

## 1.1 Organization and Planning

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### Professional Standard

An updated and detailed policy and procedures manual exists that delineates the responsibilities and operational aspects of the personnel office.

### Progress on Recommendations and Improvement Plan

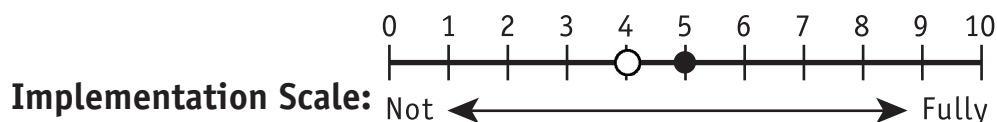
1. The last update of the Board Policy 4000 Series was adopted on May 21, 2003. Other policies previously reviewed were adopted in the 1970's. The following policies adopted on May 21, 2003, provided administrative regulations:

- Drug and Alcohol-Free Workplace
- Employee Use of Technology
- Certificated Personnel Assignment
- Sexual Harassment
- Public Notice – Personnel Negotiations
- Health and Welfare Benefits
- Awards and Recognition

2. It was reported that the district has entered into a contract with the California School Boards Association (CSBA) to utilize its board policy development and maintenance service called GAMUT. The district also provided the visiting team with a revised draft of the “Internal Procedures for Maintenance of Policy Manual” that outlines steps to be followed in policy development. The Personnel Department needs to identify and begin the process of updating existing policies and/or revising CSBA sample policies to ensure current up-to-date personnel policies are in place.

### Standard Implemented: Partially

July 2003 Rating: 4  
January 2004 Rating: Not Reviewed  
July 2004 Self-Rating: 5  
July 2004 New Rating: 5



## 1.2 Organization and Planning

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### Professional Standard

The district has clearly defined and clarified roles for board and administration relative to recruitment, hiring, evaluation and dismissal of employees.

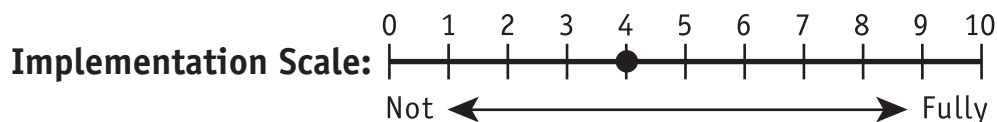
### Progress on Recommendations and Improvement Plan

1. The district plans to develop and maintain current policies and administrative regulations by contracting with the California School Boards Association (CSBA). CSBA provides a service called GAMUT that shares samples with the district of new policies, where needed, and updates existing policies as appropriate. CSBA notifies the district of these updates during March, July and November via an e-mail alert and also sends a hard copy to the district. In the absence of board policies and administrative regulations, the employees' collective bargaining agreements cover items such as transfer and evaluation.

The Human Resources Department needs to review existing and proposed policies to ensure that the responsibilities associated with personnel operations are clear.

### Standard Implemented: Partially

July 2003 Rating:	4
January 2004 Rating:	Not Reviewed
July 2004 Self-Rating:	4
July 2004 New Rating:	4



## 1.3 Organization and Planning

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### Professional Standard

The Personnel Division has developed a mission statement that sets clear direction for personnel staff.

### Progress on Recommendations and Improvement Plan

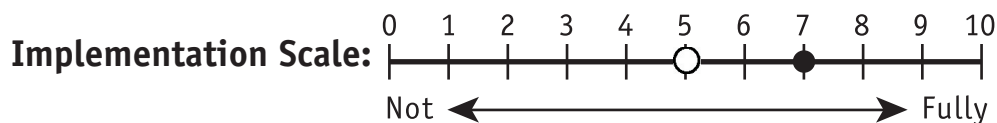
1. The Human Resources Department has revised the Mission Statement for Human Resources that had been developed prior to the visiting team's last assessment. The new Mission Statement states:

“The Mission of the Human Resources Department is to recruit, hire, evaluate, and retain the best qualified certificated and classified staff to support the district's mission and goals.”

It was reported that the new Mission Statement will be distributed to all employees in the September 2004 Human Resources Newsletter. This statement will also be included in the Principal's Human Resources Guide (distributed/discussed annually) and in the Human Resources binder (updated bi-weekly).

### Standard Implemented: Partially

July 2003 Rating:	5
January 2004 Rating:	Not Reviewed
July 2004 Self-Rating:	7
July 2004 New Rating:	7



## 1.4 Organization and Planning

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### Professional Standard

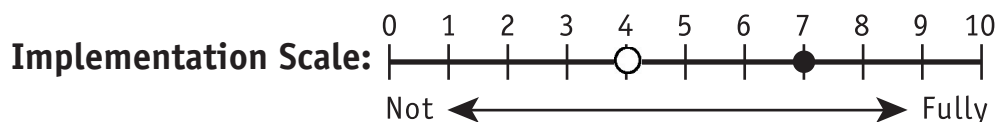
The Personnel Division has an organizational chart and a functions chart that include the names, positions and job functions of all staff in the Personnel Division.

### Progress on Recommendations and Improvement Plan

1. The Human Resources Department has an updated organizational chart reflecting all positions and their reporting relationships.
2. The department does not have a functions chart that lists job titles and major job responsibilities. The assessment team was provided with a document titled, "Human Resources Department Functional Responsibilities." This document lists the position titles, names of individuals, telephone numbers, and a list of the functional responsibilities of each position.
3. It was reported that the Human Resources Department Web site currently being created will list contact information and responsibilities of staff.

### Standard Implemented: Partially

July 2003 Rating:	4
January 2004 Rating:	Not Reviewed
July 2004 Self-Rating:	7
July 2004 New Rating:	7



## 1.5 Organization and Planning

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### Professional Standard

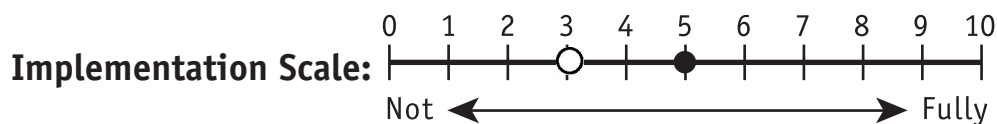
The Personnel Division has established goals and objectives directly related to the district's goals that are reviewed and updated annually.

### Progress on Recommendations and Improvement Plan

1. The goals of the Human Resources Department are part of the goals and objectives of the Directors of Classified and Certificated Personnel. These goals are reviewed with the Superintendent. The completion of these goals will be part of their personnel evaluations.
2. The Human Resources Department staff has established personal goals and objectives for the 2003-04 school year. These personal goals were reviewed by the Director of Classified Personnel. Individual goals are maintained in the binders of Human Resources staff.

### Standard Implemented: Partially

July 2003 Rating:	3
January 2004 Rating:	Not Reviewed
July 2004 Self-Rating:	5
July 2004 New Rating:	5



## 1.7 Organization and Planning

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### Professional Standard

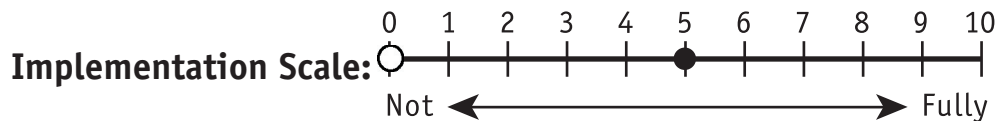
The Personnel Division has a monthly activities calendar and accompanying lists of ongoing personnel activities to be reviewed by staff at planning meetings.

### Progress on Recommendations and Improvement Plan

1. The Human Resources Department provided the visiting team with an Annual Planning Calendar with monthly and ongoing activities.
2. The Human Resources Department has regularly scheduled staff meetings where upcoming activities are identified and plans are developed to handle the project. The department maintains minutes of the meetings that list individuals responsible for action to be taken and a time line of target completion dates.
3. The Human Resources Department's annual planning calendar lists the date of activity, the person responsible, and the activity completion date.

### Standard Implemented: Partially

July 2003 Rating: 0  
January 2004 Rating: Not Reviewed  
July 2004 Self-Rating: 4  
July 2004 New Rating: 5



## 1.8 Organization and Planning

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### Professional Standard

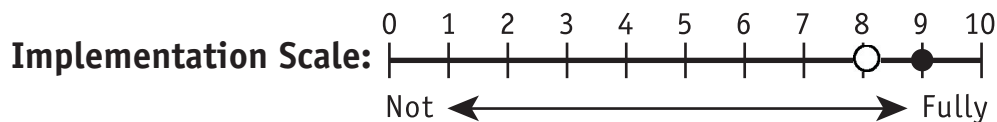
The Personnel Division head is a member of the Superintendent's cabinet and participates in decision making early in the process.

### Progress on Recommendations and Improvement Plan

1. Since the last assessment team visit, the position of Associate Superintendent of Human Resources has been eliminated. The Manager of Certificated Personnel is now the Director of Certificated Personnel. Both the Director of Classified Personnel and the Director of Certificated Personnel are members of the Superintendent's Cabinet. Weekly meetings of the Superintendent's Cabinet are held with both directors in attendance.

### Standard Implemented: Fully - Substantially

July 2003 Rating:	8
January 2004 Rating:	Not Reviewed
July 2004 Self-Rating:	10
July 2004 New Rating:	9



## 2.4 Communication: Internal/External

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### Professional Standard

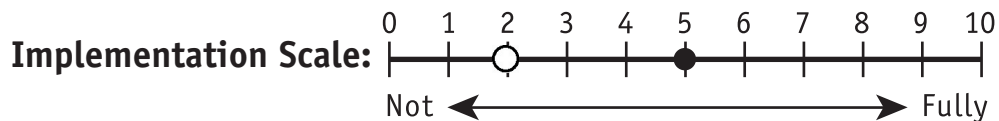
The Personnel Division staff is cross-trained to respond to client needs without delay.

### Progress on Recommendations and Improvement Plan

1. Cross training has taken place within the Human Resources Department. Planned absences of Human Resources staff members are discussed at staff meetings and recorded. Coverage of responsibilities is coordinated in advance. Specific time lines have not been established for periodic cross training.
2. All staff members have another staff member assigned as backup for critical responsibilities. A printed cross training backup list has not been distributed to all Human Resources staff.
3. Job responsibilities and expectations are discussed during Human Resources staff meetings in order to provide productive and efficient customer service. Human Resources staff members have attended training programs in specific areas such as credentials, No Child Left Behind, and technology.

### Standard Implemented: Partially

July 2003 Rating:	2
January 2004 Rating:	Not Reviewed
July 2004 Self-Rating:	5
July 2004 New Rating:	5





## 2.5 Communication: Internal/External

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### Professional Standard

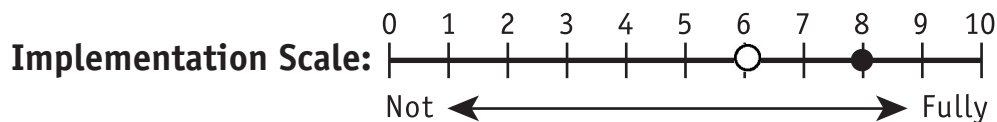
The Personnel Division holds regularly scheduled staff meetings.

### Progress on Recommendations and Improvement Plan

1. The administrative staff members of the Human Resources Department meet biweekly. Meeting dates are set for the year. The agenda is formalized, and staff is encouraged to present items for inclusion. Minutes are taken, typed and distributed to staff with a summary of assignments and deadlines for employees.
2. The administrative staff is involved in the Human Resources staff meetings and meets additionally, as needed.
3. Human Resources, Benefits, and Payroll personnel meet monthly to discuss issues and mutual concerns. Staff members who attend the monthly meetings indicate that these meetings have proven to significantly improve services and workflow in all areas due to increased communication.

### Standard Implemented: Fully - Substantially

July 2003 Rating: 6  
January 2004 Rating: Not Reviewed  
July 2004 Self-Rating: 8  
July 2004 New Rating: 8



### 3.4 Certificated Recruitment and Selection

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#### Professional Standard

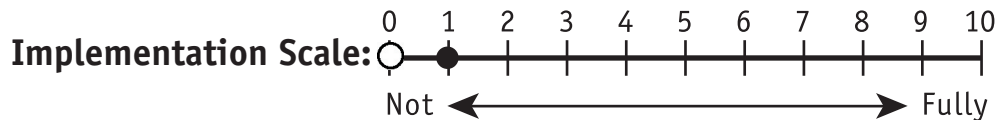
The Personnel Division recruitment plan contains recruitment goals, including the targeting of hard-to-fill positions such as those in the areas of math, science, special education and bilingual education.

#### Progress on Recommendations and Improvement Plan

1. Recruitment procedures for certificated personnel are currently in draft form only. Certificated recruitment procedures are targeted for updating and inclusion in the 2004-2005 Principals' Human Resources Guide. Recent staff reductions have provided sufficient hiring pools for certificated positions. No written recruitment plan has been made available to the assessment team.

#### Standard Implemented: Partially

July 2003 Rating:	0
January 2004 Rating:	Not Reviewed
July 2004 Self-Rating:	1
July 2004 New Rating:	1



### 3.12 Certificated Recruitment and Selection

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#### Professional Standard

The district systematically initiates and follows up on reference checking on all applicants being considered for employment.

#### Progress on Recommendations and Improvement Plan

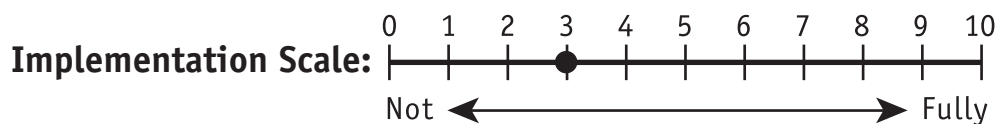
1. There is currently no written policy or procedure for reference checks for candidates selected for teacher or substitute teacher positions. A draft form was prepared but has not been adopted or used as a part of the hiring process for teaching positions.

A reference checking procedure is an important step in the hiring process and must include:

- Completion of a minimum number of telephone reference checks to be submitted prior to the employment of each candidate.
- Reference checks to be reviewed by the Human Resources Department Manager.
- Maintenance of reference check forms in the interview files.

#### Standard Implemented: Partially

July 2003 Rating:	3
January 2004 Rating:	3
July 2004 Self-Rating:	4
July 2004 New Rating:	3



## 4.2 Classified Recruitment and Selection

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### Professional Standard

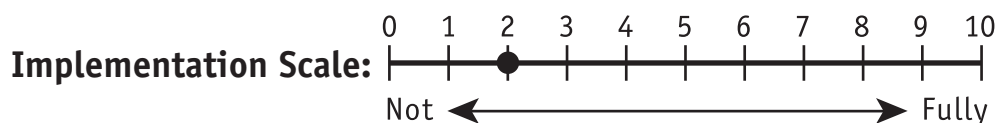
Employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided under merit system rules.

### Progress on Recommendations and Improvement Plan

1. The flow chart describing how classified personnel requisitions are processed (contained in the Principals' Human Resources Guide) needs to be reviewed for accuracy. The flow chart needs some additional descriptive language.
2. The Personnel Commission rules are outdated and are in need of review. The vacant district position on the commission is creating difficulties in getting rules changed. Some of the outdated commission rules conflict with current Education Code requirements and have required the commission to take special action to acknowledge the conflict and note that the Education Code must be followed. The district needs to pursue filling the district vacancy on the commission and updating the commission's rules.
3. The Principals' Human Resources Guide has been revised to include a document entitled, "The Merit System—An Overview." The document provides a five-page comprehensive overview of what a merit system is and how it operates. Although this is a very informative document, the information could be of more assistance if revised to make it more succinct.
4. Internal procedures need to be developed that detail the processes to be followed in recruiting, testing, and selecting classified personnel. An abbreviated version should be developed that can be included on vacancy notices.

### Standard Implemented: Partially

July 2003 Rating: 2  
January 2004 Rating: Not Reviewed  
July 2004 Self-Rating: 2  
July 2004 New Rating: 2



## 4.7 Classified Recruitment and Selection

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### Legal Standard

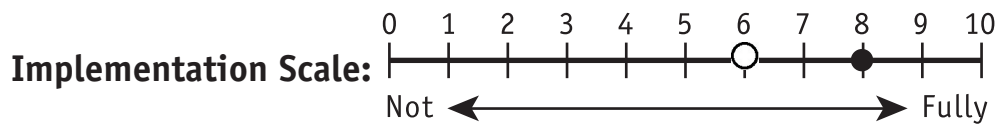
The Personnel Commission prepares an eligibility list of qualified candidates for each classified position that is open, indicating the top three candidates (EC 45272-45278).

### Progress on Recommendations and Improvement Plan

1. The district continues to prepare eligibility lists as required.
2. The Human Resources Department notifies supervisors/administrators when the 90-day limit is about to expire for the continued employment of a provisional employee. The use of provisional employees is carefully monitored to limit their use and duration. The district has maintained current eligibility lists in high-need areas and ensures that the names on the lists are current, which has lessened the need for provisional appointments.

### Standard Implemented: Fully - Substantially

July 2003 Rating:	6
January 2004 Rating:	Not Reviewed
July 2004 Self-Rating:	8
July 2004 New Rating:	8



## 4.8 Classified Recruitment and Selection

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### Professional Standard

Classified recruitment results are provided in an annual report to the Personnel Commission Board.

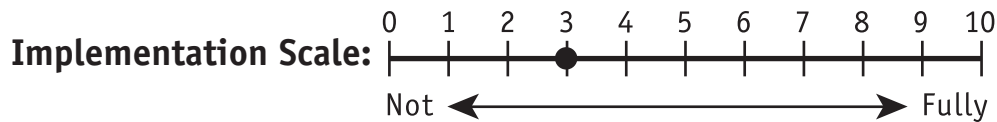
### Progress on Recommendations and Improvement Plan

1. For the 2004-2005 budget cycle, the Director of Classified Personnel prepared a one-page document that provided justification for the budget request. The justification included a review of the process for recruiting, testing and selecting a classified person.

The Human Resources Department is currently in the process of collecting sample annual reports from other merit system districts. It is the department's intent to develop a comprehensive annual report that will be provided annually to the Personnel Commission. The report needs to cover all areas that fall under the commission's authority.

### Standard Implemented: Partially

July 2003 Rating:	3
January 2004 Rating:	Not Reviewed
July 2004 Self-Rating:	3
July 2004 New Rating:	3



## 5.4 Employee Orientation

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### Professional Standard

The Personnel Division has developed an employment checklist to be used for all new employees that includes district forms and state and federal mandated information. The checklist is signed by the employee and kept on file.

### Progress on Recommendations and Improvement Plan

1. New certificated employees are provided an induction packet that includes a single checklist page of district information and state and federal mandates. Employees sign the checklist receipt, verifying that they have received, read and understand the documents. The checklist is retained in the employee's personnel file.

The classified induction packet provided to new classified employees is currently being revised to a single-page sign-off checklist. When completed, the checklist should be retained in the personnel file.

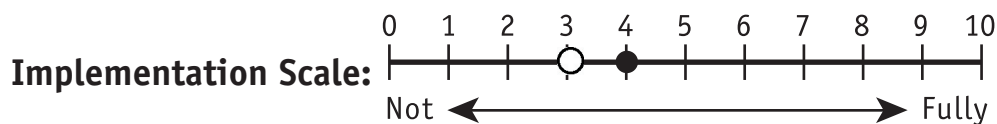
The mandated information on blood-borne pathogens should be included in the information provided to new employees.

2. Orientation for new classified employees is scheduled for September 14, 2004. The proposed outline of topics includes information on mandated areas.

Substitute teacher orientation was held in October 2003 and is scheduled again for October 2004.

### Standard Implemented: Partially

July 2003 Rating: 3  
January 2004 Rating: Not Reviewed  
July 2004 Self-Rating: 4  
July 2004 New Rating: 4



## 6.3 Operational Procedures

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### Professional Standard

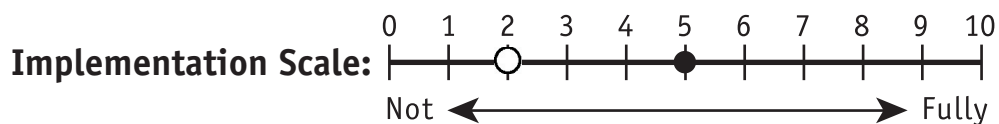
The Personnel Division has an operational procedures manual for internal department use in order to establish consistent application of personnel actions.

### Progress on Recommendations and Improvement Plan

1. The Principals' Human Resources Guide is periodically updated and distributed at the annual management meeting. The information provides policies and forms as well as certificated and classified information.
2. An internal Human Resources Department operational procedures manual has not been completed. However, some of the materials included in the Principals' Human Resources Guide could be a part of the internal procedures manual. The Human Resources directors have responsibility for coordinating this project. Time lines for its completion have not been developed.
3. The Principals' Human Resources Guide is updated annually to reflect current policy.

### Standard Implemented: Partially

July 2003 Rating:	2
January 2004 Rating:	5
July 2004 Self-Rating:	5
July 2004 New Rating:	5





## 6.9 Operational Procedures

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### Professional Standard

Personnel staff members attend training sessions/workshops to keep abreast of the most current acceptable practices and requirements facing personnel administrators.

### Progress on Recommendations and Improvement Plan

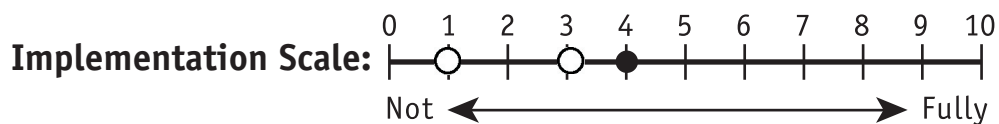
1. Information received by the Human Resources Department from various agencies regarding training and meetings available is shared with staff members informally.
2. Each Human Resources staff member completed a needs assessment that identifies his/her individual training needs and goals. Some staff members have attended training programs on:
  - Excel (three half-day sessions)
  - Absence tracking
  - Be Smart
  - No Child Left Behind

Formalizing the training goals and needs process will help improve staff productivity.

3. Training records are available. At one time, a binder containing all training records was maintained. It would be helpful to continue to update the binder.

### Standard Implemented: Partially

July 2003 Rating:	1
January 2004 Rating:	3
July 2004 Self-Rating:	5
July 2004 New Rating:	4



## 7.2 State and Federal Compliance

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### Legal Standard

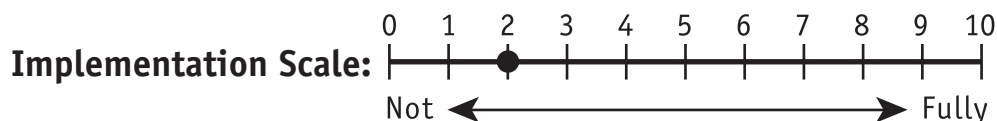
The Governing Board requires every employee to present evidence of freedom from tuberculosis as required by state law (EC 44839, 49406).

### Progress on Recommendations and Improvement Plan

1. The district has not developed internal department procedures that describe the process to be followed for notifying new employees of the tuberculosis testing requirement. Employee hiring should be delayed until this requirement is met.
2. The Human Resources Department has not established a process for retesting all current employees who have exceeded the four-year time limit for being retested for tuberculosis. In the March 31, 2004, Human Resources Newsletter, employees were notified of the required testing and advised that the district is in the process of arranging for free screening at various school sites in the near future. Since the tuberculosis testing is a legally mandated requirement for continued employment, it is imperative that the Human Resources Department has all current employees with expired tuberculosis tests retested as soon as possible. Also, internal procedures need to be developed that will ensure all employees are timely notified in the future and retested prior to the expiration of their current tuberculosis test.
3. The new procedures for retesting existing employees need to include the consequences for failing to be retested. The district may wish to consult with legal counsel as it develops the consequences for employees who fail to meet this requirement.
4. For the past year, new employees have been entered into the personnel database with a correct tuberculosis expiration date. As the district retests all of the current employees who do not have a retest date, correct data needs to be entered in the database.

### Standard Implemented: Partially

July 2003 Rating:	2
January 2004 Rating:	2
July 2004 Self-Rating:	3
July 2004 New Rating:	2



## 7.8 State and Federal Compliance

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### Legal Standard

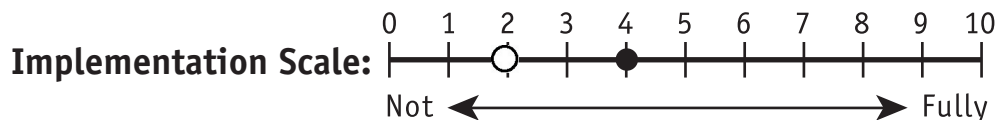
The district has established a process by which all required notices and in-service training sessions have been performed and documented, such as those for child abuse reporting, blood-borne pathogens, sexual harassment and nondiscrimination (EC 44691, GC 8355).

### Progress on Recommendations and Improvement Plan

1. The Human Resources Department has procedures in place for providing new employees with the required notification in the areas of child abuse reporting, sexual harassment, and nondiscrimination. Employees are required to sign off a checklist verifying receipt of the material/information. The Maintenance and Operations Department provides all custodial staff with the required blood-borne pathogens notification and maintains its own records to document such notification. The assessment team was not provided any material or information to indicate that teachers, instructional aides and/or other appropriate staff were provided information on blood-borne pathogens. The process for notification needs to be reviewed to ensure all appropriate staff are receiving all required notifications.
2. The Human Resources Department has received, as a sample, a copy of the West Contra Costa Unified School District materials for annual notification/training of employees.
3. Materials need to be developed that can be used with employees for initial and annual notifications.
4. The Human Resources Department advises all site administrators of the need for them to provide their employees with the required annual sexual harassment notification. Schools are directed to have all employees sign verification that they have received such training. This annual notification process needs to be expanded to ensure that all employees, including central office staff, are receiving the required notification.
5. The Human Resources Department maintains verification in the personnel files that employees received initial notification on sexual harassment, child abuse reporting and nondiscrimination. Verification of training on blood-borne pathogens and sexual harassment is maintained at each respective work site. The district's overall process needs to be reduced to a written procedure that clearly defines what is to occur and who is responsible.

### Standard Implemented: Partially

July 2003 Rating:	2
January 2004 Rating:	Not Reviewed
July 2004 Self-Rating:	2
July 2004 New Rating:	4



## 8.1 Use of Technology

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### Professional Standard

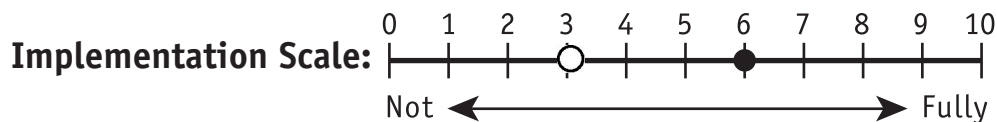
An online position control system is utilized and is integrated with payroll/financial systems.

### Progress on Recommendations and Improvement Plan

1. The district's position control system has been operational for the past year. Although the module is operational, it is not tied directly into payroll. The Business Department relies upon additional software to compare its position control authorization with the data included in the payroll file.
2. Personnel assigned to position control monitoring need to be trained in the purpose of position control and their role in implementing the process. The current Personnel Technician received training from the person she replaced. Since that time, she has not been provided with any other formal training.
3. All position control data is entered by the Budget Department. The Human Resources Department personnel may only view this data on a "read-only" basis.
4. The district's process for handling terminations and hires appears to be unnecessarily cumbersome. A careful review of the current requisition procedures may point to a more user-friendly system that is faster, with fewer steps.
5. The existing position control system is effective in controlling the creation and/or modification of positions. As staff becomes better trained and comfortable with the system, the process should be reviewed to see if there are areas that can be streamlined.

### Standard Implemented: Partially

July 2003 Rating: 3  
January 2004 Rating: Not Reviewed  
July 2004 Self-Rating: 6  
July 2004 New Rating: 6



## 8.4 Use of Technology

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### Professional Standard

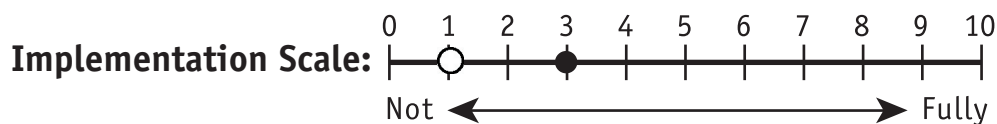
The Personnel Division has a program of providing funds and time for staff training and skills development in the use of computers.

### Progress on Recommendations and Improvement Plan

1. The Human Resources Department management staff has received a set of goals and training needs from each employee. Employees have been advised that they should bring each training opportunity of which they become aware to the attention of their respective managers. Management needs to take a more proactive role and to do a review of its Quintessential School System (QSS) training needs and work with Data Processing to obtain the required training for the staff.
2. The district has identified the Director of Data Processing as the person to coordinate the QSS efforts.
3. The Human Resources Department needs to identify a key staff member to serve as the department's QSS point person. Once that person is identified, a plan needs to be developed to receive the needed QSS training.
4. Human Resources Department staff members should be required to attend QSS training as training sessions are made available.

### Standard Implemented: Partially

July 2003 Rating:	1
January 2004 Rating:	Not Reviewed
July 2004 Self-Rating:	3
July 2004 New Rating:	3



## 8.6 Use of Technology

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### Professional Standard

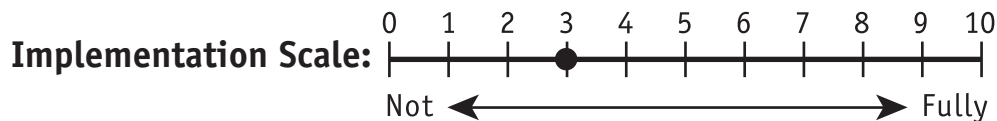
The Personnel Division has computerized its employee database system including, but not limited to: credentials, seniority lists, evaluations, personnel by funding source, program, location, and Workers' Compensation benefits.

### Progress on Recommendations and Improvement Plan

1. The Human Resources Department has not yet formally identified a person to serve as the department's Quintessential School System (QSS) point person to meet with the Director of Data Processing on software and training issues.
2. Each of the QSS software modules need to be reviewed to identify areas where either full implementation has not occurred or additional training is needed. Also, existing security levels need to be reviewed to ensure all appropriate Human Resources staff members have access to appropriate screens with the appropriate read-only or data-entry access capabilities.
3. A plan and time line for full QSS implementation, training and preparation of user documentation need to be developed.
4. Stand-alone databases used in monitoring performance evaluations and credentials should be eliminated when feasible.

### Standard Implemented: Partially

July 2003 Rating: 3  
January 2004 Rating: Not Reviewed  
July 2004 Self-Rating: 4  
July 2004 New Rating: 3



## 9.3 Staff Training

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### Legal Standard

Teachers and other professional school services personnel are provided with diversity training (EC 44560).

### Progress on Recommendations and Improvement Plan

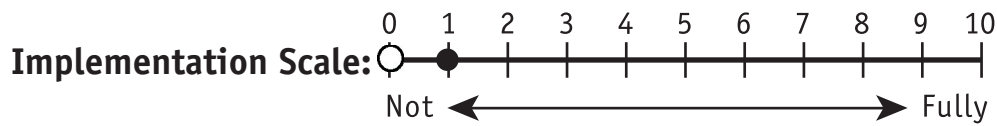
1. The Instruction Division provided training to middle school teachers and middle and high school monitors on the prevention of bullying.

Human Resources Department leadership has handled individual employee discipline cases involving inappropriate diversity issues. The Communications, Arts and Sciences (CAS) Program includes a component through “Facing History and Ourselves” that involves a small cadre of teachers and deals with identity, the power of labels, and issues of membership in community (from classroom to nations).

The responsibility for providing diversity training for teachers and other professional school personnel needs to be identified.

### Standard Implemented: Partially

July 2003 Rating:	0
January 2004 Rating:	Not Reviewed
July 2004 Self-Rating:	1
July 2004 New Rating:	1



## 10.4 Evaluation/Due Process Assistance

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### Professional Standard

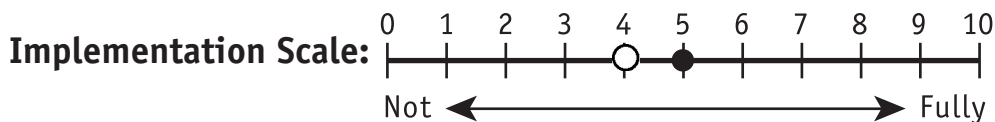
The Personnel Division provides a process for the monitoring of employee evaluations and the accountability reporting of their completion.

### Progress on Recommendations and Improvement Plan

1. Evaluation training for certificated administrators takes place in September and at monthly meetings during the year. The evaluation material and calendar is included in the Principals' Human Resources Guide. Classified managers and supervisors attend voluntary periodic meetings with the Human Resources Department Director of Classified Personnel.
2. A handbook for classified evaluations has not been developed. Forms and evaluation requirements are provided to classified managers and supervisors.
3. Monitoring of classified and certificated evaluations is the responsibility of the Human Resources Department staff. Evaluators receive a list of staff to be evaluated and time lines for evaluation completion. The Instruction Division sends a reminder of the evaluation process and time lines in its newsletter. A report has periodically been given to the Superintendent's Cabinet regarding missing evaluations. There is a need to follow up on evaluations that are missing.
4. Both classified and certificated Human Resources staff use stand-alone systems to monitor the evaluation process. The Human Resources Department needs to work with the Technology Department to implement the evaluation monitoring module of the Quintessential School System (QSS) software.
5. Written procedures have not been developed for the monitoring of either certificated or classified evaluations and requiring their completion and their submission to the Human Resources Department.

### Standard Implemented: Partially

July 2003 Rating:	4
January 2004 Rating:	5
July 2004 Self-Rating:	5
July 2004 New Rating:	5





## 12.3 Use of Technology

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### Professional Standard

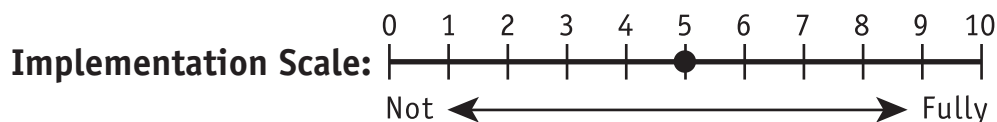
The Personnel Division provides all managers and supervisors (certificated and classified) training in contract management with emphasis on the grievance process and administration.

### Progress on Recommendations and Improvement Plan

1. The Human Resources Department should continue to offer and expand upon training opportunities in the area of contract management.
2. The Director of Classified Personnel has periodic meetings with classified supervisors and managers to discuss various topics of interest, including contract administration and grievance processing. Attendance at the meetings is voluntary and training is informal. Although informal meetings provide a good opportunity for sharing concerns/issues, training in contract administration can be enhanced by scheduling larger blocks of time, making attendance mandatory, and conducting meetings as in-service training sessions.
3. Principals currently receive contract management training at the principals' meetings. The Human Resources Department needs to continue to provide training on grievance processing.

### Standard Implemented: Partially

July 2003 Rating:	5
January 2004 Rating:	Not Reviewed
July 2004 Self-Rating:	6
July 2004 New Rating:	5





## **Table of Standards for Personnel Management**



# Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 focus
1.1	An updated and detailed policy and procedures manual exists that delineates the responsibilities and operational aspects of the personnel office.	4	NR	5	
1.2	The district has clearly defined and clarified roles for board and administration relative to recruitment, hiring, evaluation and dismissal of employees.	4	NR	4	
1.3	The Personnel Division has developed a mission statement that sets clear direction for personnel staff.	5	NR	7	
1.4	The Personnel Division has an organizational chart and a functions chart that include the names, positions and job functions of all staff in the Personnel Division.	4	NR	7	
1.5	The Personnel Division has established goals and objectives directly related to the district's goals that are reviewed and updated annually.	3	NR	5	
1.6	Individual staff members have developed goals and objectives in their areas of responsibility and a personal professional development plan.	4	6	NR	
1.7	The Personnel Division has a monthly activities calendar and accompanying lists of ongoing personnel activities to be reviewed by staff at planning meetings.	0	NR	5	
1.8	The Personnel Division head is a member of the Superintendent's cabinet and participates in decision making early in the process.	8	NR	9	
2.1	The Personnel Division utilizes the latest technological equipment for incoming and outgoing communications.	3	NR	NR	

# Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 focus
2.2	The personnel and business divisions have developed and distributed a menu of services that includes the activities performed, the individual responsible, and the telephone numbers where they may be contacted.	3	4	NR	
2.3	The Personnel Division provides an annual report of activities and services provided during the year.	0	2	NR	
2.4	The Personnel Division staff is cross-trained to respond to client need without delay.	2	NR	5	
2.5	The Personnel Division holds regularly scheduled staff meetings.	6	NR	8	
2.6	Various publications are provided on a number of subjects to orient and inform various clients.	5	NR	NR	
3.1	The Governing Board will provide equal opportunities for all people without regard to race, color, creed, sex, religion, ancestry, national origin, age, or disability (EC 44100-44105).	4	NR	NR	<input type="checkbox"/>
3.2	Employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided.	4	5	NR	
3.3	The job application form requests information that is legal, useful, pertinent, and easily understood.	7	NR	NR	
3.4	The Personnel Division recruitment plan that contains recruitment goals, including the targeting of hard-to-fill positions such as those in the areas of math, science, special education and bilingual education.	0	NR	1	

# Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 focus
<b>3.5</b>	The district has established an adequate recruitment budget that includes funds for travel, advertising, staff training, promotional materials and the printing of a year-end report, and that effectively implements the provisions of the district recruitment plan.	1	NR	NR	
<b>3.6</b>	The district has developed materials that promote the district and community, are attractive, informative and easily available to all applicants and other interested parties.	0	NR	NR	
<b>3.7</b>	The district has identified people to participate in recruitment efforts, including principals, district personnel and others, as appropriate, and has provided them with adequate training to carry out the district's recruitment goals.	0	NR	NR	
<b>3.8</b>	The district has effectively identified a variety of successful recruitment sources, including Web sites, job fairs, colleges and universities and publications.	5	NR	NR	
<b>3.9</b>	The district has developed an annual written summary reports of its recruitment efforts, including data detailing the goals for the year, sites visited, number of candidates contacted, employees hired as a result of the recruitment efforts and plans for any changes for the following year.	0	NR	NR	
<b>3.10</b>	The district has developed alternative teacher certification programs and process (i.e., preintern, intern, committee on assignment).	2	NR	NR	
<b>3.11</b>	The district is preparing to address new federal regulations as they relate to the No Child Left Behind Act.	1	5	NR	
<b>3.12</b>	The district systematically initiates and follows up on reference checking on all applicants being considered for employment.	3	3	3	<input type="checkbox"/>

# Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 focus
4.1	The Governing Board will provide equal employment opportunities for persons without regard to race, color, creed, sex, religion, ancestry, national origin, age or disability (EC 44100-44105).	5	NR	NR	
4.2	Employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided under merit system rules.	2	NR	2	<input type="checkbox"/>
4.3	The job applicant form requests information that is legal, useful, pertinent, and easily understood.	5	NR	NR	
4.4	The district has a written recruitment plan identifies various recruitment sources utilized in the search process for the numerous position classifications.	5	NR	NR	
4.5	The district systematically initiates and follows up on all applicants being considered for employment.	4	5	NR	
4.6	Appropriateness of required tests for a specific position is evident.	6	NR	NR	<input type="checkbox"/>
4.7	The Personnel Commission prepares an eligibility list of qualified candidates for each classified position that is open, indicating the top three candidates (EC45272-45278)	6	NR	8	
4.8	Classified recruitment results are provided in an annual report to the Personnel Commission Board.	3	NR	3	
4.9	The district has implemented procedures to comply with the recent state legislation governing short-term employees (EC 45103).	10	NR	NR	
5.1	Initial orientation is provided for all new staff.	4	5	NR	



# Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 focus
5.2	The Personnel Division provides orientation handbooks for new employee orientation in all classifications: substitutes, teachers and classified employees.	4	NR	NR	
5.3	The Personnel Division has developed a video presentation (i.e., tape, CD-ROM, DVD) of the district activities and expectations for new employee orientation.	0	NR	NR	
5.4	The Personnel Division has developed an employment checklist to be used for all new employees that includes district forms and state and federal mandated information. The checklist is signed by the employee and kept on file.	3	NR	4	
6.1	Personnel files are complete, well-organized and up to date.	1	NR	NR	<input type="checkbox"/>
6.2	Personnel Division nonmanagement staff members have individual desk manuals for all of the personnel functions for which they are held responsible.	0	1	NR	<input type="checkbox"/>
6.3	The Personnel Division has an operational procedures manual for internal department use in order to establish consistent application of personnel actions.	2	5	5	<input type="checkbox"/>
6.4	The Personnel Division has a process in place to systematically review and update job descriptions. These job descriptions shall be in compliance with the Americans with Disabilities Act (ADA) requirements.	5	NR	NR	<input type="checkbox"/>
6.5	The Personnel Division provides an office environment with appropriate furniture, equipment, and materials.	4	NR	NR	
6.6	The Personnel Division has procedures in place that allow for both personnel and payroll staff to meet regularly to solve problems which develop in the process of new employees, classification changes and employee promotions.	4	8	NR	

# Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 focus
<b>6.7</b>	Wage and salary determination and ongoing implementation are handled without delays and conflicts (substitutes, temporary employees, stipends, shift differential, etc.).	4	NR	NR	<input type="checkbox"/>
<b>6.8</b>	Regulations or agreements covering various types of leaves are fairly administered.	6	NR	NR	
<b>6.9</b>	Personnel staff members attend training sessions/workshops to keep abreast of the most current acceptable practices and requirements facing personnel administrators.	1	3	4	
<b>6.10</b>	The Personnel Division provides employees with appropriate forms for documenting requested actions (i.e., leaves, transfers, resignations, retirements).	9	NR	NR	
<b>6.11</b>	Established staffing formulas dictate the assignment of personnel to the various sites and programs.	4	NR	NR	<input type="checkbox"/>
<b>7.1</b>	Policies and regulations exist regarding the implementation of AB 1610 and AB 1612 on fingerprinting requirements. Education Codes: 44237, 45125, 45125.1, 44332.6, 44346.1, 44830.1, 45122.1.	6	NR	NR	
<b>7.2</b>	The Governing Board requires every employee to present evidence of freedom from tuberculosis as required by state law (EC 44839, 49406).	2	2	2	<input type="checkbox"/>
<b>7.3</b>	No person shall be employed as a teacher's aide unless that person has passed the basic reading, writing, and mathematic skills proficiencies required for graduation from high school (EC 45361.5).	9	NR	NR	
<b>7.4</b>	A clear implemented policy exists on the prohibition of discrimination (Government Code 11135).	5	NR	NR	<input type="checkbox"/>

# Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 focus
<b>7.5</b>	All certificated persons hold one or more valid certificates, credentials or life diplomas that allow the holder to engage in school services designated in the document (EC 44006).	1	NR	NR	
<b>7.6</b>	Duties to be performed by all persons in the classified service and other positions not requiring certification are fixed and prescribed by the Governing Board (EC 45109).	1	NR	NR	<input type="checkbox"/>
<b>7.7</b>	Professional growth requirements for maintenance of a valid credential exist (EC 44277).	10	NR	NR	
<b>7.8</b>	The district has established a process by which all required notices and in-service training sessions have been performed and documented such as those for child abuse reporting, blood-borne pathogens, sexual harassment and nondiscrimination. (EC 44691, GC 8355).	2	NR	4	
<b>7.9</b>	The district is in compliance with Title IX policies on discrimination and Government Code 12950(a) posting requirements concerning harassment or discrimination.	5	NR	NR	
<b>7.10</b>	The district is in compliance with the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA).	6	NR	NR	
<b>7.11</b>	The district is in compliance with the Family Medical Leave Act (FMLA) including posting the proper notifications.	4	NR	NR	<input type="checkbox"/>
<b>7.12</b>	The district is in compliance with the Americans with Disabilities Act (ADA) of 1990 in application procedures, hiring, advancement or discharge, compensation, job training and other terms, conditions, and privileges of employment.	6	NR	NR	

# Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 focus
<b>7.13</b>	The district has identified exempt and nonexempt employees and has promulgated rules and regulations for overtime that are in compliance with the Fair Labor Standards Act and California statutes.	3	NR	NR	
<b>8.1</b>	An online position control system is utilized and is integrated with payroll/financial systems.	3	NR	6	
<b>8.2</b>	The Personnel Division provides an automated substitute calling system. The system should have ability to input and retrieve data. Data should be distributed to site and program managers.	8	NR	NR	
<b>8.3</b>	The certificated and classified departments of the Personnel Division has an applicant tracking system.	0	NR	NR	<input type="checkbox"/>
<b>8.4</b>	The Personnel Division has a program of providing funds and time for staff training and skills development in the use of computers.	1	NR	3	
<b>8.5</b>	The Personnel Division utilizes the latest technology to provide staff and clients with improved communications (e.g., voice mail, fax, e-mail).	5	NR	NR	
<b>8.6</b>	The Personnel Division has computerized its employee database system including, but not limited to: credentials, seniority lists, evaluations, personnel by funding source, program, location, and Workers' Compensation benefits.	3	NR	3	
<b>9.1</b>	The district has developed a systematic program for identifying areas of need for in-service training for all employees.	1	NR	NR	
<b>9.2</b>	The district shall make provisions for department-directed staff development activities (EC 52034(g)).	6	NR	NR	
<b>9.3</b>	Teachers and other professional school services personnel are provided with diversity training (EC 44560).	0	NR	1	

# Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 focus
<b>9.4</b>	The district has adopted policies and procedures regarding the recognition and reporting of sexual harassment (GC 12940).	10	NR	NR	<input type="checkbox"/>
<b>9.5</b>	The district provides training for all management and supervisory staff responsible for employee evaluations.	6	6	NR	
<b>9.6</b>	The district provides training opportunities to managers and supervisors in leadership development and supervision. Training topics might include interpersonal relationships, effective supervision, conflict resolution, cultural diversity and gender sensitivity, team building.	3	NR	NR	<input type="checkbox"/>
<b>9.7</b>	The district develops handbooks and materials for all training components.	6	NR	NR	
<b>10.1</b>	The evaluation process is a regular function related to each employee and involves criteria related to the position.	6	NR	NR	
<b>10.2</b>	Standards for the evaluation of management and supervisors will be developed and implemented.	6	NR	NR	<input type="checkbox"/>
<b>10.3</b>	A clear policy and practice exists for the written evaluation and assessment of certificated employees. (EC 44663)	7	NR	NR	
<b>10.4</b>	The Personnel Division provides a process for the monitoring of employee evaluations and the accountability reporting of their completion.	4	5	5	
<b>10.5</b>	The Personnel Division has developed an evaluation handbook for management and supervisory training.	6	6	NR	
<b>10.6</b>	The Personnel Division has developed due process training for managers and supervisors.	6	6	NR	

# Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 focus
<b>10.7</b>	The Personnel Division has developed a process for providing assistance to certificated employees performing at a less-than-satisfactory level such as Peer Assistance and Review (PAR).	8	NR	NR	
<b>10.8</b>	The Personnel Division has developed a process for providing assistance to classified employees performing at a less-than-satisfactory level.	7	NR	NR	
<b>11.1</b>	The Personnel Division has developed a program for retirement counseling, including: STRS counseling, PERS counseling, and "life after retirement."	2	6	NR	<input type="checkbox"/>
<b>11.2</b>	The Personnel Division has developed recognition programs for all employee groups.	7	NR	NR	
<b>11.3</b>	The Personnel Division has available to its employees various referral agencies to assist employees in need.	7	NR	NR	
<b>11.4</b>	Employee benefits are well understood by employees through periodic printed communications provided by the Personnel Division. Timely notification of annual open enrollment periods is sent to all employees.	5	NR	NR	
<b>11.5</b>	The Personnel Division provides new hires with a detailed explanation of benefits, the effective date of coverage, along with written information outlining their benefits and when enrollment forms must be returned to implement coverage.	6	NR	NR	
<b>11.6</b>	Employees are provided the state's injury report form (DWC Form 1) within one working day of having knowledge of any injury or illness.	9	NR	NR	

# Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 focus
<b>11.7</b>	The district notifies the third party administrator of an employee's claim of injury within five working days of learning of the injury and forwards a completed form 5020 to the insurance authority.	9	NR	NR	
<b>11.8</b>	The district's workers' compensation experiences and activities are reported periodically to the superintendent's cabinet.	4	8	NR	
<b>11.9</b>	The Workers' Compensation unit is actively involved in providing injured workers with an opportunity to participate in a modified duty program.	7	NR	NR	
<b>11.10</b>	The Workers' Compensation unit maintains the California OSHA log for all work sites and a copy is posted at each work site during the month of February as required	4	NR	NR	
<b>11.11</b>	The district does not pay temporary disability benefits during those times when an employee is in an extended nonpay status.	7	NR	NR	
<b>12.1</b>	The district has collected data that compare the salaries and benefits of its employees with districts of similar size, geographic location and other comparable measures.	7	NR	NR	
<b>12.2</b>	The Personnel Division involves site-level administrators in the bargaining and labor relations decision making process.	6	NR	NR	
<b>12.3</b>	The Personnel Division provides all managers and supervisors (certificated and classified) training in contract management with emphasis on the grievance process and administration.	5	NR	5	
<b>12.4</b>	The Personnel Division provides a clearly defined process for bargaining with its employee groups (i.e., traditional, interest-based).	7	NR	NR	

# Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 focus
<b>12.5</b>	The Personnel Division has a process in place that provides management and the Board of Education with information on the impact of bargaining proposals (i.e., fiscal, staffing, management flexibility, student outcomes).	9	NR	NR	
<b>12.6</b>	The Personnel Division provides clearly defined forms and procedures in the handling of grievances for its managers and supervisors.	4	4	NR	<input type="checkbox"/>
<b>12.7</b>	Bargaining proposals and negotiated settlements are “sunshined” in accordance with the law to allow public input and understanding of the cost implications and, most importantly, the effects on the children of the district.	7	NR	NR	