



# **West Contra Costa Unified School District**

Personnel Management

Comprehensive Review  
July 2002

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

Chief Executive Officer  
Thomas E. Henry

## 1.6 Organization and Planning

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### Professional Standard

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

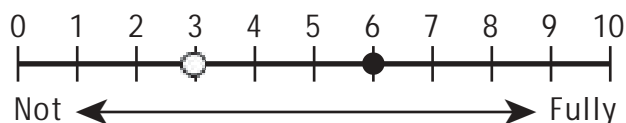
### Progress on Recommendations and Improvement Plan

1. At the time of the assessment team's visitation, 14 division staff members had developed at least one professional goal and a number of objectives to be accomplished to fulfill the goal.
2. Each staff member also had established a personal professional development goal and a number of written objectives to be accomplished to fulfill this goal.
3. The Personnel Services Division management has still to address the utilization of goals and objectives in the evaluation of staff.

### Standard Implemented: Partially

June 2001 Rating:	3
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	7
June 2002 New Rating:	6

Implementation Scale:



## 2.2 Communications: Internal/External

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### Professional Standard

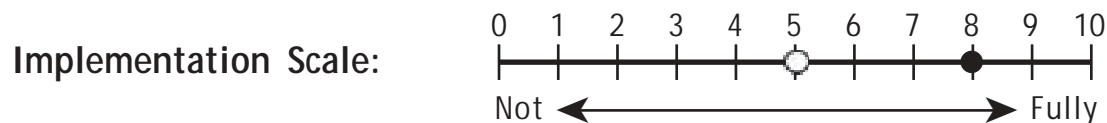
The Personnel and Business divisions have developed and distributed a menu of services that includes the activities performed, the individual responsible, and the telephone numbers where they may be contacted.

### Progress on Recommendations and Improvement Plan

1. The Personnel Services Division has developed a “Quick Reference Personnel Directory” that lists all major personnel office functions, responsible party and telephone number. The list includes payroll.
2. The new directory was distributed to district staff on February 1, 2002, and was placed on the Personnel Services Web page.

### Standard Implemented: Fully - Substantially

June 2001 Rating:	5
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	8
June 2002 New Rating:	8



## 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.

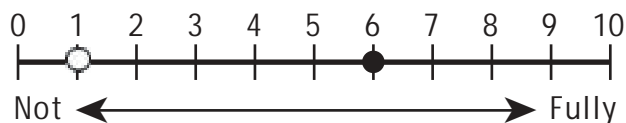
### Progress on Recommendations and Improvement Plan

1. Both the Classified and Certificated departments have developed plans for cross-training staff that include a listing of designated backup staff and a time line for training to occur.
2. The departments have established a time line to begin training during the period April through June 2002.
3. The issues and the development of a cross-training plan have been topics on both the Classified and Certificated departments' staff meeting agendas.
4. In some instances, multiple employees (up to six) have been designated to train as backups for a particular position. Given the number of employees who have indicated an interest in being designated as a backup, Personnel Services may wish to prioritize the order in which employees will be cross-trained.

### Standard Implemented: Partially

June 2001 Rating:	1
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	6
June 2002 New Rating:	6

### Implementation Scale:



## 2.5 Communications: Internal/External

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### Professional Standard

The Personnel Services Division holds regularly scheduled staff meetings.

### Progress on Recommendations and Improvement Plan

1. The Personnel Services Division has developed regularly scheduled staff meetings. Weekly meetings are held for the following groups:

- (a) Leadership Team
- (b) Classified Team
- (c) Certificated Personnel Department

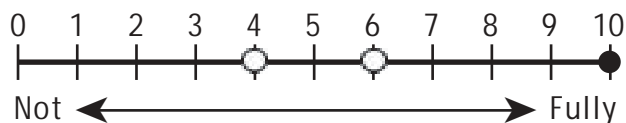
Every other month, meetings are scheduled with the Personnel Services staff. The meetings are identified as team personnel meetings.

2. Minutes are available for all scheduled meetings.
3. The division also uses an annual calendar to identify upcoming activities.

### Standard Implemented: Fully - Sustained

June 2001 Rating:	4
December 2001 Rating:	6
June 2002 Self-Rating:	10
June 2002 New Rating:	10

Implementation Scale:



### 3.3 Certificated Recruitment and Selection

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#### Professional Standard

The job application form requests information that is legal, useful, pertinent, and easily understood.

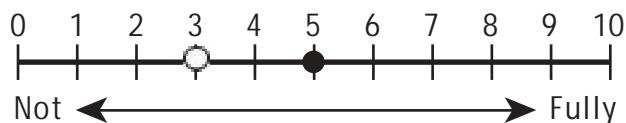
#### Progress on Recommendations and Improvement Plan

1. The Personnel Services Division provided the visiting assessment team with a draft copy of a new application for certificated employment. This draft was a result of reviewing a select number of other school districts' applications.
2. The draft form has added the applicant's e-mail address, a source of referral section, and has separated out the "Voluntary Applicant/Employee Identification" from the body of the form.
3. Questions have been added regarding the candidates' previous status and whether they have resigned or been dismissed from their last employment.
4. A statement will need to be added to state the voluntary nature of providing a social security number.

#### Standard Implemented: Partially

June 2001 Rating:	3
December 2001 Rating:	3
June 2002 Self-Rating:	7
June 2002 New Rating:	5

#### Implementation Scale:



### 3.4 Certificated Recruitment and Selection

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#### Professional Standard

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

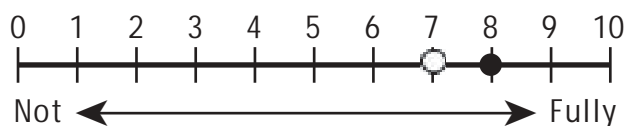
#### Progress on Recommendations and Improvement Plan

1. The Personnel Services Division utilizes a Recruitment Manual as part of the training of recruiters for the district. It has also established a master list of trained recruiters as part of its overall recruitment plan.
2. Principals from the hardest-to-staff schools are included in the recruitment team.
3. Recruiters are trained on credential reciprocity and how out-of-state license holders qualify for a preliminary or clear credential.
4. On October 9, 2001, the recruitment team met to review the Recruitment Manual, evaluate job fairs visited the past year, show interest in upcoming recruitment and recommend others for inclusion on the team.
5. Recruiters are scheduled to be oriented on the pre-intern program at a September 2002 meeting.

**Standard Implemented: Fully - Substantially**

June 2001 Rating:	7
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	8
June 2002 New Rating:	8

**Implementation Scale:**



## 3.6 Certificated Recruitment and Selection

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### Professional Standard

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

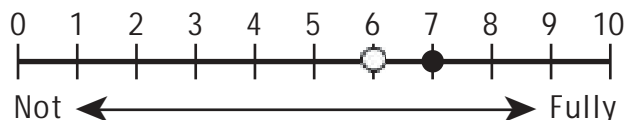
### Progress on Recommendations and Improvement Plan

1. The Personnel Services Division has a separate recruitment program budget that provides a breakout of expenditures for various recruitment activities.
2. The past year's (2001-02) budget included \$175,000 from the Federal Class Size Reduction Program, with an anticipated \$210,000 for the 2002-03 school year. General funds provide another \$75,000 for each year. These combined budgets provided \$250,000 for the 2001-02 school year, with \$285,000 budgeted for the 2002-03 school year.

### Standard Implemented: Partially

June 2001 Rating:	6
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	7
June 2002 New Rating:	7

Implementation Scale:





## 3.8 Certificated Recruitment and Selection

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### Professional Standard

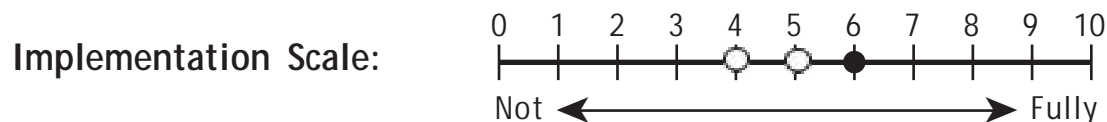
Selection procedures are uniformly applied.

### Progress on Recommendations and Improvement Plan

1. “Reference Check for Certificated Candidates,” Bulletin P-7, has been implemented for all new teachers as a part of the employment process. The reference check forms are provided to principals and managers responsible for hiring certificated staff. Principals submit the completed forms to the Personnel Services Division.
2. Reference checks for certificated substitute employees are completed by Personnel Services staff and filed appropriately.
3. The Personnel Services Division has developed a letter that is sent to all certificated applicants who have submitted incomplete applications. The letter outlines what is needed to complete the application process.
4. A letter also is sent to all certificated applicants who have completed applications. The letter outlines the hiring process and invites the applicants to the district’s job fair.
5. The recently developed Procedures and Policy Handbook includes a clearly defined section that addresses the selection/hiring process with appropriate forms and procedures. Several of the items have not been distributed or implemented as of this writing.

### Standard Implemented: Partially

June 2001 Rating:	4
December 2001 Rating:	5
June 2002 Self-Rating:	6
June 2002 New Rating:	6



### 3.9 Certificated Recruitment and Selection

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#### Professional Standard

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

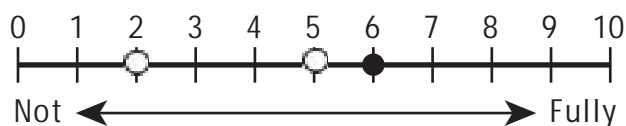
#### Progress on Recommendations and Improvement Plan

1. "Reference Checks for Certificated Candidates," Bulletin P-7, was issued to all principals September 21, 2001. The Personnel Services Division is following up on the bulletin. Principals receive forms by e-mail and fax. They e-mail or fax completed forms to the Personnel Services Division.
2. Personnel Services staff members complete substitute teacher reference checks. Completed reference check forms are not included in the employee's personnel file but are filed separately.
3. Some of the reference check forms that were submitted for review were not as thorough as one might expect.

#### Standard Implemented: Partially

June 2001 Rating:	2
December 2001 Rating:	5
June 2002 Self-Rating:	6
June 2002 New Rating:	6

Implementation Scale:



## 4.2 Classified Recruitment and Selection

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### Legal Standard

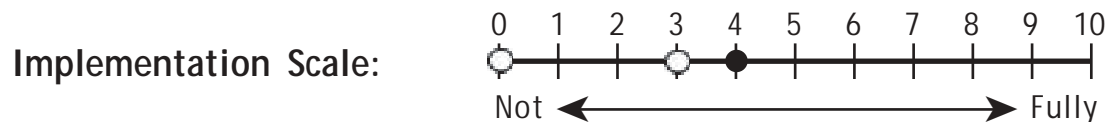
Employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided (EC 44100-44105).

### Progress on Recommendations and Improvement Plan

1. The district has developed and presented proposals to the classified bargaining unit that would add considerations besides seniority in making classified selections, and would allow the district to advertise and fill vacancies during the summer. The district and bargaining unit are at impasse on these items.
2. The Senior Personnel Assistant maintains a spreadsheet that lists all vacancies, key dates and individualized annotations regarding the status of each vacancy. There are currently approximately 100 vacancies listed, with some as old as November 2000. Many of the vacancies are for less than four-hour positions or require bilingual skills.
3. When promotional vacancies occur, the Classified Personnel Department works with the selecting administrator to ensure appropriate test materials are used and necessary topics are covered.
4. Although the Personnel Services has met a couple of times with appropriate stakeholders to review the use of substitutes and “temporaries,” there has been minimal change in existing practices. There are no procedures in place that would ensure that Education Code sections relating to the use of substitutes and short-term (temporary) employees are being followed.
5. The Personnel Services Division has developed procedures for the processing of personnel requisitions and notice of personnel action forms. In addition, a flow chart was developed that shows the required steps to establish and fill a new classified position. These documents do not appear to have been shared with anyone outside Personnel Services at this time.
6. Classified Personnel needs to develop written selection procedures that spell out the steps, time lines and responsibilities of all parties in the process. Site administrators need to be trained on these procedures.

### Standard Implemented: Partially

June 2001 Rating:	0
December 2001 Rating:	3
June 2002 Self-Rating:	6
June 2002 New Rating:	4



## 4.3 Classified Recruitment and Selection

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### Professional Standard

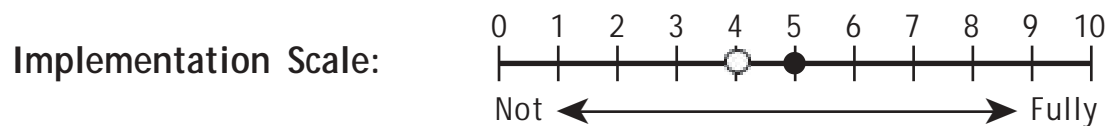
The job applicant form requests information that is legal, useful, pertinent, and easily understood.

### Progress on Recommendations and Improvement Plan

1. The Personnel Services Division has developed a draft of a new classified application form. The new draft eliminates the word “voluntary” from the requirement for providing references and includes a separate form for providing voluntary information on sex, ethnicity, and how the applicant learned of the opening.
2. The district has not yet developed written procedures for the handling of applications.
3. The draft application form should be produced in an attractive, professional format when finalized.
4. The draft application includes a request for an applicant’s social security number. It does not indicate that providing this information is voluntary until such time as the applicant is offered employment.
5. The application form in its present format does not appear to be “user friendly” for those who wish to complete it on a typewriter or with word processing software.

### Standard Implemented: Partially

June 2001 Rating:	4
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	7
June 2002 New Rating:	5



## 4.6 Classified Recruitment and Selection

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### Professional Standard

Appropriateness of required tests for a specific position is evident.

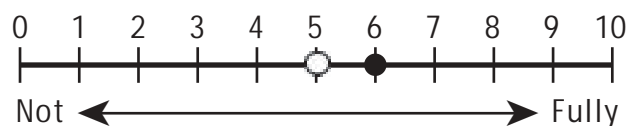
### Progress on Recommendations and Improvement Plan

1. The Classified Personnel Department is utilizing the services of the Cooperative Organization for the Development of Employee Selection Procedures (CODESP) for obtaining testing materials.
2. When promotional openings occur, the Classified Personnel Department works with the selecting administrator to ensure that appropriate questions are used in written tests.
3. Revised and updated job descriptions have been developed that more accurately reflect the required qualifications. The revised job descriptions are being negotiated, with an anticipated adoption date of June 30.
4. The time allocated for promotional interview panels has been increased from approximately 15 minutes to a minimum of 30 minutes for each interview.
5. The Classified Personnel Department has reviewed the need for conducting screening interviews for clerical and instructional aide substitutes. There is no process in place at this time.
6. The Classified Personnel Department is working with Adult Education for administering some of the classified employment examinations.

### Standard Implemented: Partially

June 2001 Rating:	5
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	6
June 2002 New Rating:	6

Implementation Scale:



## 5.2 Employee Orientation

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### Professional Standard

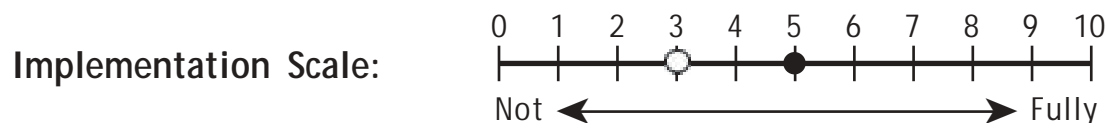
The Personnel Division provides orientation handbooks for new employee orientation in all classifications: substitutes, teachers and classified employees.

### Progress on Recommendations and Improvement Plan

1. The Classified Substitute Handbook has been revised and is ready for distribution for the opening of school 2002. This handbook does not include a table of contents, which would be helpful to those that use it.
2. The Substitute Teacher Handbook has been revised and is ready for distribution for the opening of school 2002. This handbook does contain a table of contents.
3. The Personnel Services Division has developed new draft copies of orientation handbooks for all certificated and classified non-management employees. Distribution is scheduled for the 2002-03 school year.
4. The Personnel Services Division has developed a new draft copy of an Orientation Handbook for Managers and Supervisors. Distribution is scheduled for the 2002-03 school year.
5. All draft copies of orientation handbooks could benefit from reviews by selected employees and organization leaders for suggestions or improvements prior to printing or distributing the handbooks.

### Standard Implemented: Partially

June 2001 Rating:	3
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	6
June 2002 New Rating:	5



## 5.3 Employee Orientation

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### Professional Standard

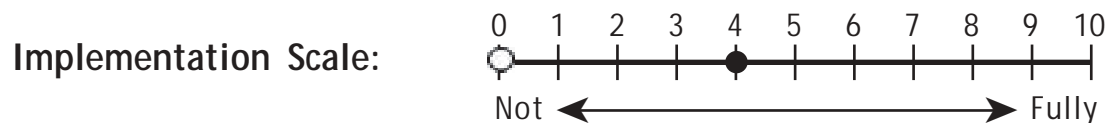
The Personnel Division has developed a video of the district activities and expectations for new employee orientation.

### Progress on Recommendations and Improvement Plan

1. The district reviewed neighboring districts' employee orientation videos.
2. The district has contracted with Aardvark Learning Systems to develop a New Employee Orientation Video. The contract has a target date for completion of August 1, 2002.
3. It was reported that, as of this writing, the video's development is under way and should be completed prior to the opening of school (2002).

### Standard Implemented: Partially

June 2001 Rating:	0
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	6
June 2002 New Rating:	4



## 6.2 Operational Procedures

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### Professional Standard

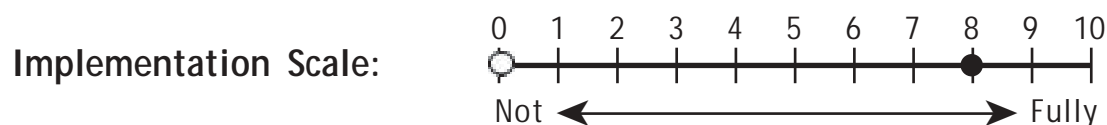
Personnel Division non-management staff members have individual desk manuals for all of the personnel functions for which they are held responsible.

### Progress on Recommendations and Improvement Plan

1. Each Personnel Services Division staff member has developed a desk manual for his/her workstation. The content of the manuals varies in nature. Some manuals contain detailed information on how to perform assigned tasks, while most contain general reference material.
2. It was reported that the desk manuals are a “work in progress” and that it is anticipated that individual employees will continue to add to and enhance their manuals.
3. It was reported that the new desk manuals will be used as part of the cross training of staff.
4. As work continues on adding to and enhancing the desk manuals, a standardized format that includes table of contents will be helpful. Also, it is important to include detailed instructions in the manual on how to complete major responsibilities.

### Standard Implemented: Fully - Substantially

June 2001 Rating:	0
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	8
June 2002 New Rating:	8





## 6.6 Operational Procedures

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### Professional Standard

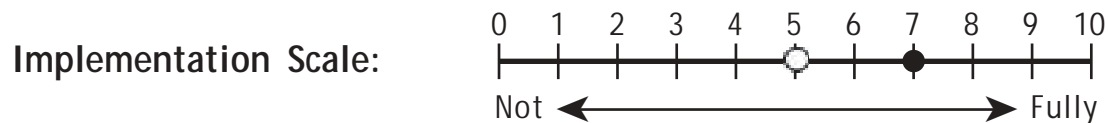
The Personnel Division has procedures in place that allow for both personnel and payroll staff to meet regularly to solve problems that develop in the process of new employees, classification changes and employee promotions.

### Progress on Recommendations and Improvement Plan

1. Personnel Services and Payroll staff members held their first joint meeting on March 11, 2002. During that meeting, it was decided to meet quarterly. The next meeting will be held on July 11, 2002.
2. The agenda for the first meeting included BiTech procedures, account codes, employment documents, and termination and hiring procedures.

### Standard Implemented: Partially

June 2001 Rating:	5
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	7
June 2002 New Rating:	7



## 6.9 Operational Procedures

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### Professional Standard

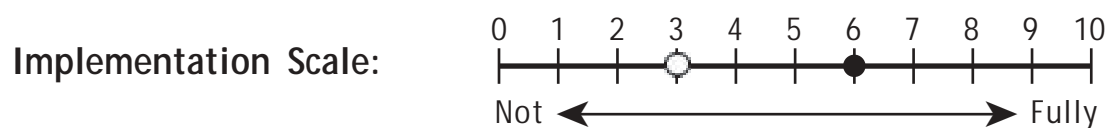
Personnel staff members attend training sessions/workshops to keep abreast of the most current acceptable practices and requirements facing personnel administrators.

### Progress on Recommendations and Improvement Plan

1. All Personnel Services staff members were asked to submit their professional and personal development goals and objectives in writing during February through April.
2. All staff members were provided training on how to prepare their goals and objectives.
3. Staff members listed those training activities that they believed they needed.
4. In addition, staff received training in BiTech software.
5. It was reported that personnel management anticipated individually reviewing with each employee his/her progress in receiving the requested training.

### Standard Implemented: Partially

June 2001 Rating:	3
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	6
June 2002 New Rating:	6



## 6.11 Operational Procedures

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### Professional Standard

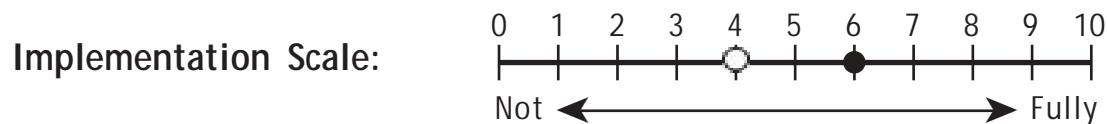
Established staffing formulas dictate the assignment of personnel to the various sites and programs.

### Progress on Recommendations and Improvement Plan

1. The district has developed staffing formulas for certificated classroom and classroom support positions, including teachers, counselors, Limited English Proficient (LEP) and special education.
2. It was reported that the district uses the written secondary school clerical staffing allocations established in December 1992. There is no written staffing formula for elementary schools, although there is an unwritten past practice that is followed, which is a school secretary and up to one FTE additional clerical assistance based on enrollment.
3. The district has a custodial staffing document that identifies the elements to be considered in determining custodial staffing. It was reported that, due to financial issues, the formula has not been applied.
4. The various staffing documents and past practices are not available in one document.

### Standard Implemented: Partially

June 2001 Rating:	4
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	6
June 2002 New Rating:	6



## 7.2 State and Federal Compliance

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### Legal Standard

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

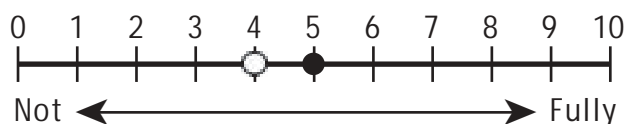
### Progress on Recommendations and Improvement Plan

1. The Personnel Services Division has developed board policies and administrative regulations in accordance with Education Code 49406. Board Policies 4112.4(a), 4211.4, and 4312.4 (Health Examinations), are on the board agenda for adoption June 5, 2002.
2. The appropriate administrative regulations for the above policies have been completed and will be presented to the Governing Board on June 5, 2002.
3. The new procedures manual does have some information concerning tuberculosis testing. A detailed procedure of how testing is monitored for both new and current employees has not been included in the manual.
4. The district sends notification letters to employees in an effort to comply with the requirements. The first letter is sent one month prior to the due date, with a second (warning) letter sent after the due date. It is recommended that the first letter be sent two months prior to the due date and the second (warning) letter be sent two or three weeks prior to the due date.
5. Employees should be placed on unpaid leave until they are in compliance with the law and board policy.

### Standard Implemented: Partially

June 2001 Rating:	4
December 2001 Rating:	4
June 2002 Self-Rating:	6
June 2002 New Rating:	5

Implementation Scale:



## 7.4 State and Federal Compliance

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### Legal Standard

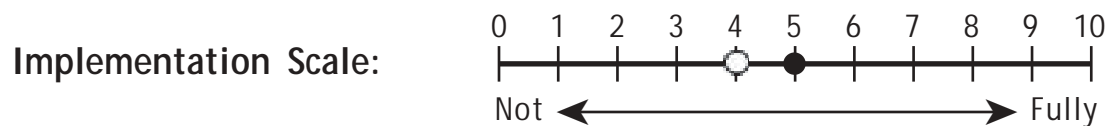
A clear, implemented policy exists on the prohibition of discrimination (Government Code 11135).

### Progress on Recommendations and Improvement Plan

1. The Personnel Services Division has developed new Board Policy 4030, Nondiscrimination in Employment, in accordance with the legal requirements. The policy is on the June 5, 2002 board agenda for adoption.
2. The appropriate administrative regulations to accompany Board Policy 4030 have been developed and will be presented to the Governing Board on June 5, 2002.
3. The Personnel Services Division is in the process of developing a standard non-discrimination statement to be used on all district materials and postings. The time line for completion is July 1, 2002.
4. The district is reviewing its placement of employment-related legal notifications at all work locations. A plan for placement, review and replacement of postings on an annual basis is being developed, with a target date of July 1, 2002.

### Standard Implemented: Partially

June 2001 Rating:	4
December 2001 Rating:	4
June 2002 Self-Rating:	6
June 2002 New Rating:	5



## 8.1 Use of Technology

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### Professional Standard

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

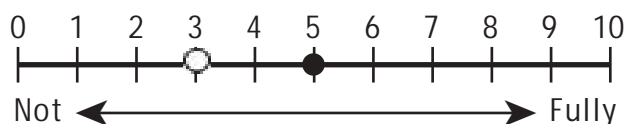
### Progress on Recommendations and Improvement Plan

1. The BiTech system is in place. Position control software is included in the system, and data is presently being entered into it.
2. A staff person has been identified and is working with Management Information Systems (MIS) and Payroll in the implementation of the position control module.
3. The Personnel Services Division is in the process of drafting a calendar of necessary reports that will be generated through the position control system. The division has met with MIS and discussed what reports are needed, but there is no written list of the reports.
4. It was reported that certificated applicant tracking was implemented in April 2002 and that a credential database was implemented in March 2002.

### Standard Implemented: Partially

June 2001 Rating:	3
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	6
June 2002 New Rating:	5

Implementation Scale:



## 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 for all employees.

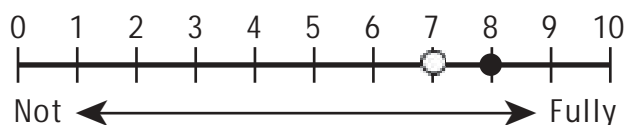
### Progress on Recommendations and Improvement Plan

1. The classified leadership team has adhered to regularly scheduled meetings (weekly) with all classified staff. Desk manual development and cross training has been included on the agenda for most meetings. A plan for cross training has been developed and desk manuals have been completed.
2. The district has developed and implemented in-service training programs for all employees. A calendar of training events indicates extremely comprehensive training activities for all employee groups.
3. The Personnel Services Division will develop and produce a monthly calendar of training events for all employees in the division beginning July 1, 2002.

### Standard Implemented: Fully - Substantially

June 2001 Rating:	7
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	8
June 2002 New Rating:	8

### Implementation Scale:



## 10.6 Evaluation/Due Process Assistance

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### Professional Standard

The Personnel Division has developed due process training for managers and supervisors.

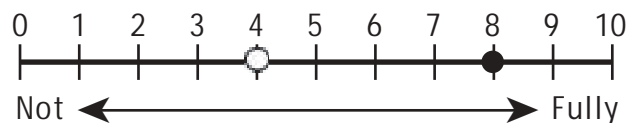
### Progress on Recommendations and Improvement Plan

1. The Personnel Services Division staff, with assistance from legal counsel, has provided managers with training in evaluation, progressive discipline, and due process. Training sessions included:
  - a. Teacher Evaluation Workshop for Principals – October 2, 2001
  - b. Principals' Workshop on Employee Transfer – Classified and Certificated Employees - March 12, 2002
  - c. Local One Contract Management – Series of five workshops (focus on evaluation process and the grievance/disciplinary process) – November 6, 7, 21, 27, 28, 2001
  - d. Classified Evaluations – Management Meeting – November 27, 2001
  - e. Grievance Workshop – Management Meeting – January 15, 2002
  - f. Principals' Workshop on Employee Discipline – Classified and Certificated Employees - February 12, 2002
  - g. FRISK Training for Managers and Supervisors – March 6, 2002

### Standard Implemented: Fully - Substantially

June 2001 Rating:	4
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	8
June 2002 New Rating:	8

Implementation Scale:





## 10.8 Evaluation/Due Process Assistance

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### Legal Standard

The district has developed a plan to address Peer Assistance and Review (PAR) (EC 44498, 44500-44508, 4462, and 44664).

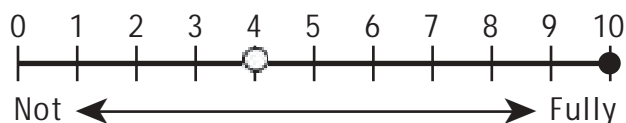
### Progress on Recommendations and Improvement Plan

1. The district and the United Teachers of Richmond signed off on a Peer Assistance and Review (PAR) agreement as part of the '99-'00 negotiations.
2. The PAR panel began meeting in the spring of 2000.
3. The district ended up having nine PAR coaches for 2001-02.
4. As the result of Governor and Legislature cuts in the pending 2002-2003 PAR program, the district anticipates having only six PAR coaches.
5. Collaboration between the United Teachers of Richmond and the district on this program has been reported as good.

### Standard Implemented: Fully – Sustained

June 2001 Rating:	4
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	10
June 2002 New Rating:	10

Implementation Scale:



## 12.2 Employer/Employee Relations

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### Professional Standard

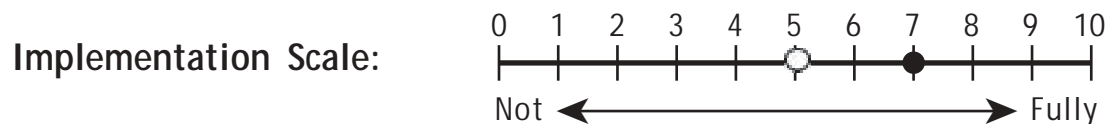
The Personnel Division involves site-level administrators in the bargaining and labor relations decision-making process.

### Progress on Recommendations and Improvement Plan

1. At a meeting of all principals in August, the district's outside legal counsel requested input regarding problems the principals were having with the current certificated collective bargaining agreement.
2. The district's in-house legal counsel met with all principals in the spring of that year to solicit input on the Local 1 classified collective bargaining agreement.
3. Both legal counsels made presentations to the Governing Board to discuss bargaining proposals and bargaining strategies to address changes needed in contracts.
4. The 2001-2002 bargaining teams included a high school and an elementary principal for certificated negotiations, while the classified and supervisor teams included a middle school and an elementary principal.
5. The Superintendent sent out a letter to all employees discussing budget problems for 2002-03.

### Standard Implemented: Partially

June 2001 Rating:	5
December 2001 Rating:	Not Reviewed
June 2002 Self-Rating:	7
June 2002 New Rating:	7





# Chart of Personnel Management Standards

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*Progress Ratings Toward Implementation of the Improvement Plan*

Personnel Management					
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Focus
1.1	An updated and detailed policy and procedures manual exists which delineates the responsibilities and operational aspects of the personnel office.	7	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.	7	NR	NR	
1.3	The Personnel Division has developed a Mission Statement that sets clear direction for personnel staff.	10	NR	NR	
1.4	The Personnel Division has an organizational chart and a functions chart which include the names, positions and job functions of all staff in the Personnel Division.	4	8	NR	
1.5	The Personnel Division has established goals and objectives directly related to the district's goals that are reviewed and updated annually.	10	NR	NR	
1.6	Individual staff members have developed goals and objectives in their areas of responsibility and a personal professional development plan.	3	NR	6	☐
1.7	The Personnel Division has a monthly activities calendar and accompanying lists of ongoing personnel activities to be reviewed by staff at planning meetings.	0	8	NR	
1.8	The Personnel Division head is a member of the Superintendent's Cabinet and participates in decision making early in the process.	10	NR	NR	
2.1	The Personnel Division utilizes the latest technological equipment for incoming and outgoing communications.	5	6	NR	

Personnel Management (continued)					
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 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 the telephone numbers where they may be contacted.	5	NR	8	
2.3	The Personnel Division provides an annual report of activities and services provided during the year.	10	NR	NR	
2.4	The Personnel Division staff is cross-trained to respond to client need without delay.	1	NR	6	
2.5	The Personnel Division holds regularly scheduled staff meetings.	4	6	10	
2.6	Various publications are provided on a number of subjects to orient and inform various clients.	4	NR	NR	<input type="checkbox"/>
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 (EC 44100-44105).	6	NR	NR	
3.2	Employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided.	6	NR	NR	<input type="checkbox"/>
3.3	The job application form requests information which is legal, useful, pertinent, and easily understood.	3	3	5	
3.4	The Personnel Division recruitment plan includes a training component for the district recruitment team.	7	NR	8	
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.	6	NR	NR	<input type="checkbox"/>

Personnel Management (continued)					
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Focus
3.6	The recruitment plan provides a cost estimate (included in the division budget) for the recruitment program.	6	NR	7	
3.7	A summary or evaluation of the results of the year's recruitment efforts is provided in written form.	6	NR	NR	<input type="checkbox"/>
3.8	Selection procedures are uniformly applied.	4	5	6	
3.9	The district systematically initiates and follows up on experience and reference checks on all applicants being considered for employment.	2	5	6	
4.1	The governing board will provide equal employment opportunities for persons without regard to race, color, creed, sex, religion, ancestry, national origin, age or disability (EC 44100-44105).	6	NR	NR	
4.2	Employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided (EC 44100-44105).	0	3	4	<input type="checkbox"/>
4.3	The job applicant form requests information that is legal, useful, pertinent, and easily understood.	4	NR	5	
4.4	The recruitment plan identifies various recruitment sources utilized in the search process for the numerous position classifications.	6	NR	NR	<input type="checkbox"/>
4.5	The district systematically initiates and follows up on all applicants being considered for employment.	6	NR	NR	<input type="checkbox"/>
4.6	Appropriateness of required tests for a specific position is evident.	5	NR	6	

Personnel Management (continued)					
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Focus
4.7	A summary of the recruitment efforts for the year is provided in written form.	10	NR	NR	
5.1	Initial orientation is provided for all new staff.	5	6	NR	
5.2	The Personnel Division provides orientation handbooks for new employee orientation in all classifications: substitutes, teachers and classified employees.	3	NR	5	
5.3	The Personnel Division has developed a video of the district activities and expectations for new employee orientation.	0	NR	4	
6.1	Personnel files are complete, well- organized and up-to-date.	4	NR	NR	
6.2	Personnel Division non-management staff members have individual desk manuals for all of the personnel functions for which they are held responsible.	0	NR	8	
6.3	The Personnel Division has an operation procedures manual for internal department use in order to establish consistent application of personnel actions.	1	6	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.	2	4	NR	
6.5	The Personnel Division provides an office environment with appropriate furniture, equipment, and materials.	4	NR	NR	☐
6.6	The Personnel Division has procedures in place 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.	5	NR	7	



Personnel Management (continued)					
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Focus
6.7	Wage and salary determination and ongoing implementation are handled without delays and conflicts (substitutes, temporary employees, stipends, shift differential, etc.).	6	NR	NR	<input type="checkbox"/>
6.8	Regulations or agreements covering various types of leaves are fairly administered.	10	NR	NR	
6.9	Personnel staff members attend training sessions/workshops to keep abreast of the most current acceptable practices and requirements facing personnel administrators.	3	NR	6	
6.10	The Personnel Division provides employees with appropriate forms for documenting requested actions (i.e., leaves, transfers, resignations, retirements).	10	NR	NR	
6.11	Established staffing formulas dictate the assignment of personnel to the various sites and programs.	4	NR	6	
7.1	Policies and regulations exist regarding the implementation of AB 1610 and AB 1612 on fingerprinting requirements. Education Codes: 44237, 45125, 45125.1, 44332.6, 44346.1, 44830.1, 45122.1.	4	NR	NR	<input type="checkbox"/>
7.2	The governing board requires every employee to present evidence of freedom from tuberculosis as required by state law (EC 44839, 49406).	4	4	5	<input type="checkbox"/>
7.3	No person shall be employed as a teacher's aide unless that person has passed the basic reading, writing, and mathematic skills proficiencies required for graduation from high school (EC 45361.5).	8	NR	NR	
7.4	A clear implemented policy exists on the prohibition of discrimination (Government Code 11135).	4	4	5	

Personnel Management (continued)					
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Focus
7.5	All certificated persons hold one or more valid certificates, credentials or life diplomas which allow the holder to engage in school services designated in the document (EC 44006).	6	NR	NR	<input type="checkbox"/>
7.6	Duties to be performed by all persons in the classified service and other positions not requiring certification are fixed and prescribed by the governing board (EC 45109).	3	4	NR	
7.7	Professional growth requirements for maintenance of a valid credential exist (EC 44277).	10	NR	NR	
7.8	Current position descriptions are established for each type of work performed by certificated and classified employees (EC 35020).	3	4	NR	<input type="checkbox"/>
7.9	The district has established a process by which all required notices/in-service training have been performed and documented, i.e., child abuse reporting, blood-borne pathogens, sexual harassment, non-discrimination, etc. (EC 44691, GC 8355).	10	NR	NR	
7.10	The district is in compliance with Title IX policies on discrimination and Government Code 12950(a) posting requirements concerning harassment or discrimination.	8	NR	NR	
7.11	The district is in compliance with the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA).	10	NR	NR	
7.12	The district is in compliance with the Family Medical Leave Act (FMLA) including posting the proper notifications.	9	NR	NR	
7.13	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.	4	NR	NR	<input type="checkbox"/>

Personnel Management (continued)					
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Focus
7.14	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.	1	NR	NR	<input type="checkbox"/>
8.1	An online position control system is utilized and is integrated with payroll/financial systems.	3	NR	5	
8.2	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.	7	NR	NR	
8.3	The certificated and classified departments of the Personnel Division have in place an applicant tracking system.	1	5	NR	<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.	1	4	NR	
8.5	The Personnel Division utilizes the latest technology to provide staff and clients with improved communications (i.e., voice mail, fax, e-mail).	4	5	NR	
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, and workers' compensation benefits.	2	5	NR	

Personnel Management (continued)					
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Focus
9.1	The district has developed a systematic program for identifying areas of need for in-service training for all employees.	7	NR	8	
9.2	The district shall make provisions for department-directed staff development activities (EC 52034(g)).	8	NR	NR	
9.3	Teachers and other professional school services personnel are provided diversity training (EC 44560).	10	NR	NR	
9.4	The district has adopted policies and procedures regarding the recognition and reporting of sexual harassment (GC 12940).	7	NR	NR	<input type="checkbox"/>
9.5	The district provides training for all management and supervisory staff responsible for employee evaluations.	4	5	NR	
9.6	The district provides training opportunities to managers and supervisors in leadership development and supervision. Training topics might include: interpersonal relationships, effective supervision, conflict resolution, cultural diversity, gender sensitivity, team building, etc.	4	6	NR	
9.7	The district develops handbooks and materials for all training components.	6	NR	NR	
10.1	The evaluation process is a regular function related to each employee and involves criteria related to the position.	4	NR	NR	
10.2	Standards for the evaluation of management and supervisors will be developed and implemented.	2	3	NR	<input type="checkbox"/>
10.3	A clear policy and practice exists for the written evaluation and assessment of certificated employees. (EC 44663)	5	NR	NR	

Personnel Management (continued)					
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Focus
10.4	The Personnel Division provides a process for the monitoring of employee evaluations and the accountability reporting of their completion.	4	NR	NR	<input type="checkbox"/>
10.5	The Personnel Division has developed an evaluation handbook for management and supervisory training.	0	2	NR	
10.6	The Personnel Division has developed due process training for managers and supervisors.	4	NR	8	
10.7	The Personnel Division has developed a process for providing assistance to marginal employees (remediation).	0	NR	NR	<input type="checkbox"/>
10.8	The district has developed a plan to address a Peer Assistance and Review Program (PAR) (EC 44498, 44500-44508, 44662, and 44664).	4	NR	10	
11.1	The Personnel Division has developed a program for retirement counseling, including: STRS counseling, PERS counseling, and "life after retirement."	7	NR	NR	
11.2	The Personnel Division has developed recognition programs for all employee groups.	9	NR	NR	
11.3	The Personnel Division has available to its employees various referral agencies to assist employees in need.	6	NR	NR	
11.4	Employee benefits are well understood by employees through periodic printed communications provided by the Personnel Division.	3	NR	NR	<input type="checkbox"/>
11.5	The Personnel Division provides new hires with a detailed explanation of benefits, the effective date of coverage, along with written information outlining their benefits and when enrollment forms must be returned to implement coverage.	4	NR	NR	
11.6	Employees are provided the state's injury report form (DWC Form 1) within one working day of having knowledge of an injury or illness.	9	NR	NR	
11.7	The district notifies the third party administrator of an employee's claim of injury within five working days of having knowledge of the injury and forwards a completed Form 5020 to the insurance authority.	10	NR	NR	

Personnel Management (continued)					
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Focus
11.8	The district workers' compensation experiences and activities are reported periodically to the Superintendent's Cabinet.	8	NR	NR	
11.9	The workers' compensation unit is actively involved in providing injured workers with an opportunity to participate in a modified duty program.	10	NR	NR	
11.10	The workers' compensation unit maintains the California OSHA log for all work sites and a copy is posted at each work site during the month of February as required.	10	NR	NR	
12.1	Salary schedules and benefits are competitive.	5	NR	NR	
12.2	The Personnel Division involves site-level administrators in the bargaining and labor relations decision making process.	5	NR	7	
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	<input type="checkbox"/>
12.4	The Personnel Division provides a clearly defined process for bargaining with its employee groups (i.e., traditional, interest-based).	6	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).	6	8	NR	
12.6	The Personnel Division provides clearly defined forms and procedures in the handling of grievances for its managers and supervisors.	6	NR	NR	<input type="checkbox"/>
12.7	Bargaining proposals and negotiated settlements are "sunshined" in accordance with the law to allow public input and understanding of the cost implications and, most importantly, the effects on the children of the district.	10	NR	NR	