



West Contra Costa Unified School District

Personnel Management

Comprehensive Review
January 2003

**Administrative Agent
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Office of Kern County
Superintendent of Schools**

Chief Executive Officer
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1.6 Organization and Planning

Professional Standard

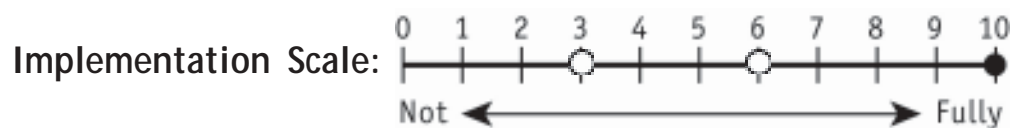
Individual staff members have developed goals and objectives in their areas of responsibility and a personal professional development plan.

Progress on Recommendations and Improvement Plan

1. Every staff member has developed written goals in his/her area of responsibility for the second consecutive year.
2. Every staff member has also been required to develop a professional development plan for himself/herself. This is the second year of this activity.
3. The goals for each employee have become a part of his/her evaluation.

Standard Implemented: Fully – Sustained

June 2001 Rating:	3
December 2001 Rating:	Not Reviewed
June 2002 Rating:	6
December 2002 Self-Rating:	8
December 2002 New Rating:	10



2.6 Communications: Internal/External

Professional Standard

Various publications are provided on a number of subjects to orient and inform the district's various clients.

Progress on Recommendations and Improvement Plan

1. The Personnel Services Division has developed drafts of three separate employee handbooks: one for certificated, one for classified, and one for management employees.
2. The handbooks contain information regarding the missions of the district and the Personnel Services Division, the academic school calendar, a directory of schools, and information on unions and associations. They also contain employment-related forms.
3. The handbooks contain specific procedures for initial employment. They also contain information for employees on use of the substitute system, leaves, transfers and evaluation.
4. The handbooks cover issues of employee safety, drug- and alcohol-free workplace, use of volunteers, workers' compensation benefits and unemployment.
5. The handbooks are designed to be used during employee induction. The plan is to introduce the completed handbooks in the spring of 2003 for employees being hired for 2003-04. Copies of handbooks also will be distributed to current employees once they are ready for distribution.

Standard Implemented: Partially

June 2001 Rating:	4
December 2001 Rating:	Not Reviewed
June 2002 Rating:	Not Reviewed
December 2002 Self-Rating:	7
December 2002 New Rating:	6



3.2 Certificated Recruitment and Selection

Professional Standard

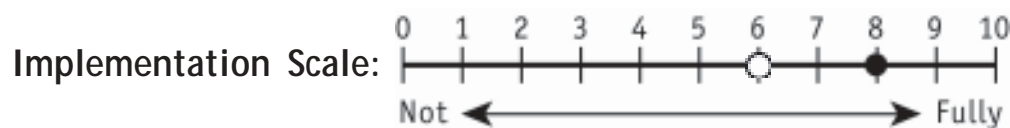
Employment procedures and practices are conducted in a manner that assures equal employment opportunities. Written hiring procedures are provided.

Progress on Recommendations and Improvement Plan

1. The Personnel Services Division has begun to compile office procedures in written form.
2. The Personnel Services Division stated that written guidelines have been prepared regarding the hiring of applicants with previous convictions or who have pending criminal court cases and are being reviewed by legal counsel. Once the review is complete, training will be planned and provided. This should occur before the 2003-04 school year hiring takes place.
3. The Web site has not been updated for several months. The district presently has a half-time Web Master position advertised.
4. Transfer rounds for 2003 have been scheduled in March, which is earlier than ever before. The district has negotiated dropping rounds from four to three, with the process ending in May. This should facilitate the staffing of schools in a timelier manner.

Standard Implemented: Fully - Substantially

June 2001 Rating:	6
December 2001 Rating:	Not Reviewed
June 2002 Rating:	Not Reviewed
December 2002 Self-Rating:	8
December 2002 New Rating:	8



3.5 Certificated Recruitment and Selection

Professional Standard

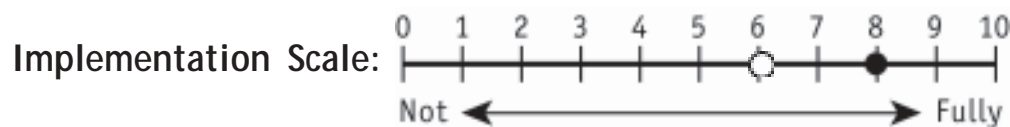
The recruitment plan identifies placement centers, colleges and publications where there are significant numbers of candidates to meet the district's diverse needs.

Progress on Recommendations and Improvement Plan

1. The Certificated Personnel Department has completed a comprehensive written review of the 2001-02 school year recruitment efforts.
2. Recruitment planning for the 2002-03 school year has taken into consideration the results of the previous year's efforts and results.
3. The breakdown presented of the 172 new hires for 2002-03 new hires yielded very important recruitment statistics and needs to be expanded to include the number of minority hires.
4. The district has made a sincere effort this past year to expand recruitment efforts toward minority hiring. Although results were not the best, efforts should continue.
5. The district reported that the Teaching As a Priority (TAP) grant monies were used to hire 56 new credentialed teachers for its focus schools.

Standard Implemented: Partially

June 2001 Rating:	6
December 2001 Rating:	Not Reviewed
June 2002 Rating:	Not Reviewed
December 2002 Self-Rating:	8
December 2002 New Rating:	8



3.7 Certificated Recruitment and Selection

Professional Standard

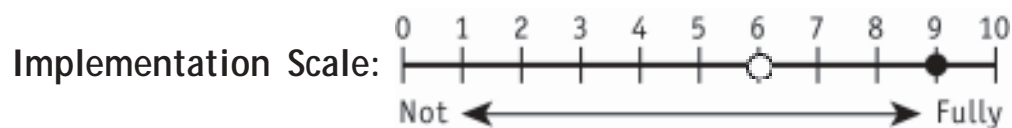
A summary or evaluation of the results of the year's recruitment efforts is provided in written form.

Progress on Recommendations and Improvement Plan

1. The Certificated Personnel Department provided information on the 2001-02 recruitment efforts that included the number of new hires per recruitment effort and the cost associated with each recruitment effort.
2. The report also included the number of fully credentialed, intern, pre-intern, emergency and waiver teachers hired over the last five years.

Standard Implemented: Fully – Substantially

June 2001 Rating:	6
December 2001 Rating:	Not Reviewed
June 2002 Rating:	Not Reviewed
December 2002 Self-Rating:	8
December 2002 New Rating:	9



4.2 Classified Recruitment and Selection

Professional 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 contracted with a consultant to revise all job descriptions for classified positions, and initial meetings were held with Local One and the School Supervisors Association (SSA) to review them. Department heads and supervisors have been involved in this process. As tests are revised, each department head and/or supervisor is involved in the revisions.
2. The selection process for classified personnel is included in the Personnel Procedures and Policy Manual as well as on the district Web site. During 2001-02, training was provided to administrators on contract management, including the selection process. Training is scheduled to begin again in January 2003.
3. Several changes were made in the Local One/West Contra Costa Unified School District collective bargaining agreement during the last set of negotiations. These include:
 - a. The number of candidates to be included on the interview list was increased from three to five, giving the district more candidates to consider for each vacancy.
 - b. New language addressing the filling of vacancies includes the provision to fill vacancies within 90 work days plus school recess periods.
 - c. A pilot hiring project will occur during the summer of 2003 to start addressing the need to hire throughout the year.
 - d. A health benefits committee was established to investigate cost containment and other possible benefit options. This committee may also review the issue of lifetime health benefits. This committee will also have representatives from the administration and other bargaining units.
4. There was no change in the Local One contract dealing with seniority and its significance in the selection process for classified employees.
5. Administrators met several times in early 2002 to review issues associated with the “substitute” and “temporary” employee situation. However, there has been no change in existing practices. There are still 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.
6. The district has negotiated a three-year collective bargaining contract with Local One. Only mutually agreed upon issues can be reopened through 2003-2004. For 2004-05, salary plus two articles per party will be negotiated. This will probably be the next time the district is able to negotiate regarding the seniority-related issues.

Standard Implemented: Partially

June 2001 Rating:	0
December 2001 Rating:	3
June 2002 Rating:	4
December 2002 Self-Rating:	6
December 2002 New Rating:	5



4.4 Classified Recruitment and Selection

Professional Standard

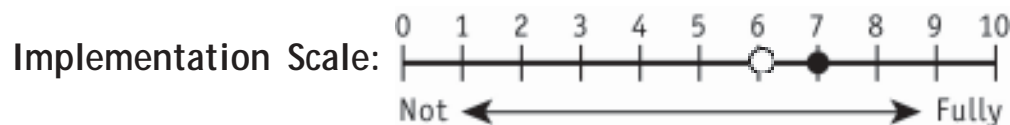
The recruitment plan identifies various recruitment sources utilized in the search process for the numerous position classifications.

Progress on Recommendations and Improvement Plan

1. The Personnel Services Division has identified new sources of recruitment for classified employees.
2. The Director of Classified Personnel has made presentations at Berkeley One Stop, an organization that provides job skills and contacts for job placement.
3. The district plans to make a presentation to the Richmond One Stop agency in an attempt to broaden its recruitment of classified employees.
4. A flier was developed that announced the district was looking for substitute instructional aides as well as food services aides and clerical workers. It outlined the minimum requirements and gave telephone number and district office address information. The flier was sent out to all elementary school principals to be sent home to parents in October 2001. It was reported that there was a good response to the flier.
5. The Personnel Services Division is developing an announcement that can be distributed through local churches and community-based organizations that will outline the benefits of substitute work. This announcement is scheduled to be completed in December 2002.
6. The district is also sending classified employment materials to the local community college, three East Bay work locations, and Rubicon, a local community organization.
7. A written recruitment plan for classified employees is currently in draft form. It includes a list of recruitment locations/resources the district plans to use for various types of positions and classifications.

Standard Implemented: Partially

June 2001 Rating:	6
December 2001 Rating:	Not Reviewed
June 2002 Rating:	Not Reviewed
December 2002 Self-Rating:	8
December 2002 New Rating:	7



4.5 Classified Recruitment and Selection

Professional Standard

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

Progress on Recommendations and Improvement Plan

1. The district has revised its practices so that it now only accepts applications for positions that are advertised for promotion and/or transfer.
2. The district has implemented procedures requiring the employee to contact the school/work site to schedule an interview when applying for a transfer.
3. The Personnel Services Division staff calls the employee at the end of the week to see if the interview has been completed. If no interview has been held and/or there has been no contact by the principal/supervisor, the Personnel Services Division staff intervenes to move the process along.
4. The district has a reference check form for classified personnel. At least one reference check by an administrator/supervisor is required prior to hiring a candidate. The form is sent to the Director of Classified Personnel for review before employment is offered to a candidate.
5. The Personnel Services Division should continue to consider using a job interest card for those classifications where there is no current opening.
6. The district should develop an administrative bulletin for classified reference checks similar to that used in certificated personnel.

Standard Implemented: Partially

June 2001 Rating:	6
December 2001 Rating:	Not Reviewed
June 2002 Rating:	Not Reviewed
December 2002 Self-Rating:	8
December 2002 New Rating:	7



6.5 Operational Procedures

Professional Standard

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

Progress on Recommendations and Improvement Plan

1. The Personnel Services Division has been upgrading its office equipment with new computers, a fax machine, a scanner, and a CD-ROM reader/writer.
2. The physical space of the Personnel Services Division continues to present problems. Classified staff is still separated, and the Certificated Personnel Director and Administrative Assistant are still in a location separate from the division office.
3. The division has been exploring options for space utilization. The current restrictions of the administrative facilities offer very few alternatives. There has been some discussion of adding a two-story modular unit to the complex to relieve some of the overcrowding.
4. The district must continue to focus on reorganizing space in an attempt to centralize all personnel operations. Care should be taken to assure that personnel services are freely accessible to all candidates, especially those who are physically handicapped.
5. The district should explore the feasibility of a space allocation plan that combines the movement of the Management Information System center, the installation of additional modular buildings and the centralization of personnel services on the ground floor, easily accessible to all applicants.

Standard Implemented: Partially

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



6.7 Operational Procedures

Professional Standard

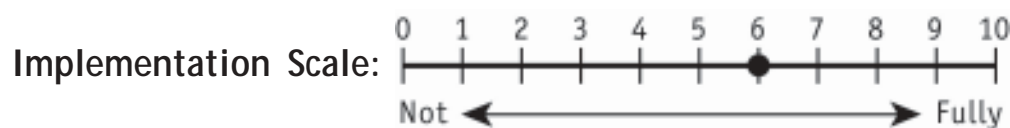
Wage and salary determinations and ongoing implementation are handled without delays and conflicts (substitutes, temporary employees, stipends and shift differential, etc.).

Progress on Recommendations and Improvement Plan

1. The Personnel Services Division publishes salary schedules for all bargaining units. Included on the schedules are procedures outlining salary placement. These are also included in the division's Procedures and Policies Handbook.
2. There is also salary placement information for certificated personnel included in documents to be e-mailed to principals by the Certificated Personnel Department.
3. For classified employees, the collective bargaining agreement provides for new employees normally to be placed on the first step of the salary schedule. It does, however, allow for more advanced placement where there are recruitment difficulties or a candidate with outstanding qualifications is to be hired. If this occurs, all current employees in that class must be paid at the same or higher step as the new employee.
4. It was reported by the Personnel Services Division that the Bi-Tech system used by the district for personnel and payroll does not currently have a mechanism to initiate longevity increments for classified employees. As an intermediate step, the Classified Personnel Department has developed an Access spreadsheet to track longevity and to eliminate the labor-intensive Cardex system by March 2003. However, this spreadsheet system is still labor-intensive.
5. The district must continue to pursue the establishment of a classified employee longevity tracking system that is an integral part of the district's computerized payroll/personnel system.

Standard Implemented: Partially

June 2001 Rating:	6
December 2001 Rating:	Not Reviewed
June 2002 Rating:	Not Reviewed
December 2002 Self-Rating:	8
December 2002 New Rating:	6



7.1 State and Federal Compliance

Professional Standard

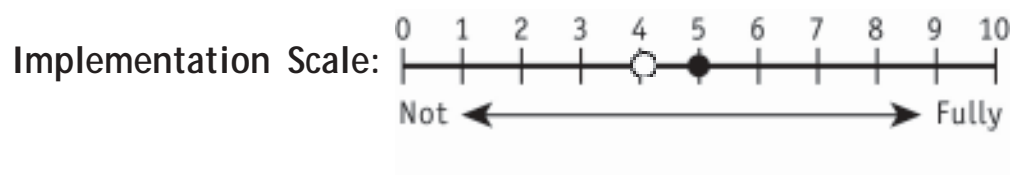
Policies and regulations exist regarding the implementation of fingerprinting requirements.

Progress on Recommendations and Improvement Plan

1. The California School Boards Association (CSBA) has been contacted to obtain model board policies addressing legal requirements for fingerprinting all new employees. The district's legal counsel is responsible for reviewing and preparing new policies for board approval. There is no updated policy adopted at this time.
2. A Fingerprint Clerk Desk Manual has been developed.
3. Several employees have been trained to perform fingerprinting tasks. Cross training has taken place.

Standard Implemented: Partially

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



7.2 State and Federal Compliance

Professional Standard

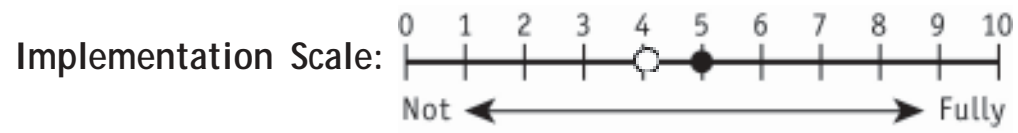
The governing board requires every employee to present evidence of freedom from tuberculosis as required by state law (EC 44839, 49406).

Progress on Recommendations and Improvement Plan

1. A request has been made to California School Boards Association (CSBA) for a model policy addressing legal requirements for tuberculosis testing.
2. CSBA has been contracted to place all existing board policies on the Internet and update them for compliance with legal requirements.
3. Health examination board policies and accompanying administrative regulations for Board Policies 4112.4, 4212.4, and 4312.4 have been updated and were scheduled for approval in June 2002. It was reported that they have not gone to the Governing Board as of this date.
4. The procedures manual provides directions for the monitoring of tuberculosis testing. Appropriate forms are provided to all new employees.
5. An automated system has not been developed or implemented for tracking the testing renewal dates or for generating notification letters to employees.
6. The previous form letter regarding tuberculosis due date stated that "Pay warrants will be held if test results are not submitted to Personnel by due date."
7. New forms have been developed for issuance to new and continuing employees. They do not provide a consequence if the due date is missed.
8. A procedure needs to be developed that contains consequences for noncompliance. Consequences should be the removal from the position (unpaid) until a tuberculosis clearance is submitted.

Standard Implemented: Partially

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



7.5 State and Federal Compliance

Professional Standard

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

Progress on Recommendations and Improvement Plan

1. The salary cards previously used for retaining salary information will remain in use until the plan for improving data collecting and data retrieval can be generated through the Bi-Tech system.
2. Lists of credential reports needed have been developed with input from personnel staff. Fields are available in the Bi-Tech system that can be utilized to input necessary data. Credential information is being entered in the system.
3. The Personnel Services Division staff needs to continue to work with Bi-Tech and Management Information Systems to develop appropriate query systems in order to retrieve information and provide desired reports.
4. Funding needs to be available for providing staff time to input data into the Bi-Tech system. Staff training on Bi-Tech needs to continue.
5. Cross training has taken place so that credential information is readily available.
6. Consider sending additional staff for credential training at the Contra Costa County Office of Education and California Commission on Teacher Credentialing (CCTC).

Standard Implemented: Partially

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



7.8 State and Federal Compliance

Professional Standard

Current position descriptions are established for each type of work performed by certificated and classified employees (Education Code § 35020).

Progress on Recommendations and Improvement Plan

1. Current position descriptions have been provided to a consultant for reviewing and updating.
2. A Job Description Manual has been developed (September 2002) that includes directions for development of job descriptions, including legal requirements and questionnaires.
3. All classified job descriptions have been received as revised by the consultant, and meetings with unions (Local One and the School Supervisors Association (SSA)) have been held. Final agreement has not been reached.
4. Certificated job descriptions and management job descriptions have not been received from the consultant.

Standard Implemented: Partially

June 2001 Rating:	3
December 2001 Rating:	4
June 2002 Rating:	Not Reviewed
December 2002 Self-Rating:	4
December 2002 New Rating:	4



7.13 State and Federal Compliance

Professional Standard

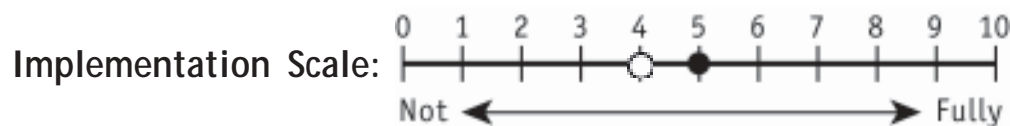
The district is in compliance with the Americans with Disabilities Act (ADA) of 1990 in application procedures, hiring, advancement or discharge, compensation, job training and other terms, conditions and privileges of employment.

Progress on Recommendations and Improvement Plan

1. The California School Boards Association (CSBA) has been contracted to update board policies. New policies to be adopted need to include appropriate language to assure compliance with Americans with Disabilities Act requirements.
2. Medical records need to be separated from employees' general personnel files. The Personnel Services Division staff should implement online filing of medical records. It is the express desire of the Personnel Services Division to have personnel files of all employees online with a separate confidential information file.
3. Specific training for interviewers needs to be developed regarding appropriate questions to ask concerning physical and mental qualifications for various positions. A training program is targeted for completion and implementation by April 2003.

Standard Implemented: Partially

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



7.14 State and Federal Compliance

Professional Standard

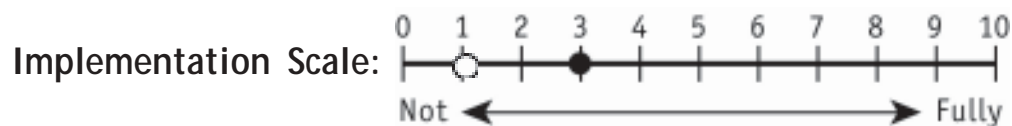
The district has identified exempt and nonexempt employees and has promulgated rules and regulations for overtime that are in compliance with the Fair Labor Standards Act (FLSA) and California statutes.

Progress on Recommendations and Improvement Plan

1. The district has contracted with a consultant for reviewing, updating and writing job descriptions that identify each description as either exempt or non-exempt for FLSA purposes.
2. A bulletin was distributed to all managers that detailed the procedures for granting permission to pay overtime in compliance with the collective bargaining agreement.
3. A plan to annually review bulletin boards needs to be developed so that outdated information can be replaced. The target date for plan completion is January 2003.

Standard Implemented: Partially

June 2001 Rating:	1
December 2001 Rating:	Not Reviewed
June 2002 Rating:	Not Reviewed
December 2002 Self-Rating:	3
December 2002 New Rating:	3



8.3 Use of Technology

Professional Standard

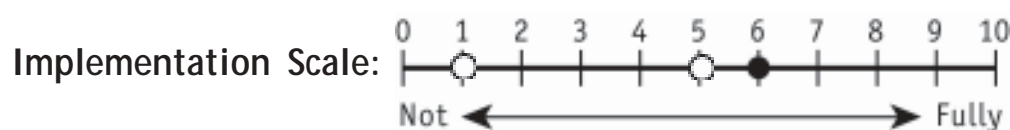
The certificated and classified departments of the Personnel Services Division have an applicant tracking system in place.

Progress on Recommendations and Improvement Plan

1. It was reported by the Personnel Services Division that the Bi-Tech system has limited capabilities in the area of applicant tracking. The Personnel Services Division has been meeting with Management Information Systems and Bi-Tech to maximize the system's use of standardized reports. There is, however, a need to have additional system components that would allow the Personnel Services Division to run query programs.
2. The Certificated Personnel Department is also working with the Regional Teacher Recruitment Center and Ed-Join to allow district administrators online access to applicant files.
3. The Classified Personnel Department has developed a database to track vacancies and the number of candidates interviewed and tested. This database also includes dates of postings, closings, and interviews. However, this database does not track individual job applicants.
4. Members of the Classified Personnel Department were trained by Bi-Tech on the applicant tracking module January 8-10, 2001.
5. The Assistant Superintendent of Personnel Services has conducted surveys of staff to determine division needs, areas of problem, areas needing improvement, and training needs.
6. The Personnel Services Division must continue to work with Management Information Systems and Bi-Tech to further develop the Bi-Tech system and its applicant tracking potential for both certificated and classified employment. These meetings should also be used to determine training needs for Personnel Services Division staff and the scheduling of such training.

Standard Implemented: Partially

June 2001 Rating:	1
December 2001 Rating:	5
June 2002 Rating:	Not Reviewed
December 2002 Self-Rating:	6
December 2002 New Rating:	6



9.4 Staff Training

Professional Standard

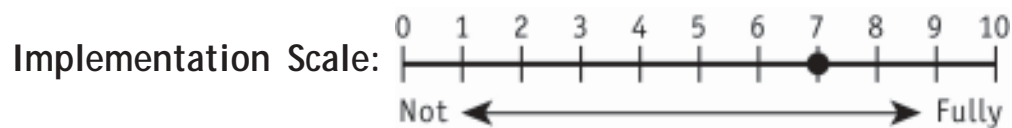
The district has adopted policies and regulations regarding the recognition and reporting of sexual harassment (Government Code § 12940).

Progress on Recommendations and Improvement Plan

1. Sexual harassment training was provided to administrators and supervisors, who have the responsibility to train all staff. Fifty-two administrators received the training.
2. Sexual Harassment Discrimination Policy/Complaint Procedures are established in Board Policies 4119.11, 4219.11, and 4319.11. Administrative regulations also are established.
3. On October 4, 2002, training was provided at the Classified Training Day for employees in Maintenance, Operations and Preschool.
4. Legal mandates are distributed to all new employees, and the employees sign off upon receipt of the mandates.
5. There needs to be a process for evaluating the training provided to all employee groups in order to assure the consistency.

Standard Implemented: Partially

June 2001 Rating:	7
December 2001 Rating:	Not Reviewed
June 2002 Rating:	Not Reviewed
December 2002 Self-Rating:	9
December 2002 New Rating:	7



10.2 Evaluation/Due Process Assistance

Professional Standard

Standards for the evaluation of management and supervisors will be developed and implemented.

Progress on Recommendations and Improvement Plan

1. The district is currently using the same evaluation system for classified supervisors as is used for all classified employees. There are no scheduled meetings with the Supervisors Association regarding the development of a supervisor evaluation instrument.
2. A new evaluation procedure for administrators is being piloted this year. This evaluation process includes measurement in five areas:
 - a. Teaching and Learning for Equity and High Achievement
 - b. Systems Thinking and Practices to Develop a Learning Community
 - c. Building Organizational Capacity through Equitable Allocations of Resources
 - d. Ethical, Caring, and Reflective Practice
 - e. Engaging and Influencing Forces in the Larger Community

Standard Implemented: Partially

June 2001 Rating:	2
December 2001 Rating:	3
June 2002 Rating:	Not Reviewed
December 2002 Self-Rating:	5
December 2002 New Rating:	5



10.4 Evaluation/Due Process Assistance

Professional Standard

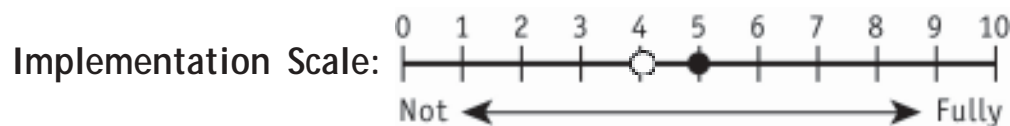
The Personnel Services Division provides a process for the monitoring of employee evaluations and the accountability reporting of their completion.

Progress on Recommendations and Improvement Plan

1. The Personnel Services Division plans to develop a formal evaluation tracking system by February 2003. The Bi-Tech system has a screen upon which tracking information regarding evaluations can be entered. It is not presently being used. It is the Personnel Services Division's desire to provide Cabinet the results of this formal system in July 2003.
2. The Personnel Services Division provides a bulletin to principals/department heads on the certificated evaluation process. This bulletin includes an evaluation calendar.
3. Neither the new administrators' evaluation form nor the classified evaluation form used by supervisors has a place for how well they evaluate the staff under their supervision.
4. There is still a practice in the district not to require evaluation of classified employees who have more than five years experience in the district.

Standard Implemented: Partially

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



10.7 Evaluation/Due Process Assistance

Professional Standard

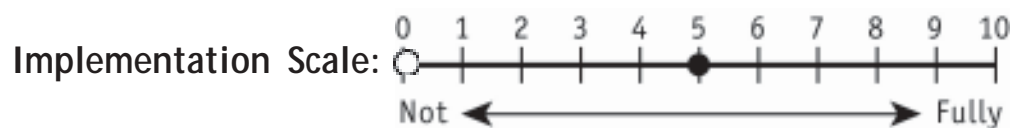
The Personnel Services Division has developed a process for providing assistance to marginal employees (remediation).

Progress on Recommendations and Improvement Plan

1. The district General Counsel and the Assistant Superintendent, Personnel Services, conducted training in evaluation for management personnel in August 2002. The Director of Classified Personnel provided training for classified supervisors.
2. The Peer Assistance and Review (PAR) program is in its third year. PAR program coaches are assigned any teacher with an unsatisfactory evaluation. PAR coaches' caseloads are limited to 15 teachers. This number includes referred teachers, volunteer teachers, and new teachers.
3. A draft of a plan of action to be used with ineffective classified employees has been developed, but the district has not shared it with the union for its review, recommendations or agreed-upon process.

Standard Implemented: Partially

June 2001 Rating:	0
December 2001 Rating:	Not Reviewed
June 2002 Rating:	Not Reviewed
December 2002 Self-Rating:	5
December 2002 New Rating:	5



11.4 Employee Services

Professional Standard

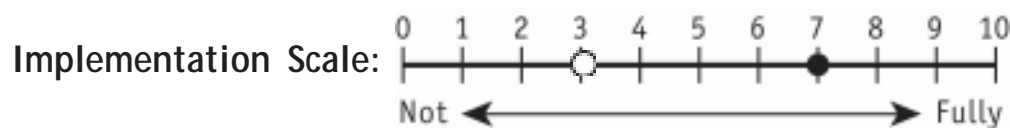
Employee benefits are well understood by employees through periodic printed communications provided by the Personnel Services Division.

Progress on Recommendations and Improvement Plan

1. New employees in groups of 20 to 30 received benefit information, assistance and discussion time during orientation sessions held during June, July and August.
2. Retirees and active employees took part in the Health Benefit Information Fair held in October 2002. Representatives from various health plan organizations were present to answer questions.
3. Keenan & Associates and the district plan to prepare and distribute a benefits newsletter to employees on a quarterly basis. The first newsletter is targeted for distribution in February 2003.

Standard Implemented: Partially

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



12.3 Employer/Employee Relations

Professional Standard

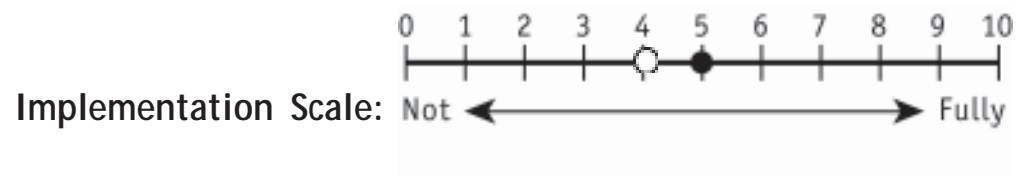
The Personnel Services Division provides all managers and supervisors (certificated and classified) training in contract management, with emphasis on the grievance process and administration.

Progress on Recommendations and Improvement Plan

1. The district distributed collective bargaining agreements to each manager/supervisor at the beginning of the 2001-02 school year. Newly negotiated contracts are being prepared and will be distributed to managers and supervisors as soon as they are finished.
2. The district plans to put all of the collective bargaining agreements on the district Web site once a Webmaster has been employed. The position of one half-time Webmaster is currently being advertised.
3. As new managers/supervisors are employed, they are given copies of the appropriate current collective bargaining agreements.
4. During 2001-02, the district provided each manager/supervisor with training on contract management. The district indicated it planned such training again during 2002-03, although no dates have been set.
5. The Classified Personnel Department has been using data from the grievance database to determine specific training needs for administrators and supervisors.
6. The district plans to implement a certificated grievance database by December 1, 2002. Information from the log will be used to schedule training for administrators in the spring of 2003.
7. The Personnel Services Division is planning to work with district legal counsel to develop a contract administration advisory committee. The committee will develop written materials to assist in grievance processing and will establish and maintain a videotape training library. A plan is scheduled to be presented by December 2002.

Standard Implemented: Partially

June 2001 Rating:	4
December 2001 Rating:	Not Reviewed
June 2002 Rating:	Not Reviewed
December 2002 Self-Rating:	6
December 2002 New Rating:	5



12.6 Employer/Employee Relations

Professional Standard

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

Progress on Recommendations and Improvement Plan

1. The district routinely includes site administrators and Cabinet members on the district teams that negotiate with the four bargaining units.
2. The district started annual training for all managers and supervisors in grievance administration during the 2001-02 school year. There are plans to continue this training in 2002-03, although no dates have been set.
3. The Classified Personnel Department keeps a database of grievances filed. However, there is still limited information maintained. It cannot be used to track grievances as they advance through the process.
4. It was reported that the Certificated Personnel Department is in the process of developing a grievance database. It is scheduled to be implemented by December 2002.
5. The Assistant Superintendent, Personnel Services, and the district's legal counsel work cooperatively to review the needs for managers and supervisors in the labor relations area.
6. It was reported that the Personnel Services Division is working to establish a contract administration advisory committee, develop a handbook with templates to assist in grievance processing, and establish and maintain a videotape training library. A plan is to be developed by January 2003. It was also reported that grievance reports will be given to the Superintendent and Cabinet on a regular basis beginning in December 2002.
7. It was reported that the district has explored the feasibility of establishing a universal grievance form. However, due to the different bargaining unit grievance procedures, this does not appear to be something that will be easily attained.

Standard Implemented: Partially

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

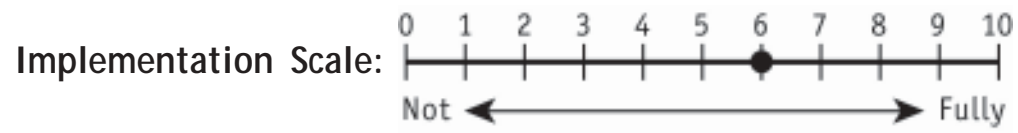


Chart of Personnel Management Standards

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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 Rating	June 2003 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	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	NR	
1.3	The Personnel Division has developed a Mission Statement that sets clear direction for personnel staff.	10	NR	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	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	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	10	
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	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	NR	
2.1	The Personnel Division utilizes the latest technological equipment for incoming and outgoing communications.	5	6	NR	NR	

Personnel Management (continued)						
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Rating	June 2003 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	NR	
2.3	The Personnel Division provides an annual report of activities and services provided during the year.	10	NR	NR	NR	
2.4	The Personnel Division staff is cross-trained to respond to client need without delay.	1	NR	6	NR	
2.5	The Personnel Division holds regularly scheduled staff meetings.	4	6	10	NR	
2.6	Various publications are provided on a number of subjects to orient and inform various clients.	4	NR	NR	6	
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	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	8	
3.3	The job application form requests information which is legal, useful, pertinent, and easily understood.	3	3	5	NR	☐
3.4	The Personnel Division recruitment plan includes a training component for the district recruitment team.	7	NR	8	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.	6	NR	NR	8	

Personnel Management (continued)						
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Rating	June 2003 Focus
3.6	The recruitment plan provides a cost estimate (included in the division budget) for the recruitment program.	6	NR	7	NR	
3.7	A summary or evaluation of the results of the year's recruitment efforts is provided in written form.	6	NR	NR	9	
3.8	Selection procedures are uniformly applied.	4	5	6	NR	
3.9	The district systematically initiates and follows up on experience and reference checks on all applicants being considered for employment.	2	5	6	NR	<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 (EC 44100-44105).	6	NR	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	5	<input type="checkbox"/>
4.3	The job applicant form requests information that is legal, useful, pertinent, and easily understood.	4	NR	5	NR	
4.4	The recruitment plan identifies various recruitment sources utilized in the search process for the numerous position classifications.	6	NR	NR	7	
4.5	The district systematically initiates and follows up on all applicants being considered for employment.	6	NR	NR	7	
4.6	Appropriateness of required tests for a specific position is evident.	5	NR	6	NR	

Personnel Management (continued)						
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Rating	June 2003 Rating
4.7	A summary of the recruitment efforts for the year is provided in written form.	10	NR	NR	NR	
5.1	Initial orientation is provided for all new staff.	5	6	NR	NR	
5.2	The Personnel Division provides orientation handbooks for new employee orientation in all classifications: substitutes, teachers and classified employees.	3	NR	5	NR	
5.3	The Personnel Division has developed a video of the district activities and expectations for new employee orientation.	0	NR	4	NR	<input type="checkbox"/>
6.1	Personnel files are complete, well- organized and up-to-date.	4	NR	NR	NR	<input type="checkbox"/>
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	NR	
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	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	NR	<input type="checkbox"/>
6.5	The Personnel Division provides an office environment with appropriate furniture, equipment, and materials.	4	NR	NR	5	
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	NR	

Personnel Management (continued)						
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Rating	June 2003 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	6	<input type="checkbox"/>
6.8	Regulations or agreements covering various types of leaves are fairly administered.	10	NR	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	NR	<input type="checkbox"/>
6.10	The Personnel Division provides employees with appropriate forms for documenting requested actions (i.e., leaves, transfers, resignations, retirements).	10	NR	NR	NR	
6.11	Established staffing formulas dictate the assignment of personnel to the various sites and programs.	4	NR	6	NR	
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	5	
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	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	NR	
7.4	A clear implemented policy exists on the prohibition of discrimination (Government Code 11135).	4	4	5	NR	<input type="checkbox"/>

Personnel Management (continued)						
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Rating	June 2003 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	6	
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	NR	
7.7	Professional growth requirements for maintenance of a valid credential exist (EC 44277).	10	NR	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	4	
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	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	NR	
7.11	The district is in compliance with the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA).	10	NR	NR	NR	
7.12	The district is in compliance with the Family Medical Leave Act (FMLA) including posting the proper notifications.	9	NR	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	5	

Personnel Management (continued)						
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Rating	June 2003 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	3	
8.1	An online position control system is utilized and is integrated with payroll/financial systems.	3	NR	5	NR	<input type="checkbox"/>
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	NR	<input type="checkbox"/>
8.3	The certificated and classified departments of the Personnel Division have in place an applicant tracking system.	1	5	NR	6	<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	NR	<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).	4	5	NR	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	NR	<input type="checkbox"/>

Personnel Management (continued)						
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Rating	June 2003 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	NR	
9.2	The district shall make provisions for department-directed staff development activities (EC 52034(g)).	8	NR	NR	NR	
9.3	Teachers and other professional school services personnel are provided diversity training (EC 44560).	10	NR	NR	NR	
9.4	The district has adopted policies and procedures regarding the recognition and reporting of sexual harassment (GC 12940).	7	NR	NR	7	
9.5	The district provides training for all management and supervisory staff responsible for employee evaluations.	4	5	NR	NR	<input type="checkbox"/>
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	NR	
9.7	The district develops handbooks and materials for all training components.	6	NR	NR	NR	<input type="checkbox"/>
10.1	The evaluation process is a regular function related to each employee and involves criteria related to the position.	4	NR	NR	NR	
10.2	Standards for the evaluation of management and supervisors will be developed and implemented.	2	3	NR	5	
10.3	A clear policy and practice exists for the written evaluation and assessment of certificated employees. (EC 44663)	5	NR	NR	NR	

Personnel Management (continued)						
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Rating	June 2003 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	5	
10.5	The Personnel Division has developed an evaluation handbook for management and supervisory training.	0	2	NR	NR	<input type="checkbox"/>
10.6	The Personnel Division has developed due process training for managers and supervisors.	4	NR	8	NR	
10.7	The Personnel Division has developed a process for providing assistance to marginal employees (remediation).	0	NR	NR	5	
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	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	
11.2	The Personnel Division has developed recognition programs for all employee groups.	9	NR	NR	NR	
11.3	The Personnel Division has available to its employees various referral agencies to assist employees in need.	6	NR	NR	NR	<input type="checkbox"/>
11.4	Employee benefits are well understood by employees through periodic printed communications provided by the Personnel Division.	3	NR	NR	7	
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	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	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	NR	

Personnel Management (continued)						
Standard to be addressed		June 2001 Rating	Dec. 2001 Rating	June 2002 Rating	Dec. 2002 Rating	June 2003 Focus
11.8	The district workers' compensation experiences and activities are reported periodically to the Superintendent's Cabinet.	8	NR	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	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	NR	
12.1	Salary schedules and benefits are competitive.	5	NR	NR	NR	<input type="checkbox"/>
12.2	The Personnel Division involves site-level administrators in the bargaining and labor relations decision making process.	5	NR	7	NR	<input type="checkbox"/>
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	5	
12.4	The Personnel Division provides a clearly defined process for bargaining with its employee groups (i.e., traditional, interest-based).	6	NR	NR	NR	<input type="checkbox"/>
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	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	6	
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	NR	