



Berkeley Unified School District

Personnel Management
Comprehensive Review
July 2005

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Office of Kern County
Superintendent of Schools**

Chief Executive Officer
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PERSONNEL MANAGEMENT

Two directors of personnel, one certificated and one classified, lead the Human Resources Department. During the past six months, all nine permanent staff members have remained in their positions, providing staff stability and confidence in the personnel services operations.

For this final six-month progress report, 22 personnel management standards were reviewed. A number of accomplishments have occurred, including:

- Joint monthly meetings have continued among the payroll, benefits, position control and personnel staff to clarify procedures and resolve employee problems.
- A full complement of personnel commissioners has been appointed to provide direction to the merit system district for the first time in five years.
- The Personnel Commission and school district board members approved a classification study to be conducted for the 107 classified employee job descriptions.
- The HR monthly newsletter to communicate with district employees has continued.
- A successful secondary teacher recruitment fair was held at Berkeley High School.
- The local Measure B parcel tax was passed. This will result in the hiring of approximately 40 new certificated employees for class-size reduction and expanded library services.

The district and the Human Resources Department still face a number of issues. These include the following:

1. There is a need for sufficient staff resources to complete the necessary recruitment for the large number of certificated and administrative employee vacancies anticipated for the 2005-2006 school year;
2. There is a need for formalizing the written operational procedures of the Human Resources Department; and
3. The lack of salary raises for teachers and administrators since the 2002-03 school year and for classified employees for more than four years affects recruitment efforts. FCMAT has learned that the district has negotiated temporary agreements for new employee contracts and that public disclosure documents were being prepared for the county office's review at the time this report was being finalized.

Employee Recruitment

The Human Resources Department lacks a written comprehensive recruitment plan that identifies the projection of recruitment needs and costs. The district needs to hire 60 certificated teachers and 10 administrators for the 2005-2006 school year. Measure B funds generated 40 new teaching positions. The district Web site has been successfully enhanced and provides easy access for candidates to apply for positions. An attractive certificated hiring folder has been developed and includes information that promotes the Berkeley schools and community.

The district held a Secondary School Teacher Recruitment Fair on April 9, 2005. Five secondary administrators had preliminary training and provided screening interviews. The Certificated Director is in the process of identifying and training site and district level administrators to participate in the district's recruitment efforts.

The Certificated Human Resources Department has not developed an annual written summary of its certificated recruitment efforts to present to the Governing Board. The summary report should include the recruitment sources, locations, number of applications, interviews, hires and costs.

Professional Development

The Director of Certificated Personnel attended the California Commission on Teacher Credentialing (CCTC) conference in October 2004 to address the “No Child Left Behind” regulations. A plan with annual, measurable objectives is being developed for the Superintendent’s review.

A reference check form has been developed for certificated positions. The procedure for completion requires three reference checks be submitted before recommending a candidate for employment.

The Human Resources Department continues to provide site administrators with a Principal’s Human Resources Guide handbook that contains selected personnel procedures and forms. The Human Resources Department still needs to develop its own internal written operating procedures to ensure its practices are carried out fairly and consistently.

The district lacks a program or plan that provides teachers and other professional staff members with diversity training. Individual departments have provided some training to special education aides and principals. The district needs to develop a more systematic approach to providing this training to all the professional staff.

Classified Employees

The classified personnel office uses a wide variety of sources to recruit classified staff, including written notices, district Web page flyers, online recruiting centers, mailings to selected agencies, and newspaper ads. The district’s classified application form contains appropriate and legal information. The request for an applicant to voluntarily provide his/her Social Security number on a supplemental questionnaire is unnecessary and inappropriate. Also, the classified application available online contains a nondiscrimination disclaimer that is different from the one distributed by the personnel office.

The Personnel Commission finally has the requisite three members. Efforts now need to be directed toward updating the commission’s rules.

The Human Resources Department lacks a procedures manual for department operational procedures. Some written procedures used by the department have been included in the Principal’s Human Resources Guide distributed by the Human Resources Department staff. Desk manual development is still far from being completed. The district needs to establish a uniform format for this project and target dates.

The district has now implemented the Education Code requirement for all new and continuing employees to provide proof that they are free of tuberculosis. Corrective action procedures are now in place to address delinquent testing of continuing employees.

Three classified employee staff development days were held during the year, involving all classified employee classifications. The Classified Personnel Department has fully implemented all the education and testing requirements for instructional aides. The department is working with instructional aides who do not meet the education requirements contained in the “No Child Left Behind” legislation so that the aides can either pass the proficiency test or move into other assignments.

Technology

The conversion to the payroll/personnel computer system, Quintessential School System (QSS), has been ongoing since 2003. Credentialing data and information are still in the process of being moved to QSS. Excel spreadsheets are used to generate reports on credential information that is used by school site and district personnel.

Both the Classified and Certificated Personnel departments have some form of applicant tracking. Classified applications are tracked in an Excel database by job posting. Certificated applications are tracked both in a district standalone Excel database and online in Ed-Join. The certificated applicant tracking system needs to include additional information on the results of paper screening and interviews. Also, a system should be developed to eliminate the need for maintaining two separate application databases.

Bargaining Unit Negotiations

The Certificated Personnel Department collects a wide variety of teacher salary and benefit information from surrounding districts for use in negotiations. Although the district has been unable to grant salary increases for classified staff, the district should periodically collect salary data from comparable districts for selected benchmark positions. Such information should be periodically shared with the Governing Board, Personnel Commission and Superintendent.

The district has a board policy requiring the “sunshining” of all new initial proposals. Both union and district initial proposals are placed on a board agenda for public input prior to the start of negotiations.

1.7 Organization and Planning

Professional Standard

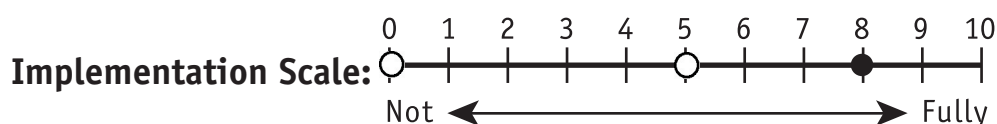
The Personnel Division has a monthly activities calendar and accompanying lists of ongoing personnel activities to be reviewed by staff at planning meetings.

Progress on Recommendations and Improvement Plan

1. The Human Resources Department provided the visiting team with an annual planning calendar for the 2004-2005 school year that included both monthly and ongoing activities. Both documents listed the date of the activity, the person responsible and a description of the activity.
2. The Human Resources Department has continued to conduct regularly scheduled staff meetings. The department maintains minutes of the meetings. A list of individuals responsible for specific actions is recorded in the minutes and shows the action to be taken and the anticipated completion date for each activity.

Standard Implemented: Fully - Substantially

July 2003 Rating:	0
January 2004 Rating:	Not reviewed
July 2004 Rating:	5
January 2005 Rating:	Not reviewed
July 2005 Self-Rating:	8
July 2005 New Rating:	8



3.5 Certificated Recruitment/Selection

Professional Standard

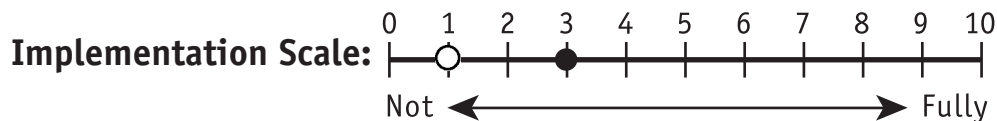
The district has established an adequate recruitment budget, that includes funds for travel, advertising, staff training, promotional materials, printing of a year-end report, and that effectively implements the provisions of the district recruitment plan.

Progress on Recommendations and Improvement Plan

1. The Certificated Human Resources Department budget is a part of the district's general fund budget that identifies the general categories the department may use. The department has not developed its comprehensive recruitment plan that identifies projection of recruitment needs and costs. Recruitment sources, college placement centers and job fairs should be identified in the plan. The Public Information Office has developed an attractive recruitment folder that promotes the district. It was recently used at the District Recruitment Fair where 120 teaching candidate applications were received and screened. Four principals have been trained for screening and recruiting.
2. Recruitment needs are greatly expanded this year as a result of Measure B funding. Forty new positions were generated as a result of Measure B, and an additional 20 teachers are needed. The department is in the process of recruiting for these positions. Ten administrative positions also need to be filled. A department budget should be developed that itemizes current recruitment costs and is prepared for current and future recruitment needs.

Standard Implemented: Partially

July 2003 Rating:	1
January 2004 Rating:	Not reviewed
July 2004 Rating:	Not reviewed
January 2005 Rating:	Not reviewed
July 2005 Self-Rating:	3
July 2005 New Rating:	3



3.6 Certificated Recruitment/Selection

Professional Standard

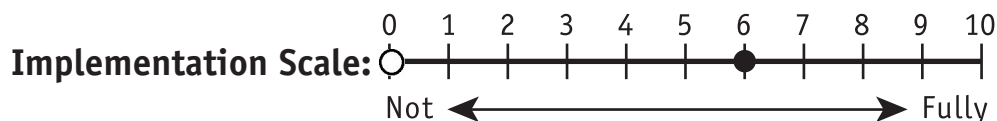
The district has developed materials that promote the district and community, are attractive, informative and easily available to applicants and other interested parties.

Progress on Recommendations and Improvement Plan

1. The Certificated Human Resources Department has worked with the district Public Information Office and has enhanced the district's Web site. The Web site is attractively presented and provides easy access for candidates to apply. It includes a link to Ed Join and Berkeley Housing for view by candidates.
2. An attractive certificated hiring folder was created and utilized at the April 9, 2005 Secondary Teacher Recruitment and Interview Fair. The folder contains a publication entitled "Berkeley and Our Schools" with articles about the community and schools. The folder also contains the new Certificated Employment Application, salary schedules and benefit information.
3. The district is currently recruiting for 10 administrators and anticipates 60 to 70 teacher vacancies. Job announcements have been placed in several publications and on Web sites.

Standard Implemented: Partially

July 2003 Rating:	0
January 2004 Rating:	Not reviewed
July 2004 Rating:	Not reviewed
January 2005 Rating:	Not reviewed
July 2005 Self-Rating:	7
July 2005 New Rating:	6



3.7 Certificated Recruitment/Selection

Professional Standard

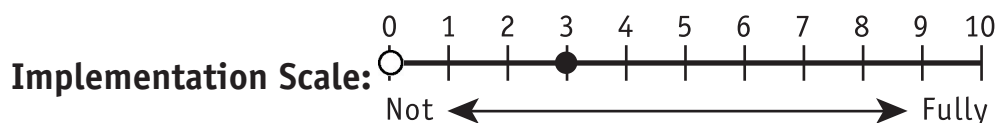
The district has identified persons to participate in recruitment efforts, including principals, district personnel and others, as appropriate, and has provided them with adequate training to carry out the district's recruitment goals.

Progress on Recommendations and Improvement Plan

1. The Certificated Director has begun the process of selecting site-level and district-level administrators to participate in recruitment. The visiting team did not receive a written recruitment plan for the 2005-06 school year. Three high school administrators and one middle school administrator received some initial training and participated in the April 9 Secondary School Teacher Recruitment Fair. There is a list of elementary principals that will participate in the paper screening and interviews that will provide a pool of candidates for elementary positions. A list of secondary principals will serve the same purpose.
2. Training for site and program administrators involved in certificated hiring regarding recruitment, interviewing, and selection has not been provided in recent years. Recruitment training should be a current priority.

Standard Implemented: Partially

July 2003 Rating:	0
January 2004 Rating:	Not reviewed
July 2004 Rating:	Not reviewed
January 2005 Rating:	Not reviewed
July 2005 Self-Rating:	3
July 2005 New Rating:	3



3.9 Certificated Recruitment/Selection

Professional Standard

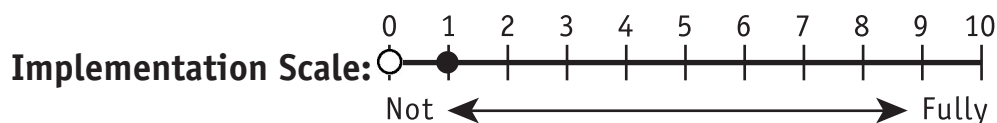
The district has developed an annual written summary report of its recruitment efforts, including data detailing the goals for the year, sites visited, number of candidates contacted, employees hired as a result of the recruitment efforts and plans for any changes for the following year.

Progress on Recommendations and Improvement Plan

1. There is no plan or procedure for compiling and maintaining data necessary for developing an annual written summary report of certificated recruitment and hiring. Data should include the following: recruitment goals, number of teacher applications, number of teachers hired, areas/grade levels, recruitment sources, colleges visited and results.
2. Periodic reports on staff hiring have been made to the Governing Board; however, there is no annual written summary report of the certificated recruitment and hiring process.
3. When a written annual report is developed, it should be shared with the Governing Board and other groups, as appropriate.

Standard Implemented: Partially

July 2003 Rating:	0
January 2004 Rating:	Not reviewed
July 2004 Rating:	Not reviewed
January 2005 Rating:	Not reviewed
July 2005 Self-Rating:	2
July 2005 New Rating:	1



3.11 Certificated Recruitment/Selection

Professional Standard

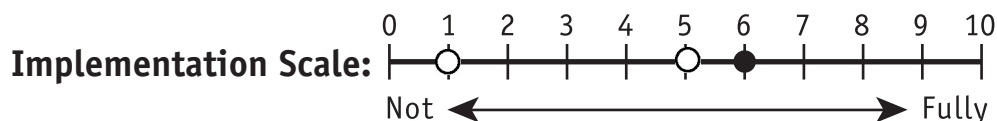
The district is preparing to address new federal regulations as they relate to the No Child Left Behind Act.

Progress on Recommendations and Improvement Plan

1. The Director of Certificated Personnel attended the California Commission on Teacher Credentialing (CCTC) conference in October 2004 and attended every session addressing No Child Left Behind (NCLB) certification.
2. The Director of Certificated Personnel is developing a plan with annual measurable objectives regarding the evaluation of teachers on meeting NCLB certification. This plan is to be discussed with the Superintendent.
3. The district has requested official documentation from paraprofessionals pertaining to NCLB requirements. All employees who do not comply have been given the opportunity to take the written examination administered by the district as well as the test provided by the Alameda County Office of Education. Tutorials and test preparation classes are available for these employees. All instructional assistants who have not demonstrated compliance are invited to classes at the district's adult school and are to be paid for up to eight hours at their regular salary for attending the training.

Standard Implemented: Partially

July 2003 Rating:	1
January 2004 Rating:	5
July 2004 Rating:	Not reviewed
January 2005 Rating:	6
July 2005 Self-Rating:	7
July 2005 New Rating:	6



3.12 Certificated Recruitment/Selection

Professional Standard

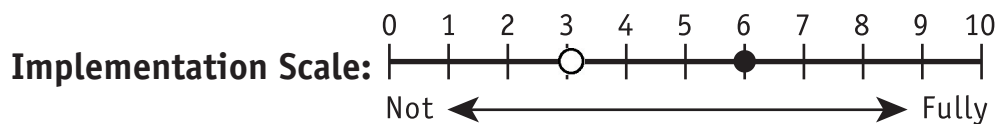
The district systematically initiates and follows up on reference checking on all applicants being considered for employment.

Progress on Recommendations and Improvement Plan

1. A reference check form has been developed for certificated positions and was being used sporadically in the fall of 2004. The procedure for completion of reference checks is described on the form. The reference check form is a part of the recruitment package and will be fully implemented in the spring. The procedure establishes three mandatory reference checks to be submitted before recommending a candidate for employment by the district. The procedure requires reference check forms to be maintained in the district interview file.

Standard Implemented: Partially

July 2003 Rating:	3
January 2004 Rating:	3
July 2004 Rating:	3
January 2005 Rating:	3
July 2005 Self-Rating:	6
July 2005 New Rating:	6



4.2 Classified Recruitment/Selection

Professional Standard

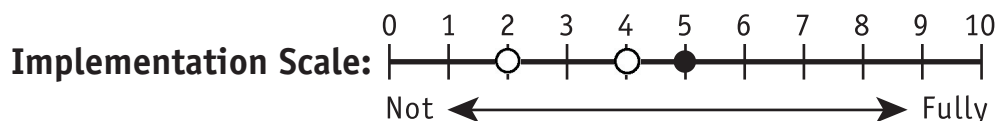
Employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided under merit system rules.

Progress on Recommendations and Improvement Plan

1. The Classified Human Resources Department has completed its revisions to the flow chart that describes the process for submitting and approving classified personnel requisitions and has reviewed the flow chart changes with the cabinet. The revised flow chart and accompanying written narrative are awaiting revisions by the Business Division before distribution and placement in the Principals' Human Resources Guide.
2. The district's Personnel Commission directed the Director of Classified Personnel at its March 2005 meeting to begin updating the commission's rules so that they agree with the Education Code. The Director has provided the commission with a copy of the Education Code provisions that apply to merit system districts. The commission needs to continue aggressively pursuing the updating of its rules.
3. The Principals' Human Resources Guide includes a section that covers a brief history of the merit system, which has been revised from five to four pages in length. A new section titled "Personnel Recruitment" that covers recruitment techniques, strategies, concepts and examination development has been developed and will be placed in the Principals' Human Resources Guide upon completion of updates.
4. The Human Resources Department has not yet drafted internal written procedures that detail the processes to be followed in recruitment.

Standard Implemented: Partially

July 2003 Rating:	2
January 2004 Rating:	Not reviewed
July 2004 Rating:	2
January 2005 Rating:	4
July 2005 Self-Rating:	6
July 2005 New Rating:	5



4.3 Classified Recruitment/Selection

Professional Standard

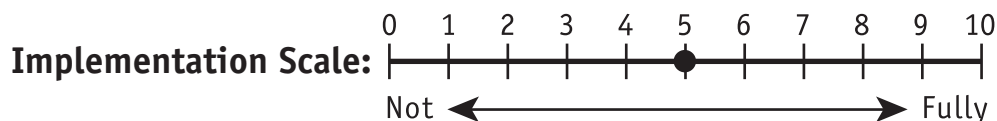
The job application form requests information that is legal, useful, pertinent, and easily understood.

Progress on Recommendations and Improvement Plan

1. The Classified Human Resources Department revised its Voluntary Employment/Applicant Identification Form on January 27, 2005. The form includes a space for the applicant's Social Security number. The form does not indicate that providing this information is optional (or why it is even required). Elimination of the space for Social Security number would improve the document.
2. The classified online job application has a different nondiscrimination statement than the one handed out by the Human Resources Department.
3. The Voluntary Employment/Applicant Identification Form asks the applicant to identify how he/she became aware of the job. This information will be compiled in the classified applicant tracking system.

Standard Implemented: Partially

July 2003 Rating:	5
January 2004 Rating:	Not reviewed
July 2004 Rating:	Not reviewed
January 2005 Rating:	Not reviewed
July 2005 Self-Rating:	6
July 2005 New Rating:	5



4.4 Classified Recruitment/Selection

Professional Standard

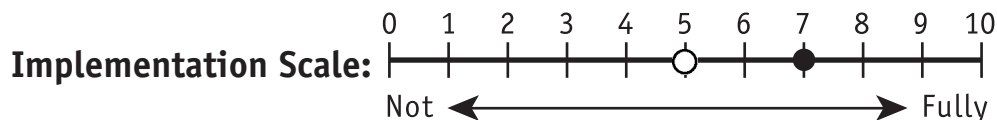
The district written recruitment plan identifies various recruitment sources utilized in the search process for the numerous position classifications.

Progress on Recommendations and Improvement Plan

1. The Classified Personnel Department has developed a wide range of recruitment strategies that include district postings, mailings to selected organizations, postings on the district's Web page, Hot Job's and Ed-Join, college career centers and newspaper advertisements.
2. Applicants are asked to indicate on a Voluntary Employment/Applicant Identification Form how they learned of the job vacancy. This information is entered into the classified applicant tracking system for future analysis.

Standard Implemented: Partially

July 2003 Rating:	5
January 2004 Rating:	Not reviewed
July 2004 Rating:	Not reviewed
January 2005 Rating:	Not reviewed
July 2005 Self-Rating:	7
July 2005 New Rating:	7



6.2 Operational Procedures

Professional Standard

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

Progress on Recommendations and Improvement Plan

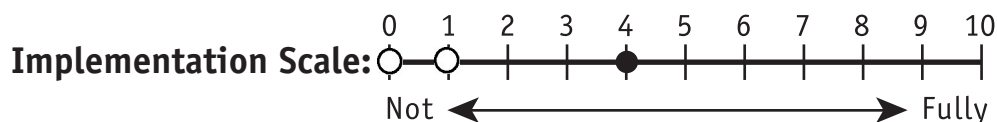
1. Staff members have been developing desk manuals for their areas of responsibility. The status of these desk manuals varies from staff member to staff member. Some individuals have developed meaningful procedures describing their work responsibilities, but others have not.

The office leadership needs to establish a format for staff members to use in preparing desk procedures. Some office uniformity is needed concerning the use of the index of activities and the development of tabs in binders.

It was reported that the human resources staff was continuously busy with day-to-day tasks that prevent staff members from being able to set time aside to work on this project.

Standard Implemented: Partially

July 2003 Rating:	0
January 2004 Rating:	1
July 2004 Rating:	Not reviewed
January 2005 Rating:	4
July 2005 Self-Rating:	5
July 2005 New Rating:	4



6.3 Operational Procedures

Professional Standard

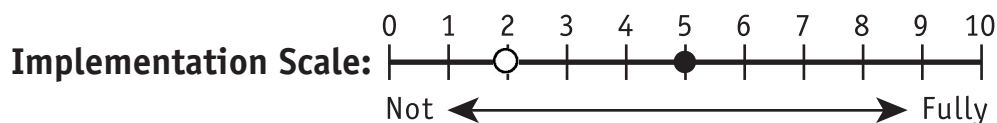
The Personnel Division has an operational procedures manual for internal department use in order to establish consistent application of personnel actions.

Progress on Recommendations and Improvement Plan

1. The Human Resources Department lacks an operational procedures manual. However, in October 2004, the department distributed a Principals' Human Resources Guide binder to principals. Some of the materials included in this guide, as reported by the Human Resources Department, could be a part of the internal procedures manual.
2. The Principals' Human Resources Guide was updated in October 2004 and will be updated each October.
3. The Human Resources Department needs to designate someone in charge of developing a Human Resources Procedures Manual.

Standard Implemented: Partially

July 2003 Rating:	2
January 2004 Rating:	5
July 2004 Rating:	5
January 2005 Rating:	5
July 2005 Self-Rating:	6
July 2005 New Rating:	5



6.9 Operational Procedures

Professional Standard

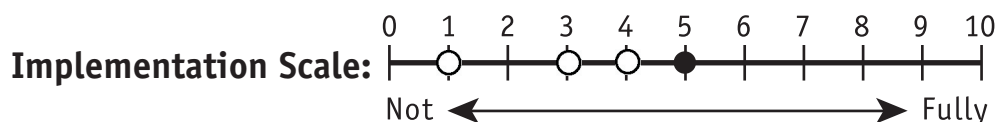
Personnel staff members attend training sessions/workshops to keep abreast of the most current acceptable practices and requirements facing personnel administrators.

Progress on Recommendations and Improvement Plan

1. The Director of Classified Personnel attended the No Child Left Behind Workshop. The Credentials Technician and the Director of Certificated Personnel attended the 2005 Spring Credentials Workshop. Five human resources staff members attended training on the Quintessential School System (QSS), which is the district technology being used. One human resources staff member attended the absence tracking training. One staff member attended the Public Employees Retirement System workshop, and two staff members attended the State Teachers Retirement System workshop.
2. Although written annual training goals for managers and the staff were not available, members of the Human Resources Department attended a variety of workshops and training sessions.
3. A written record of staff trainings attended or of the continuing training needs and goals was not available.

Standard Implemented: Partially

July 2003 Rating:	1
January 2004 Rating:	3
July 2004 Rating:	4
January 2005 Rating:	Not reviewed
July 2005 Self-Rating:	6
July 2005 New Rating:	5



7.2 State and Federal Compliance

Legal Standard

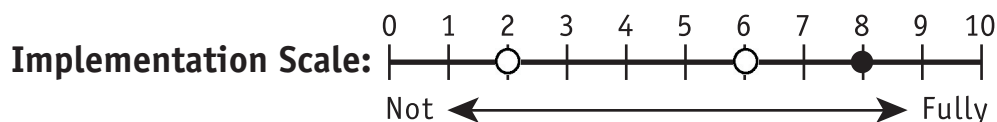
The Governing Board requires every employee to present evidence of freedom from tuberculosis as required by state law (EC 44839, 49406).

Progress on Recommendations and Improvement Plan

1. All new hires are provided a copy of the district's policy regarding the district obligation to enforce the Education Code related to tuberculosis testing every four years.
2. The longstanding problem of monitoring existing employees to ensure they have proof of being tuberculosis free was addressed at the start of the current school year. A process for the retesting of current employees is in place.
3. A "Critical 30 Day Notice" is sent to employees in need of tuberculosis clearance. This notice requires the noncompliant employees to come into the Human Resources Department and show proof of verification of tuberculosis clearance to receive their paychecks. Directions on how to obtain tuberculosis skin tests is included with this notice.

Standard Implemented: Fully - Substantially

July 2003 Rating:	2
January 2004 Rating:	2
July 2004 Rating:	2
January 2005 Rating:	6
July 2005 Self-Rating:	8
July 2005 New Rating:	8



7.3 State and Federal Compliance

Legal Standard

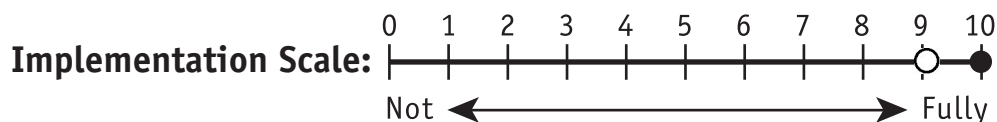
No person shall be employed as a teacher's aide unless that person has passed the basic reading, writing, and mathematic skills proficiencies required for graduation from high school (EC 45361.5).

Progress on Recommendations and Improvement Plan

1. The district has fully implemented the new qualifications and testing requirements for Instructional Aides under the No Child Left Behind Act.
2. The Classified Personnel Department has identified all existing instructional aides who do not meet the minimum educational level. The Human Resources Department is working with the identified instructional aides to help them pass a proficiency test or move to another classification.

Standard Implemented: Fully - Sustained

July 2003 Rating:	9
January 2004 Rating:	Not reviewed
July 2004 Rating:	Not reviewed
January 2005 Rating:	Not reviewed
July 2005 Self-Rating:	10
July 2005 New Rating:	10



7.4 State and Federal Compliance

Legal Standard

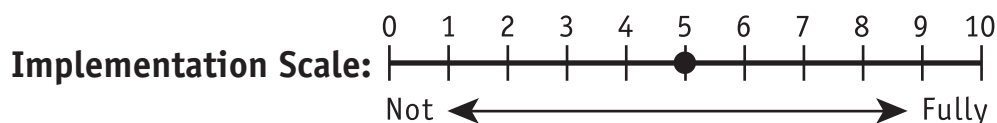
A clear, implemented policy exists on the prohibitions of discrimination (Government Code 11135).

Progress on Recommendations and Improvement Plan

1. The board policy on nondiscrimination in employment (BP 4030) needs to be updated to reflect current organizational structure. The existing policy identifies the Assistant Superintendent, Administrative Services, as the district individual to contact for all discrimination and sexual harassment complaints. This position no longer exists.
2. The Human Resources Department continues to use a number of nondiscrimination statements on its official documents. All documents should include the same statement, which needs to match the one included in the board policy.
3. Information needs to be posted and provided to employees that clearly identifies the district employee responsible for receiving complaints of discrimination.

Standard Implemented: Partially

July 2003 Rating:	5
January 2004 Rating:	Not reviewed
July 2004 Rating:	Not reviewed
January 2005 Rating:	5
July 2005 Self-Rating:	6
July 2005 New Rating:	5



7.5 State and Federal Compliance

Legal Standard

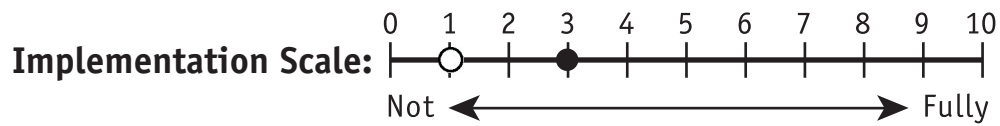
All certificated persons hold one or more valid certificates, credentials or life diplomas that allow the holder to engage in school services designated in the document (EC 44006).

Progress on Recommendations and Improvement Plan

1. A plan has been developed to collect, record and report all credential information on employees in the district, but the plan has not been fully implemented.
2. The conversion to the payroll/personnel computer system, Quintessential School System (QSS), has been ongoing since 2003. Credentialing data and information is in the process of being moved to QSS.
3. Only one staff person is trained in credentials. Additional training is needed, and completion of the conversion to QSS should provide the ability to sort information and make timely reports as needed.
4. The Credentials Specialist and the Director of Certificated Personnel have attended training on credential information. The technician attends the annual training through the California Commission on Teacher Credentialing (CCTC).
5. The human resources staff has requested assistance from the Alameda County Office of Education to prepare and distribute all necessary credential reports on a timely basis. Assistance is scheduled for September.
6. No office desk manual is available for use by staff members involved in credential issues.
7. Excel spreadsheets are used to generate reports on credential information that is used by school site and district office personnel. The conversion to QSS should be completed and provide the required information.
8. A black binder in the Human Resources Department contains all master schedules (2004-05). The human resources administration can download from the district student attendance system individual teacher assignment information for ensuring appropriate credentials.
9. The human resources administrator reviews applicant credential information before the interview. The Certificated Human Resources Department notifies teachers whose credentials are going to expire.

Standard Implemented: Partially

July 2003 Rating: 1
January 2004 Rating: Not reviewed
July 2004 Rating: Not reviewed
January 2005 Rating: Not reviewed
July 2005 Self-Rating: 4
July 2005 New Rating: 3



8.3 Use of Technology

Professional Standard

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

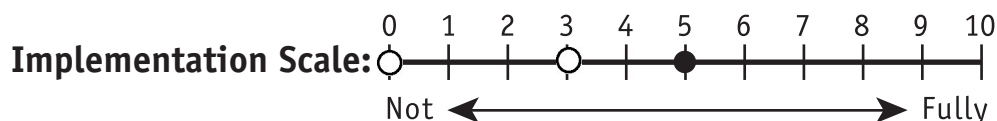
Progress on Recommendations and Improvement Plan

1. Classified applications are tracked in a separate Excel spreadsheet for each vacancy. The spreadsheet contains names, addresses, announcement dates, examination dates and scores, total scores and ranking. The systems in place provide a reliable method for tracking classified applications.
2. Certificated applications are tracked in two separate systems. Applicants who apply through Ed-Join are tracked and maintained in Ed-Join. Hard copies are generated for credential review and are reviewed by selecting administrators. To the extent that the applicant provides online documentation of credentials and experience, evaluation of credentials and experience could be completed without the necessity for creating hard copies.

Certificated applications that are submitted in hard copy are maintained in an Excel database. The database does not include any information on the results of paper screening, time and date interviewed and results of interviews.

Standard Implemented: Partially

July 2003 Rating:	0
January 2004 Rating:	Not reviewed
July 2004 Rating:	Not reviewed
January 2005 Rating:	3
July 2005 Self-Rating:	5
July 2005 New Rating:	5



9.1 Staff Training

Professional Standard

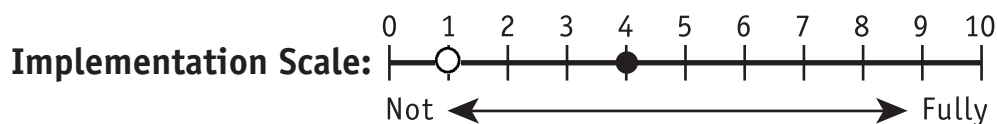
The district has developed a systematic program for identifying areas of need for in-service training for all employees.

Progress on Recommendations and Improvement Plan

1. The Education Services Department provides the in-service training for certificated employees. A memorandum of understanding with teachers provides for the formation of a professional development committee that will make recommendations for in-service training. Principal Council meetings provide opportunities to discuss training needs for teachers.
2. School-Term Classified Employee Staff Development Days were held for all classified employee classifications during the school year. Classified employees were provided with in-service training on October 11, 2004, November 12, 2004, and January 28, 2005.

Standard Implemented: Partially

July 2003 Rating:	1
January 2004 Rating:	Not reviewed
July 2004 Rating:	Not reviewed
January 2005 Rating:	Not reviewed
July 2005 Self-Rating:	3
July 2005 New Rating:	4



9.3 Staff Training

Legal Standard

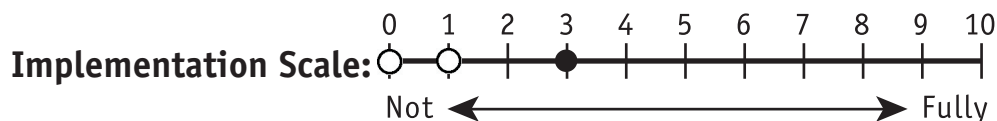
Teachers and other professional school services personnel are provided diversity training (EC 44560).

Progress on Recommendations and Improvement Plan

1. The district has no overall plan for providing staff with diversity training. Individual departments have provided limited training. Special education provided training for 30 staff members on the “Biological Basis of Race.” The Education Department periodically provides principals with books on understanding the needs of students of diversity. Human resources staff members have been provided a document on achieving diversity in teacher hiring within the boundaries of Proposition 209.

Standard Implemented: Partially

July 2003 Rating:	0
January 2004 Rating:	Not reviewed
July 2004 Rating:	1
January 2005 Rating:	Not reviewed
July 2005 Self-Rating:	4
July 2005 New Rating:	3



12.1 Employee/Employer Relations

Professional Standard

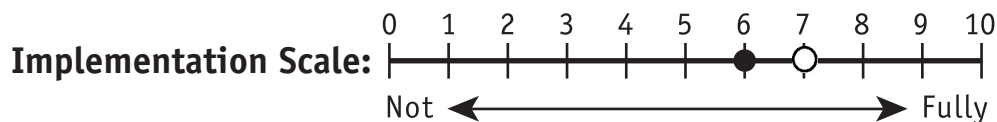
The district has collected data that compare the salaries and benefits of its employees with districts of similar size, geographic location and other comparable measures.

Progress on Recommendations and Improvement Plan

1. The district collects and analyzes comparative salary and benefit data for its certificated negotiations. The district primarily relies upon periodic telephone surveys of surrounding districts and J-90 salary data.
2. For the past four years, the district has not been able to grant classified employees a salary increase and therefore has not determined that there is a need to collect comparable salary data.
3. The district has a benefits committee that meets regularly to review and develop strategies for maintaining benefit programs.

Standard Implemented: Partially

July 2003 Rating:	7
January 2004 Rating:	Not reviewed
July 2004 Rating:	Not reviewed
January 2005 Rating:	Not reviewed
July 2005 Self-Rating:	8
July 2005 New Rating:	6



12.7 Employee/Employer Relations

Legal Standard

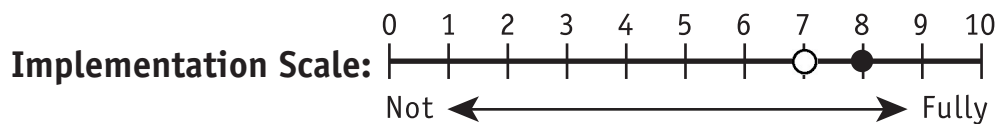
Bargaining proposals and negotiated settlements are “sunshined” in accordance with the law to allow public input and understanding of employee cost implications and, most importantly, the effects on the children of the district.

Progress on Recommendations and Improvement Plan

1. The district has in place a board policy and practice of “sunshining” all initial proposals. The Governing Board provides an opportunity for public input on initial proposals from the employee collective bargaining unit and district at a public board meeting before the negotiations begin.

Standard Implemented: Fully - Substantially

July 2003 Rating:	7
January 2004 Rating:	Not reviewed
July 2004 Rating:	Not reviewed
January 2005 Rating:	Not reviewed
July 2005 Self-Rating:	8
July 2005 New Rating:	8



Personnel Management						
Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 rating	July 2005 rating
1.1	An updated and detailed policy and procedures manual exists that delineates the responsibilities and operational aspects of the personnel office.	4	NR	5	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.	4	NR	4	NR	NR
1.3	The Personnel Division has developed a mission statement that sets clear direction for personnel staff.	5	NR	7	NR	NR
1.4	The Personnel Division has an organizational chart and a functions chart that include the names, positions and job functions of all staff in the Personnel Division.	4	NR	7	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.	3	NR	5	NR	NR
1.6	Individual staff members have developed goals and objectives in their areas of responsibility and a personal professional development plan.	4	6	NR	NR	NR
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	NR	5	NR	8
1.8	The Personnel Division head is a member of the Superintendent's cabinet and participates in decision making early in the process.	8	NR	9	NR	NR
2.1	The Personnel Division utilizes the latest technological equipment for incoming and outgoing communications.	3	NR	NR	NR	NR
2.2	The personnel and business divisions have developed and distributed a menu of services that includes the activities performed, the individual responsible, and the telephone numbers where they may be contacted.	3	4	NR	NR	NR
2.3	The Personnel Division provides an annual report of activities and services provided during the year.	0	2	NR	NR	NR
2.4	The Personnel Division staff is cross-trained to respond to client need without delay.	2	NR	5	NR	NR
2.5	The Personnel Division holds regularly scheduled staff meetings.	6	NR	8	NR	NR

Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 rating	July 2005 rating
2.6	Various publications are provided on a number of subjects to orient and inform various clients.	5	NR	NR	NR	NR
3.1	The Governing Board will provide equal opportunities for all people without regard to race, color, creed, sex, religion, ancestry, national origin, age, or disability (EC 44100-44105).	4	NR	NR	NR	NR
3.2	Employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided.	4	5	NR	NR	NR
3.3	The job application form requests information that is legal, useful, pertinent, and easily understood.	7	NR	NR	NR	NR
3.4	The Personnel Division recruitment plan that contains recruitment goals, including the targeting of hard-to-fill positions such as those in the areas of math, science, special education and bilingual education.	0	NR	1	NR	NR
3.5	The district has established an adequate recruitment budget that includes funds for travel, advertising, staff training, promotional materials and the printing of a year-end report, and that effectively implements the provisions of the district recruitment plan.	1	NR	NR	NR	3
3.6	The district has developed materials that promote the district and community, are attractive, informative and easily available to all applicants and other interested parties.	0	NR	NR	NR	6
3.7	The district has identified people to participate in recruitment efforts, including principals, district personnel and others, as appropriate, and has provided them with adequate training to carry out the district's recruitment goals.	0	NR	NR	NR	3
3.8	The district has effectively identified a variety of successful recruitment sources, including Web sites, job fairs, colleges and universities and publications.	5	NR	NR	NR	NR
3.9	The district has developed an annual written summary reports of its recruitment efforts, including data detailing the goals for the year, sites visited, number of candidates contacted, employees hired as a result of the recruitment efforts and plans for any changes for the following year.	0	NR	NR	NR	1

Personnel Management						
Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 rating	July 2005 rating
3.10	The district has developed alternative teacher certification programs and process (i.e., preintern, intern, committee on assignment).	2	NR	NR	NR	NR
3.11	The district is preparing to address new federal regulations as they relate to the No Child Left Behind Act.	1	5	NR	6	6
3.12	The district systematically initiates and follows up on reference checking on all applicants being considered for employment.	3	3	3	3	6
4.1	The Governing Board will provide equal employment opportunities for persons without regard to race, color, creed, sex, religion, ancestry, national origin, age or disability (EC 44100-44105).	5	NR	NR	NR	NR
4.2	Employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided under merit system rules.	2	NR	2	4	5
4.3	The job applicant form requests information that is legal, useful, pertinent, and easily understood.	5	NR	NR	NR	5
4.4	The district has a written recruitment plan identifies various recruitment sources utilized in the search process for the numerous position classifications.	5	NR	NR	NR	7
4.5	The district systematically initiates and follows up on all applicants being considered for employment.	4	5	NR	NR	NR
4.6	Appropriateness of required tests for a specific position is evident.	6	NR	NR	8	NR
4.7	The Personnel Commission prepares an eligibility list of qualified candidates for each classified position that is open, indicating the top three candidates (EC45272-45278)	6	NR	8	NR	NR
4.8	Classified recruitment results are provided in an annual report to the Personnel Commission Board.	3	NR	3	NR	NR
4.9	The district has implemented procedures to comply with the recent state legislation governing short-term employees (EC 45103).	10	NR	NR	NR	NR
5.1	Initial orientation is provided for all new staff.	4	5	NR	NR	NR
5.2	The Personnel Division provides orientation handbooks for new employee orientation in all classifications: substitutes, teachers and classified employees.	4	NR	NR	NR	NR

Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 rating	July 2005 rating
5.3	The Personnel Division has developed a video presentation (i.e., tape, CD-ROM, DVD) of the district activities and expectations for new employee orientation.	0	NR	NR	NR	NR
5.4	The Personnel Division 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.	3	NR	4	NR	NR
6.1	Personnel files are complete, well-organized and up to date.	1	NR	NR	3	NR
6.2	Personnel Division nonmanagement staff members have individual desk manuals for all of the personnel functions for which they are held responsible.	0	1	NR	4	4
6.3	The Personnel Division has an operational procedures manual for internal department use in order to establish consistent application of personnel actions.	2	5	5	5	5
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.	5	NR	NR	5	NR
6.5	The Personnel Division provides an office environment with appropriate furniture, equipment, and materials.	4	NR	NR	NR	NR
6.6	The Personnel Division has procedures in place that 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.	4	8	NR	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	NR	NR	5	NR
6.8	Regulations or agreements covering various types of leaves are fairly administered.	6	NR	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.	1	3	4	NR	5

Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 rating	July 2005 rating
6.10	The Personnel Division provides employees with appropriate forms for documenting requested actions (i.e., leaves, transfers, resignations, retirements).	9	NR	NR	NR	NR
6.11	Established staffing formulas dictate the assignment of personnel to the various sites and programs.	4	NR	NR	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.	6	NR	NR	NR	NR
7.2	The Governing Board requires every employee to present evidence of freedom from tuberculosis as required by state law (EC 44839, 49406).	2	2	2	6	8
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).	9	NR	NR	NR	10
7.4	A clear implemented policy exists on the prohibition of discrimination (Government Code 11135).	5	NR	NR	5	5
7.5	All certificated persons hold one or more valid certificates, credentials or life diplomas that allow the holder to engage in school services designated in the document (EC 44006).	1	NR	NR	NR	3
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).	1	NR	NR	6	NR
7.7	Professional growth requirements for maintenance of a valid credential exist (EC 44277).	10	NR	NR	NR	NR
7.8	The district has established a process by which all required notices and in-service training sessions have been performed and documented such as those for child abuse reporting, blood-borne pathogens, sexual harassment and nondiscrimination. (EC 44691, GC 8355).	2	NR	4	NR	NR
7.9	The district is in compliance with Title IX policies on discrimination and Government Code 12950(a) posting requirements concerning harassment or discrimination.	5	NR	NR	NR	NR

Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 rating	July 2005 rating
7.10	The district is in compliance with the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA).	6	NR	NR	NR	NR
7.11	The district is in compliance with the Family Medical Leave Act (FMLA) including posting the proper notifications.	4	NR	NR	6	NR
7.12	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.	6	NR	NR	NR	NR
7.13	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 and California statutes.	3	NR	NR	NR	NR
8.1	An online position control system is utilized and is integrated with payroll/financial systems.	3	NR	6	NR	NR
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.	8	NR	NR	NR	NR
8.3	The certificated and classified departments of the Personnel Division has an applicant tracking system.	0	NR	NR	3	5
8.4	The Personnel Division has a program of providing funds and time for staff training and skills development in the use of computers.	1	NR	3	NR	NR
8.5	The Personnel Division utilizes the latest technology to provide staff and clients with improved communications (e.g., voice mail, fax, e-mail).	5	NR	NR	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.	3	NR	3	NR	NR
9.1	The district has developed a systematic program for identifying areas of need for in-service training for all employees.	1	NR	NR	NR	4
9.2	The district shall make provisions for department-directed staff development activities (EC 52034(g)).	6	NR	NR	NR	NR

Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 rating	July 2005 rating
9.3	Teachers and other professional school services personnel are provided with diversity training (EC 44560).	0	NR	1	NR	3
9.4	The district has adopted policies and procedures regarding the recognition and reporting of sexual harassment (GC 12940).	10	NR	NR	10	NR
9.5	The district provides training for all management and supervisory staff responsible for employee evaluations.	6	6	NR	NR	NR
9.6	The district provides training opportunities to managers and supervisors in leadership development and supervision. Training topics might include interpersonal relationships, effective supervision, conflict resolution, cultural diversity and gender sensitivity, team building.	3	NR	NR	4	NR
9.7	The district develops handbooks and materials for all training components.	6	NR	NR	NR	NR
10.1	The evaluation process is a regular function related to each employee and involves criteria related to the position.	6	NR	NR	NR	NR
10.2	Standards for the evaluation of management and supervisors will be developed and implemented.	6	NR	NR	6	NR
10.3	A clear policy and practice exists for the written evaluation and assessment of certificated employees. (EC 44663)	7	NR	NR	NR	NR
10.4	The Personnel Division provides a process for the monitoring of employee evaluations and the accountability reporting of their completion.	4	5	5	NR	NR
10.5	The Personnel Division has developed an evaluation handbook for management and supervisory training.	6	6	NR	NR	NR
10.6	The Personnel Division has developed due process training for managers and supervisors.	6	6	NR	NR	NR
10.7	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).	8	NR	NR	NR	NR
10.8	The Personnel Division has developed a process for providing assistance to classified employees performing at a less-than-satisfactory level.	7	NR	NR	NR	NR

Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 rating	July 2005 rating
11.1	The Personnel Division has developed a program for retirement counseling, including: STRS counseling, PERS counseling, and "life after retirement."	2	6	NR	6	NR
11.2	The Personnel Division has developed recognition programs for all employee groups.	7	NR	NR	NR	NR
11.3	The Personnel Division has available to its employees various referral agencies to assist employees in need.	7	NR	NR	NR	NR
11.4	Employee benefits are well understood by employees through periodic printed communications provided by the Personnel Division. Timely notification of annual open enrollment periods is sent to all employees.	5	NR	NR	NR	NR
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.	6	NR	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 any injury or illness.	9	NR	NR	NR	NR
11.7	The district notifies the third party administrator of an employee's claim of injury within five working days of learning of the injury and forwards a completed form 5020 to the insurance authority.	9	NR	NR	NR	NR
11.8	The district's workers' compensation experiences and activities are reported periodically to the superintendent's cabinet.	4	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.	7	NR	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	4	NR	NR	NR	NR
11.11	The district does not pay temporary disability benefits during those times when an employee is in an extended nonpay status.	7	NR	NR	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.	7	NR	NR	NR	6

Personnel Management

Standard to be addressed		July 2003 rating	January 2004 rating	July 2004 rating	January 2005 rating	July 2005 rating
12.2	The Personnel Division involves site-level administrators in the bargaining and labor relations decision making process.	6	NR	NR	NR	NR
12.3	The Personnel Division provides all managers and supervisors (certificated and classified) training in contract management with emphasis on the grievance process and administration.	5	NR	5	NR	NR
12.4	The Personnel Division provides a clearly defined process for bargaining with its employee groups (i.e., traditional, interest-based).	7	NR	NR	NR	NR
12.5	The Personnel Division has a process in place that provides management and the Board of Education with information on the impact of bargaining proposals (i.e., fiscal, staffing, management flexibility, student outcomes).	9	NR	NR	NR	NR
12.6	The Personnel Division provides clearly defined forms and procedures in the handling of grievances for its managers and supervisors.	4	4	NR	6	NR
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.	7	NR	NR	NR	8

