through a highly collaborative process.
7. Proactively provide templates, documentation support, and dedicated legal assistance to principals addressing low performers; streamline processes to make it possible to terminate low performers.
8. Create a sick leave management plan and monitor absenteeism and leave use, incorporate attendance into overall performance and assist principals to intervene when sick and personal leave use is excessive.

### **GOAL 5: HR COMPLIANCE AND POLICIES**

Implement an environment of ethics, policies, and established personnel practices compliance while balancing efficiency and effectiveness.

#### **Key Actions:**

1. Promote culture that is compliant with regards to various HR policies, programs, and personnel practices/processes.
2. Develop clear understandable HR policies that balance the interests of both management and employees.
3. Encourage compliance as a tool for effectiveness within the organization.
4. Adopt best practices to effectively support employees, manage risk, and control cost.
5. Implement lay-off and recall policies that focus on performance criteria first.

### **GOAL 6: HR SYSTEMS AND DATA**

Foster a unified, engaging, and efficient platform for employment and supervisors to navigate the employee life cycle to meet the current and future needs of Little Rock School District. Establishment of more robust and automated onboarding, hiring, performance management, and compensation management.

#### **Key Actions:**

1. Deploy systems, tools, technology, and other resources to enable employees to be more successful.

2. Develop and launch school/department HR Information Dashboard prompt providing a summary of alerts and key people data to assist with prioritization and key metrics.
3. Deliver and maintain a suite of HR business systems which support HR and Payroll operations throughout the employee lifecycle.
4. Provide assisted self-service through web based systems to improve the customer service.
5. Provide efficient and effective systems to reduce transactional timescales for routine tasks.

### **GOAL 7: COMPENSATION PROGRAMS AND STRATEGY**

Align staff compensation programs with relevant markets and create a competitive compensation tool to drive organizational results. Demonstrate transparency in Little Rock School District compensation practices aligned with related policies and ensure internal fairness.

#### **Key Actions:**

1. Develop compensation study plan, monitor and support workforce initiatives, and support new approaches for personalized, flexible planning for career and professional development.
2. Streamline, simplify, automate processes, and procedures.
3. Remain highly competitive with surrounding and competing districts' salary and benefit structures, and remain competitive for effective teachers over time.
4. Provide multiple levels of financial incentives for high-performing teachers to take on varied additional roles and responsibilities.



**Action Plan Template**

# ACTION PLAN

**GOAL NUMBER:** \_\_\_\_

**PLAN NUMBER:** \_\_\_\_

**DATE:** \_\_\_\_\_

**GOAL:**

**ACTION ITEM SPECIFIC RESULT(S):**

<b>#</b>	<b>ACTION STEP (Number each one)</b>	<b>Assigned To:</b>	<b>Starting Date:</b>	<b>Due Date:</b>	<b>Completed Date:</b>

**Responsible:**

*(Shaded areas for administrative use in implementation phase)*

Cost-Benefit Analysis Template

# COST-BENEFIT ANALYSIS

GOAL NUMBER: \_\_\_\_

PLAN NUMBER: \_\_\_\_

DATE: \_\_\_\_\_

**GOAL:**

**ACTION ITEM SPECIFIC RESULT(S):**

**COSTS**

**BENEFITS**

*Tangible:*

*Tangible:*

*Intangible:*

*Intangible:*

*(Have you considered opportunity costs?)*

*Does this action plan have sufficient return on investment?)*