

## 1.2 Organization and Planning

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### Professional Standard

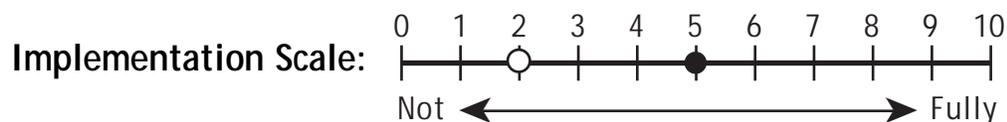
The district has clearly defined and clarified roles for Board and Administration relative to recruitment, hiring, evaluation, and dismissal of employees.

### Progress on Recommendations and Recovery Steps

1. The Board has updated all board policies and administrative regulations to reflect current legal mandates, including the Policy Manual 4000 Series relating to recruitment, hiring, evaluation, and dismissal of certificated and classified employees.
2. Personnel procedures manuals have been developed to provide guidance to administrators and staff in complying with personnel procedures. The update of the Commission Rules and Regulations has been completed.
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 Self Rating: 7  
February 2001 New Rating: 5



## 1.4 Organization and Planning

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### Professional Standard

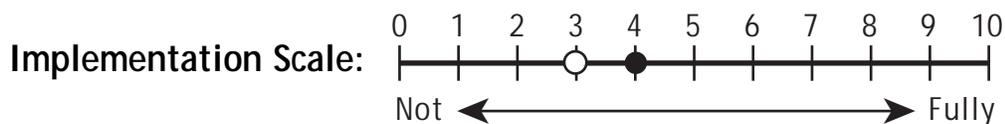
The Division has an organizational chart and a functional chart which include the names, positions and job functions of all staff in HRED.

### Progress on Recommendations and Recovery Steps

1. The district has developed a current organizational chart for the HRED Division. Since the third six-month progress report, the Associate Superintendent for Personnel retired in December. A newly appointed Associate Superintendent for Personnel began in the position February 1, 2001.
2. The district developed a functions chart which includes position titles, names and major functions of all personnel office staff.
3. The charts provided were revised as recently as January 22, 2001, to reflect the newly appointed staff. The charts should be updated annually.
4. There has been a recent turnover in the leadership of the HRED. The Associate Superintendent of Personnel retired in early December and the new Associate Superintendent assumed the position on February 1, 2001. The HRED management staff has managed to maintain the gains made since the last six-month progress report. Process and procedures will be reviewed for continuity in the next assessment period.

### 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 Self Rating: 7  
February 2001 New Rating: 4



## 2.1 Communications: Internal/External

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### Professional Standard

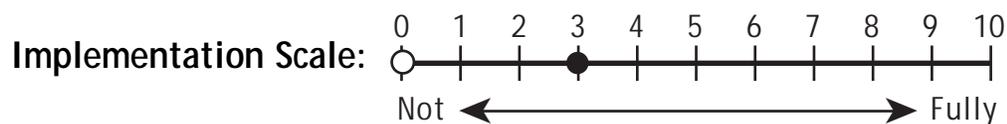
The Personnel Division utilizes the latest technological equipment for incoming and outgoing communications.

### Progress on Recommendations and Recovery Steps

1. The district as a whole has made significant progress in completing the technology connectivity project to connect all school sites and the district office. The district technology plan, in the process of being revised, addresses the HRED's need to provide better communication with clients and staff, and provide capability for administrative tasks. The HRED has voice mail, but no email capability at the present time. With the connectivity project completed, email should soon be available.
2. The district has provided cellular telephones for district management employees. HRED staff have been directed to return voice mail calls left for HRED staff within a maximum of 24 hours.
3. There is no management information systems person dedicated solely to HRED to upgrade hardware and software, install email, or to provide calendar planning, staff training, or expansion and maintenance of the Web Page. 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.
4. HRED staff attends district offered computer classes. District software in Word and Excel has been upgraded. Technology training should be a personal professional goal for all HRED staff.
5. The district needs to continue to effectively utilize current technology.

### 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 Self Rating: 4  
February 2001 New Rating: 3



## 2.4 Communications: Internal/External

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### Professional Standard

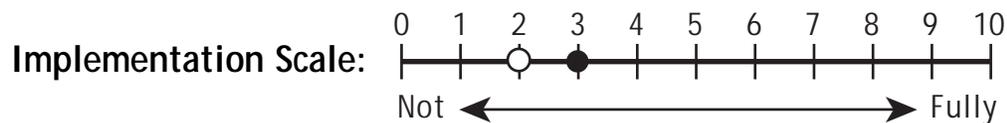
The Personnel Division staff is cross-trained to respond to client need without delay.

### Progress on Recommendations and Recovery Steps

1. The district has begun providing cross-training for Personnel Commission classified employees. Cross-training will enable an employee to do another's job and to understand his or her relationship to the entire Division. Employees are allowed to substitute for each other for planned absences as a method of cross-training. Out-of-class compensation has helped the cross-training process.
2. A Director of Employee Development position has been established to provide and monitor mandated training for district employees.
3. The Form 106 (request to fill a vacancy) process is being streamlined for efficiency. Schools may initiate the request to fill a position, but the district is now handling this process more efficiently from the HRED office. Training on the Form 106 process is being provided to school level administrators and classified managers.
4. HRED is maintaining the previous progress made in the division.

### 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 Self Rating: 4  
February 2001 New Rating: 3



### 3.8 Certificated Recruitment and Selection

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#### Professional Standard

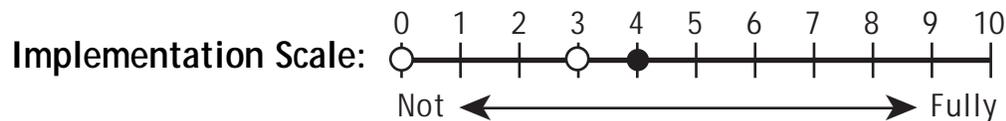
Selection procedures are uniformly applied.

#### Progress on Recommendations and Recovery Steps

1. A description of 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 district needs to determine if the established process is being followed.
2. The district has conducted three recruitment fairs. The hiring procedures have been provided to principals, many who have participated in the recruitment fairs.
3. 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.

#### Standard Implemented: Partially Implemented

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



### 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

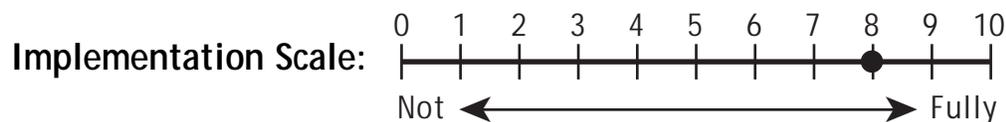
Section 20 of the Consent Decree in the action *Serna v Eastin*, Case no. BC 174282, includes the following stipulations: the district is to identify teachers without clear credentials, produce a public report, monitor teachers who have not passed CBEST, release teachers who have not passed CBEST after 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. 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.
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 Self Rating: 8  
February 2001 New Rating: 8



## 4.4 Classified Recruitment and Selection

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### Professional Standard

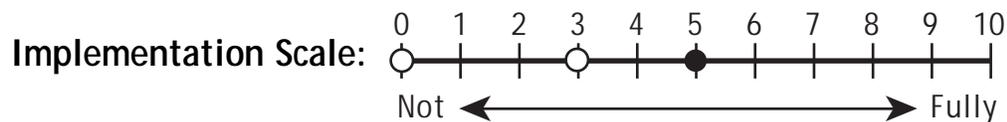
The job applicant form requests information which is legal, useful, pertinent, and easily understood.

### Progress on Recommendations and Recovery Steps

1. The job application form has been revised and is available electronically on-line.
2. The language on the job application requesting information concerning reasonable accommodation has been changed as recommended.
3. The request for medical history has been removed from the job application form.
4. The only positions that are posted as “bilingual required” are those where bilingual ability is essential for the position. Other positions may be noted as “bilingual preferred.”

### Standard Implemented: Partially Implemented

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



## 4.5 Classified Recruitment and Selection

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### Legal Standards

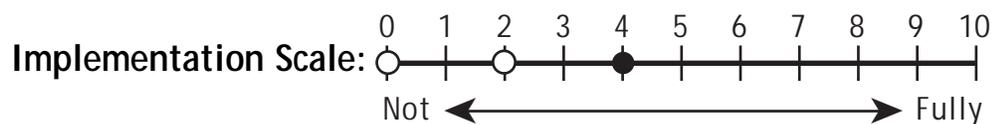
The Personnel Commission shall prepare an eligibility list of qualified candidates for each classified position which is open, indicating the top three candidates. Education Code 45272-45278.

### 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. Eligibility lists are being determined in a more timely manner.
2. The number of out-of-class positions has been reduced from over 250 three years ago to 74 in the 1998-99 school year, and to 34 in 2000-01 (as of January 19, 2001). The team reviewed the list of the current year out-of-class assignments.
3. The Personnel Commission has developed a recruitment plan for employees.
4. Previously, testing was scheduled for applicants, but the district had no process in place to ensure that the test status was reported to applicants on an ongoing basis. The procedures checklist now includes the reporting of test results to institutionalize the process.
5. There has been a recent turnover in the leadership of the HRED. The Associate Superintendent of Personnel retired in early December and the new Associate Superintendent assumed the position on February 1, 2001. The HRED management staff has managed to maintain the gains made since the last six-month progress report. Process and procedures will be reviewed for continuity in the next assessment period.

### Standard Implemented: Partially Implemented

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



## 4.7 Classified Recruitment and Selection

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### Professional Standard

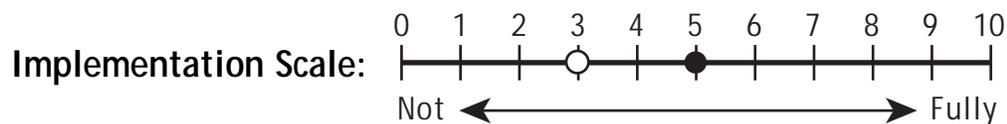
Appropriateness of required tests for a specific position is evident.

### 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 district has 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 requests the appropriate test items and modifies them as necessary. Samples of tests were provided to the team.
2. The district is investigating the software programs QWIZ and OPAC 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. Performance eligibility tests are developed for classified positions. District managers provide input on the appropriateness of the tests for classified positions. They suggest modifications to ensure that the tests will accurately measure the applicant's ability to perform the essential functions of the position.

### Standard Implemented: Partially Implemented

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



## 6.2 Operational Procedures

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### Professional Standard

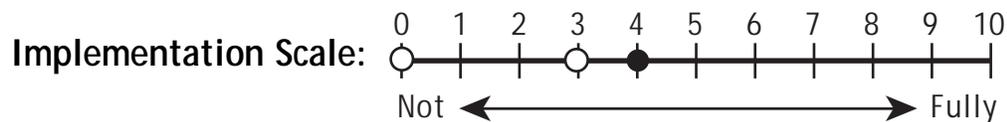
Personnel Division non-management staff members have individual desk manuals for all of the personnel functions for which they are held responsible.

### Progress on Recommendations and Recovery Steps

1. The Personnel Division has been reorganized. An employee has been designated as the Operations Manager, and the position is included in both the Organizational and Functions Charts.
2. Staff meetings of Personnel Division employees were begun to establish the development of the desk manuals for each position. Meeting notices, agendas and sign-in sheets were available for review. Desk manuals are available for the Personnel Commission staff, and still need to be developed for staff working with certificated personnel.
3. Cross-training of some employees has been documented. Verification was obtained in the form of staff meeting agendas as well as confirmation from staff employees.
4. Some staff members have attended training programs such as the ACSA Personnel Institute or Personnel Academy.

### Standard Implemented: Partially Implemented

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



## 6.5 Operational Procedures

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### Professional Standard

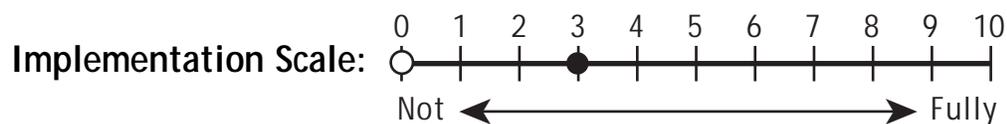
The Personnel Division provides an office environment with appropriate furniture, equipment and materials.

### Progress on Recommendations and Recovery Steps

1. The Certificated Personnel office has been reorganized. The office entry area has been renovated and private office areas are now available for interviews. The Senior Personnel Analyst now has an office for intake of new applicants. Additional furniture has been added for clerical staff. The Personnel Commission area has been remodeled. The Personnel Commission reserves and utilizes the Blue Room or Board Room for testing and interviewing. Although greatly improved, the work areas still appear cramped and crowded.
2. The district might consider the feasibility of purchasing an electronic document imaging system which would eliminate the need for numerous file cabinets and create additional space for personnel.
3. Voice mail is available to HRED staff, and email has been requested. Computer hardware and software have been upgraded.
4. Laser printers have been purchased for the Division which should result in a time/cost savings.
5. Testing/interviewing areas are available for applicants to receive comfortable accommodations when applying for positions.
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 Self Rating: 4  
February 2001 New Rating: 3



## 6.6 Operational Procedures

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### Professional Standard

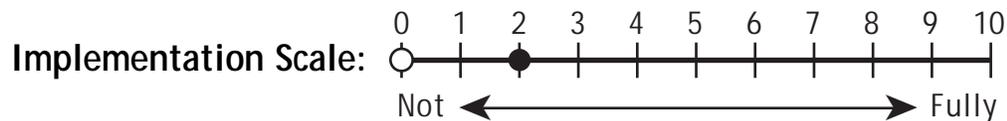
The Personnel Division has procedures in place which allow for both personnel and payroll staff to meet regularly to solve problems which develop in the process of new employees, classification changes and employee promotions.

### Progress on Recommendations and Recovery Steps

1. The district has just begun an effort to establish regular payroll and personnel staff meetings so that employees in these departments can resolve minor issues before they become major problems. For example, the discrepancy lists should be communicated prior to payroll going out. The number of payroll/personnel discrepancies have decreased. Even without meetings, the divisions are communicating with each other. Regular meetings, however, would allow greater efficiency of service.
2. Individuals from the personnel and payroll staff have been identified to meet on a suggested semimonthly schedule, beginning on February 1, 2001.

### Standard Implemented: Not Implemented

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



## 7.3 State and Federal Compliance

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### Legal Standard

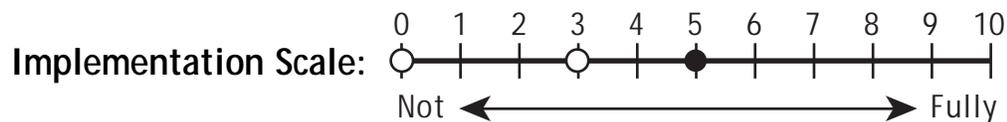
The district shall obtain a criminal record summary from the Department of Justice before employing an individual and shall not employ anyone who has been convicted of a violent or serious felony. Education Codes: 44332.6, 44346.1, 45122.1.

### Progress on Recommendations and Recovery Steps

1. A “Notification of Employment and Fingerprint and Tuberculosis Clearance” form has been developed for presentation to all supervisors before the commencement of work. The processing of this form has been verified. Applicants for Volunteer Service are also required to obtain fingerprint clearance.
2. 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. 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 Self Rating: 6  
February 2001 New Rating: 5



## 7.12 State and Federal Compliance

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### Legal Standard

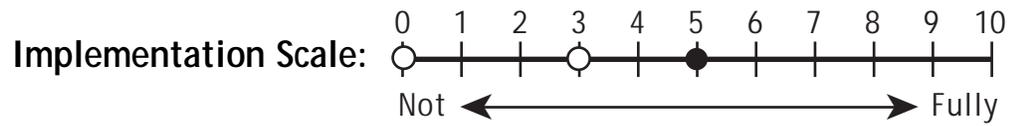
The district is in compliance with Title IX policies on discrimination and Government Code 12950(a) posting requirements concerning harassment or discrimination.

### Progress on Recommendations and Recovery Steps

1. Title IX Compliance Officers have been designated.
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 and posted at the sites and district offices.
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. The district is starting to develop a report that documents the number of complaints received.
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. The district has distributed sexual harassment complaint forms to all school sites. The forms are printed in English and Spanish. The district is updating the forms as compliance officers change.
8. The district indicates that the sexual harassment policy is provided to each employee in the annual notification packet.
9. 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.

## Standard Implemented: Partially Implemented

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



## 7.14 State and Federal Compliance

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### Professional Standard

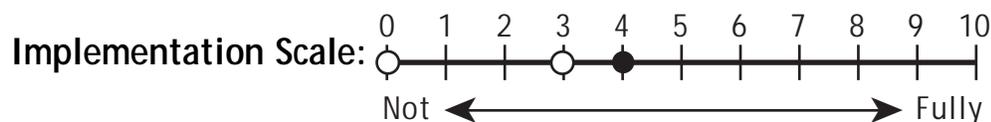
The District is in compliance with the Family Medical Leave Act (FMLA) including posting the proper notifications.

### 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. 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. The district indicated that FMLA is also included in the Classified Orientation Handbook, and New Substitute Teacher's Handbook. This will be reviewed again in the next six-month review.
2. A person has been identified who will process FMLA leaves. This is the Associate Superintendent, HRED.
3. 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.
4. The district should still work to develop a system of interface with Benefits and Risk Management to process leaves which require the continuation of medical benefits.
5. The district should still work with LACOE to determine whether leaves can be tracked through the HRS system or establish a database for tracking FMLA leaves. Develop a procedure to notify individuals within two days if a leave is FMLA.

### Standard Implemented: Partially Implemented

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



## 7.16 State and Federal Compliance

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### Professional Standard

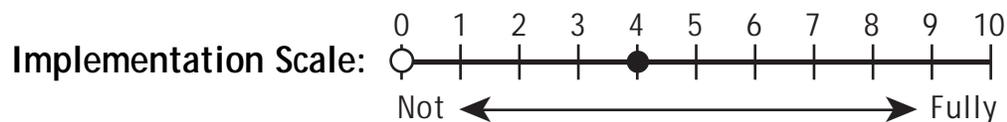
The district has identified exempt and nonexempt employees and has promulgated rules and regulations for overtime which are in compliance with the Fair Labor Standards Act and California Statutes.

### Progress on Recommendations and Recovery Steps

1. The district reviewed employee positions to determine exempt/nonexempt status. Job descriptions developed for new positions were written to indicate exempt and nonexempt positions. However, old job descriptions have not been updated to include the exempt/nonexempt information. This information is also helpful to include on job postings.
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 Service Handbook and Payroll Information handbook, and is provided to managers, supervisors and administrators. Distractive training on this issue was conducted, with sign-in sheets to verify attendance of participants.
3. There has been a recent turnover in the leadership of the HRED. The Associate Superintendent of Personnel retired in early December and the new Associate Superintendent assumed the position on February 1, 2001. The HRED management staff has managed to maintain the gains made since the last six-month progress report. Process and procedures will be reviewed for continuity in the next assessment period.

### 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 Self Rating: 7  
February 2001 New Rating: 4



## 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

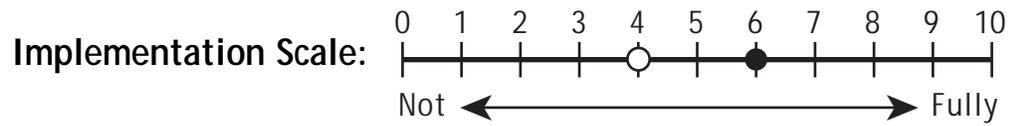
Sections 11 and 12 of the Consent Decree in the action *Serna v Eastin*, Case No. BC 174282, includes the following stipulations: the district is to ensure that certificated teachers are present in each classroom every day, maintain a list of certificated substitutes in sufficient numbers to meet absences,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

### Progress on Recommendations and Recovery Steps

1. As reported in the last six-month report, the district has developed a substitute teacher's manual for substitute teachers to use. The district utilizes an automated substitute calling system. However, 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. No more than 40 substitutes per day may be used for staff development. This requires that the district coordinate its staff development activities so as not to schedule too many activities on the same day.
3. The Associate Superintendent of Personnel developed a weekly report of the number of teacher absences at each site. This information was shared weekly with the executive cabinet and with principals on a monthly basis.
4. The district has no formal plan to reduce employee absenteeism. Site administrators 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 Self Rating: 7  
February 2001 New Rating: 6



## 8.3 Use of Technology

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### Professional Standard

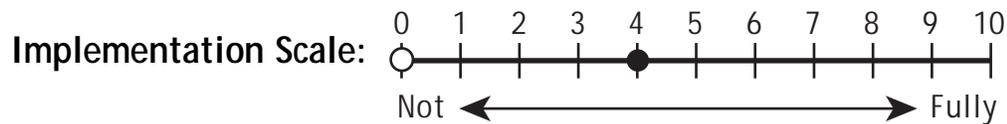
The Certificated and Classified Departments have in place an applicant tracking system.

### Progress on Recommendations and Recovery Steps

1. The district has purchased the Harmony applicant tracking system by Ewing and Co. for use with applicants for certificated positions, but not yet with applicants for classified positions. HRED anticipates that the system will be connected this spring. The district will need to include classified applicants in the applicant tracking system.
2. Training on the use of the system has been scheduled.

### 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 Self Rating: 6  
February 2001 New Rating: 4



## 8.4 Use of Technology

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### Professional Standard

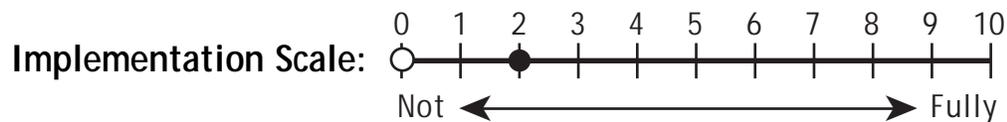
The Personnel Division has in place a program of providing funds and time for staff training and skills development in the use of computers.

### Progress on Recommendations and Recovery Steps

1. Staff training has been provided in the use of the current LACOE HRS system, the LACOE Lists, Letters and Labels system, the Harmony applicant tracking system, fingerprint requirements training, and EDP Maintenance Training.
2. 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. For example, when the computer connectivity for the district offices is complete, training in the Internet and email use will be required. Training options for staff should also include classes at Community Colleges, district training, and training through private sector organizations.

### 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 Self Rating: 4  
February 2001 New Rating: 2



## 8.5 Use of Technology

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### Professional Standard

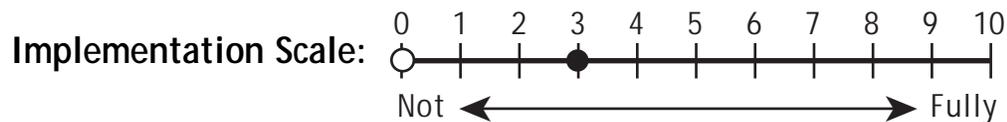
The Personnel Division utilized the latest technology to provide staff and clients with improved communication (i.e., voice mail, fax, email).

### Progress on Recommendations and Recovery Steps

1. The district has provided cellular telephones for district management employees. The HRED uses voice mail, and HRED staff have been directed to return voice mail calls left for HRED staff within a maximum of 24 hours.
2. The district has made significant progress in completing the technology connectivity project to connect all school sites and the district office. The district technology plan, in the process of being revised, addresses the HRED's need to provide better communication with clients and staff, and provide capability for administrative tasks. The HRED has voice mail, but no email capability at the present time. With the connectivity project completed, email should soon be available.
3. There is no management information systems person dedicated solely to HRED to upgrade hardware and software, install email, or to provide calendar planning, staff training, or expansion and maintenance of the Web Page. 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. The district should continue to work with LACOE to establish links to make the work of HRED more efficient.
4. HRED staff attends district offered computer classes. District software in Word and Excel has been upgraded. Technology training should be a personal professional goal for all HRED 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 Self Rating: 4  
February 2001 New Rating: 3



## 9.1 Staff Training

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### Professional Standard

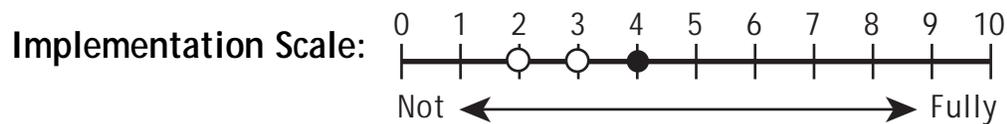
The district has developed a systematic program for identifying areas of need for in-service training.

### Progress on Recommendations and Recovery Steps

1. The district provides technology training for staff and HRED staff attends district offered computer classes. District software in Word and Excel has been upgraded. Technology training should be a personal professional goal for all HRED staff.
2. LACOE consultants provide bimonthly training in Interpersonal Communication, Collaboration and Problem-Solving.
3. A needs assessment team was used to develop a HRS training calendar and programs. Verification was received that a staff development committee was utilized in the development of the calendar and programs. The committee used seven core values to identify training programs for the classified calendar. 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. Several professional development workshops are available to staff. Staff development attendance accounting is monitored with sign-in sheets that are shared with supervisors.
5. HRED needs to evaluate 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 Self Rating: 4  
February 2001 New Rating: 4



## 9.6 Staff Training

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### Professional Standard

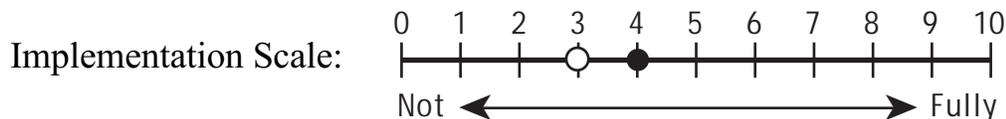
The district provides leadership training in: Interpersonal relationships, effective supervision, conflict resolution, cultural diversity, sensitivity, and team building.

### 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, or team building as recommended in the assessment report. LACOE consultants provide bimonthly training in Interpersonal Communication, Collaboration and Problem-Solving.
3. FRISK training is provided to district administrators and managers to assist them in documenting employee performance in the evaluation process. BLAST training is provided regarding conflict resolution.
4. HRED still needs to look at its training programs in a more comprehensive manner. A report of the numbers of employees in attendance and the effectiveness of workshops offered should be compiled. Results should be reported in the annual report.

### 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 Self Rating: 6  
February 2001 New Rating: 4



## 9.7 Staff Training

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### Professional Standard

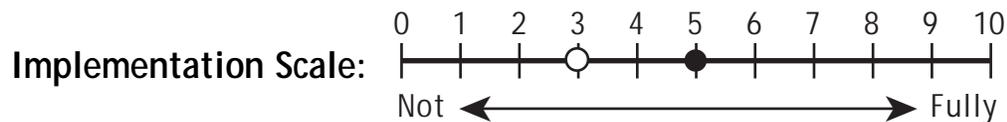
The district develops handbooks and materials for all training components.

### Progress on Recommendations and Recovery Steps

1. The 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.
2. The district provides handbooks and materials for participants in training sessions.

### 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 Self Rating: 6  
February 2001 New Rating: 5



## 10.3 Evaluation/Due Process Assistance

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### Professional Standard

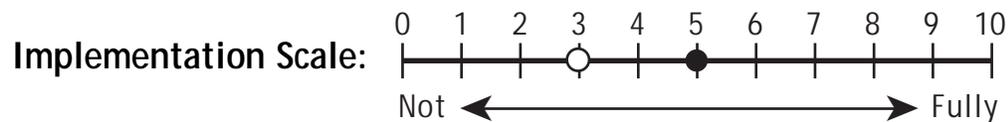
Standards for management and supervisors will be developed and implemented to ensure that adequate levels of supervision will be provided at all levels within the district.

### 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. The Personnel office should monitor the evaluation process at all levels within the district.
3. HRED should report evaluation results to the Cabinet annually.

### 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 Self Rating: 6  
February 2001 New Rating: 5



# 10.6 Evaluation/Due Process Assistance

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## Professional Standard

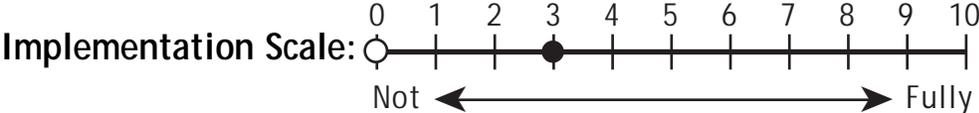
The Personnel Division has developed an evaluation handbook for management and supervisory training.

### Progress on Recommendations and Recovery Steps

1. Evaluation handbooks for administrators, managers and supervisors have still not been completed. However, written procedures on evaluation of classified and certificated employees have been developed and are included in the personnel procedures manual. Proposed revisions to the teacher evaluation instrument are now being discussed and reviewed with the association. The district is proposing that the instrument include or be aligned to the state teacher performance standards. The completed evaluation handbooks will be a compilation of all district documents concerning evaluation.
3. Staff development training is provided annually to administrative, management and supervisory staff regarding appropriate employee evaluations. All administrative staff were 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.
3. Although an evaluation handbook has not yet been developed, all of the evaluation processes and forms are in place and can easily be compiled into a handbook format.

### Standard Implemented: Partially Implemented

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





## Personnel Management

Standard to be addressed		Feb. 99 Rating	Aug. 99 Rating	Feb. 2000 Rating	Aug. 2000 Rating	Feb. 2001 Rating	Aug. 2001 Focus
1.1	An updated/detailed policy and procedures manual exists which delineates the responsibilities and operational aspects of the personnel office.	0	2	6	NR	NR	
1.2	The district has clearly defined and clarified roles for board and administration relative to recruitment, hiring, evaluation and dismissal of employees.	2	NR	NR	NR	5	<input type="checkbox"/>
1.3	The division has developed a Mission Statement that sets clear direction for personnel staff.	5	NR	NR	NR	NR	
1.4	The division has an organizational chart and a functional chart which includes the names, positions and job functions of all staff in the HRED.	3	NR	NR	NR	4	<input type="checkbox"/>
1.5	The division has established goals and objectives directly related to the district's goals that are reviewed and updated annually.	8	NR	9	NR	NR	
1.6	Individual staff members have developed goals and objectives in their areas of responsibility and a personal professional development plan.	4	NR	NR	NR	NR	<input type="checkbox"/>
1.7	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.	5	NR	7	NR	NR	
1.8	The division head is a member of the Superintendent's Cabinet and participates in decision making early in the process.	10	NR	NR	NR	NR	
2.1	The Personnel Division utilizes the latest technological equipment for incoming and outgoing communications.	0	NR	NR	NR	3	<input type="checkbox"/>

NR not reviewed

targeted for review

## Personnel Management (continued)

Standard to be addressed		Feb. 99 Rating	Aug. 99 Rating	Feb. 2000 Rating	Aug. 2000 Rating	Feb. 2001 Rating	Aug. 2001 Focus
2.2	The Personnel and Business Divisions have developed and distributed a menu of services which includes the activities performed, the individual responsible, and phone numbers where they may be contacted.	0	NR	7	NR	NR	
2.3	The Personnel Division provides an annual report of activities and services provided during the year.	0	NR	NR	7	NR	
2.4	The Personnel Division staff is cross-trained to respond to client need without delay.	2	NR	NR	NR	3	<input type="checkbox"/>
2.5	The Personnel Division holds regularly scheduled staff meetings.	6	NR	NR	NR	NR	
2.6	Various publications are provided on a number of subjects to orient and inform its various clients.	6	7	NR	NR	NR	
3.1	The Governing Board will provide equal opportunities for all persons without regard to race, color, creed, sex, religion, ancestry, national origin, age, or disability.	4	5	8	NR	NR	
3.2	Employment procedures and practices are conducted in a manner which assures equal employment opportunities. Written hiring procedures are provided.	5	NR	NR	NR	NR	
3.3	The job application form requests information which is legal, useful, pertinent, and easily understood.	7	NR	NR	NR	NR	
3.4	The Personnel Division recruitment plan includes a training component for the district recruitment team.	0	NR	6	NR	NR	
3.5	The recruitment plan identifies placement centers, colleges and publications where there are significant numbers of candidates to meet the district's diverse needs.	1	NR	5	NR	NR	

## Personnel Management (continued)

Standard to be addressed		Feb. 99 Rating	Aug. 99 Rating	Feb. 2000 Rating	Aug. 2000 Rating	Feb. 2001 Rating	Aug. 2001 Focus
3.6	The recruitment plan provides a cost estimate (included in the division budget) for the recruitment program.	4	NR	7	NR	NR	
3.7	A summary or evaluation of the results of the year's recruitment efforts is provided in written form.	9	NR	9	NR	NR	
3.8	Selection procedures are uniformly applied.	0	3	NR	NR	4	<input type="checkbox"/>
3.9	The district systematically initiates and follows up on experience and reference checks on all applicants being considered for employment.	4	NR	NR	7	NR	
3.10	The district limits the number of certificated persons on CBEST waiver.	8	NR	NR	8	8	<input type="checkbox"/>
4.1	The Governing Board will provide equal employment opportunities for persons without regard to race, color, creed, sex, religion, ancestry, national origin, age or disability.	4	NR	7	NR	NR	
4.2	Employment procedures and practices are conducted in a manner which assures equal employment opportunities.	5	NR	NR	NR	NR	
4.3	Recruitment and selection for classified service are delegated to the Personnel Commission.	8	NR	NR	NR	NR	
4.4	The job applicant form requests information which is legal, useful, pertinent, and easily understood.	0	3	NR	NR	5	<input type="checkbox"/>
4.5	The Personnel Commission shall prepare an eligibility list of qualified candidates for each classified position which is open, indicating the top three candidates.	0	2	NR	NR	4	<input type="checkbox"/>
4.6	The district systematically initiates and follows up on all applicants being considered for employment.	0	NR	4	NR	NR	<input type="checkbox"/>
4.7	Appropriateness of required tests for a specific position is evident.	3	NR	3	NR	5	<input type="checkbox"/>

NR not reviewed

targeted for review

## Personnel Management (continued)

Standard to be addressed		Feb. 99 Rating	Aug. 99 Rating	Feb. 2000 Rating	Aug. 2000 Rating	Feb. 2001 Rating	Aug. 2001 Focus
4.8	The classified recruitment under the merit system provides for an accurate annual report to the Personnel Commission Board of the employment data for new hires.	4	NR	NR	NR	NR	
5.1	Initial orientation is provided for all new staff.	2	NR	7	NR	NR	
5.2	The Personnel Division provides orientation handbooks for new employee orientation in all classifications: substitutes, teachers and classified employees.	2	4	NR	NR	NR	<input type="checkbox"/>
5.3	The Personnel Division has developed a video of the district activities and expectations for new employee orientation.	0	NR	NR	7	NR	
6.1	Personnel files are complete, well-organized and up-to-date.	8	NR	NR	NR	NR	
6.2	Personnel Division non-management staff members have individual desk manuals for all the personnel functions for which they are held responsible.	0	3	NR	NR	4	<input type="checkbox"/>
6.3	The Personnel Division has an operation procedures manual for internal department use in order to establish consistent application of personnel actions.	0	NR	NR	7	NR	
6.4	The Personnel Division has a process in place to systematically review and update job descriptions. These job descriptions shall be in compliance with the Americans with Disabilities Act (ADA) requirements.	0	NR	NR	4	NR	<input type="checkbox"/>
6.5	The Personnel Division provides an office environment with appropriate furniture, equipment, and materials.	0	NR	NR	NR	3	<input type="checkbox"/>
6.6	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.	0	NR	NR	NR	2	<input type="checkbox"/>

NR not reviewed

targeted for review

Personnel Management (continued)							
Standard to be addressed		Feb. 99 Rating	Aug. 99 Rating	Feb. 2000 Rating	Aug. 2000 Rating	Feb. 2001 Rating	Aug. 2001 Focus
6.7	Wage and salary determination and ongoing implementation are handled without delays and conflicts (substitutes, temporary employees, stipends, shift differential, etc.).	0	NR	NR	7	NR	
6.8	Regulations or agreements covering various types of leaves are fairly implemented.	0	NR	NR	5	NR	
6.9	Personnel staff members attend training sessions/workshops to keep abreast of the most current acceptable practices and requirements facing personnel administrators.	1	NR	6	NR	NR	
6.10	The Personnel Division provides employees with appropriate forms for documenting requested actions (i.e., leaves, transfers, resignations, retirements).	9	NR	NR	NR	NR	
6.11	Established staffing formulas dictate the assignment of personnel to the various sites and programs.	4	NR	NR	NR	NR	<input type="checkbox"/>
7.1	Policies and regulations exist regarding the implementation of AB 1610 and AB 1612 (fingerprinting).	0	3	7	NR	NR	
7.2	All fingerprinting requirements are met before a potential employee reports for employment.	5	6	NR	NR	NR	
7.3	The district shall obtain a criminal record summary from the Dept. of Justice before employing an individual and shall not employ anyone who has been convicted of a violent or serious felony.	0	3	NR	NR	5	<input type="checkbox"/>
7.4	The Governing Board requires every employee to present evidence of freedom from tuberculosis as required by state law.	4	5	NR	NR	NR	
7.5	No person shall be employed as a teacher's aide unless that person has passed the basic reading, writing, and mathematic skills proficiency required for graduation from high school.	7	NR	7	NR	NR	
7.6	A clear implemented policy exists on the prohibition of discrimination.	3	NR	NR	5	NR	

NR not reviewed

targeted for review

## Personnel Management (continued)

Standard to be addressed		Feb. 99 Rating	Aug. 99 Rating	Feb. 2000 Rating	Aug. 2000 Rating	Feb. 2001 Rating	Aug. 2001 Focus
7.7	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.	3	NR	4	NR	NR	<input type="checkbox"/>
7.8	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.	3	NR	5	NR	NR	
7.9	Professional growth requirements for maintenance of a valid credential exist.	10	NR	NR	NR	NR	
7.10	Current position descriptions are established for each type of work performed by certificated and classified employees.	2	NR	NR	5	NR	
7.11	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.	3	4	NR	NR	NR	<input type="checkbox"/>
7.12	The district is in compliance with Title IX policies on discrimination and Government Code 12950(a) posting requirements concerning harassment or discrimination.	0	3	NR	NR	5	<input type="checkbox"/>
7.13	The district is in compliance with the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA).	9	NR	NR	NR	NR	
7.14	The district is in compliance with the Family Medical Leave Act (FMLA) including posting the proper notifications.	0	3	NR	NR	4	<input type="checkbox"/>
7.15	The district is in compliance with the Americans with Disabilities Act (ADA) of 1990 in application procedures, hiring, advancement or discharge, compensation, job training and other terms, conditions, and privileges of employment.	5	NR	NR	NR	NR	

NR not reviewed

targeted for review

## Personnel Management (continued)

Standard to be addressed		Feb. 99 Rating	Aug. 99 Rating	Feb. 2000 Rating	Aug. 2000 Rating	Feb. 2001 Rating	Aug. 2001 Focus
7.16	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.	0	NR	NR	NR	4	<input type="checkbox"/>
7.17	The district is in compliance with the Omnibus Transportation Employees Testing Act (OTETA).	10	NR	NR	NR	NR	
8.1	An on-line position control system is utilized and is integrated with payroll/financial systems.	10	NR	NR	NR	NR	
8.2	The Personnel Division provides an automated substitute calling system. The system should have ability to input and receive data. Data should be distributed to site and program managers.	4	NR	6	6	6	<input type="checkbox"/>
8.3	The Certificated and Classified departments have in place an applicant tracking system.	0	NR	NR	NR	4	<input type="checkbox"/>
8.4	The Personnel Division has in place a program of providing funds and time for staff training and skills development in the use of computers.	0	NR	NR	NR	2	<input type="checkbox"/>
8.5	The Personnel Division utilizes the latest technology to provide staff and clients with improved communications (i.e., voice mail, fax, e-mail).	0	NR	NR	NR	3	<input type="checkbox"/>
8.6	The Personnel Division has computerized its employee database system including, but not limited to: Credentials, Seniority Lists, Evaluations, Personnel by funding source, program, location, Workers' Compensation benefits.	0	NR	NR	6	NR	

NR not reviewed

targeted for review

## Personnel Management (continued)

Standard to be addressed		Feb. 99 Rating	Aug. 99 Rating	Feb. 2000 Rating	Aug. 2000 Rating	Feb. 2001 Rating	Aug. 2001 Focus
9.1	The district has developed a systematic program for identifying areas of need for in-service training.	2	3	NR	NR	4	<input type="checkbox"/>
9.2	The Superintendent shall make provisions for HRED-directed staff development activities.	6	NR	7	NR	NR	
9.3	Teachers and other professional school services personnel are provided diversity training.	2	NR	NR	5	NR	
9.4	The district has adopted policies and procedures regarding the recognition and reporting of sexual harassment.	8	NR	NR	NR	NR	
9.5	The district provides training for all management and supervisory staff responsible for employee evaluations.	5	NR	NR	NR	NR	
9.6	The district provides leadership training in: interpersonal relationships, effective supervision, conflict resolution, cultural diversity, sensitivity and team building.	3	NR	NR	NR	4	<input type="checkbox"/>
9.7	The district develops handbooks and materials for all training components.	3	NR	NR	NR	5	<input type="checkbox"/>
10.1	The evaluation process is a regular function related to each employee involving criteria related to the position.	2	NR	NR	4	NR	
10.2	The board evaluates the Superintendent based on pre-approved goals and objectives.	0	<i>n o t a p p l i c a b l e</i>				
10.3	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.	3	NR	NR	NR	5	<input type="checkbox"/>

## Personnel Management (continued)

Standard to be addressed		Feb. 99 Rating	Aug. 99 Rating	Feb. 2000 Rating	Aug. 2000 Rating	Feb. 2001 Rating	Aug. 2001 Focus
10.4	A clear policy and practice exists for the written evaluation and assessment of certificated employees.	8	NR	NR	NR	NR	
10.5	The Personnel Division provides a process for the monitoring of employee evaluations and the accountability reporting of their completion.	6	NR	NR	NR	NR	
10.6	The Personnel Division has developed an evaluation handbook for management and supervisory training.	0	NR	NR	3	3	☐
10.7	The Personnel Division has developed due process training for managers and supervisors.	7	NR	NR	NR	NR	
10.8	The Personnel Division has developed a process for providing assistance to marginal employees (remediation).	0	NR	NR	6	NR	
11.1	The Personnel Division has developed a program for retirement counseling, including: STRS counseling, PERS counseling, and ""life after retirement.""	7	NR	NR	NR	NR	
11.2	The Personnel Division has developed recognition programs for all employee groups.	2	NR	NR	7	NR	
11.3	The Personnel Division has available to its employees various referral agencies to assist employees in need.	6	NR	8	NR	NR	
11.4	Benefit packages provide employee assistance programs.	10	NR	10	NR	NR	
11.5	Employee benefits are understood by employees through periodic printed communications provided by HRED personnel.	8	NR	8	NR	NR	
12.1	Salary schedules and benefits are competitive.	0	NR	5	NR	NR	

NR not reviewed

☐ targeted for review

## Personnel Management (continued)

Standard to be addressed		Feb. 99 Rating	Aug. 99 Rating	Feb. 2000 Rating	Aug. 2000 Rating	Feb. 2001 Rating	Aug. 2001 Focus
12.2	The Personnel Division involves site-level administrators in the bargaining and labor relations decision making process.	5	NR	NR	NR	NR	
12.3	The Personnel Division provides all managers and supervisors (certificated and classified) training in contract management with emphasis on the grievance process and administration.	4	NR	NR	NR	NR	<input type="checkbox"/>
12.4	The Personnel Division provides a clearly defined process for bargaining with its employee groups (i.e., traditional, interest-based).	7	NR	NR	NR	NR	
12.5	The Personnel Division has a process in place that provides management and the Board of Education with information on the impact of bargaining proposals. (i.e., fiscal, staffing, management flexibility, student outcomes).	8	NR	NR	NR	NR	
12.6	The Personnel Division provides clearly defined forms and procedures in the handling of grievances for its managers and supervisors.	4	NR	NR	NR	NR	<input type="checkbox"/>
12.7	Collective bargaining proposals are "sunshined" appropriately to allow public input and understanding of the cost implications and, most importantly, the effects on the children of the district.	5	NR	NR	NR	NR	

NR not reviewed  
 targeted for review