

# 1.2 Organization and Planning

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## Professional Standard

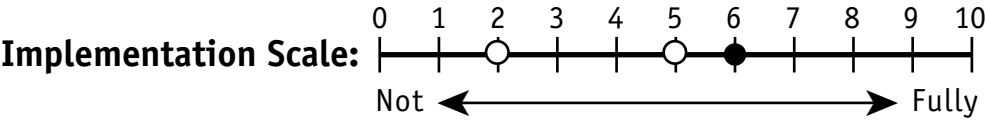
The district has clearly defined and clarified roles for Board and Administration relative to recruitment, hiring, evaluation, and dismissal of employees.

## Progress on Recommendations and Recovery Steps

1. All board policies and administrative regulations were updated in school year 1999-2000 to reflect current legal mandates, including the Policy Manual 4000 Series relating to recruitment, hiring, evaluation, and dismissal of certificated and classified employees. HRED has worked to keep policies updated to reflect any legal changes.
2. The update of the Commission Rules and Regulations has been completed. The Classified Rules and Regulations 70.200.1 – Application of Salary Schedules: Initial Placement has been recently revised to clarify language. Personnel procedures manuals have been developed to provide guidance to administrators and staff in complying with personnel procedures.
3. The district should continue to monitor the effectiveness of the implementation of established personnel procedures.

## Standard Implemented: Partially Implemented

February 1999 Rating: 2  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: 5  
August 2001 Self Rating: 6  
August 2001 New Rating: 6



## 1.4 Organization and Planning

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### Professional Standard

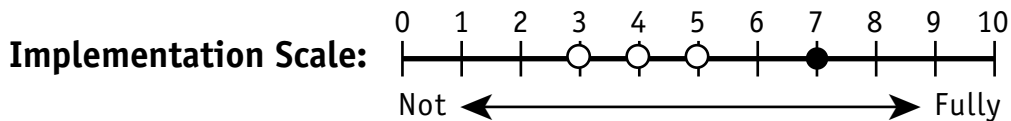
The Division has an organizational chart and a functional chart which include the names, positions and job functions of all staff in HRED.

### Progress on Recommendations and Recovery Steps

1. The district organizational chart for the HRED Division was most recently updated June 25, 2001 and reflects the change in personnel administration. A newly appointed Associate Superintendent for Personnel began in the position February 1, 2001.
2. The district functions chart, which includes position titles, names and major functions of all personnel office staff, was recently updated June 25, 2001.
3. The charts should continue to be updated annually to reflect any changes in staff.

### Standard Implemented: Partially Implemented

February 1999 Rating: 3  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: 4  
August 2001 Self Rating: 5  
August 2001 New Rating: 7



# 1.6 Organization and Planning

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## Professional Standard

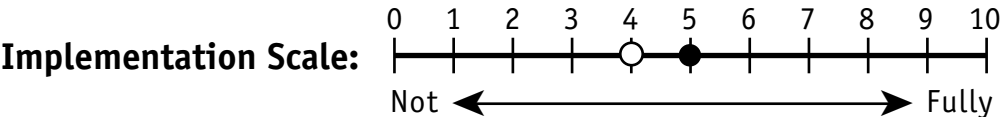
Individual staff members have developed goals and objectives in their areas of responsibility and a personal professional development plan.

## Progress on Recommendations and Recovery Steps

1. Professional development goals for HRED management and staff have been developed for the 2000-01 school year. However, the goals were established in March 2001 and need to be developed in a more timely manner.
2. The annual goals for management include activities which relate to personnel professional development. Goals for the Associate Superintendent have also been developed. Ongoing weekly meetings of personnel staff support goal attainment.
3. A standard format is used for goals and objectives for certificated personnel staff, the Personnel Commission staff and the Employee Development staff.

## Standard Implemented: Partially Implemented

February 1999 Rating: 4  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: Not Reviewed  
August 2001 Self Rating: 5  
August 2001 New Rating: 5



## **2.1 Communications: Internal/External**

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### **Professional Standard**

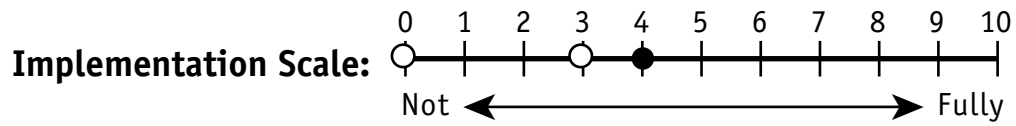
The Personnel Division utilizes the latest technological equipment for incoming and outgoing communications.

### **Progress on Recommendations and Recovery Steps**

1. Although the district as a whole has made significant progress in completing their technology connectivity project to connect all school sites and the district office, the latest technology has not yet been acquired in the HRED office. The district technology plan acknowledges HRED's need to provide better communication with clients and staff, and provide capability for administrative tasks. The HRED has requested voice mail and email in a budget request memorandum dated March 12, 2001. The personnel staff have email, but not all staff have voice mail at the present time. The district has developed Policy 4040 and a Use of Agreement form for all employees.
2. A requirement is in place directing HRED staff to return calls left for HRED staff within a maximum of 24 hours. A memorandum was sent in January 2001 to HRED staff with voice mail to return calls left on voice mail.
3. HRED has requested the assignment of an ITD staff member to upgrade hardware and software, install email, provide calendar planning, staff training, or expansion and maintenance of the Web Page. A budget request memorandum was submitted March 12, 2001. There is still no management information systems person assigned to address the needs of HRED.
4. HRED has included technology training as part of the planned professional development goals for 2000-01 for all HRED staff.
5. The district has an attractive Internet Web Page. HRED posts position vacancies on various internet sites. The HRED wants an effective applicant tracking system – one system to track all data. New scanners have been acquired.
6. The division needs to obtain necessary technology to efficiently perform its tasks.

## Standard Implemented: Partially Implemented

February 1999 Rating: 0  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: 3  
August 2001 Self Rating: 5  
August 2001 New Rating: 4



## 2.4 Communications: Internal/External

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### Professional Standard

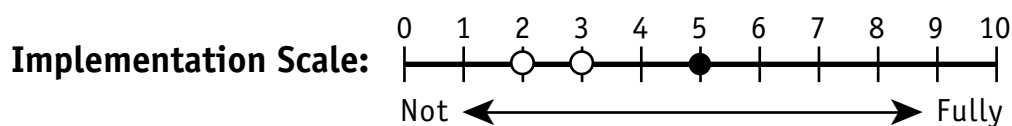
The Personnel Division staff is cross-trained to respond to client need without delay.

### Progress on Recommendations and Recovery Steps

1. Three districts, Lynwood, Inglewood and Long Beach, were contacted for information about cross-training.
2. The district is continuing to provide cross-training for most Certificated Personnel and Personnel Commission classified employees. Meeting notices, Agendas and participant sign-in sheets were provided to document these activities. Training has been provided on the Form 106 process, Lists, Letters & Labels (LLL), Substitute Teacher Processing, Fingerprint Processing, File Room Organization, Data Entry, and Front Desk coverage.
3. A Director of Employee Development position has been established to provide and monitor mandated training for district employees. This position has been filled since Fall, 2000.
4. The Form 106 (request to fill a vacancy) process has been streamlined for efficiency. Schools may initiate the request to fill a position, but the district is now handling this process from the HRED office. Training on the Form 106 process is being provided to school level administrators and classified managers.
5. Cross-training enables an employee to do another's job and to understand his or her relationship to the entire Division. Employees substitute for each other for planned absences as a method of cross-training. Substitutes are provided for absences longer than 30 days. Out-of-class compensation has helped the cross-training process.

### Standard Implemented: Partially Implemented

February 1999 Rating: 2  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: 3  
August 2001 Self Rating: 5  
August 2001 New Rating: 5



### 3.1 Certificated Recruitment and Selection

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#### Legal Standard

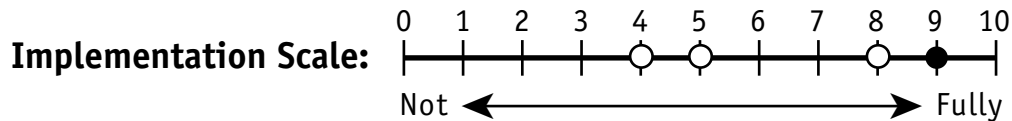
The governing board will provide equal opportunities for all persons without regard to race, color, creed, sex, religion, ancestry, national origin, age, or disability. (Education Code 44100-44105)

#### Progress on Recommendations and Recovery Steps

1. The board provides equal opportunities for employment with the district. The appropriate Equal Opportunities Statement was added to all district employment forms. All elements of the standard are fully and substantially implemented and have been sustained for a year.

#### Standard Implemented: Fully Implemented – Substantial

February 1999 Rating: 4  
August 1999 Rating: 5  
February 2000 Rating: 8  
August 2000 Rating: Not Reviewed  
February 2001 Rating: Not Reviewed  
August 2001 Self Rating: 9  
August 2001 New Rating: 9



### 3.8 Certificated Recruitment and Selection

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#### Professional Standard

Selection procedures are uniformly applied.

#### Progress on Recommendations and Recovery Steps

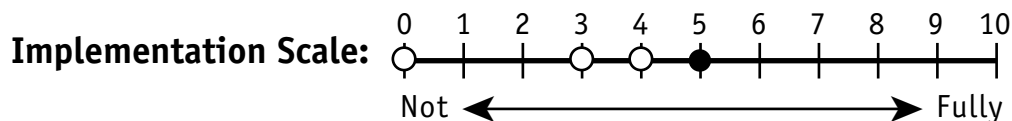
1. As reported earlier, a description of the hiring procedures and practices, and a flow chart describing step-by-step procedures and the person responsible for each step can be found in the Human Resources Services Procedures Manual, Section H.

The section on the hiring process from the Procedures Manual has been distributed to all school site administrators. Administrators have received training in the hiring process, for selection of teachers.

2. The HRED division has conducted several recruitment fairs, and has been involved in the search process for the district's new Superintendent, the Assistant Superintendent for Curriculum and Instruction, and the Associate Superintendent for PreK-8.
3. The district needs to monitor that the established process is being followed, and that selection procedures are being uniformly applied.

#### Standard Implemented: Partially Implemented

February 1999 Rating: 0  
August 1999 Rating: 3  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: 4  
August 2001 Self Rating: 5  
August 2001 New Rating: 5





### 3.10 Certificated Recruitment and Selection

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#### Legal Standard

The district limits the number of certificated persons on CBEST waiver. EC 44252.5

#### Consent Decree Stipulations

Section 20 of the Consent Decree in the action *Serna v Eastin*, Case no. BC 174282, includes the following stipulations: the district is to identify teachers without clear credentials, produce a public report, monitor teachers who have not passed CBEST, release teachers who have not passed CBEST after two years or who have not obtained a preliminary credential after three years, provide an incentive program to teachers to obtain an appropriate credential.

#### Progress on Recommendations and Recovery Steps

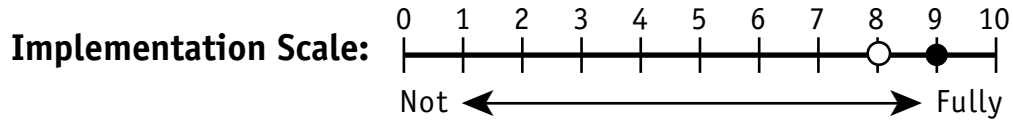
1. The district continues to limit the number of teachers on CBEST waivers as the current reduction in waivers demonstrates. In 1998-99 there were 147 teachers on CBEST waivers. This has been reduced to 81 in the 2000-01 school year. The number of teachers in the secondary Pre-Intern program has expanded with the collaborative assistance of CSU-Dominguez Hills. Ten teachers are in the pre-intern program working on subject matter credentials in Math, ten in Science, and ten in English.

The Commission on Teacher Credentialing allows a maximum of three years for a CBEST waiver. However, the Consent Decree stipulates that the district must release teachers who have not passed CBEST after two years. The district is complying with the Consent Decree. To minimize the disruption of student instruction, the parties to the Consent Decree have agreed that teachers may be released at the end of the school year.

2. The district continues to provide CBEST training several times each year for teachers who have not yet passed CBEST. Staff training is provided at no expense to the teachers, and provides support and coaching from experienced teachers. The district shared its schedule of training for 2000-01 and 2001-02.
3. The district continues to comply with the stipulations to identify teachers without clear credentials, to monitor teachers who have not passed the CBEST, and to release teachers who have not passed CBEST or obtained a preliminary credential after three years. The district has not yet produced a public report indicating the numbers of teachers who have not passed CBEST, the number of years they have served with the district, and the number of teachers released for not meeting the CBEST requirement.

## Standard Implemented: Fully Implemented - Substantial

February 1999 Rating: 8  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: 8  
February 2001 Rating: 8  
August 2001 Self Rating: 9  
August 2001 New Rating: 9



### 4.3 Classified Recruitment and Selection

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#### Legal Standard

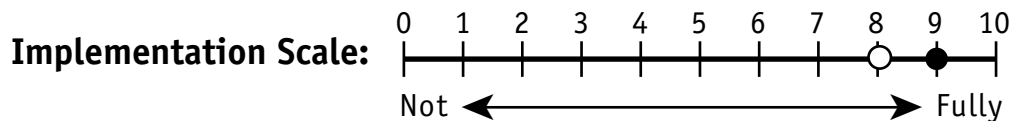
Recruitment and selection for classified service are delegated to the Personnel Commission.  
(Education Code 45240-45320)

#### Progress on Recommendations and Recovery Steps

1. This standard was substantially met when first reviewed in February 1999. All elements of the standard are fully and substantially implemented and have been sustained for two years.

#### Standard Implemented: Fully Implemented – Substantial

February 1999 Rating: 8  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: Not Reviewed  
August 2001 Self Rating: 9  
August 2001 New Rating: 9



## 4.4 Classified Recruitment and Selection

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### Professional Standard

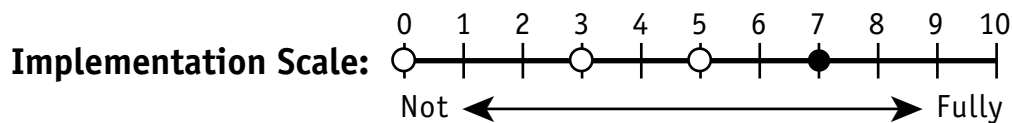
The job applicant form requests information which is legal, useful, pertinent, and easily understood.

### Progress on Recommendations and Recovery Steps

1. The job application form has been revised and is available electronically on-line. A copy of the on-line job application was provided.
2. The language on the written job application requesting information concerning reasonable accommodation has been changed as recommended. This change will also be made to the on-line application beginning July 2001.
3. The request for medical history has been removed from the written job application form as recommended. This change will also be made to the on-line application.
4. The only positions that are posted as “bilingual required” are those where bilingual ability is essential for the position. Other positions are noted as “bilingual preferred” as recommended.

### Standard Implemented: Partially Implemented

February 1999 Rating: 0  
August 1999 Rating: 3  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: 5  
August 2001 Self Rating: 6  
August 2001 New Rating: 7



## 4.5 Classified Recruitment and Selection

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### Legal Standard

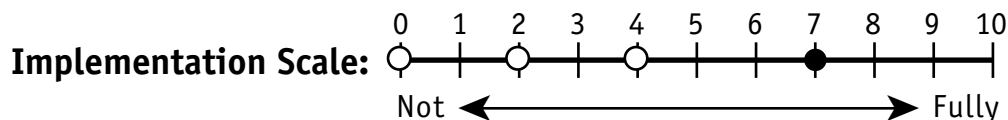
The Personnel Commission shall prepare an eligibility list of qualified candidates for each classified position which is open, indicating the top three candidates. Education Code 45272-45278.

### Progress on Recommendations and Recovery Steps

1. Eligibility lists have been developed using a priority testing schedule. The schedule indicates open and closing dates for specific job classifications, and the scheduled date for the written and oral exams. The exam schedule for February 2001 was provided. Eligibility lists are being determined in a more timely manner.
2. The number of out-of-class positions continues to be reduced. Three years ago there were over 250 employees in out-of-class positions. This was reduced to 74 in the 1998-99 school year, and to 34 as of January 19, 2001. As of June 22, 2001, there were 29 employees in out-of-class positions and 17 provisional assignments. The team reviewed the list of the current year out-of-class assignments.
3. The Personnel Commission has developed a recruitment plan for employees. The plan was shared with the review team, and staff indicates that it is attracting candidates.
4. The division's procedures checklist now includes the timely reporting of test results to applicants regarding the examination process. The process utilizes postcards mailed to applicants with information on the Notice of Examination Results, and Notice of Interview. The Harmony software program is installed and being utilized.

### Standard Implemented: Partially Implemented

February 1999 Rating:	0
August 1999 Rating:	2
February 2000 Rating:	Not Reviewed
August 2000 Rating:	Not Reviewed
February 2001 Rating:	4
August 2001 Self Rating:	5
August 2001 New Rating:	7



## 4.6 Classified Recruitment and Selection

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### Professional Standard

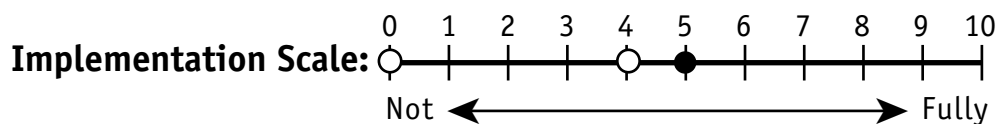
The district systematically initiates and follows up on all applicants being considered for employment.

### Progress on Recommendations and Recovery Steps

1. A Classified Personnel Recruitment Plan for 2000-01 has been developed. The district has also purchased OPAC testing software to evaluate applicants' knowledge, skills and abilities. The district has been represented at job fairs and community events to attract potential employees.
2. The district has installed the Harmony Applicant Tracking System on-line as of June 21, 2001. Personnel Commission staff were trained on the system on June 22, 2001. Effective June 25, 2001, the system has begun tracking applications on-line.
3. The applicant exam schedule is created monthly and assists staff in the development of employee eligibility lists to fill district vacancies. Procedures are in place to notify applicants of test dates and test results.
4. Monthly Vacancy Reports are provided to the Personnel Commissioners and the school sites and departments regarding staffing of classified positions. A Quarterly Employee Roster is provided to the site administrators at principals' meetings in February 2000 and March 2001. The quarterly roster is being prepared for distribution June 30, 2001. Monthly Job Opportunities Summary Sheets are distributed to both applicants and site administrators.
5. Effective January, 2000 the Personnel Commission Office implemented a procedural change for 106 Forms. The Personnel Commission staff completes the Replacement to Staff 106 Forms for the sites. Staff reports that this is working well.

### Standard Implemented: Partially Implemented

February 1999 Rating: 0  
August 1999 Rating: Not Reviewed  
February 2000 Rating: 4  
August 2000 Rating: Not Reviewed  
February 2001 Rating: Not Reviewed  
August 2001 Self Rating: 5  
August 2001 New Rating: 5



## 4.7 Classified Recruitment and Selection

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### Professional Standard

Appropriateness of required tests for a specific position is evident.

### Progress on Recommendations and Recovery Steps

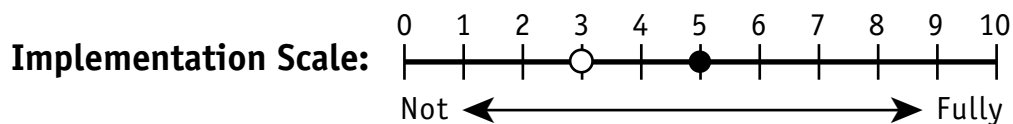
1. A schedule of tests for applicants has been developed and is being followed. These include job performance tests and pre-employment physicals. The tests are being continually revised. Samples of current tests were provided to the team.

At the last six-month visitation, the district had contracted with the Cooperative Organization for the Development of Employee Selection Procedures (CODESP), a testing organization that develops performance eligibility tests for classified positions. The district is implementing a new system to develop its applicant testing materials and has purchased the OPAC testing software on April 20, 2001. The software will allow the testing of an applicant's proficiency and skill level. The system is newly in place and has not been fully implemented for an extended time period.

2. Information and input from district managers and employees are obtained on the appropriateness of performance eligibility tests for specific classified positions. Managers suggest modifications to ensure that the tests will accurately measure the applicant's ability to perform the essential functions of the position. The division shared their examination construction, review and modification process with the team.

### Standard Implemented: Partially Implemented

February 1999 Rating:	3
August 1999 Rating:	Not Reviewed
February 2000 Rating:	3
August 2000 Rating:	Not Reviewed
February 2001 Rating:	5
August 2001 Self Rating:	6
August 2001 New Rating:	5



## 5.2 Employee Orientation

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### Professional Standard

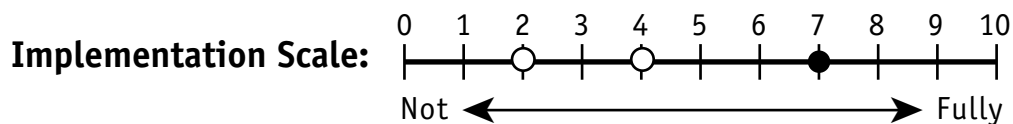
The Personnel Division provides orientation handbooks for new employee orientation in all classifications: substitutes, teachers and classified employees.

### Progress on Recommendations and Recovery Steps

1. The Classified Employee Handbook has been recently updated, and is distributed to new classified employees at the time of hire. Orientations for new classified employees are conducted regularly twice a month, so that newly hired employees can be scheduled to attend an orientation as soon as they begin the job.
2. Certificated Employee Handbooks have also been recently updated and are distributed during the New Teacher Orientation in August, and when new teachers join the district. The division staff provided copies of sign-in sheets to the orientation sessions and copies of the handbooks distributed.
3. Handbooks for Substitute Teachers were updated in fall 2000. They are distributed during the monthly orientations conducted for substitute teachers. The district should consider providing regular training for substitute teachers.
4. The district should regularly review the handbooks for relevance of information, and update them as necessary.

### Standard Implemented: Partially Implemented

February 1999 Rating: 2  
August 1999 Rating: 4  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: Not Reviewed  
August 2001 Self Rating: 6  
August 2001 New Rating: 7





## 6.2 Operational Procedures

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### Professional Standard

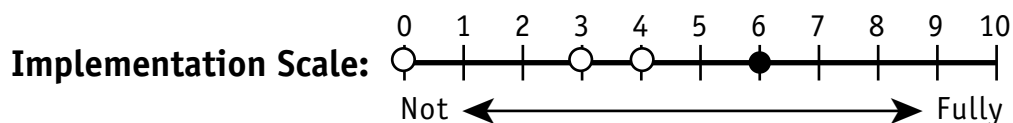
Personnel Division non-management staff members have individual desk manuals for all of the personnel functions for which they are held responsible.

### Progress on Recommendations and Recovery Steps

1. An employee has been designated as the Operations Manager as recommended by the team, and the position is included in both the Organizational and Functions Charts.
2. Staff meetings of HRED employees were begun to establish the development of the desk manuals for each position. Desk manuals were available at the time of the team's last visit for the Personnel Commission staff. Since that time, Certificated Personnel has completed a HRED Procedures Manual, and each staff member has completed a desk manual for his/her position. Available for the team's review were the Commission Desk Manual, the HRED Procedures Manual, and samples of individual desk manuals.
3. Cross-training of employees is continuing. Verification was obtained in the form of staff meeting notices, agendas and sign-in sheets, as well as confirmation from staff employees.
4. Some HRED staff members have attended LACOE training programs, ACSA Personnel Institutes or Personnel Academies, and the Personnel Commission Annual Conference.

### Standard Implemented: Partially Implemented

February 1999 Rating:	0
August 1999 Rating:	3
February 2000 Rating:	Not Reviewed
August 2000 Rating:	Not Reviewed
February 2001 Rating:	4
August 2001 Self Rating:	6
August 2001 New Rating:	6



## 6.4 Operational Procedures

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### Professional Standard

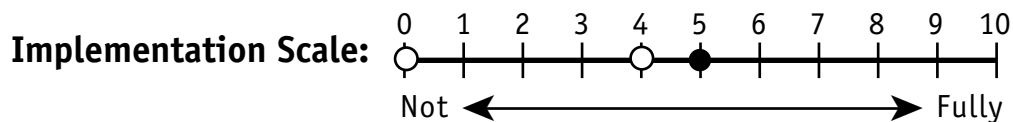
The Personnel Division has a process in place to systematically review and update job descriptions. These job descriptions shall be in compliance with the Americans With Disabilities Act (ADA) requirements.

### Progress on Recommendations and Recovery Steps

1. HRED staff members have been identified to review and update job descriptions as positions become vacant: the Director of the Personnel Commission, the Director of Employee Development, and the Associate Superintendent of HRED.
2. New position classifications have been negotiated with the bargaining units. The Personnel Commission revised five job descriptions which were approved on January 1, 2001 and March 7, 2001. Certificated Personnel has reclassified the Teacher on Special Assignment position to Resource Teacher.
3. A procedure has been defined to ensure that changes in employee position descriptions are appropriate and communicated to and approved by HRED administrators. A timeline for the review of positions has been developed.
4. HRED and Fiscal Services are conducting regular meetings that provide ongoing communication and ensure timely processing of the Form 106's (changes in job title or classification).

### Standard Implemented: Partially Implemented

February 1999 Rating: 0  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: 4  
February 2001 Rating: Not Reviewed  
August 2001 Self Rating: 5  
August 2001 New Rating: 5



## 6.5 Operational Procedures

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### Professional Standard

The Personnel Division provides an office environment with appropriate furniture, equipment and materials.

### Progress on Recommendations and Recovery Steps

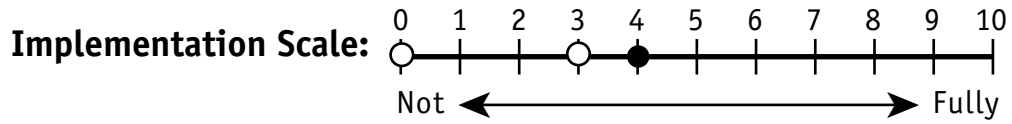
1. At the time of the team's last review in February, the Certificated Personnel office had been reorganized as recommended. The office entry area was renovated and private office areas were available for interviews. The Senior Personnel Analyst had an office for intake of new applicants. Additional furniture was added for clerical staff. The Personnel Commission area was remodeled. The Personnel Commission continues to reserve and utilize the Blue Room or Board Room for testing and interviewing. Although greatly improved, the work areas still appeared cramped and crowded.

Since February, the district sought and received three bids from outside consultants proposing a more efficient use of the personnel office work area. Bids, diagrams and purchase requests have been completed. The district's executive cabinet has reviewed additional modifications and approved the move of the Associate Superintendent's office area to provide an in-office conference area. The personnel analyst will also have a private office in which to conduct confidential work with employees. The Facilities Planning Department has been contacted about the modifications needed.

2. The district has considered, as recommended, the feasibility of purchasing an electronic document imaging system which would eliminate the need for numerous file cabinets and create additional space for personnel. However, budget constraints impede this action, and staff indicates that the current filing system is working fine.
3. Voice mail and email for all HRED staff have been requested (Memos of April 13, 2001 and March 12, 2001). Computer hardware and software for staff have been upgraded.
4. Laser printers have been purchased for the Division as recommended, which should result in a time/cost savings.
5. The certificated office has been reorganized. Private offices are available for conducting private interviews with applicants.
6. Employees have been authorized to purchase supplies or equipment with the approval of the immediate supervisor when the cost does not exceed \$100.

## Standard Implemented: Partially Implemented

February 1999 Rating: 0  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: 3  
August 2001 Self Rating: 6  
August 2001 New Rating: 4



## 6.6 Operational Procedures

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### Professional Standard

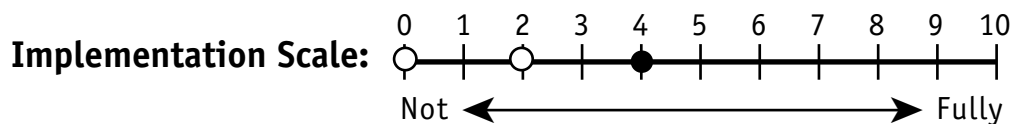
The Personnel Division has procedures in place which allow for both personnel and payroll staff to meet regularly to solve problems which develop in the process of new employees, classification changes and employee promotions.

### Progress on Recommendations and Recovery Steps

1. The district has just begun an effort to establish regular staff meetings between personnel and fiscal staff since February so that employees in these departments can resolve minor issues before they become major problems. Regular meetings would allow greater efficiency of service. For example, the discrepancy lists should be communicated prior to payroll going out. The number of payroll/personnel discrepancies have decreased.
2. The Los Angeles County Office of Education has been contacted to work with HRED staff to identify a facilitator to facilitate these meetings and to confirm a date to work with HRED and Fiscal Services staff.

### Standard Implemented: Partially Implemented

February 1999 Rating:	0
August 1999 Rating:	Not Reviewed
February 2000 Rating:	Not Reviewed
August 2000 Rating:	Not Reviewed
February 2001 Rating:	2
August 2001 Self Rating:	5
August 2001 New Rating:	4



## 6.10 Operational Procedures

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### Professional Standard

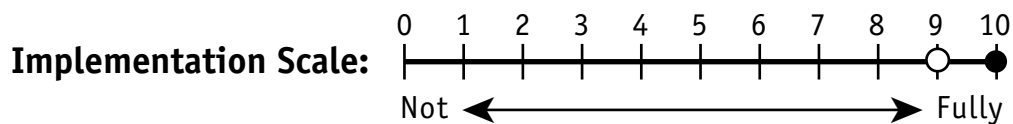
The Personnel Division provides employees with appropriate forms for documenting requested actions (i.e., leaves, transfers, resignations, retirements).

### Progress on Recommendations and Recovery Steps

1. This standard was substantially met when first reviewed in February 1999. All elements of the standard are fully implemented, are being sustained with high quality, are being refined, and have a process for ongoing evaluation.

### Standard Implemented: Fully Implemented – Sustained

February 1999 Rating: 9  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: Not Reviewed  
August 2001 Self Rating: 10  
August 2001 New Rating: 10



## 6.11 Operational Procedures

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### Professional Standard

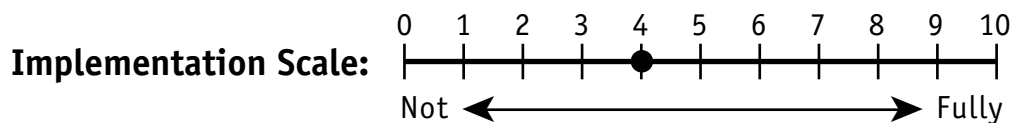
Established staffing formulas dictate the assignment of personnel to the various sites and programs.

### Progress on Recommendations and Recovery Steps

1. Weekly meetings among the Associate Superintendent of HRED, the Associate Superintendent of Grades 9-12, and the Deputy Superintendent take place to discuss staffing issues and make staffing adjustments as necessary. The Director of Certificated Personnel meets with principals to discuss staffing issues. A staffing formula has been established for assignment of an elementary assistant principal. A Staffing Formula Chart is available.
2. Position control is not yet available on-line. The Certificated and Classified Staffing Report for 2001-2002 has been completed and will be distributed to all school sites and departments. It is anticipated that staffing allocations will be available on-line for site administrators once district-wide email is available to all departments. Having this information available on-line to administrators will lead to more accurate staffing reports and greater assurance that positions will not be filled unless they are part of the staffing allocation to each site or department. Employees currently rely on reports that have been completed manually.

### Standard Implemented: Partially Implemented

February 1999 Rating:	4
August 1999 Rating:	Not Reviewed
February 2000 Rating:	Not Reviewed
August 2000 Rating:	Not Reviewed
February 2001 Rating:	Not Reviewed
August 2001 Self Rating:	5
August 2001 New Rating:	4



## 7.3 State and Federal Compliance

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### Legal Standard

The district shall obtain a criminal record summary from the Department of Justice before employing an individual and shall not employ anyone who has been convicted of a violent or serious felony. Education Codes: 44332.6, 44346.1, 45122.1.

### Progress on Recommendations and Recovery Steps

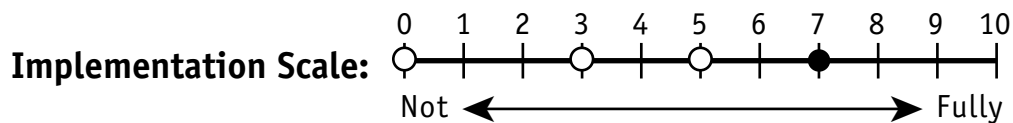
1. The district has adopted a zero-tolerance procedure for employees working before fingerprints are cleared. All Department of Justice (DOJ) clearances go to one personnel person for distribution and the staff indicates that no one is employed by the district until DOJ clearance is obtained. A process of employee discipline has been established for anyone not complying.

Offer letters to candidates describe the fingerprint requirement process. A Notice of Application Rejection Criminal Background Record pre-employment form has been developed for presentation to all supervisors before the commencement of work. Applicants for volunteer service are also required to obtain fingerprint clearance.

2. The district has a live-scan machine in the district to facilitate fingerprint clearance.

### Standard Implemented: Partially Implemented

February 1999 Rating: 0  
August 1999 Rating: 3  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 New Rating: 5  
August 2001 Self Rating: 6  
August 2001 New Rating: 7





## 7.7 State and Federal Compliance

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### Legal Standard

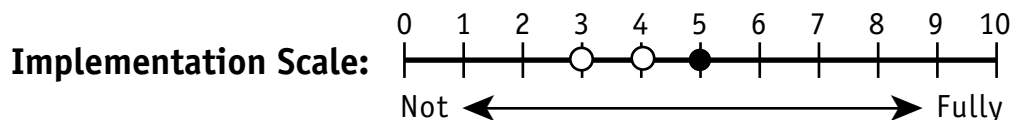
All certificated persons hold one or more valid certificates, credentials or life diplomas which allow the holder to engage in school services designated in the document. (Education Code: 44006)

### Progress on Recommendations and Recovery Steps

1. HRED staff has access to the Los Angeles COE's HR credential database system, G-Link.
2. Principals are able to download "The Administrator's Assignment Manual" August 2000 edition from the California Commission on Teacher Credentialing's (CCTC) website. A memo was sent to principals to access this resource. HRED staff should confirm that site administrators have downloaded the manual for use.
3. Several HRED staff members regularly attend the CCTC workshops in Sacramento and the LACOE.
4. Credential Technicians review emergency credentials status. They receive the Credential Activity Report daily, the monthly reports from LACOE with credential and TCC expiration dates, and they request credential report runs for specific groups of certificated employees on a regular basis.
5. The Certificated Assignment Monitoring Report is used with principals to correct specific misassignments of teachers in regards to their credentials.

### Standard Implemented: Partially Implemented

February 1999 Rating: 3  
August 1999 Rating: Not Reviewed  
February 2000 Rating: 4  
August 2000 Rating: Not Reviewed  
February 2001 New Rating: Not Reviewed  
August 2001 Self Rating: 5  
August 2001 New Rating: 5



## 7.11 State and Federal Compliance

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### Legal Standard

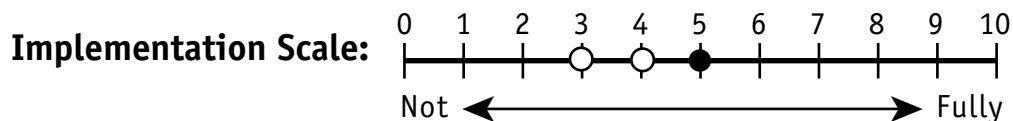
The district has established a process by which all required notices/in-service training has been performed and documented, i.e., child abuse reporting, blood-borne pathogens, Hepatitis B vaccinations, etc. (Education Code: 44691, Government Code: 8355)

### Progress on Recommendations and Recovery Steps

1. The division has established a database to track employee attendance at workshop trainings.
2. A schedule has been developed, as recommended, for periodic refresher training programs for mandatory training subjects. A process has also been developed to have employees demonstrate their knowledge on a survey in lieu of the training they would receive every other year.
3. The division has developed a “trickle down” plan that allows for training to occur at all levels of staff.
4. An annual notification packet is sent to each employee. Employees are required to sign for receipt of the materials. The sexual harassment packet was provided as documentation.
5. A budget has been established for the purchase of up-dated employment law posters as laws change. Laminated employment law posters are posted at every work location.

### Standard Implemented: Partially Implemented

February 1999 Rating: 3  
August 1999 Rating: 4  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 New Rating: Not Reviewed  
August 2001 Self Rating: 5  
August 2001 New Rating: 5



## 7.12 State and Federal Compliance

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### Legal Standard

The district is in compliance with Title IX policies on discrimination and Government Code 12950(a) posting requirements concerning harassment or discrimination.

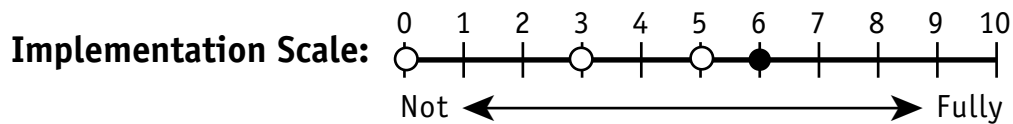
### Progress on Recommendations and Recovery Steps

1. Title IX Compliance Officers have been appointed.
2. Board policies against Sexual Discrimination or Harassment have been adopted, and incorporate a separate complaint procedure [BP 4119.11(a), 4219.11, 4319.11, and 5145.7(a-e)]. An Alleged Sexual Discrimination or Harassment Complaint Form has been developed.
3. Employment posters have been acquired, laminated and posted at the sites and district offices. Photographs of several sites' displays were provided as documentation.
4. The sexual harassment policy and complaint procedure have been developed and training is provided twice a year to staff at each school site. The Compliance Officer conducts periodic reviews and principals are expected to train their own staff during staff development workshops. Parent Center representatives are trained. A memo was sent to all principals to verify that the sexual harassment policy, and Title IX notification posters were posted at each work location.
5. The district has developed a schedule for printing an EEO notification referencing Title IX in a major local newspaper. A newspaper advertisement was available for review.
6. The district has indicated the names and telephone numbers of the Title IX compliance officers in the "Guidelines for Parents" booklet and in the Uniform Complaint Procedures brochure.
7. Every work place can provide the sexual harassment complaint forms through the CUSD Policies and Regulations handbook. The forms are available in English and Spanish. The district is updating the forms as compliance officers change.
8. The district is starting to develop a report that documents the number of complaints received. All sexual harassment complaints are to be filed with the Title IX Officer and logged into a database.
9. The district indicates that the sexual harassment policy is provided to each employee in the annual notification packet. The District indicates that each employee is given the information sheet and signs as having received the information. The signed forms were verified through previous personnel file reviews.

10. Sexual harassment training has been scheduled with teachers, counselors and administrators quarterly to provide them with skills for “trickle down” information. All students in the district are provided with a student handbook, which includes the sexual harassment policy.
  
11. Sexual harassment information is provided in the annual orientation and New Employee Notification Packet.

**Standard Implemented: Partially Implemented**

February 1999 Rating: 0  
 August 1999 Rating: 3  
 February 2000 Rating: Not Reviewed  
 August 2000 Rating: Not Reviewed  
 February 2001 Rating: 5  
 August 2001 Self Rating: 6  
 August 2001 New Rating: 6



## 7.14 State and Federal Compliance

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### Professional Standard

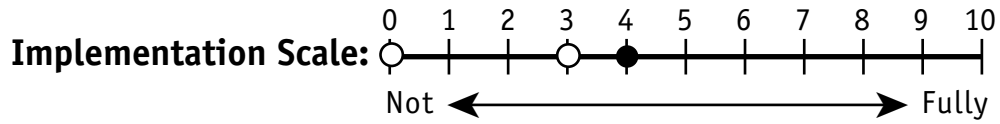
The District is in compliance with the Family Medical Leave Act (FMLA) including posting the proper notifications.

### Progress on Recommendations and Recovery Steps

1. The Family Medical Leave Act Policy is in place. The Policy is in the Human Resources Services Procedures Manual, Section F, pages 3-9 and includes sample letters to staff. HRED should assess the district's implementation of the policy.
2. The district contacted the Council on Education in Management for the latest policies, procedures and notifications, as recommended.
3. The district contacted the United States Government, Department of Labor, to order posters of publication WH 1420, as recommended.
4. The FMLA policy is in the Human Resources Services Procedures Manual. The district indicated that FMLA is also included in the Classified Orientation Handbook, and New Substitute Teacher's Handbook.
5. The Associate Superintendent of HRED is no longer individually responsible for processing FMLA requests. Appropriate staff is now responsible. HRED should develop a procedure to notify individuals within two days if a leave is FMLA.
6. Personnel have scheduled regular meetings with Benefits and Risk Management to discuss issues such as FMLA. This system of interface with Benefits and Risk Management should help to process leaves which require the continuation of medical benefits.
7. LACOE was contacted and it was determined that leaves could not be tracked through the HRS database. Long Beach Unified School District and Temple City Unified School District provided samples of their FMLA forms. A revision of the Compton USD form is now in progress.
8. The district indicates that the FMLA rights are included in the new employee orientation and in the annual notification packet. This information was verified for the school year.
9. Legal counsel for negotiations indicated that they had written most of the language used in the bargaining agreement and in doing so had reviewed the language as to its consistency with recent changes in the law.

## Standard Implemented: Partially Implemented

February 1999 Rating: 0  
August 1999 Rating: 3  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: 4  
August 2001 Self Rating: 5  
August 2001 New Rating: 4



## 7.16 State and Federal Compliance

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### Professional Standard

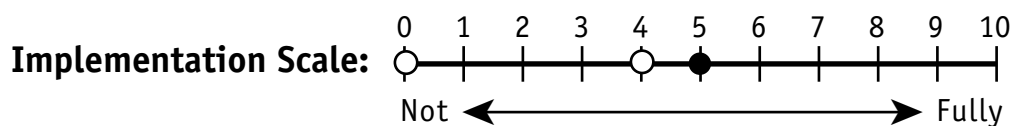
The district has identified exempt and nonexempt employees and has promulgated rules and regulations for overtime which are in compliance with the Fair Labor Standards Act and California Statutes.

### Progress on Recommendations and Recovery Steps

1. The division reviewed employee positions to determine exempt/nonexempt status. The ongoing review of job descriptions are written to indicate exempt and nonexempt positions for all classified, certificated and administrative positions. The division provided the district-wide job classification report which includes the FLSA for each classification.
2. The district has developed written procedures for managers, supervisors and administrators to use in granting permission for overtime and for paying for overtime appropriately at time and one half regular pay or hours. "Information Regarding Non-Exempt Status" is in the Fiscal Services Handbook and Payroll Information Handbook, and is provided to managers, supervisors and administrators.
3. District training on this issue was conducted, with sign-in sheets to verify attendance of participants. Staff indicated that new employees are informed of their job status. Verification of this needs to be more clearly defined.

### Standard Implemented: Partially Implemented

February 1999 Rating: 0  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: 4  
August 2001 Self Rating: 5  
August 2001 New Rating: 5



## 8.2 Use of Technology

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### Professional Standard

The Personnel Division provides an automated substitute calling system. The system should have the ability to input and retrieve data. Data should be distributed to site and program managers.

### Consent Decree Stipulations

Sections 11 and 12 of the Consent Decree in the action *Serna v Eastin*, Case No. BC 174282, includes the following stipulations: the district is to ensure that certificated teachers are present in each classroom every day, maintain a list of certificated substitutes in sufficient numbers to meet absences, develop a plan to reduce employee absenteeism, and hold employees accountable for meeting attendance requirements.

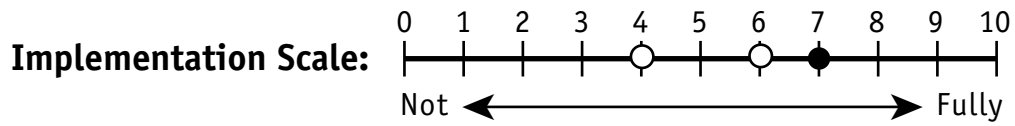
### Progress on Recommendations and Recovery Steps

1. The district has developed a substitute teacher's manual for substitute teachers as recommended. The district utilizes an automated substitute calling system. The sub manual includes directions for using the system. Monthly orientation training meetings are held with new substitute teachers. Staff acknowledge that teachers do not always call into the system when they are going to be absent, or call in a timely manner.
2. The district attempts to limit the demand for substitutes on any given day, by limiting the number of substitutes that can be used to provide release time for teachers to participate in a staff development activity. The district assigns event numbers to staff development events and no more than 40 teachers per day are permitted to attend staff development events. This requires that the district coordinate its staff development activities so as not to schedule too many activities on the same day.
3. A daily absence report will be provided to principals identifying absent employees from each site and the reason for each absence.
4. The HRED work space has been redesigned to house the SEMS equipment and operator. Phone lines have been installed as recommended.
5. The district has not developed a formal plan to reduce employee absenteeism. However, the district anticipates that the regular reporting of employee absences and reasons for absences will allow managers to work with their staffs to reduce absenteeism. Site administrators rely on substitutes to replace absent teachers, and assign their non-instructional certificated staff to substitute when regular substitutes are not available to cover teacher absences.



## Standard Implemented: Partially Implemented

February 1999 Rating: 4  
August 1999 Rating: Not Reviewed  
February 2000 Rating: 6  
August 2000 Rating: 6  
February 2001 Rating: 6  
August 2001 Self Rating: 7  
August 2001 New Rating: 7



## 8.3 Use of Technology

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### Professional Standard

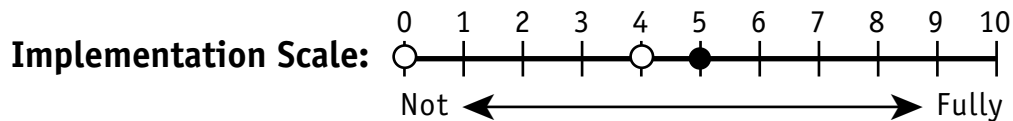
The Certificated and Classified Departments have in place an applicant tracking system.

### Progress on Recommendations and Recovery Steps

1. The district has purchased the Harmony applicant tracking system by Ewing and Co. Personnel Commission staff were trained on the Harmony Human Resources System on June 22, 2001. The program is reported up and running with minimum difficulty, although an increase in computer memory is required, and is budgeted for in the 2001-2002 fiscal year. The Senior Personnel Analyst has also been trained and currently utilizes Harmony for tracking teacher applications. The Employee Development staff is scheduled for training on the system in July, 2001.
2. The district should assess the implementation of the system.

### Standard Implemented: Partially Implemented

February 1999 Rating: 0  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: 4  
August 2001 Self Rating: 5  
August 2001 New Rating: 5



## 8.4 Use of Technology

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### Professional Standard

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

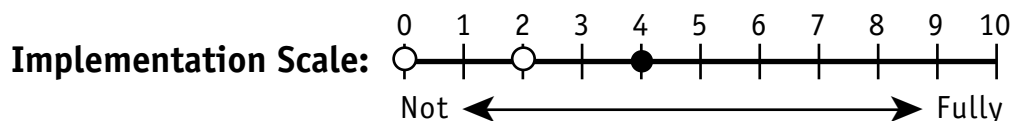
### Progress on Recommendations and Recovery Steps

1. Staff training has been provided in the use of the current LACOE HRS Lists, Letters and Labels system, the Harmony applicant tracking system, fingerprint requirements training, and LACOE HRS system EDB Maintenance Training.
2. The division has indicated that training options are provided to all staff. HRED Directors have attended the ACSA Personnel Academy, three clerical employees are attending a computer applications class at the District ROP Center, the receptionist attended a seminar organized by a private training group on How to Manage a Front Desk, six personnel technicians attended training on HRS at LACOE. All staff was surveyed to determine their interests and training needs.

Although many opportunities for staff training are available, the Division needs to develop a plan for the use of technology in its offices, and based upon that plan, determine the skills that will be required of staff. A comprehensive training program and a budget to support the training program will be required.

### Standard Implemented: Partially Implemented

February 1999 Rating:	0
August 1999 Rating:	Not Reviewed
February 2000 Rating:	Not Reviewed
August 2000 Rating:	Not Reviewed
February 2001 Rating:	2
August 2001 Self Rating:	4
August 2001 New Rating:	4



## 8.5 Use of Technology

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### Professional Standard

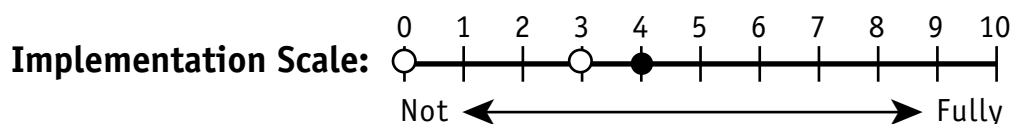
The Personnel Division utilized the latest technology to provide staff and clients with improved communication (i.e., voice mail, fax, email).

### Progress on Recommendations and Recovery Steps

1. HRED has requested district-wide voice mail and email in a 2001-2002 budget request memo of March 12, 2001. Email for HRED staff was requested in a memo on April 13, 2001. The district has designed and implemented a plan to require each district employee/volunteer to read Policy 4040 and sign a Technology Use of Agreement form.
2. A requirement has been established that calls to HRED staff be returned within 24 hours. HRED staff who have voice mail have been directed to return voice mail calls left for HRED staff within a maximum of 24 hours.
3. HRED has requested the assignment of an ITD staff member to upgrade hardware and software, install email, provide calendar planning, staff training, or expansion and maintenance of the Web Page. A budget request memorandum was submitted March 12, 2001. There is still no management information systems person assigned to address the needs of HRED. However, a systems analyst from the Information Technology Department has been designated to act as the liaison between LACOE and HRED to support the division's use of database links from LACOE.
4. Technology training has been made a personal professional goal for HRED staff and is included in the 2000/2001 Goals and Objectives. The goals, however, were established late in the year, and should be developed in a more timely manner.

### Standard Implemented: Partially Implemented

February 1999 Rating: 0  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: 3  
August 2001 Self Rating: 5  
August 2001 New Rating: 4



## 9.1 Staff Training

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### Professional Standard

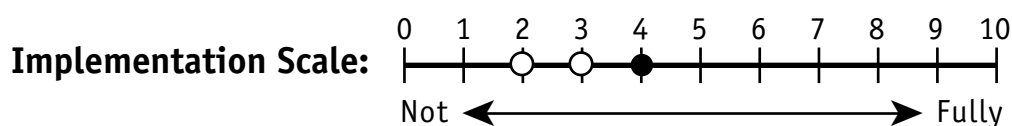
The district has developed a systematic program for identifying areas of need for in-service training.

### Progress on Recommendations and Recovery Steps

1. The district has created a technology needs survey to determine the training needs of the staff.
2. LACOE consultants provide bimonthly training (six times per year) in Interpersonal Communication, Collaboration and Problem-Solving techniques. 143 participants have attended.
3. A needs assessment team was used to develop a HRS training calendar and programs. The committee used seven core values to identify training programs for the classified calendar. The needs assessment team will now be comprised of the Directors for Certificated and Classified Personnel, the Director of Maintenance and the Senior Director for Student Nutrition Services. The district should continue needs analysis to identify future training areas, and continue to establish and publish a district calendar for its training programs.
4. The Director of Employee Development is responsible for coordinating all HRED directed training. Staff development attendance accounting is monitored with sign-in sheets that are shared with supervisors. Reports of training activities should be shared with cabinet administrators and the board.
5. HRED continues to coordinate training development with LACOE and will report evaluation results to the Associate Superintendent of HRED.
6. The results of the completion of the professional development goals and objectives of HRED staff will be reported to the Associate Superintendent of HRED.
7. HRED needs to monitor the effectiveness of the training programs offered to staff.

### Standard Implemented: Partially Implemented

February 1999 Rating:	2
August 1999 Rating:	3
February 2000 Rating:	Not Reviewed
August 2000 Rating:	Not Reviewed
February 2001 Rating:	4
August 2001 Self Rating:	5
August 2001 New Rating:	4



## 9.4 Staff Training

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### Legal Standard

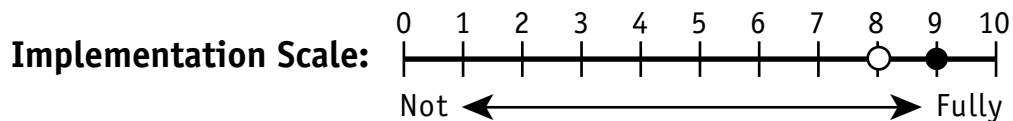
The district has adopted policies and regulations regarding the recognition and reporting of sexual harassment. (Government Code 12940)

### Progress on Recommendations and Recovery Steps

1. This standard was substantially met when first reviewed in February 1999. All elements of the standard are fully and substantially implemented and have been sustained for two years.

### Standard Implemented: Fully Implemented – Substantial

February 1999 Rating: 8  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: Not Reviewed  
August 2001 Self Rating: 9  
August 2001 New Rating: 9



## 9.6 Staff Training

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### Professional Standard

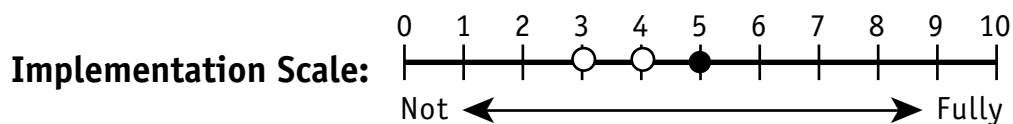
The district provides leadership training in: Interpersonal relationships, effective supervision, conflict resolution, cultural diversity, sensitivity, and team building.

### Progress on Recommendations and Recovery Steps

1. HRED has developed the latest catalogue of workshops and training classes for certificated and classified employees for 2000-01.
2. The training options include a component on interpersonal relations, conflict resolution, cultural diversity, sensitivity, and team building as recommended in the assessment report. LACOE consultants provide bimonthly training in Interpersonal Communication, Collaboration and Problem-Solving. LACOE provides diversity training for trainer of trainers for teachers, administrators, and classified staff.
3. Training results will be reported in the annual report. One hundred twenty-three (123) employees were trained between December 2000 and June 2001. Participant evaluations were 97% positive.

### Standard Implemented: Partially Implemented

February 1999 Rating:	3
August 1999 Rating:	Not Reviewed
February 2000 Rating:	Not Reviewed
August 2000 Rating:	Not Reviewed
February 2001 Rating:	4
August 2001 Self Rating:	5
August 2001 New Rating:	5



## 9.7 Staff Training

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### Professional Standard

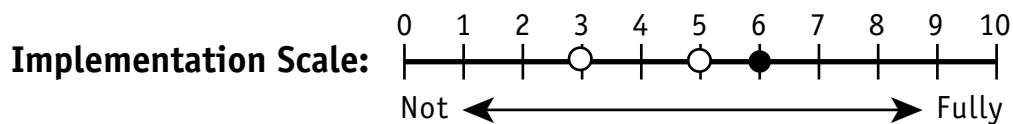
The district develops handbooks and materials for all training components.

### Progress on Recommendations and Recovery Steps

1. The district continues to provide handbooks and training materials to participants in training sessions. The Certificated Employees Handbook was revised for the 2000-01 school year. HRED administrators need to continue to review and revise handbooks and materials annually to assure quality and appropriateness.

### Standard Implemented: Partially Implemented

February 1999 Rating: 3  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: 5  
August 2001 Self Rating: 6  
August 2001 New Rating: 6





## 10.3 Evaluation/Due Process Assistance

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### Professional Standard

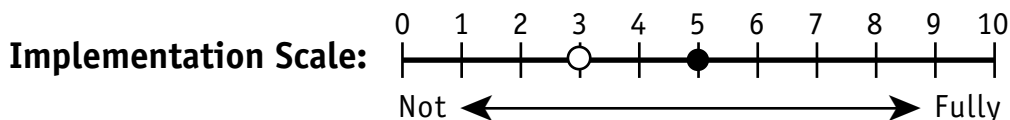
Standards for management and supervisors will be developed and implemented to ensure that adequate levels of supervision will be provided at all levels within the district.

### Progress on Recommendations and Recovery Steps

1. The district provides training to all administrators and supervisors regarding the importance of supervision and evaluation of employees, and the expected outcomes in the supervision and evaluation process. FRISK training is provided to assist administrators and supervisors in documenting employee performance in the evaluation process. Guidelines for "Evaluation and Documentation of Classified Employee's Performance" has also been developed and used in training of managers.
2. Manager and supervisor evaluation forms have been reviewed and up-dated as needed to include a section regarding the effectiveness of supervision. HRED should monitor the evaluation process at all levels within the district and report it to Cabinet.
3. The Directors of Employee Development, Certificated Personnel and the Personnel Commission are monitoring the evaluation process. The results will be reported to the Associate Superintendent of HRED. The Associate Superintendent for HRED will report the evaluation results to the Cabinet by July 31, 2001, and annually.
4. The processes established are in their early stages and just being implemented. The effectiveness of the implementation is still to be determined. Staff reported that classified appeals are fewer.

### Standard Implemented: Partially Implemented

February 1999 Rating: 3  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: 5  
August 2001 Self Rating: 6  
August 2001 New Rating: 5



## 10.4 Evaluation/Due Process Assistance

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### Legal Standard

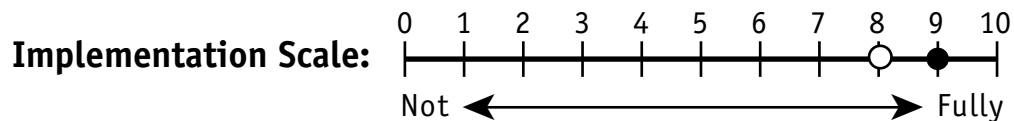
A clear policy and practice exists for the written evaluation and assessment of certificated employees. (Education Code 44663)

### Progress on Recommendations and Recovery Steps

1. This standard was substantially met when first reviewed in February 1999. All elements of the standard are fully and substantially implemented and have been sustained for two years.

### Standard Implemented: Fully Implemented – Substantial

February 1999 Rating: 8  
August 1999 Rating: Not Reviewed  
February 2000 Rating: Not Reviewed  
August 2000 Rating: Not Reviewed  
February 2001 Rating: Not Reviewed  
August 2001 Self Rating: 9  
August 2001 New Rating: 9



# 10.6 Evaluation/Due Process Assistance

## Professional Standard

The Personnel Division has developed an evaluation handbook for management and supervisory training.

### Progress on Recommendations and Recovery Steps

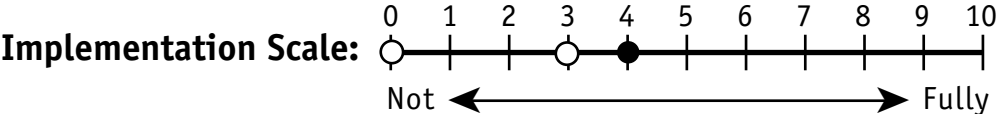
1. The district has prepared a certificated and a classified evaluation handbook. Although not presented as a manual, written procedures on evaluation of classified and certificated employees have been compiled by category. The completed evaluation handbooks will be a compilation of all district documents concerning evaluation.

There does not appear to be any progress concerning proposed revisions to the teacher evaluation instrument that was being discussed and reviewed with the teachers' association. The district was proposing that the instrument include or be aligned with the state teacher performance standards.

2. In-service training for administrators is provided annually. Use of the evaluation handbook will be included in the annual in-service training activity. All administrative staff was trained in the use of the FRISK model of written documentation in workshops dealing with the "less than effective teacher." Time line requirements have been reviewed with staff to meet evaluation deadlines and for the proper release of staff.

### Standard Implemented: Partially Implemented

February 1999 Rating:	0
August 1999 Rating:	Not Reviewed
February 2000 Rating:	Not Reviewed
August 2000 Rating:	3
February 2001 Rating:	3
August 2001 Self Rating:	4
August 2001 New Rating:	4



## 12.3 Employer/Employee Relations

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### Professional Standard

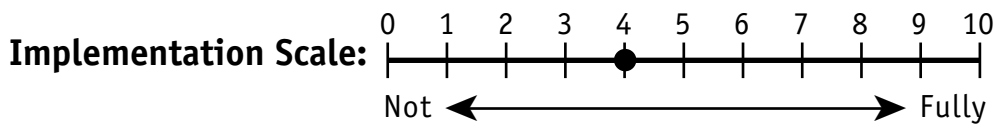
The Personnel Division provides all managers and supervisors (certificated and classified) training in contract management with emphasis on the grievance process and administration.

### Progress on Recommendations and Recovery Steps

1. HRED staff plan to incorporate contract management and the grievance process into the annual training for administrators and supervisors. This training is done on an individual basis now, as administrators require the training.
2. HRED staff plan to utilize site level administrators and supervisors in the preparation and delivery of training on contract management and the grievance process as recommended in the assessment report.

### Standard Implemented: Partially Implemented

February 1999 Rating:	4
August 1999 Rating:	Not Reviewed
February 2000 Rating:	Not Reviewed
August 2000 Rating:	Not Reviewed
February 2001 Rating:	Not Reviewed
August 2001 Self Rating:	5
August 2001 New Rating:	4



## 12.6 Employer/Employee Relations

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### Professional Standard

The Personnel Division provides clearly defined forms and procedures in the handling of grievances for its managers and supervisors.

### Progress on Recommendations and Recovery Steps

1. The district's legal counsel leads the district bargaining team and serves in an advisory role to the Associate Superintendent for HRED on grievance matters.
2. The division will undertake a review of the existing grievance forms since negotiations for the 2000-2001 year are completed, in order to make any necessary changes to comply with the language of the current bargaining agreements. Staff should pay particular attention to the procedures printed on the reverse side of the classified grievance form.
3. An orientation on the grievance process for new principals and district office personnel is planned for July 25, 2001, along with other personnel and fiscal matters.

### Standard Implemented: Partially Implemented

February 1999 Rating:	4
August 1999 Rating:	Not Reviewed
February 2000 Rating:	Not Reviewed
August 2000 Rating:	Not Reviewed
February 2001 Rating:	Not Reviewed
August 2001 Self Rating:	6
August 2001 New Rating:	4

