



West Fresno Elementary School District

Personnel Management
Comprehensive Review
July 2004

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

Chief Executive Officer
Thomas E. Henry

1.1 Organization and Planning

Professional Standard

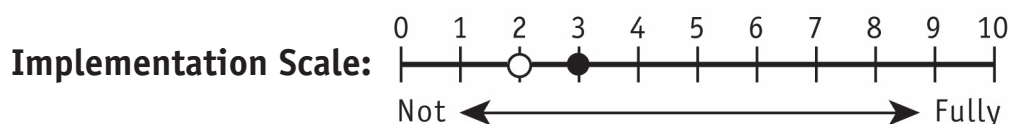
The district has clearly defined and clarified policies and procedures relative to recruitment, hiring, evaluation and dismissal of employees.

Progress on Recommendations and Improvement Plan

1. The district will be working with the California School Boards Association (CSBA) in the development and maintenance of district policies and regulations. This process must include specific policies and regulations covering the areas of recruitment, hiring, evaluation and dismissal of employees.
2. The process of developing new policies and regulations must include references to current laws governing personnel issues, especially as they relate to nondiscrimination and applicant disabilities.
3. The drafted classified hiring procedures have not been finalized. These should be completed and implemented.
4. A Personnel Office procedures manual has not yet been drafted. The Personnel Office has been reviewing procedures from the Fresno County Office of Education to use as models for the district. A comprehensive procedures manual needs to be developed.
5. A Personnel Office desk manual has not been developed. The desk manual should be drafted and used to cross train a person in the Personnel Office.
6. The district has been working to create standardized salary schedules for classified employees. This work should continue until completed.
7. The district has been working on standardizing the process of matching individual employee salaries with salary schedules. Continued work in this area is needed, and written procedures to maintain the system also need to be developed.

Standard Implemented: Partially

June 2003 Rating:	2
December 2003 Rating:	3
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	3



3.1 Certificated Recruitment and Selection

Professional Standard

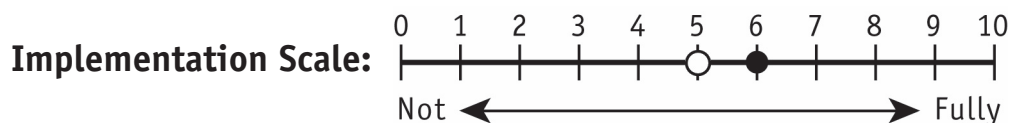
Certificated employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided.

Progress on Recommendations and Improvement Plan

1. The district has not yet adopted the statement, “Equal Employment Opportunity Employer,” to be placed on all application materials.
2. The Personnel Office has yet to develop written procedures describing all steps in the certificated selection process.
3. The Personnel Office does provide written interview questions on a response form for panel interviews. The district also uses a forced ranking format in the selection process.
4. The district continues to post teacher vacancies in the district and at National University, Pacific University, California State University, Fresno, and in The Fresno Bee. The district presently uses Ed-Join for its postings.

Standard Implemented: **Partially**

June 2003 Rating:	5
December 2003 Rating:	6
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	6



3.2 Certificated Recruitment and Selection

Professional Standard

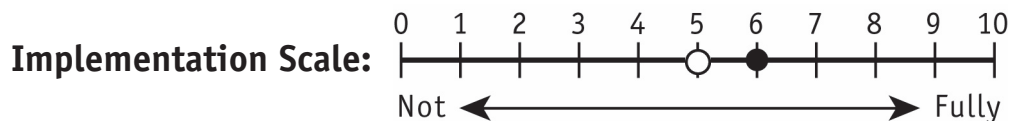
The job application form requests information that is legal, useful, pertinent, and easily understood.

Progress on Recommendations and Improvement Plan

1. The district provided the study team with a Certificated Application for Teaching Position form that included the district's address and telephone number. The form still lacks a space for the applicant to include his/her e-mail address.
2. The Certificated Teacher Application given to the study team now has a statement that the candidate must record whether he/she has ever been dismissed or asked to resign from any teaching position. It does not request an explanation from the applicant.
3. The present application does not ask for any employment history other than teaching.
4. The present application maintains wording on the ethnicity/sex/birth date of an applicant without indicating this information is voluntary.

Standard Implemented: **Partially**

June 2003 Rating:	5
December 2003 Rating:	Not Reviewed
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	6



3.4 Certificated Recruitment and Selection

Professional Standard

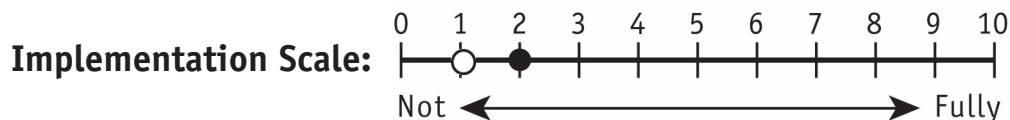
The district systematically initiates and follows up on reference checking on all certificated applicants being considered for employment. An appropriate reference checking form is completed and filed in the district office.

Progress on Recommendations and Improvement Plan

1. The district has yet to develop any written procedures or a reference checking form. These would be used as tools in the training of site administrators.
2. Most reference checks on teacher applicants have been made by the State Administrator. There is no documentation available for review that shows reference checking has been completed.

Standard Implemented: **Partially**

June 2003 Rating:	1
December 2003 Rating:	Not Reviewed
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	2



4.1 Classified Recruitment and Selection

Professional Standard

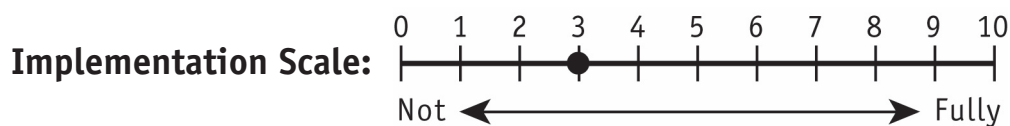
Classified employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided.

Progress on Recommendations and Improvement Plan

1. The district will be working with the California School Boards Association (CSBA) in the development and maintenance of district policies and regulations. Board Policy 4211, which is related to the recruitment and selection procedures, should be addressed during the policy revision period.
2. It was reported that no new personnel have been hired for the past six months. The posting of vacancies in the district and in a few cases in The Fresno Bee will continue.
3. The district has yet to develop an applicant rating form to be used in the hiring process.
4. No change has taken place in the designation of the district being an “Equal Employment and Affirmative Action Employer.” Legal counsel review of this has not taken place.

Standard Implemented: **Partially**

June 2003 Rating:	3
December 2003 Rating:	Not Reviewed
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	3



4.3 Classified Recruitment and Selection

Professional Standard

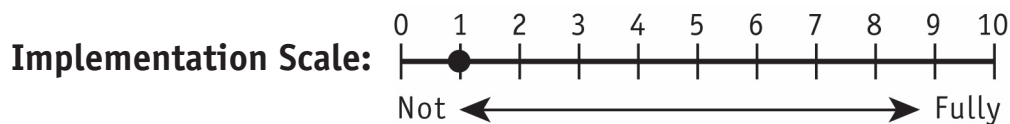
The district systematically initiates and follows up on reference checking on all classified applicants being considered for employment. An appropriate reference checking form is completed and filed in the district office.

Progress on Recommendations and Improvement Plan

1. The district has yet to develop any written procedures or a reference checking form. Training of supervisors and site administrators on how to conduct reference checks has not taken place. It was reported that, during the last six months, no classified employees have been hired except the new Director of Food Services. The State Administrator did the reference checks.
2. The district needs to require references to be completed and documentation kept for all new hires.

Standard Implemented: **Partially**

June 2003 Rating:	1
December 2003 Rating:	Not Reviewed
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	1



6.1 Operational Procedures

Professional Standard

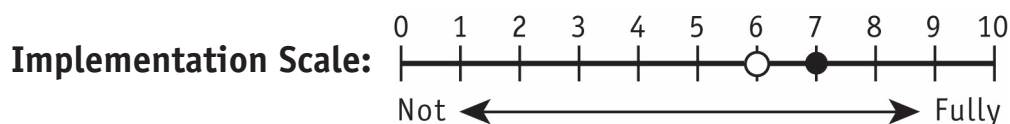
Personnel files are complete, well organized and up to date.

Progress on Recommendations and Improvement Plan

1. The Personnel Office has continued in its efforts to maintain a well-organized personnel file using newly acquired personnel file folders. The use of lockable, fireproof file cabinets is very appropriate.
2. The Personnel Office staff has continued to work on the removal of all medical information from an employee's primary personnel file and placement in a separate folder.
3. The Personnel Office is utilizing an inked stamp on documents that are considered derogatory material to place employees on notice of the intent to file these materials in their personnel files.

Standard Implemented: **Partially**

June 2003 Rating:	6
December 2003 Rating:	6
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	7



6.4 Operational Procedures

Professional Standard

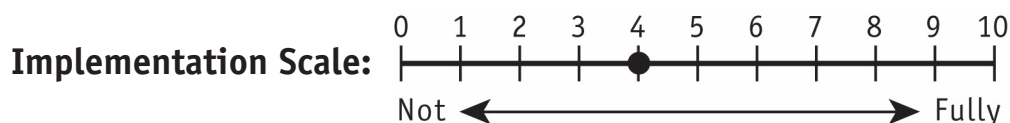
The Personnel Office has a process in place to systematically review and update job descriptions. These job descriptions shall be in compliance with the Americans with Disabilities Act (ADA) requirements.

Progress on Recommendations and Improvement Plan

1. The Business and Personnel offices have recently completed new or revised job descriptions. The time line reported to the study team for implementation was to be the start of the 2004-2005 school year. All appropriate stakeholders will have an opportunity to review their new job descriptions this spring. Union participation in this process will become necessary.
2. It was reported that all new job descriptions will include the date of their adoption.

Standard Implemented: **Partially**

June 2003 Rating:	4
December 2003 Rating:	4
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	4



6.7 Operational Procedures

Professional Standard

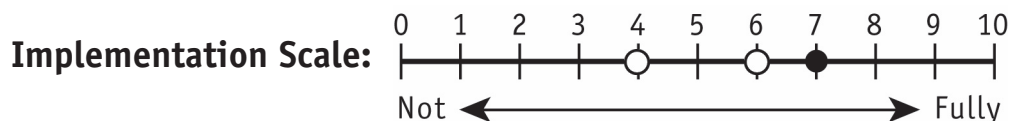
Wage and salary determination and ongoing implementation are handled without delays and conflicts (substitutes, temporary employees, stipends, shift differential, etc.).

Progress on Recommendations and Improvement Plan

1. The district is conducting a job description process that it hopes to complete for implementation at the start of the 2004-2005 school year for classified employees. This process includes the establishment or revision of a job description for each employee. The new job description will include: position definition, distinguishing characteristics, representative duties, employment standards, physical characteristics, personal characteristics, working conditions and supervision. The position description will also include the number of duty days and salary placement.
2. A classified confidential salary schedule has been prepared listing all confidential classifications. This includes duty days and annual step compensation. The State Administrator approved this salary schedule on June 13, 2003.
3. The Business and Personnel offices have recently completed a review of each certificated and classified employee's salary range, and step and column placement, along with work year.
4. It was reported that the Business Office has been working on a new structured format for a classified salary schedule.
5. The district, at the time of the study team visitation, had not provided any salary schedule increases but had provided step and column compensation for its employees.

Standard Implemented: **Partially**

June 2003 Rating:	4
December 2003 Rating:	6
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	7



7.4 State and Federal Compliance

Professional Standard

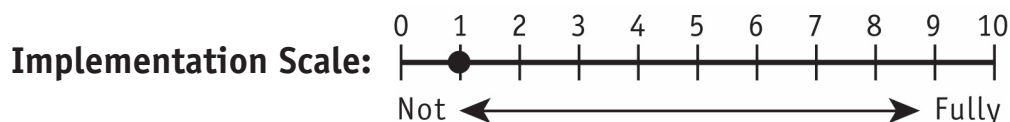
A clear, implemented policy exists on the prohibition of discrimination.

Progress on Recommendations and Improvement Plan

1. The district will be working with California School Boards Association (CSBA) in the development and maintenance of district policies and regulations. This process must include a comprehensive policy covering nondiscrimination.
2. The district must also develop a standard nondiscrimination statement to be used on all district employment documents, such as job applications, postings and job vacancy announcements.
3. There is a lack of coordination in posting state and federal employment-related notices. The district must develop a plan to update postings at all work locations and keep the postings current.

Standard Implemented: **Partially**

June 2003 Rating:	1
December 2003 Rating:	1
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	1



7.5 State and Federal Compliance

Professional Standard

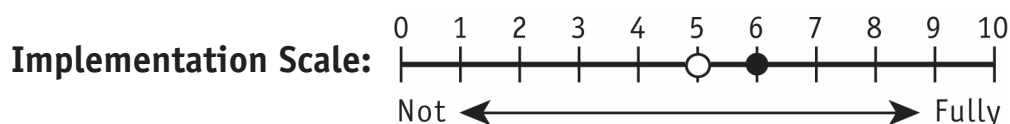
The district has established policies, procedures and practices to ensure that all certificated employees hold valid certification to teach each position in the district.

Progress on Recommendations and Improvement Plan

1. The district has not made any progress in a plan to train an employee to back up the Administrative Assistant/Human Resources Technician in the Personnel Office for credentialing functions. A person must be identified and trained.
2. The district has not developed a plan to train district office staff and principals in credentialing. Such a plan should include attendance at workshops conducted by the California Commission on Teacher Credentialing (CCTC) and the Fresno County Office of Education.
3. The district has not made progress in integrating credential information into the personnel/payroll system. It still relies upon a separate database that creates additional work for the staff.
4. The district has reduced the number of emergency permit teachers from seven to five and has no teachers on waivers since the last report in January 2004.

Standard Implemented: Partially

June 2003 Rating:	5
December 2003 Rating:	6
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	6



7.6 State and Federal Compliance

Professional Standard

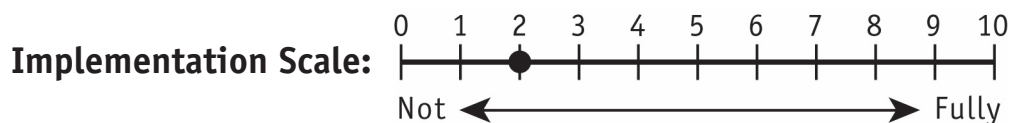
The district has established a process by which all required notices and in-service training have been performed and documented, such as those for child abuse reporting, blood-borne pathogens, sexual harassment and nondiscrimination.

Progress on Recommendations and Improvement Plan

1. The district has not developed a nondiscrimination policy to be included in packets for new employees. This important step needs to be taken.
2. The district will be working with the California School Boards Association (CSBA) in the development and maintenance of district policies and regulations. This work must include the areas of required notices and in-service training covering all legally mandated topics.
3. There has been no progress in establishing a system to deliver legally mandated topics annually to the staff. District office administrative staff, principals and the district nurse must continue to work together to complete this task.

Standard Implemented: **Partially**

June 2003 Rating:	2
December 2003 Rating:	2
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	2



7.10 State and Federal Compliance

Legal Standard

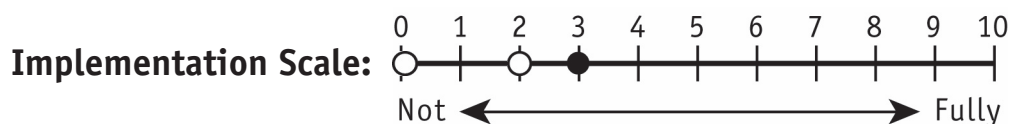
The district is in compliance with the Americans with Disabilities Act (ADA) in application procedures, hiring, advancement or discharge, compensation, job training and other terms, conditions, and privileges of employment.

Progress on Recommendations and Improvement Plan

1. There has been no progress in revising district employment applications with regard to Americans with Disabilities Act (ADA) questions. Further work with the help of legal counsel must be pursued to ensure compliance with ADA guidelines.
2. The district has been working to review and revise job descriptions for all classified positions. There has been an obvious effort to include a section that addresses “Physical Abilities” and/or “Physical Characteristics,” designed to comply with ADA requirements. Work to finalize job descriptions must continue to bring closure in this area.
3. The district will be working with the California School Boards Association (CSBA) in the development and maintenance of district policies and procedures. ADA requirements must be included in this process.

Standard Implemented: **Partially**

June 2003 Rating:	0
December 2003 Rating:	2
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	3



8.1 Use of Technology

Professional Standard

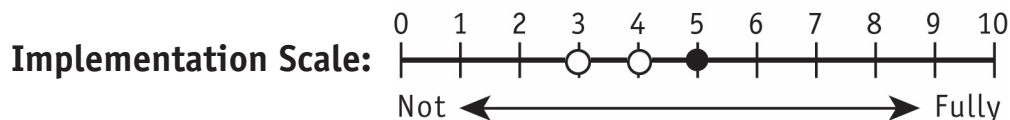
A systematic position control system is utilized and integrated with payroll/financial systems.

Progress on Recommendations and Improvement Plan

1. The procedures for using the Request for Personnel Requisition form (RPR) have not been developed. This work must be completed and implemented to ensure consistent hiring procedures in the district.
2. The district has been developing employee listings for all classified and all certificated employees, including extensive information regarding their job titles, positions, work locations, full-time equivalents (FTE), salary information, etc. This is being used to clean up the database. Work to complete the electronic files should continue.

Standard Implemented: **Partially**

June 2003 Rating:	3
December 2003 Rating:	4
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	5



8.5 Use of Technology

Professional Standard

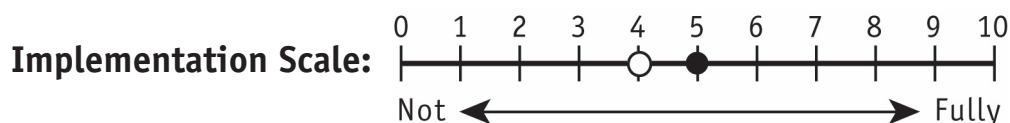
The Personnel Office has computerized its employee database system including, but not limited to: credentials, seniority lists, evaluations, personnel by funding source, program, location and workers' compensation benefits.

Progress on Recommendations and Improvement Plan

1. The district has been working to identify the job titles, work locations, and other employee data and to develop a plan as to how to use this information to clean up the employee database. More work in this area is needed until the database is totally updated.
2. The separate database in Excel for credential information should be fully integrated into the personnel/payroll database as soon as possible. This would reduce staff time and increase the efficiency of the main database system.

Standard Implemented: **Partially**

June 2003 Rating:	4
December 2003 Rating:	4
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	5



9.1 Staff Training

Professional Standard

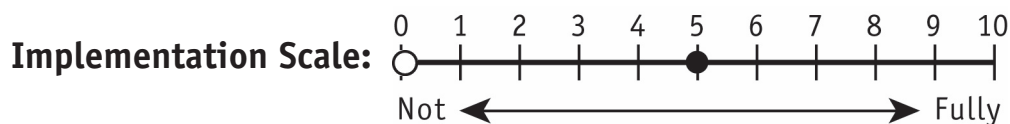
The Personnel Office participates in the training of all management and supervisory staff responsible for employee evaluations and due process.

Progress on Recommendations and Improvement Plan

1. The district continues to encourage its management staff to attend local and statewide workshops and conferences. Both site administrators have completed a course of study this past year obtaining administrative certification. Both will participate this summer in the Central Valley Educational Leadership Institute. This Institute is a partnership of California State University at Fresno, Fresno Unified School District, Fresno Business Council, Association of California School Administrators (ACSA), Lozano-Smith (the district's attorneys), Education Employee Credit Union and Central Unified School District.
2. Outside of a number of professional growth activities, the administrative staff of the district has not had specific district training on employee evaluation and due process.

Standard Implemented: **Partially**

June 2003 Rating:	0
December 2003 Rating:	5
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	5



10.1 Evaluation/Due Process Assistance

Professional Standard

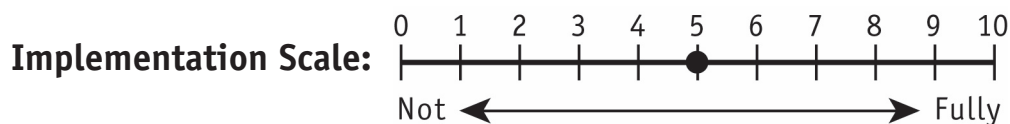
Clear policies and practices exist for the written evaluation and assessment of certificated employees.

Progress on Recommendations and Improvement Plan

1. The district will be working with the California School Boards Association (CSBA) in the development and maintenance of district policies and regulations. This work should include policies on evaluating certificated personnel.
2. The district has been exploring changes in the evaluation form for certificated personnel. However, there has been no change to a standards-based system. Further work should be done in this area.
3. The district has continued with its plan to evaluate all certificated staff over a two-year period. All evaluations should be sent to the Personnel Office to be filed in employee personnel files.
4. The district must still work to establish written procedures to administer future evaluations, including lists of employees to be evaluated and a check-off system for completed evaluations.

Standard Implemented: **Partially**

June 2003 Rating:	5
December 2003 Rating:	Not Reviewed
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	5



10.2 Evaluation/Due Process Assistance

Professional Standard

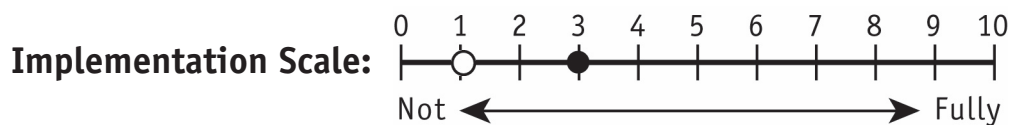
Clear policies and practices exist for the written evaluation and assessment of classified employees.

Progress on Recommendations and Improvement Plan

1. The district will be working with the California School Boards Association (CSBA) in development and maintenance of district policies and regulations. This work should include policies on evaluating classified personnel.
2. There is still a need for the district to develop written procedures that cover the evaluation of classified employees.
3. The draft of a new classified employee evaluation form has not been implemented as planned. This should become a priority for the district.
4. The district must use the employee database to create lists of classified employees to be evaluated and dates for such evaluations. The county database system has a specific program that can be used for this purpose.

Standard Implemented: **Partially**

June 2003 Rating:	1
December 2003 Rating:	3
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	3



10.3 Evaluation/Due Process Assistance

Professional Standard

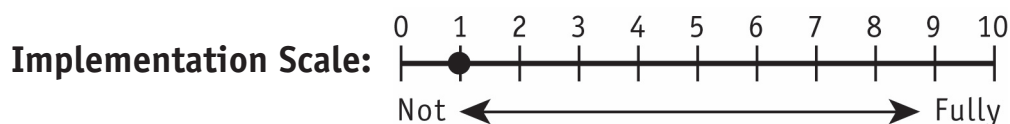
The Personnel Office provides a process for the monitoring of employee evaluations and the accountability reporting of their completion.

Progress on Recommendations and Improvement Plan

1. There has been no progress in the development of written procedures designed to monitor the evaluation of each employee. They must be developed and implemented.
2. There has been no progress in the development of lists of employees to be evaluated. This work should begin with the next school year.
3. The distribution of lists of both certificated and classified employees to be evaluated and the dates for the evaluations should be implemented by the start of the next school year.
4. The process of recording the employee evaluations as they are completed in the personnel/payroll database has not yet been addressed. This should be implemented for the evaluations done in 2003-2004.
5. There is no system in place to notify administrators and supervisors as to which employee evaluations are still due in the district office.
6. There was no evidence of a status report to the State Administrator regarding evaluations. Such a report should be developed for 2003-2004.

Standard Implemented: **Partially**

June 2003 Rating:	1
December 2003 Rating:	1
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	1



12.1 Employer/Employee Relations

Professional Standard

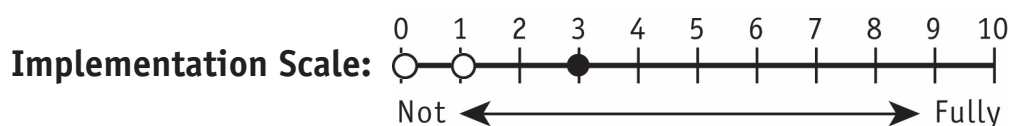
The district has collected data that compare the salaries and benefits of its employees with districts of similar size, geographic location and other comparable measures.

Progress on Recommendations and Improvement Plan

1. The Business Office has been collecting extensive information on classified and certificated salary schedules and benefit information from other school districts. Such information is being used to review the current situation in the district and to make future recommendations.
2. The district and the employee organizations have continued to look at the rising costs of insurance premiums. The concept of an insurance committee has been discussed, but there has been no agreement to establish one. Further discussion and exploration of the need for a committee should continue.
3. The district has been gathering information as to current job classifications in the district and those in other school districts. Continued exploration is necessary, and a plan for the development and implementation of a classification system must be developed.

Standard Implemented: **Partially**

June 2003 Rating:	0
December 2003 Rating:	1
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	3



12.4 Employer/Employee Relations

Professional Standard

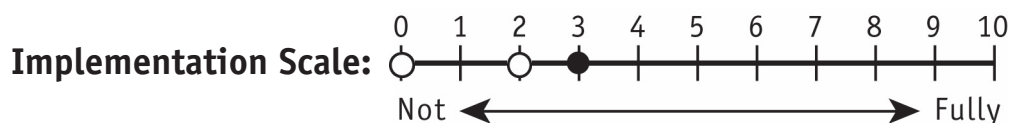
The district has a process that provides management and the Governing Board with information on the impact of bargaining proposals (e.g., fiscal, staffing, management flexibility, student outcomes).

Progress on Recommendations and Improvement Plan

1. The Chief Business Officer has been working on collecting comparative salary information and benefit information for all district classifications. Such work will be very valuable to the district when it faces collective bargaining issues.
2. The Chief Business Officer has been using district salary and benefit information to review current employee costs and to develop options for the district to use when meeting with employee organizations to discuss classifications and salary schedules.

Standard Implemented: **Partially**

June 2003 Rating:	0
December 2003 Rating:	2
June 2004 Self-Rating:	None Provided
June 2004 New Rating:	3



Personnel Management					
Standard to be addressed		June 2003 Rating	Dec. 2003 Rating	June 2004 Rating	Focus for Dec. 2004
1.1	The district has clearly defined and clarified policies and procedures relative to recruitment, hiring, evaluation and dismissal of employees.	2	3	3	<input type="checkbox"/>
1.2	The Personnel Division has established goals and objectives directly related to the district's goals that are reviewed and updated annually.	1	NR	NR	
1.3	The Personnel Division has a monthly activities calendar and accompanying lists of ongoing personnel activities to be reviewed by staff at planning meetings.	3	NR	NR	
2.1	The Personnel Division utilizes the latest technological equipment for incoming and outgoing communications.	9	NR	NR	
2.2	The Personnel Division staff is cross-trained to respond to client need without delay.	3	NR	NR	
3.1	Certificated employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided.	5	6	6	<input type="checkbox"/>
3.2	The job application form requests information that is legal, useful, pertinent, and easily understood.	5	NR	6	<input type="checkbox"/>
3.3	The district has developed materials that promote the district and community, and are attractive, informative and easily available.	0	NR	NR	
3.4	The district systematically initiates and follows up on reference checking on all certificated applicants being considered for employment. An appropriate reference checking form is completed and filed in the district office.	1	NR	2	<input type="checkbox"/>
4.1	Classified employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided.	3	NR	3	<input type="checkbox"/>

Personnel Management

Standard to be addressed		June 2003 Rating	Dec. 2003 Rating	June 2004 Rating	Focus for Dec. 2004
4.2	The job applicant form requests information that is legal, useful, pertinent, and easily understood.	6	NR	NR	
4.3	The district systematically initiates and follows up on reference checking on all classified applicants being considered for employment. An appropriate reference checking form is completed and filed in the district office.	1	NR	1	<input type="checkbox"/>
4.4	Appropriateness of required tests for a specific position is evident.	1	NR	NR	
4.5	The district has implemented procedures to comply with the recent state legislation governing short-term employees (EC 45103).	0	NR	NR	
5.1	Initial orientation is provided for all new staff.	4	NR	NR	
5.2	The Personnel Office has developed an employment checklist to be used for all new employees that includes district forms and state and federal mandated information. The checklist is signed by the employee and kept on file.	10	10	NR	
6.1	Personnel files are complete, well-organized and up to date.	6	6	7	<input type="checkbox"/>
6.2	Personnel Office nonmanagement staff members have individual desk manuals for all of the personnel functions for which they are held responsible.	0	NR	NR	
6.3	The Personnel Office has an operation procedures manual for internal office use in order to establish consistent application of personnel actions.	2	NR	NR	
6.4	The Personnel Office 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.	4	4	4	<input type="checkbox"/>
6.5	The Personnel Office provides an office environment with appropriate furniture, equipment, and materials.	6	NR	NR	

Personnel Management					
Standard to be addressed		June 2003 Rating	Dec. 2003 Rating	June 2004 Rating	Focus for Dec. 2004
6.6	The Personnel Office has procedures in place that allow for both personnel and payroll staff to meet regularly to solve problems that develop in the processing of new employees, classification changes and employee promotions.	10	NR	NR	
6.7	Wage and salary determination and ongoing implementation are handled without delays and conflicts (substitutes, temporary employees, stipends, shift differential, etc.).	4	6	7	<input type="checkbox"/>
6.8	Established staffing formulas dictate the assignment of personnel to the various sites and programs.	6	NR	NR	
7.1	Policies and regulations exist regarding the implementation of fingerprinting requirements for all employees.	6	NR	NR	
7.2	The Governing Board requires every employee to present evidence of freedom from tuberculosis, as required by state law.	6	NR	NR	
7.3	The district has established policies, procedures and practices to ensure that the testing of teacher aides complies with state and federal laws.	1	NR	NR	
7.4	A clear implemented policy exists on the prohibition of discrimination.	1	1	1	<input type="checkbox"/>
7.5	The district has established policies, procedures and practices to ensure that all certificated employees hold valid certification to teach each position in the district.	5	6	6	<input type="checkbox"/>
7.6	The district has established a process by which all required notices and in-service training have been performed and documented, such as those for child abuse reporting, blood-borne pathogens, sexual harassment and nondiscrimination.	2	2	2	<input type="checkbox"/>
7.7	The district is in compliance with Title IX policies on discrimination and state law posting requirements concerning harassment or discrimination.	0	NR	NR	

Personnel Management

Standard to be addressed		June 2003 Rating	Dec. 2003 Rating	June 2004 Rating	Focus for Dec. 2004
7.8	The district is in compliance with the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA).	5	5	NR	
7.9	The district is in compliance with the Family Medical Leave Act (FMLA) including posting the proper notifications.	1	NR	NR	
7.10	The district is in compliance with the Americans with Disabilities Act (ADA) in application procedures, hiring, advancement or discharge, compensation, job training and other terms, conditions, and privileges of employment.	0	2	3	<input type="checkbox"/>
8.1	A systematic position control system is utilized and integrated with payroll/financial systems.	3	4	5	<input type="checkbox"/>
8.2	The Personnel Office provides an effective substitute calling system.	5	NR	NR	
8.3	The Personnel Office has a systematic and effective applicant tracking system for all applicants.	5	NR	NR	
8.4	The Personnel Office has program funds and time for staff training and skills development in the use of computers.	0	NR	NR	
8.5	The Personnel Office 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.	4	4	5	<input type="checkbox"/>
9.1	The Personnel Office participates in the training of all management and supervisory staff responsible for employee evaluations and due process.	0	5	5	<input type="checkbox"/>
10.1	Clear policies and practices exist for the written evaluation and assessment of certificated employees.	5	NR	5	<input type="checkbox"/>
10.2	Clear policies and practices exist for the written evaluation and assessment of classified employees.	1	3	3	<input type="checkbox"/>

Personnel Management					
Standard to be addressed		June 2003 Rating	Dec. 2003 Rating	June 2004 Rating	Focus for Dec. 2004
10.3	The Personnel Office provides a process for the monitoring of employee evaluations and the accountability reporting of their completion.	1	1	1	<input type="checkbox"/>
10.4	The Personnel Division has developed a process for providing assistance to certificated employees performing at a less-than-satisfactory level such as Peer Assistance and Review (PAR).	1	NR	NR	
10.5	The Personnel Division has developed a process for providing assistance to classified employees performing at a less-than-satisfactory level.	1	NR	NR	
11.1	The Personnel Division has developed recognition programs for all employee groups.	6	NR	NR	
11.2	The Personnel Division has available to its employees various referral agencies to assist employees in need.	4	6	NR	
11.3	Employee benefits are well understood by employees through periodic printed communications. Timely notification of annual open enrollment period is sent to all employees.	0	NR	NR	
11.4	The district has a systematic and effective workers' compensation program.	6	NR	NR	
12.1	The district has collected data that compare the salaries and benefits of its employees with districts of similar size, geographic location and other comparable measures.	0	1	3	<input type="checkbox"/>
12.2	The district involves site-level administrators in the bargaining and labor relations decision-making process.	1	NR	NR	
12.3	The district provides a clearly defined process for bargaining with its employee groups (e.g., traditional, interest-based).	1	NR	NR	
12.4	The district has a process that provides management and the Governing Board with information on the impact of bargaining proposals (e.g., fiscal, staffing, management flexibility, student outcomes).	0	2	3	<input type="checkbox"/>

The identified subset of standards appears in bold print

NA not applicable
☐ targeted for review

Personnel Management
 NR not reviewed

Personnel Management

Standard to be addressed		June 2003 Rating	Dec. 2003 Rating	June 2004 Rating	Focus for Dec. 2004
12.5	The Personnel Office provides clearly defined forms and procedures in the handling of grievances for its managers and supervisors.	1	1	NR	