



West Fresno Elementary School District

Personnel Management
Comprehensive Review
January 2004

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

Chief Executive Officer
Thomas E. Henry

1.1 Organization and Planning

Professional Standard

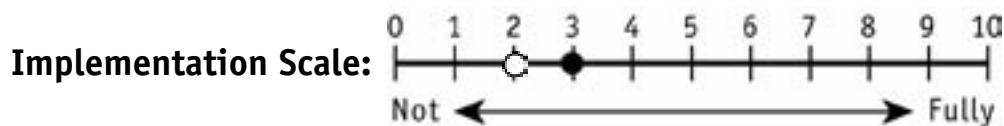
The district has clearly defined/clarified policies/procedures relative to recruitment, hiring, evaluation and dismissal of employees.

Progress on Recommendations and Improvement Plan

1. The district is using the California School Boards Association (CSBA) Governance and Management Using Technology (GAMUT) program to review model personnel policies and regulations. The district should pursue further review of its specific needs and practices in the recruitment, hiring, evaluation and dismissal of employees.
2. There have been no specific board policies revised or developed to reflect current laws and district practices. The GAMUT program should be used to develop and adopt personnel-related board policies.
3. The document on uniform classified hiring procedures is still in draft form. It should be completed, adopted and reviewed with district administrators to provide consistent hiring practices in the district.
4. The district has produced handbooks for classified employees and for substitute teachers. There is no handbook for certificated employees. The district has not yet produced a Personnel Office procedures manual. The draft document on uniform classified hiring procedures should be included as part of this procedures manual. The manual should also cover evaluation and dismissal of employees, tuberculosis testing, credential maintenance, and other areas related to Personnel Office operations.
5. There is no Personnel Office desk manual. Such a manual should be developed and used to cross train Personnel Office employees.
6. The district has adopted a salary schedule for confidential employees. Review of other salary schedules should continue and modifications adopted where appropriate. The Personnel Office has been working to ensure individual salaries correspond to an adopted salary schedule. However, no written procedures have been developed to carry out this process.

Standard Implemented: Partially

June 2003 Rating: 2
December 2003 Self-Rating: 3
December 2003 New Rating: 3



3.1 Certificated Recruitment/Selection

Professional Standard

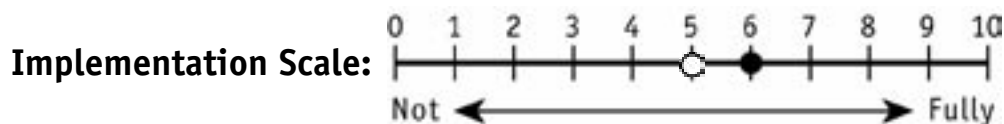
Certificated employment procedures/practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided.

Progress on Recommendations and Improvement Plan

1. The district has not yet adopted a revised employment opportunity statement. A recently prepared Classified Handbook cites a notification statement (employment opportunity statement) that includes reference to a “positive and effective Affirmative Action Program.” The district needs to review the legality of referencing an affirmative action program and amend its policies and published statements accordingly.
2. The Personnel Office has not developed written procedures describing its certificated selection process. As individual forms are developed, written procedures should also be prepared.
3. The Personnel Office has developed and uses forms to document responses to interview questions, rank the candidates and provide sample questions.
4. Teacher vacancies are posted in the district and at National University, Fresno Pacific University, California State University, Fresno, and in the Fresno Bee. The district could also enhance its recruitment efforts by using Ed-Join for its postings.

Standard Implemented: Partially

June 2003 Rating: 5
December 2003 Self-Rating: 5
December 2003 New Rating: 6



5.2 Employee Orientation

Professional Standard

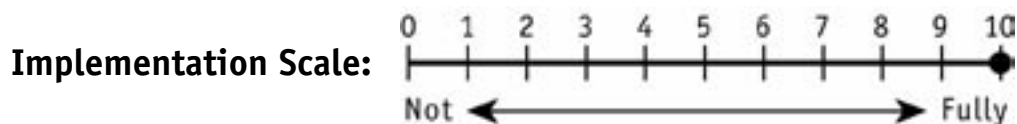
The Personnel Office has developed an employment checklist used for all new employees that include district forms and state and federal mandated information. The checklist is signed by the employee and kept on file.

Progress on Recommendations and Improvement Plan

1. The Personnel Office utilizes procedures and forms for processing new hires.
2. The Personnel Office should consider revising the employee checklist to include language certifying that the employee received copies of all listed documents, thereby eliminating the need to file all of the individual forms.

Standard Implemented: Fully - Sustained

June 2003 Rating: 10
December 2003 Self-Rating: None Provided
December 2003 New Rating: 10



6.1 Operational Procedures

Professional Standard

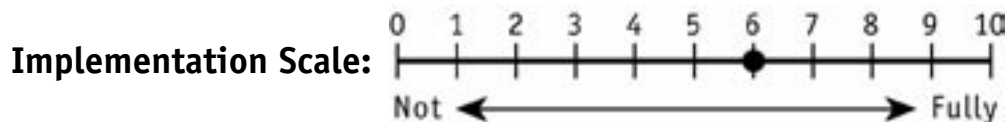
Personnel files are complete, well organized and up to date.

Progress on Recommendations and Improvement Plan

1. The Personnel Office has continued in its efforts to maintain a well-organized personnel file for each employee.
2. The Personnel Office has recently purchased new personnel file folders that are intended to hold all employee medical information. Now that the folders have been purchased, the Personnel Office needs to remove all medical information from each employee's primary personnel file.
3. The Personnel Office has recently purchased a rubber stamp that will be used to stamp documents that are considered derogatory material and to place employees on notice that the materials will be placed in their personnel file. This process needs to be reduced to a written procedure.

Standard Implemented: Partially

June 2003 Rating:	6
December 2003 Self-Rating:	6
December 2003 New Rating:	6



6.4 Operational Procedures

Professional Standard

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

Progress on Recommendations and Improvement Plan

1. The Personnel Office currently has copies of draft job descriptions for all district positions that were developed by a secretary in another department. A process and time line need to be developed to ensure that the drafts are reviewed by all appropriate stakeholders and that the job titles are consistent with those listed in the collective bargaining contracts.
2. As job descriptions are adopted, ensure that the date of adoption and future revisions are included on the job description form.

Standard Implemented: Partially

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



6.7 Operational Procedures

Professional Standard

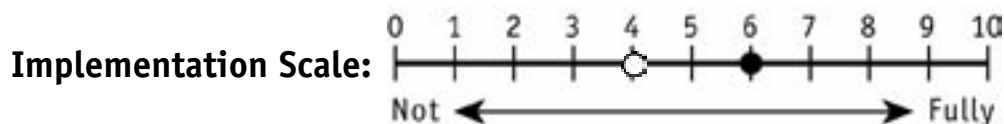
Wage and salary determination and ongoing implementation are handled without delays and conflicts (subs, temporary employees, stipends, shift differential, etc.).

Progress on Recommendations and Improvement Plan

1. The Personnel Office has instituted a process whereby each job description includes the date of its last adoption.
2. A confidential salary schedule has been prepared listing all confidential classifications and the date of adoption.
3. The business and personnel offices have been reviewing each certificated and classified employee's salary range, step and calculation to verify correctness. Notices have been sent to employees showing their salary, work year and salary calculation.
4. It was reported by a number of staff that there are concerns regarding the appropriateness of some classified salary placements. The district needs to pursue, when possible, a classification and salary review.
5. It was reported that the freeze on salary schedule movement has been lifted. The new classified handbook has language that states that employees shall be advanced on the salary range provided the employee has served 75 percent of the work days and has a satisfactory performance evaluation. The district needs to review its policies and classified contract to determine the legal authority to withhold a step increase due to a less than satisfactory evaluation.

Standard Implemented: Partially

June 2003 Rating: 4
December 2003 Self-Rating: 5
December 2003 New Rating: 6



7.4 State and Federal Compliance

Professional Standard

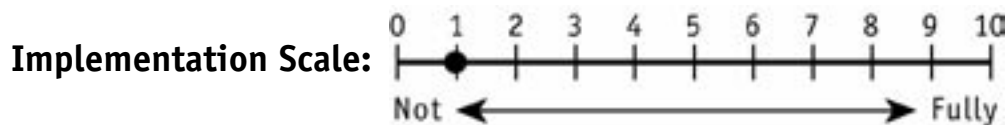
A clear, implemented policy exists on the prohibition of discrimination.

Progress on Recommendations and Improvement Plan

1. The district has access to the California School Boards Association (CSBA) model policies through the Governance and Management Using Technology (GAMUT) program. The district has not as yet developed a comprehensive board policy and administrative regulations covering nondiscrimination. Further work by the district must take place to develop this policy and administrative regulations.
2. The district has not developed a standard district nondiscrimination statement. Further work in this area is necessary to develop a statement that is current and can be used on district documents such as job descriptions, postings and job vacancy announcements.
3. The district has some new state and federal employment-related postings and currently displays one in the Personnel Office. In other areas of the district, however, there are postings that are not current. The district must develop a process to update all postings and display them at all appropriate work locations.

Standard Implemented: Partially

June 2003 Rating:	1
December 2003 Self-Rating:	1
December 2003 New Rating:	1



7.5 State and Federal Compliance

Professional Standard

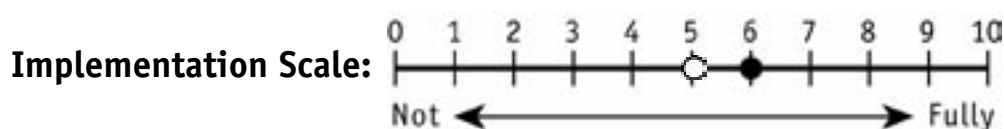
The district has established policies, procedures and practices to ensure that all certificated employees hold valid certification to teach in each position in the district.

Progress on Recommendations and Improvement Plan

1. The credential-related duties continue to reside with the one position (Administrative Assistant) in the Personnel Office. There was no evidence of a plan to train a person in the district as a backup. There is a need to develop such a plan so the district office operations in the area of credentialing are covered continuously and there are no gaps in maintaining credential records.
2. While there have been some local training opportunities for Personnel Office staff and principals in the area of credentialing through the Fresno County Office of Education, there is still a need for the district to fully develop a plan and budget to include additional district office staff and principals in California Commission on Teacher Credentialing (CCTC) and county office meetings on an annual basis to ensure that all teachers are fully qualified for every position in the district.
3. The Personnel Office continues to maintain a separate database on credential information. This is working well, as principals receive timely information on their teachers' credentials. There is still the need for the district to begin the process of integrating credential information into the district personnel/payroll system that would allow the district to create staffing reports that include information from the employee database as well as credential information on the same reports.
4. The district has been working to reduce the number of emergency permit teachers and teachers on waivers. For the 2003-04 school year, the district had reduced the number of emergency permits from ten to seven and waivers from two to zero.

Standard Implemented: Partially

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



7.6 State and Federal Compliance

Professional Standard

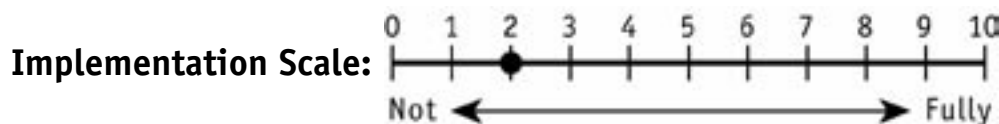
The district has established a process by which all required notices and in-service training have been performed and documented, such as those for child abuse reporting, blood-borne pathogens, sexual harassment, nondiscrimination, etc.

Progress on Recommendations and Improvement Plan

1. The district continues to provide information to new employees on child abuse reporting, communicable diseases and sexual harassment. A new district nondiscrimination statement still needs to be developed and included in packets for new employees.
2. The district has begun reviewing model policies from the California School Boards Association (CSBA) Governance and Management Using Technology (GAMUT) program. There is still a need to review, revise and adopt board policies and administrative regulations covering all legally mandated topics.
3. The district has presented ongoing information on sexual harassment and blood-borne pathogens over the past few years. However, most recently this practice has not been consistently followed. The principals have at times been responsible for providing information on sexual harassment, and the district nurse has presented information on blood-borne pathogens. A standardized system of presenting information annually needs to be established and implemented.

Standard Implemented: Partially

June 2003 Rating:	2
December 2003 Self-Rating:	3
December 2003 New Rating:	2



7.8 State and Federal Compliance

Professional Standard

The district is in compliance with the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA).

Progress on Recommendations and Improvement Plan

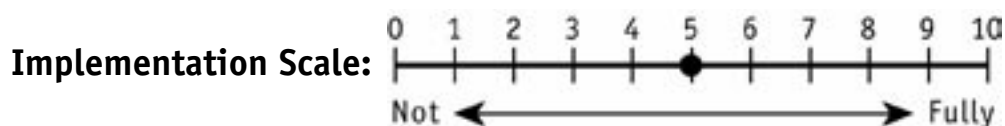
1. The district has continued to use the services of the Central Valley Trust (CVT) to administer Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA) benefits.
2. The district did not have a process to formally review the services provided by CVT. However, there have been no complaints to the district by the COBRA users. The district should complete a review sometime in the future.
3. The district has obtained detailed eligibility information from CVT regarding COBRA and includes it with a memorandum in a packet that goes to employees in the district who become eligible.
4. The district has not obtained information from CVT as to which employees are being covered by COBRA. This is an area that should be pursued so the district can contact the users when feedback is necessary.

Standard Implemented: Partially

June 2003 Rating: 5

December 2003 Self-Rating: 5

December 2003 New Rating: 5



7.10 State and Federal Compliance

Professional Standard

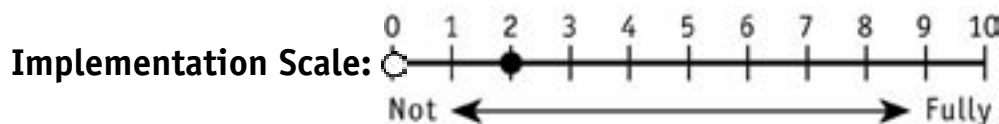
The district is in compliance with the Americans with Disabilities Act (ADA) in application procedures, hiring, advancement or discharge, compensation, job training and other terms, conditions, and privileges of employment.

Progress on Recommendations and Improvement Plan

1. The district has not revised any of the employment applications to include Americans with Disabilities Act (ADA) questions. It is necessary for the district to work with legal counsel to develop appropriate ADA questions to be included in each employment application so that the district can give applicants the opportunity to present information regarding their special needs.
2. The district has drafted numerous job descriptions and has appropriately included a separate section that outlines “Physical Abilities” for each separate position. The district should move forward with the final review and adoption of the job descriptions.
3. The district has access to the California School Boards Association (CSBA) Governance and Management Using Technology (GAMUT) program and the sample board policies and administrative regulations that include those related to ADA issues. The district should select those appropriate for this district and proceed with their adoption.

Standard Implemented: Partially

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



8.1 Use of Technology

Professional Standard

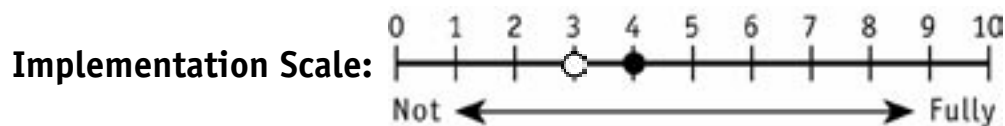
A systematic position control system is utilized and integrated with payroll/financial systems.

Progress on Recommendations and Improvement Plan

1. The Personnel Office has developed a Request for Personnel Requisition (RPR) form to be used for all personnel transactions. Currently, there are no procedures in place that mandate the use of this form, and the Personnel Office can only encourage its use. The district needs to adopt procedures that require the use of the RPR and having it signed off by the Business Office before it goes to the Personnel Office for processing.
2. The employee database has not yet been cleaned up to reflect correct job titles, work locations or credential data.
3. The district has not prepared a listing by organization units showing the authorized positions and that can be used to validate the RPRs.

Standard Implemented: Partially

June 2003 Rating:	3
December 2003 Self-Rating:	4
December 2003 New Rating:	4



8.5 Use of Technology

Professional Standard

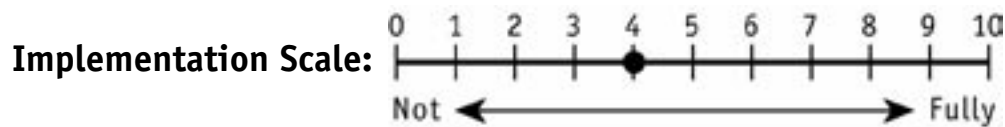
The Personnel Office has computerized its employee database system including but not limited to: credentials, seniority lists, evaluations, personnel by funding source, program, location and workers' compensation benefits.

Progress on Recommendations and Improvement Plan

1. The Personnel Office needs to update the employee database to reflect actual job titles and work locations.
2. The Personnel Office continues to rely upon a separate database in Excel to maintain credential data. The Personnel Office needs to update and maintain credential data in the personnel data system rather than maintaining a separate database with redundantly maintained employee data.

Standard Implemented: Partially

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



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 encourages its management staff to attend local and statewide workshops and conferences. The curriculum, state and federal, and classified directors each have attended training sessions relevant to their areas of responsibility. The two principals are both working on the second tier of their administrative credential and, as such, participate in training classes. The district has not found it necessary at this time to develop partnerships with any surrounding agencies for training.
2. The State Administrator, as part of annual performance evaluations, discusses with each manager his/her training objectives for the upcoming year. Inclusion of a description of planned training activities on the managers' evaluation form can enhance this process.

Standard Implemented: Partially

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



10.2 Evaluation/Due Process Assistance

Professional Standard

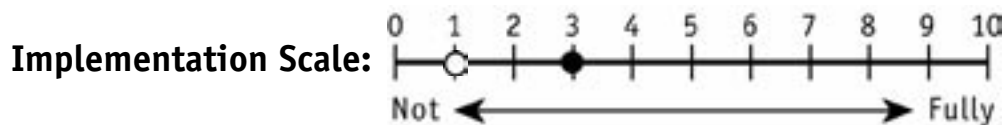
Clear policies and practices exist for the written evaluation and assessment of classified employees.

Progress on Recommendations and Improvement Plan

1. There was no evidence that the district has reviewed or revised the board policy covering classified employee evaluation. This process is an important step toward the establishment of an effective evaluation system of classified employees.
2. The district has no written procedures for the evaluation of classified employees. The district should work toward creating an evaluation system that recognizes the positive job performances of classified employees and also provides information to employees on how they can improve their job performance.
3. The district has been reviewing the classified evaluation form and has developed a draft of a new form that is in the State Administrator's office for final review. The process of review and implementation should become a priority so that an effective system of evaluation for classified employees can move forward.
4. The Personnel Office has the necessary information as to which classified employees are to be evaluated and the dates for evaluations. The lists of employees and their evaluation dates should be completed and distributed to district administrators and supervisors so they may conduct evaluations throughout the year.

Standard Implemented: Partially

June 2003 Rating:	1
December 2003 Self-Rating:	3
December 2003 New Rating:	3



10.3 Evaluation/Due Process Assistance

Legal Standard

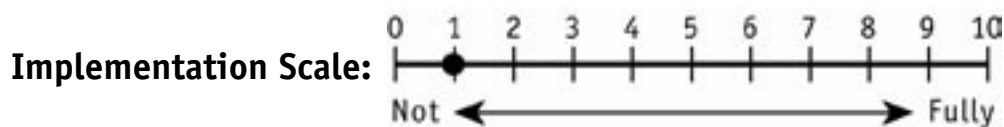
The Personnel Office provides a process for the monitoring of employee evaluations and the accountability reporting of their completion.

Progress on Recommendations and Improvement Plan

1. There are no written procedures in the Personnel Office designed to monitor employee evaluations. These procedures are critical to ensure that all district employees understand the process of evaluation and the Personnel Office's role in placing all evaluations in their personnel files.
2. The Personnel Office has the information necessary to create lists of employees to be evaluated and the dates for each evaluation. The creation of lists is an important part of the school district operations, as it helps facilitate the evaluation process. The district should proceed with the development and distribution of these lists to administrators and supervisors.
3. The district established general guidelines as to which certificated employees are to be evaluated each year. However, there was no written process with specific lists of employees to be evaluated. These lists should be developed and distributed to ensure the completion of evaluations for all appropriate employees. A similar system should be developed for classified employees.
4. The collection and recording of employee evaluations has not yet become systemized. While the completed evaluations are placed in personnel files, there is no electronic record of the completed evaluations. This recording process needs to take place.
5. There is no system in place to notify administrators and supervisors as to which evaluations had not yet been completed and filed. The Personnel Office should establish this process.
6. There is no evidence of a status report to the State Administrator regarding evaluations. Such a report should be developed.

Standard Implemented: Partially

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



11.2 Employee Services

Professional Standard

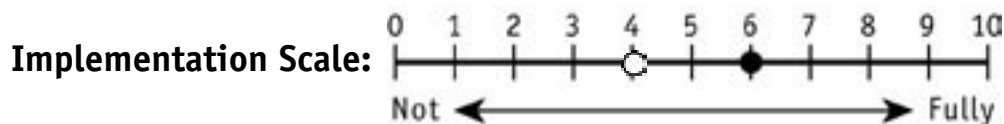
The Personnel Division has available to its employees various referral agencies to assist employees in need.

Progress on Recommendations and Improvement Plan

1. The district continues to offer all district employees a valuable and comprehensive employee assistance program (EAP) as part of their benefits package.
2. The district has increased staff awareness of the district EAP through postings on employee bulletin boards, inclusion of information in mailings to employees and increased discussions among employees. The district should continue to expand its advertising of the EAP through more information to administrators and supervisors that can be passed on to employees at the work sites.

Standard Implemented: Partially

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



12.1 Employer/Employee Relations

Professional Standard

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

Progress on Recommendations and Improvement Plan

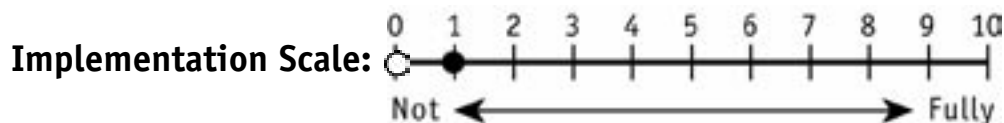
1. The Personnel Office and the Business Office have both been collecting comparative salary information on individual job classifications. However, there has been limited information collected on general salary schedule and fringe benefit information from comparable districts. This should become a regular activity conducted by the district. Information from such studies will become valuable to the district in its planning process for collective bargaining.
2. The district has continued to review issues related to insurance and other fringe benefits. There is evidence that district administrators are open to exploring the concept of a district benefits committee. Such a committee is able to monitor the costs of benefits and explore alternatives that could create savings to the district and employees.
3. There is a continuing need for the district to develop a system of classifications for classified employees and related salary schedules. The district and the classified employee organization must work cooperatively to establish a classification system that is uniform and fair to all classified employees. The use of an outside consultant to assist in this process could prove beneficial to both the district and the employee organization.

Standard Implemented: Partially

June 2003 Rating: 0

December 2003 Self-Rating: 1

December 2003 New Rating: 1



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 district hired a new Chief Business Officer in the summer of 2003. The person selected had been employed in a similar position with a local school district and had several years experience in school business. This person is also familiar with the collective bargaining process and the need to provide pertinent financial information during this process.
2. The new Chief Business Officer has experience in developing database worksheets and other materials that portray current cost information and provide projections of expenditures under alternative decision-making models. The district has already benefited from this experience and has used the detailed information during the collective bargaining process.

Standard Implemented: Partially

June 2003 Rating:	0
December 2003 Self-Rating:	2
December 2003 New Rating:	2



12.5 Employer/Employee Relations

Professional Standard

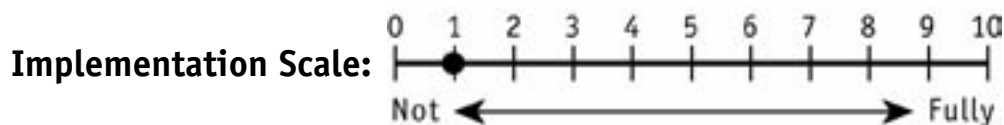
The Personnel Office provides clearly defined forms and procedures in the handling of grievances for its managers and supervisors.

Progress on Recommendations and Improvement Plan

1. There have been few, if any, formal grievances in the district in recent years. However, the district should consider the establishment of a standard form to be used when a grievance is filed. It will allow the parties to process the grievance more effectively and allow for early resolution of the problem.
2. District administrators have not yet been trained in handling grievances. This should be planned and carried out to keep district administrators aware of key issues in collective bargaining agreements and of problem-solving methods that can be used when dealing with employees and their expressed concerns.

Standard Implemented: Partially

June 2003 Rating:	1
December 2003 Self-Rating:	3
December 2003 New Rating:	1



Personnel Management				
Standard to be addressed		June 2003 Rating	Dec. 2003 Rating	Focus for June 2004
1.1	The district has clearly defined and clarified policies and procedures relative to recruitment, hiring, evaluation and dismissal of employees.	2	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	
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	
2.1	The Personnel Division utilizes the latest technological equipment for incoming and outgoing communications.	9	NR	
2.2	The Personnel Division staff is cross-trained to respond to client need without delay.	3	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	<input type="checkbox"/>
3.2	The job application form requests information that is legal, useful, pertinent, and easily understood.	5	NR	<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	
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	<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	<input type="checkbox"/>
4.2	The job applicant form requests information that is legal, useful, pertinent, and easily understood.	6	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	<input type="checkbox"/>

Personnel Management

Standard to be addressed		July 2003 Rating	Dec. 2003 Rating	Focus for June 2004
4.4	Appropriateness of required tests for a specific position is evident.	1	NR	
4.5	The district has implemented procedures to comply with the recent state legislation governing short-term employees (EC 45103).	0	NR	
5.1	Initial orientation is provided for all new staff.	4	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	
6.1	Personnel files are complete, well-organized and up to date.	6	6	<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	
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	
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	<input type="checkbox"/>
6.5	The Personnel Office provides an office environment with appropriate furniture, equipment, and materials.	6	NR	
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	
6.7	Wage and salary determination and ongoing implementation are handled without delays and conflicts (substitutes, temporary employees, stipends, shift differential, etc.).	4	6	<input type="checkbox"/>
6.8	Established staffing formulas dictate the assignment of personnel to the various sites and programs.	6	NR	
7.1	Policies and regulations exist regarding the implementation of fingerprinting requirements for all employees.	6	NR	

Personnel Management				
Standard to be addressed		June 2003 Rating	Dec. 2003 Rating	Focus for June 2004
7.2	The Governing Board requires every employee to present evidence of freedom from tuberculosis, as required by state law.	6	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	
7.4	A clear implemented policy exists on the prohibition of discrimination.	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	<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	<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	
7.8	The district is in compliance with the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA).	5	5	
7.9	The district is in compliance with the Family Medical Leave Act (FMLA) including posting the proper notifications.	1	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	<input type="checkbox"/>
8.1	A systematic position control system is utilized and integrated with payroll/financial systems.	3	4	<input type="checkbox"/>
8.2	The Personnel Office provides an effective substitute calling system.	5	NR	
8.3	The Personnel Office has a systematic and effective applicant tracking system for all applicants.	5	NR	
8.4	The Personnel Office has program funds and time for staff training and skills development in the use of computers.	0	NR	

Personnel Management

Standard to be addressed		July 2003 Rating	Dec. 2003 Rating	Focus for June 2004
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	<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	<input type="checkbox"/>
10.1	Clear policies and practices exist for the written evaluation and assessment of certificated employees.	5	NR	<input type="checkbox"/>
10.2	Clear policies and practices exist for the written evaluation and assessment of classified employees.	1	3	<input type="checkbox"/>
10.3	The Personnel Office provides a process for the monitoring of employee evaluations and the accountability reporting of their completion.	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	
10.5	The Personnel Division has developed a process for providing assistance to classified employees performing at a less-than-satisfactory level.	1	NR	
11.1	The Personnel Division has developed recognition programs for all employee groups.	6	NR	
11.2	The Personnel Division has available to its employees various referral agencies to assist employees in need.	4	6	
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	
11.4	The district has a systematic and effective workers' compensation program.	6	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	<input type="checkbox"/>

Personnel Management				
Standard to be addressed		June 2003 Rating	Dec. 2003 Rating	Focus for June 2004
12.2	The district involves site-level administrators in the bargaining and labor relations decision-making process.	1	NR	
12.3	The district provides a clearly defined process for bargaining with its employee groups (e.g., traditional, interest-based).	1	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	<input type="checkbox"/>
12.5	The Personnel Office provides clearly defined forms and procedures in the handling of grievances for its managers and supervisors.	1	1	