



Compton Unified School District

Personnel Management

Comprehensive Review

February 2000

Administrative Agent
Larry E. Reider
Office of Kern County
Superintendent of Schools

Chief Executive Officer
Thomas E. Henry

1.1 Organization and Planning

Professional Standard

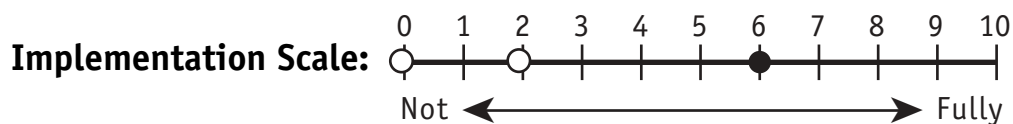
An updated and detailed policy and procedures manual exists which delineates the responsibilities and operational aspects of the personnel office.

Progress on Recommendations and Recovery Steps

1. The California School Boards Association (CSBA) was contracted to assist the district in revising and updating Board policies. A meeting was held the week of August 16-20, 1999, with the Executive Cabinet to revise the policies. The review committee included representative Board members. The Advisory Board approved all revised policies on an interim basis at the beginning of the school year. The district has scheduled in-depth reviews and approvals of sections of the policy manual throughout the school year. Board Policy Series 0000 and 9000 were submitted for review to the Advisory Board on November 9, 1999, with the second submission for approval on December 14, 1999. A policy adoption calendar has been developed for submission of the remaining policies to the Advisory Board. The adoption of the 4000 series concerning personnel matters is scheduled later in the year. A process for continual review and update of policies must be established.
2. The process of updating all Commission Rules and Regulations has been completed. Agendas, minutes and the Rules and Regulations (Classified Information Handbook) were provided as evidence.

Standard Implemented: Partially

February 1999 Rating: 0
August 1999 Rating: 2
February 2000 Self Rating: 10
February 2000 Rating: 6



1.5 Organization and Planning

Professional Standard

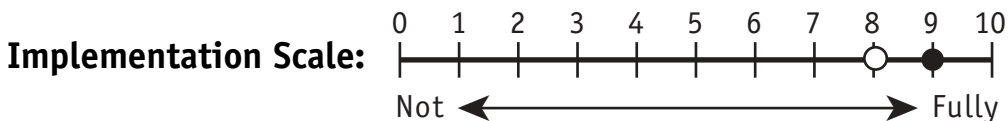
The division has established goals and objectives directly related to the district's goals that are reviewed and updated annually.

Progress on Recommendations and Recovery Steps

1. Goals and objectives were updated on an annual basis and shared with the Executive Cabinet and management staff. The development of the goals and objectives include work toward addressing ACLU concerns, the Recovery Plan from the State, and the FCMAT report. The updated goals and objectives were presented as evidence.
2. The office has been reorganized and has been renamed as the Division of Human Resources and Employee Development. A new organizational chart for the division has been prepared. The Employer/Employee Relations Division has been eliminated.

Standard Implemented: Fully – Substantially

February 1999 Rating: 8
August 1999 Rating: 8
February 2000 Self Rating: 9
February 2000 Rating: 9



1.7 Organization and Planning

Professional Standard

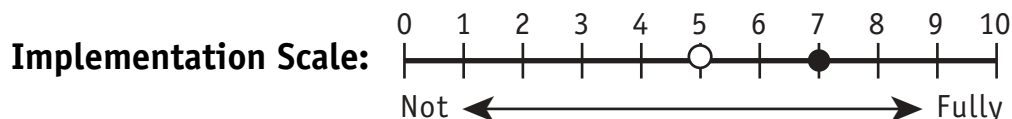
The division has monthly activities and calendars and accompanying lists of ongoing Human Relations and Employee Development Division activities to be reviewed by staff at planning meetings.

Progress on Recommendations and Recovery Steps

1. The division has incorporated all monthly and yearly activities on one annual calendar. Staff feels having separate calendars for major functions such as classified, certificated, employer/employee relations is not as effective as having all activities on one calendar used by all functional areas.
2. The division has developed a document to accompany the calendar, Areas of Responsibilities, to identify the date the activity must be completed and the person or position responsible for completion.
3. The division did not feel that recommendation number 3 needed to be addressed, in light of the implementation of recommendations 1 and 2.

Standard Implemented: Partially

February 1999 Rating: 5
August 1999 Rating: 5
February 2000 Self Rating: 8
February 2000 Rating: 7



2.2 Communications: Internal/External

Professional Standard

The Personnel and Business Divisions have developed and distributed a menu of services which include the activities performed, the individual responsible, and phone numbers where they may be contacted.

Progress on Recommendations and Recovery Steps

1. A menu of services was developed and distributed with the annual notification packet to employees.

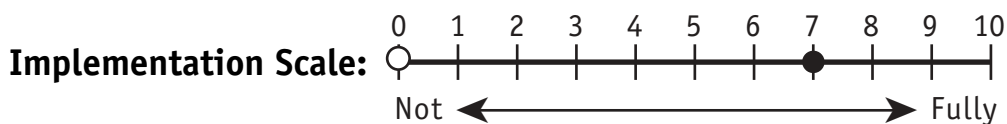
Standard Implemented: Partially

February 1999 Rating: 0

August 1999 Rating: 0

February 2000 Self Rating: 10

February 2000 Rating: 7



3.1 Certificated Recruitment and Selection

Legal Standard

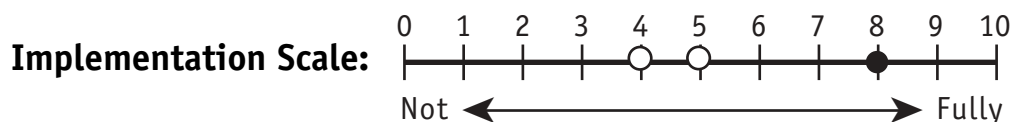
The Governing Board will provide equal opportunities for all persons without regard to race, color, creed, sex religion, ancestry, national origin, age, or disability. [E.C. 44100-44105]

Progress on Recommendations and Recovery Steps

1. Series 4000 of the Board Policies and Administrative Regulations has been reviewed and revised. The California School Boards Association (CSBA) was contracted to assist the district in revising and updating the district's Board policies. A meeting was held the week of August 16-20, 1999, with the Executive Cabinet to revise the district's policies. The review committee included representative Board members. The Advisory Board approved the revised policies on an interim basis at the beginning of the school year. The district has scheduled a more in-depth review and approval of sections of the policy manual throughout the school year. Board Policy Series 0000 and 9000 were submitted for review to the Advisory Board on November 9, 1999, with the second submission for approval on December 14, 1999. A policy adoption calendar has been developed for submission of the remaining policies to the Advisory Board.
2. Confidential forms were requested and received from other school districts for review (Fresno Unified, Palmdale, Upland Unified and Fontana Unified). Based on current laws and these documents, the reasonable accommodation information was removed from the Confidential Form.
3. The appropriate Equal Opportunity Statement was added to the Confidential Data Form, the Currently Accepting Application Form, and the Job Announcement Form.
4. An interactive, online employment application to be included on the district's Web Page has not been developed.
5. The adjustments should be monitored to determine if equal opportunities are provided for all persons.

Standard Implemented: Fully – Substantially

February 1999 Rating: 4
August 1999 Rating: 5
February 2000 Self Rating: 10
February 2000 Rating: 8



3.4 Certificated Recruitment and Selection

Professional Standard

The Personnel Division recruitment plan includes a training component for the district recruitment team.

Progress on Recommendations and Recovery Steps

1. A recruitment plan addressing the specific needs of the Compton Unified School District has been developed.
2. Recruitment teams have been established and they will attend the same job fairs for the next three years if feasible. The number of applicants recruited from each job fair is reviewed to determine if the district will continue to attend certain job fairs. Four recruitment teams have been established, consisting of approximately 15 staff members. A two-hour training session was provided for team members.
3. The division has not identified high school graduates who have gone on to college and are interested in teaching as possible future teacher recruits. Staff members indicated they are not sure this is a feasible recruitment effort.

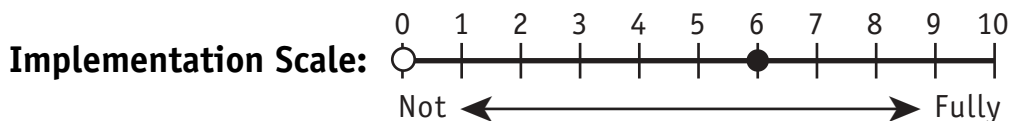
Standard Implemented: Partially

February 1999 Rating: 0

August 1999 Rating: 0

February 2000 Self Rating: 6

February 2000 Rating: 6



3.5 Certificated Recruitment and Selection

Professional Standard

The recruitment plan identifies placement centers, colleges and publications where there are significant numbers of candidates to meet the district's diverse needs.

Progress on Recommendations and Recovery Steps

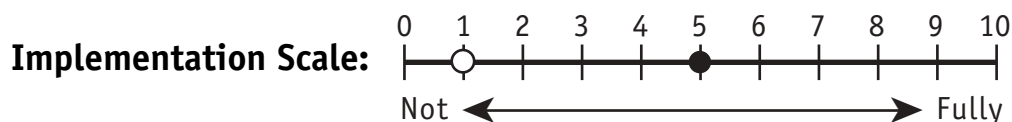
1. A recruitment plan addressing the specific needs of the Compton Unified School District has been developed. The recruitment budget has been significantly increased over the prior year. Recruitment teams travel to numerous job fairs, some as far away as Texas, New York, and Spain. The largest number of teacher applicants come from Spain (approximately 30) and the Teach for America program (30–40), which is provided at no charge. Travel to Spain is paid by the Spanish government. These teachers, however, stay with the district on a short-term basis. The lack of longevity of these teacher recruits does not alleviate the district's need for qualified teaching staff.

The division has increased recruitment efforts to use Internet sites such as Job Track, K-12 jobs.com, and the Troops to Teachers program from the Department of Defense. Beginning teacher salaries for first year teachers has been increased from \$27,100 to \$32,000.

2. Recruitment teams have been developed and are being trained. Four recruitment teams have been established, consisting of approximately 15 staff members. A two-hour training session is provided for the team members.
3. The division has not identified high school graduates who have gone on to college and are interested in teaching as possible future teacher recruits. Staff indicated they are not sure this is a feasible recruitment effort.
4. The district has contracted with Teach for America for its "Project Teach" program to recruit 100 nontraditional path teachers for the 2000-2001 school year. The "Project Teach" contract for \$170,000 provides quality assurance of its recruits and guarantees diversity. The district must monitor the effectiveness of this recruitment effort.

Standard Implemented: Partially

February 1999 Rating: 1
August 1999 Rating: 1
February 2000 Self Rating: 6
February 2000 Rating: 5



3.6 Certificated Recruitment and Selection

Professional Standard

The recruitment plan provides a cost estimate (included in the division budget) for the recruitment program.

Progress on Recommendations and Recovery Steps

1. A recruitment plan addressing the specific needs of the Compton Unified School District has been developed. A cost estimate has also been determined. The recruitment budget has been significantly increased over the prior year. Staff reviews the number of recruits from each job fair and recruitment site. This assists in modifying the recruitment plan and anticipated recruitment site visitations. The reasonableness of the cost estimate and the cost effectiveness of the funds expended should be analyzed by the division.

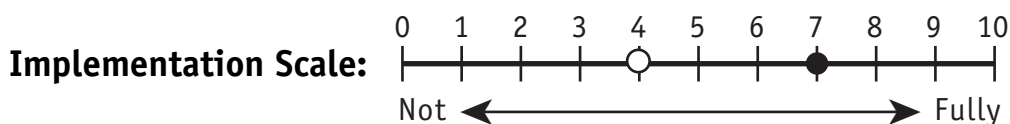
Standard Implemented: Partially

February 1999 Rating: 4

August 1999 Rating: 4

February 2000 Self Rating: 9

February 2000 Rating: 7



3.7 Certificated Recruitment and Selection

Professional Standard

A summary or evaluation of the results of the year's recruitment efforts is provided in written form.

Progress on Recommendations and Recovery Steps

1. A recruitment plan addressing the specific needs of the Compton Unified School District has been developed. Staff reviews the number of recruits from each job fair and recruitment site. This assists in modifying the recruitment plan and anticipated recruitment site visitations for the following year. An end of year report is prepared that includes a cost/benefit analysis of recruitment results.

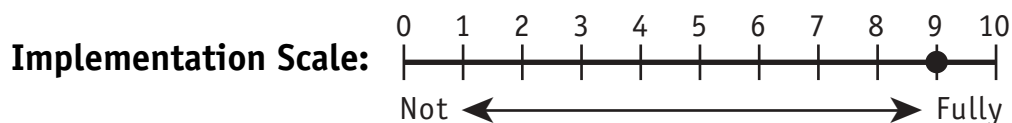
Standard Implemented: Fully – Substantially

February 1999 Rating: 9

August 1999 Rating: 9

February 2000 Self Rating: 9

February 2000 Rating: 9



4.1 Classified Recruitment and Selection

Legal Standard

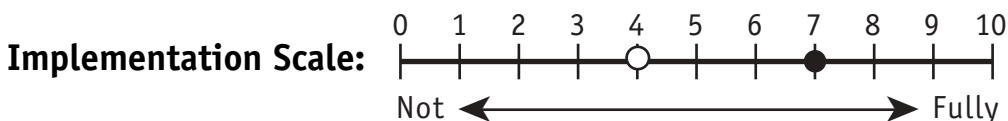
The Governing Board will provide equal employment opportunities for persons without regard to race, color, creed, sex, religion, ancestry, national origin, age or disability. [E.C. 44100-44105]

Progress on Recommendations and Recovery Steps

1. Board policies, series 4000 on personnel, are scheduled for Board adoption at the February Board meeting. (Also see Standard 1.1) Series 0000, 9000, and 1000 were adopted in the fall. Series 2000, 3000 and 7000 were adopted in January. All Board policies in the policy manual will have been adopted by the end of the school year. The district is subscribing to the CSBA service for continuing Board policy updates.
2. The handicapped statement has been removed from job announcements as recommended.
3. Reasonable accommodation information has been removed from the Confidential Data Form.
4. An Equal Opportunity – Affirmative Action Employer statement has been added to the Confidential Form, Currently Accepting Applications Form and the Job Announcement Form.
5. An online application process through the district's web site is being planned, but has not yet been addressed.
6. These adjustments should be monitored to determine if equal opportunities are provided to all persons.

Standard Implemented: Partially

February 1999 Rating: 4
August 1999 Rating: 4
February 2000 Self Rating: 10
February 2000 Rating: 7



4.6 Classified Recruitment and Selection

Professional Standard

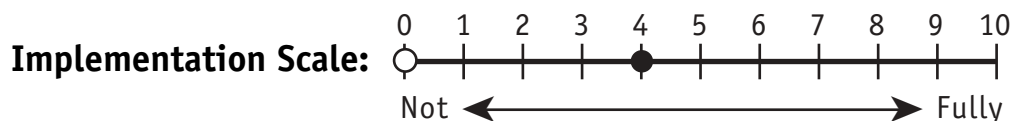
The district systematically initiates and follows up on all applicants being considered for employment.

Progress on Recommendations and Recovery Steps

1. A formal plan for classified recruitment has not been developed. The district has contacted other districts for more information in this area. The district's classified eligibility list is often too old to fill vacant positions. More work is needed in this area to create a pool of potential classified employees. Twenty-five to 30 classified employees are absent on long-term illness, and these positions are difficult to fill.
2. An applicant tracking system has been purchased and additional training has been scheduled for January 2000 for staff members responsible for applicant tracking.
3. A schedule of tests for job applicants has been developed and is being followed. These include job performance tests and pre-employment physicals. The district has contracted with CODESP to develop performance eligibility tests for classified positions.
4. Procedures for consistent communication with school sites and departments concerning the status of classified positions and applicants have not yet been initiated.
5. The division has streamlined the process for use of form Number 106, position opening. District staff now complete the form rather than the school site. The division feels that this process and the approvals required for the personnel action form Number 106 should be maintained.

Standard Implemented: Partially

February 1999 Rating: 0
August 1999 Rating: 0
February 2000 Self Rating: 4
February 2000 Rating: 4



4.7 Classified Recruitment and Selection

Professional Standard

Appropriateness of required tests for a specific position is evident.

Progress on Recommendations and Recovery Steps

1. Current employment tests will be reviewed. Other districts will be contacted for information on their testing process. A schedule of tests for applicants has been developed and is being followed. These include job performance tests and pre-employment physicals. The district has contracted with CODESP to develop performance eligibility tests for classified positions.
2. The district plans to investigate software programs such as QWIZ that will allow the testing of an applicant's proficiency and skill level through software programs on computer. The district plans to purchase testing software programs that are appropriate for specific positions.
3. The district has determined that, since many of its tests are out of date, it would be unnecessary to obtain information from district managers about the appropriateness of the tests being used. Performance eligibility tests are being developed for classified positions.

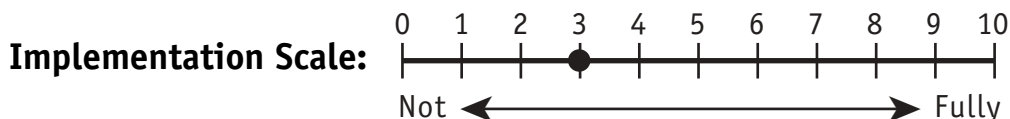
Standard Implemented: Partially

February 1999 Rating: 3

August 1999 Rating: 3

February 2000 Self Rating: 3

February 2000 Rating: 3



5.1 Employee Orientation

Professional Standard

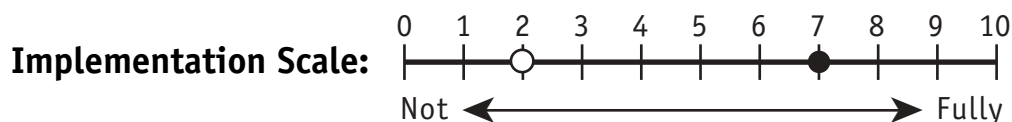
Initial orientation is provided for all new staff.

Progress on Recommendations and Recovery Steps

1. Each new employee signs a form verifying receipt of the employee handbook which includes all pertinent information regarding employees and the district.
2. For the second year, orientation for classified staff is scheduled every month, since new applicants are hired throughout the year. A five-day orientation workshop is offered to all certificated staff at the beginning of the school year. Most training sessions are on paid time.
3. A district Staff Development Catalog has been developed and is distributed to staff.

Standard Implemented: Partially

February 1999 Rating: 2
August 1999 Rating: 2
February 2000 Self Rating: 9
February 2000 Rating: 7



6.9 Operational Procedures

Professional Standard

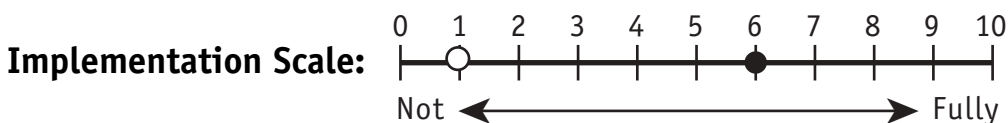
Personnel staff members attend training sessions/workshops to keep abreast of the most current acceptable practices and requirements facing personnel administrators.

Progress on Recommendations and Recovery Steps

1. The district and the teachers' association have agreed to negotiate the Peer Assistance and Review program for implementation next year. This will enable experienced teachers to provide assistance and instructional support to other teachers. The district initiated an employee recognition program, recognizing one certificated and one classified employee per quarter. The district has not developed a formal training program that includes meeting with employees to establish annual written training plans and goals.
2. A calendar and catalog of training opportunities have been developed for both certificated and classified personnel.
3. Cross training between classified and certificated staff is occurring within the Human Relations and Employee Development Division. District staff members are "subbing" for each other during brief absences.
4. The district is continuing its ICCPS program with the Los Angeles County Office of Education.
5. The Human Relations and Employee Development Division has developed and conducted, or will conduct, training workshops in Sexual Harassment, Drug and Alcohol Free Workplace, Bloodborne Pathogens, Child Abuse Reporting, and other issues and mandated workshops. Attendance is still a concern as not all personnel attend training sessions.

Standard Implemented: Partially

February 1999 Rating: 1
August 1999 Rating: 1
February 2000 Self Rating: 7
February 2000 Rating: 6



7.1 State and Federal Compliance

Legal Standard

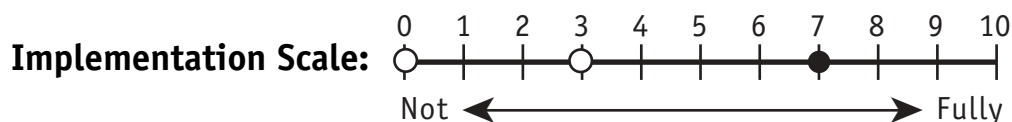
Policies and regulations exist regarding the implementation of AB 1610 and AB 1612 (fingerprinting).
[Education Codes: 44237, 45125, 45125.1, 44332.6, 44346.1, 44830.1, 45122.1]

Progress on Recommendations and Recovery Steps

1. The California School Boards Association (CSBA) was contracted to assist the district in revising and updating the district's Board policies. A meeting was held the week of August 16-20, 1999, with the Executive Cabinet to revise the district's policies. The review committee included representative Board members. The Advisory Board approved the revised policies on an interim basis at the beginning of the school year. The district has scheduled in-depth review and approval of sections of the policy manual throughout the school year. Board Policy Series 0000 and 9000 were submitted for review to the Advisory Board on November 9, 1999, with the second submission for approval on December 14, 1999. A policy adoption calendar was developed for submission of the remaining policies to the Advisory Board.
2. Specific procedures were written and are being implemented for fingerprinting of new district employees.

Standard Implemented: Partially

February 1999 Rating: 0
August 1999 Rating: 3
February 2000 Self Rating: 10
February 2000 Rating: 7



7.5 State and Federal Compliance

Legal Standard

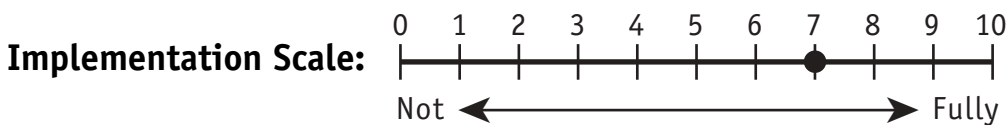
No person shall be employed as a teacher's aide unless that person has passed the basic reading, writing and mathematics skills proficiency required for graduation from high school. [E.C. 45361.5]

Progress on Recommendations and Recovery Steps

1. The test of basic reading, writing and mathematics skills proficiency is being reviewed by CODESP. The district has contracted with CODESP to develop performance eligibility tests for various classified positions.
2. A schedule of tests for job applicants has been developed and is being followed. These include job performance tests and pre-employment physicals.
3. Personnel testing responsibility has been assigned to one person who will administer the test on a regular basis.

Standard Implemented: Partially

February 1999 Rating: 7
August 1999 Rating: 7
February 2000 Self Rating: 7
February 2000 Rating: 7



7.7 State and Federal Compliance

Legal Standard

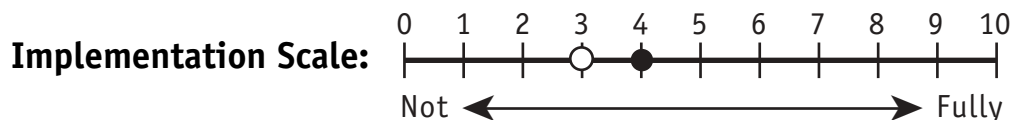
All certificated persons hold one or more valid certificates, credentials or life diplomas which allow the holder to engage in school services designed in the document. [E.C. 44006.]

Progress on Recommendations and Recovery Steps

1. The district has access to the teacher credential database at Los Angeles County Office of Education, and receives monthly reports of expiring credentials. A large number of district teacher recruits hold emergency permits and recruitment of qualified staff remains a major concern.
2. The Administrator's Assignment Manual, March 1999, will be distributed to site administrators when they are received by the district. The California Commission on Teacher Credentialing has modified the manual for 1999. The district staff plan to conduct a training workshop before the distribution of the manuals to principals.
3. The district's senior credentialing technician attended the November 1999 CCTC Conference in Sacramento, and credentialing staff attend the county-sponsored CCTC workshops. The credentialing staff monitors emergency credentials on a monthly basis through reports generated by the county.
4. The district has requested the Annual Reports by Schools from the Los Angeles County Office of Education. When the district receives these reports, each principal will receive the printout and be asked to verify that teachers are assigned appropriately and return a verification document to the Director of Certificated Personnel. Monitoring of these certifications needs to be institutionalized.

Standard Implemented: Partially

February 1999 Rating: 3
August 1999 Rating: 3
February 2000 Self Rating: 7
February 2000 Rating: 4



7.8 State and Federal Compliance

Legal Standard

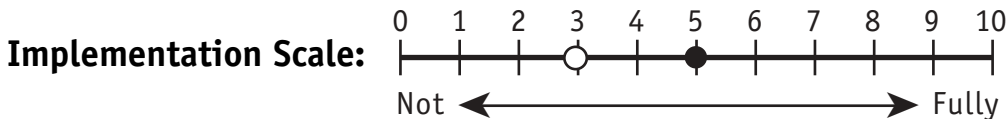
Duties to be performed by all persons in the classified service and other positions not requiring certification are fixed and prescribed by the Governing Board. [E.C. 45109]

Progress on Recommendations and Recovery Steps

1. The district has developed a list of all non-certificated/classified positions in the district. This should be continually reviewed and updated.
2. Job descriptions for all district classified positions have been rewritten using a single format. Also completed is the revision of the Personnel Commission Rules and Regulations.
3. Procedures for a periodic review and update of position descriptions have been written. These procedures should be implemented as written and monitored.

Standard Implemented: Partially

February 1999 Rating: 3
August 1999 Rating: 3
February 2000 Self Rating: 7
February 2000 Rating: 5



8.2 Use of Technology

Professional Standard

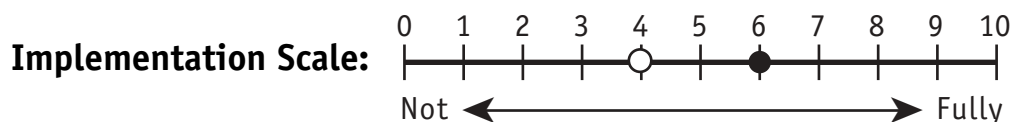
The Personnel Division provides an automated substitute calling system. The system should have ability to input and retrieve data. Data should be distributed to site and program managers.

Progress on Recommendations and Recovery Steps

1. The substitute teacher's manual has been developed. All new teachers are given training during the district's orientation session at the beginning of the school year. Although the district has an automated substitute calling system, teachers do not always call into the system.
2. The district has developed a system of assigning event numbers to staff development events to limit the numbers of substitutes that can be reserved for staff development activities on any given day. The number of substitutes per day for staff development activities is limited to 40. Even with this system, the district is short approximately 10-15 substitutes per day. The district has requested that an events form be used two weeks in advance of the event to request substitutes for a staff development workshop. However, many site and district administrators do not adhere to these guidelines, making it difficult to ensure that substitutes are available to cover all the teacher absences.
3. The district has developed a weekly report of the number of teacher absences per school site, the number of substitutes used, and the reasons given for absences, e.g., illness or "other." This report is shared with executive cabinet members. On a monthly basis, principals receive a report of numbers of certificated and classified absences by school.
4. The recommendation concerning the SEMS operation has not yet been met.

Standard Implemented: Partially

February 1999 Rating: 4
August 1999 Rating: 4
February 2000 Self Rating: 8
February 2000 Rating: 6



9.2 Staff Training

Legal Standard

The Superintendent shall make provisions for HRED-directed staff development activities. [Education Codes 52000, 52022, 52034(g)]

Progress on Recommendations and Recovery Steps

1. A training budget of approximately \$132,000 has been developed. The results and utilization of training funds will need to be reported to the State Administrator and executive cabinet on an annual basis. The effectiveness of the training program and funds expended should be evaluated.
2. A catalog of training programs has been developed and is being implemented. An annual report of training expenses and a program evaluation will need to be reported to the executive cabinet. The division plans to make this presentation to the State Administrator and the executive cabinet in June, 2000.

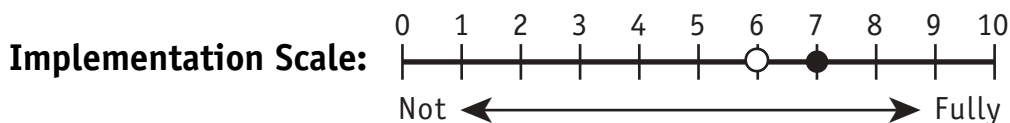
Standard Implemented: Partially

February 1999 Rating: 6

August 1999 Rating: 6

February 2000 Self Rating: 9

February 2000 Rating: 7



11.3 Employee Services

Professional Standard

The Personnel Division has available to its employees various referral agencies to assist employees in need.

Progress on Recommendations and Recovery Steps

1. Information on employee assistance programs, EASE, is available to district employees. Information was distributed to staff in February.
2. EASE information is distributed to new employees with the classified and certificated orientation handbook.

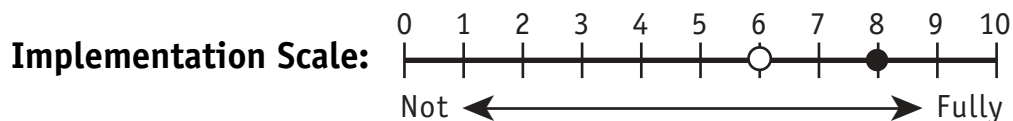
Standard Implemented: Fully – Substantially

February 1999 Rating: 6

August 1999 Rating: 6

February 2000 Self Rating: 8

February 2000 Rating: 8



11.4 Employee Services

Professional Standard

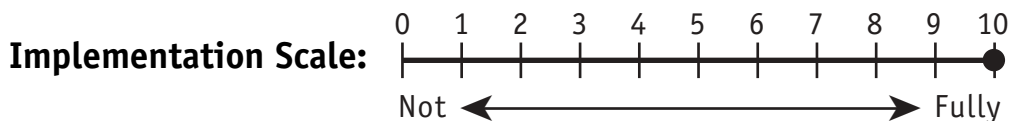
Benefit packages provide employee assistance programs.

Progress on Recommendations and Recovery Steps

1. The Division of Human Resources and Employee Development has budgeted and contracted for EASE services through the Los Angeles County Office of Education's EASE program.
2. Information on employee assistance programs, EASE, is available to district employees. Information was distributed to staff in February. EASE information is distributed to new employees with the classified and certificated orientation handbook.

Standard Implemented: Fully – Sustained

February 1999 Rating: 10
August 1999 Rating: 10
February 2000 Self Rating: 10
February 2000 Rating: 10



11.5 Employee Services

Professional Standard

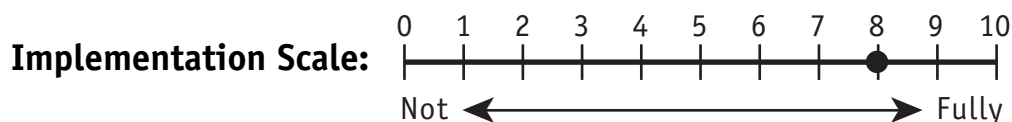
Employee benefits are understood by employees through periodic printed communications provided by HRED personnel.

Progress on Recommendations and Recovery Steps

1. The Division of Human Resources and Employee Development is not responsible for most aspects of employee benefits. The district's Risk Manager, in the Division of Finance, provides information on employees' benefits packages. However, HRED has provided staff with information regarding some aspects of benefits beyond salary schedule information.
2. The secretary at the school site will be the identified site person to monitor postings and report completion of postings to HRED concerning the EASE program.

Standard Implemented: Fully – Substantially

February 1999 Rating: 8
August 1999 Rating: 8
February 2000 Self Rating: 8
February 2000 Rating: 8



12.1 Employee/Employer Relations

Professional Standard

Salary schedules and benefits are competitive.

Progress on Recommendations and Recovery Steps

1. The salary schedules for certificated and classified staff have been increased and are on average in comparison with other districts. Certificated salaries were increased five percent in the 1998-1999 school year, and the school year extended from 180 days to 183 days with an additional per diem adjustment (1.5 percent) to the salary schedule. Staff received another four percent in the 1999-2000 school year. Beginning teacher salaries have been increased from approximately \$27,000 to \$32,000 for first year teachers, regardless of credential status. Administrator salaries have been adjusted to take into account the number of instructional staff supervised and the weight of work responsibility. In order to determine if salary schedules and benefits are competitive, a more extensive review will be conducted in the next six-month period.
2. Cost analysis of any salary schedule improvement, considered in relation to available dollars, must be developed for any future negotiated salary increases.
3. The division is considering possible incentive programs designed to retain new teachers.

Standard Implemented: Partially

February 1999 Rating: 0

August 1999 Rating: 0

February 2000 Self Rating: 8

February 2000 Rating: 5

