



West Contra Costa Unified School District

Personnel Management

Comprehensive Review
January 2002

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

Chief Executive Officer
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1.4 Organization and Planning

Professional Standard

The district has an organizational chart and a functions chart that includes the names, positions and job functions of all staff in the Human Resources Division.

Progress on Recommendations and Improvement Plan

1. The Personnel Services Division provides an organizational chart that was revised in September 2001, and distributed to site and program managers in October 2001.
2. The latest organizational chart not only provides position titles and names of individuals in the position but lists the major functions for all Personnel Services Division staff. A separate Personnel Office Functions Chart listing areas of responsibility was provided.
3. The Personnel Services Division plans to update the organization and functions chart(s) annually as part of its annual report to the Governing Board. The organizational chart has been placed on the Web site.

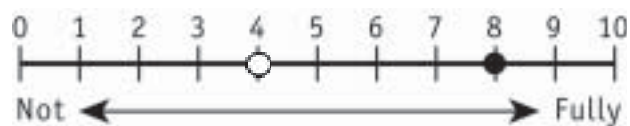
Standard Implemented: Fully Implemented - Substantially

June 2001 Rating: 4

December 2001 Self-Rating: 8

December 2001 New Rating: 8

Implementation Scale:



1.7 Organization and Planning

Professional Standard

The district has a monthly activities calendar and accompanying list of ongoing Human Resources activities to be reviewed by staff at planning meetings.

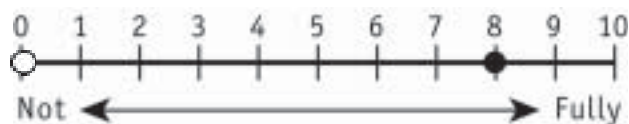
Progress on Recommendations and Improvement Plan

1. The Personnel Services Division provided the assessment team with a year's monthly meeting calendars that identify Personnel Services Division leadership team, Personnel Services staff, certificated staff, and classified staff. Agendas and backup materials were also provided.
2. The Personnel Services Division also provided the assessment team with an annual calendar of major monthly Personnel Services activities to be completed by staff. Activities were separated by items that needed to go to the Governing Board and those that needed to be completed within the division. Individuals responsible for completion of tasks were identified by position title.

Standard Implemented: Fully Implemented - Substantially

June 2001 Rating:	0
December 2001 Self-Rating:	8
December 2001 New Rating:	8

Implementation Scale:



2.1 Communications: Internal/External

Professional Standard

The Personnel Services Division effectively utilizes the latest technological equipment for incoming and outgoing communications.

Progress on Recommendations and Improvement Plan

1. The Personnel Services Division has developed a communication policy and procedures that is still in the draft stage and has not yet been finalized or instituted. The draft covers use of telephones and voicemail and creates telephone answering groups. Included in the draft is a proposed requirement that voice mail be responded to at least twice a day or in no case longer than 24 hours.
2. Included in Personnel Services Division's draft communication policy and procedures is a chart that defines telephone answering groups. The draft procedures do not address how the groups are to function. Specific responsibility for covering assigned telephone numbers is not spelled out. These draft procedures have not been implemented.
3. The assessment team was provided with a copy of a flow chart showing the steps required to establish a new position and to fill a vacant position. The flow chart will be included in the Operational Procedures Manual and has not yet been distributed to anyone outside personnel. The team was also provided copies of two procedures that were contained in the Operational Procedures Manual that describe how a Personnel Requisition Form is processed. Neither one of the two documents has been distributed outside the Personnel Office.

Standard Implemented: Partially

June 2001 Rating:	5
December 2001 Self-Rating:	8
December 2001 New Rating:	6

Implementation Scale:



2.5 Communications: Internal/External

Professional Standard

The Personnel Services Division holds regularly scheduled staff meetings.

Progress on Recommendations and Improvement Plan

1. The Personnel Services Division has established and calendared regular staff meetings for the leadership team, classified team, certificated team and full Personnel Office staff meetings.
2. Staffing meetings include an agenda and sign-in sheet. In most cases, a record of topics discussed was created. There is no evidence that, on a future agenda, there is an opportunity to follow up on prior action/problem areas to ensure the matter is resolved.
3. Staff agendas included items and issues that are of an ongoing nature. Based on the minutes provided to the assessment team, it is not evident that timelines and responsibility were set and periodically reviewed.

Standard Implemented: Partially

June 2001 Rating:	4
December 2001 Self-Rating:	8
December 2001 New Rating:	6

Implementation Scale:



3.3 Certificated Recruitment and Selection

Professional Standard

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

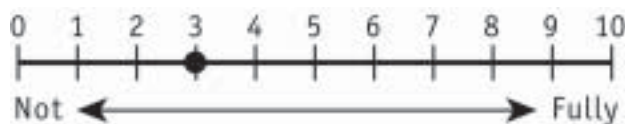
Progress on Recommendations and Improvement Plan

1. The district has developed a preliminary draft of an Application for Certificated Employment based on the review of applications from the following districts: San Ramon Valley Unified School District, Los Banos Unified School District, Mt. Diablo Unified School District, Antioch Unified School District, and the Contra Costa County Office of Education. At the time of the review, the draft did not include an e-mail field for applicants. The district is in the process of refining the draft application with a goal of adopting it by January 2002.
2. The draft application document did not include "Source Referral" information. Staff is planning to add "Source Referral" descriptions to the application and insert descriptions into the BiTech applicant tracking module in order to retrieve recruitment data for future reports.
3. At the time of the review, the "Voluntary Applicant/Employer Identification" section was not separated from the original application. Staff is planning to have a separate sheet for this information. Data will be entered into BiTech for future use by staff.
4. The draft application document currently asks the questions regarding previous dismissal and/or resignations. It is also included in the draft section titled "Input Information for All Applicants;" Questions 1 and 2 inquire whether an applicant has ever resigned or was dismissed for cause.

Standard Implemented: Partially

June 2001 Rating:	3
December 2001 Self-Rating:	3
December 2001 New Rating:	3

Implementation Scale:



3.8 Certificated Recruitment and Selection

Professional Standard

Selection procedures are uniformly applied.

Progress on Recommendations and Improvement Plan

1. The Personnel Services Division revised and issued Bulletin P-7 (9/21/01) titled “Reference Checks for Certificated Candidates” to all principals. It reminded principals that all candidates must have at least one reference check on file before hiring can be completed. Principals who obtain references may fax or send them by school mail to Personnel Services Division. There was no evidence that a completed interview sheet was routinely submitted as part of the employment process.
2. Bulletin P-7, “Reference Check for Certificated Candidates,” was distributed to all principals (9/21/01) and a memo titled “Reference Check for New Subs” informed the Substitute Placement Clerk that no person would be hired without a reference check.
3. There was no written documentation outlining a substitute teacher hiring policy that included reference checks or a documented oral interview. However, it was assumed by the Personnel Services Division staff that the reference check policy extended to all substitutes.
4. Written correspondence has been developed and signed by the Director of Certificated Personnel to alert the candidate of the status of his/her employment application. Detailed instructions relative to obtaining a teaching position and the district’s job fair are also included. In addition, a letter has been developed notifying the candidate of an incomplete application. The letter informs the candidates of the missing items that need to be submitted for employment consideration.
5. It was observed during the visitation and through written operational documents that e-mail and faxes are used daily. For example, principals are instructed to send completed references via fax.

Standard Implemented: Partially

June 2001 Rating:	4
December 2001 Self-Rating:	8
December 2001 New Rating:	5

Implementation Scale:



3.9 Certificated Recruitment and Selection

Professional Standard

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

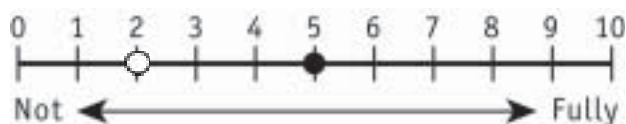
Progress on Recommendations and Improvement Plan

1. Bulletin P-7, "Reference Checks for Certificated Candidates," has been revised and issued (9/21/01) to all principals. No similar written policy or bulletin was submitted regarding required references for certificated substitutes. A memo was sent to the Substitute Placement Clerk to inform her of the reference requirement and provide operating instructions.
2. Both Personnel Services Bulletin P-7 and the memo (9-24-01) "Reference Checks for New Subs" emphasized that a minimum of one reference check had to be on file before any employee could report to work.
3. The Director, Certificated Personnel, has discussed reference requirements and procedures with principals. Reference forms can be downloaded from e-mail files, or, upon request, forms are sent through school mail.

Standard Implemented: Partially

June 2001 Rating: 2
December 2001 Self-Rating: 7
December 2001 New Rating: 5

Implementation Scale:



4.2 Classified Recruitment and Selection

Legal Standard

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

Progress on Recommendations and Improvement Plan

1. The Personnel Services Division uses a spreadsheet application at the Senior Personnel Assistant's desk to track the progress of personnel requisitions. The information is primarily used by the Senior Personnel Assistant, although it is placed on the "H" drive for viewing by the schools and other offices. The information is very limited and does not reflect current status of the personnel action. Information regarding the filling of regular ongoing positions is not included. Personnel does not have a process for identifying positions that have not been filled within some predetermined guidelines.
2. The Classified Personnel Department has not established a process whereby supervisors are asked to assist in the development of appropriate promotional examination materials. Personnel has begun, on a selected basis, to involve supervisors, but it has not been institutionalized. As the district begins to update job descriptions and qualifications, the identification of appropriate testing materials should be improved.
3. The Personnel Services Division includes a one-page document on its Web page that describes the classified employee selection process for applicants. The draft of the Operational Procedures Manual also includes a flow chart portraying the process for initiating a new position and filling existing vacancies. The assessment team was not provided any detailed procedure that set forth the steps required of supervisors to initiate filling a position and the subsequent steps to be taken by the Personnel Office.
4. The district has presented to Local 1 a comprehensive bargaining proposal that would modify existing contract language in hiring, promotions and transfers. The proposed language would include other criteria in addition to seniority when considering applicants.
5. The Personnel Services Division has currently set a meeting in November 2001 to examine the district's practices with regard to the use of temporaries and substitutes. The Personnel Services Division has not yet modified its practices; however, the Personnel Services Division is working with Legal Services to determine appropriate practices.
6. The district has presented to Local 1 a bargaining proposal that would allow the district to post vacancies that occur during the summer recess.

Standard Implemented: Partially

June 2001 Rating: 0
December 2001 Self-Rating: 5
December 2001 New Rating: 3

Implementation Scale:



5.1 Employee Orientation

Professional Standard

Initial orientation is provided all new staff.

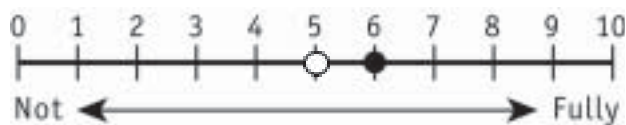
Progress on Recommendations and Improvement Plan

1. The district provides an orientation program that is comprehensive and ongoing during the year. A consultant has been hired to develop an orientation video that includes district expectations, employee rights and responsibilities, employee support services available, and how to succeed in the West Contra Costa Unified School District.
2. The Personnel Services Division provides assistance to new employees in understanding payroll and benefit entitlement requirements and compliance issues. A checklist is used to assure completion of all employment requirements.
3. There is no evidence of principals' or supervisors' involvement in planning and presenting orientation programs for certificated employees. It was reported that principals and supervisors would be involved in annual planning meetings for new teachers.
4. New Teacher Handbooks have been developed for elementary and secondary employees. Handbooks are comprehensive and include excellent material for new teachers.
5. New Teacher Handbooks and an orientation video will be used and distributed in the induction of new employees for the 2002-2003 school year.

Standard Implemented: Partially

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

Implementation Scale:



6.3 Operational Procedures

Professional Standard

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

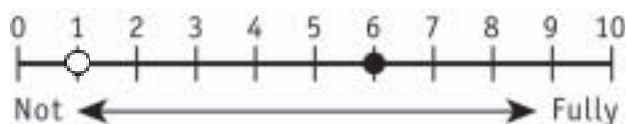
Progress on Recommendations and Improvement Plan

1. The Personnel Services Division has designated the Confidential Senior Personnel Assistant as the point person for coordinating and monitoring the development of an Operational Procedures Manual.
2. The assessment team was provided a copy of the Operational Procedures Manual for the Personnel Office. The format of the material is not uniform and appears to be a compilation of existing documents into one binder. This manual is currently under development and has not been distributed outside the personnel office. The district currently is working to determine an appropriate format.
3. The leadership team agendas included an item covering an update on development of an Operational Procedures Manual.

Standard Implemented: Partially

June 2001 Rating:	1
December 2001 Self-Rating:	7
December 2001 New Rating:	6

Implementation Scale:



6.4 Operational Procedures

Professional Standard

The Personnel Services 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.

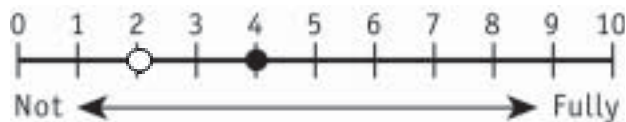
Progress on Recommendations and Improvement Plan

1. The district on October 1, 2001, retained the services of a personnel consultant to review, revise and update all district job descriptions for ADA compliance during the period October 15, 2001, through June 30, 2002. Thus far, none of the job descriptions have been revised. There is no specific timeline for completing the various tasks associated with revising and implementing the job descriptions.
2. The personnel consultant has been assigned the responsibility for establishing a uniform format for job descriptions. The district and union have been provided sample copies of job descriptions prior to finalizing on the format to be used.
3. The district has indicated that it intends to secure from the Local 1 union an agreement that anytime there is a change in a classification's salary allocation, there will be a corresponding agreement that the district may revise the job description to reflect current duties.
4. It was reported to the assessment team that the personnel consultant is responsible for providing training to existing staff on principles and techniques used to analyze positions. The current Consultant Services Agreement form does not include such in-service training as a service to be rendered by the consultant.

Standard Implemented: Partially

June 2001 Rating:	2
December 2001 Self-Rating:	5
December 2001 New Rating:	4

Implementation Scale:



7.2 State and Federal Compliance

Legal Standard

The Governing Board requires every employee to present evidence of freedom of tuberculosis as required by state law. (Education Codes 44839 and 49406.)

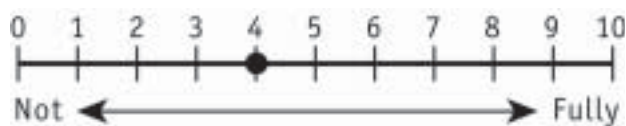
Progress on Recommendations and Improvement Plan

1. The district has done initial research into model policies and regulations covering tuberculosis testing for employees. It was reported that research will continue until a policy and regulations are completed and adopted by the Governing Board.
2. The assessment team was presented a new Operational Procedures Manual for the division. Included in this handbook is a page regarding tuberculosis testing, containing three basic statements concerning testing for new and current employees. This information can form the basis for necessary step-by-step procedures that detail how individuals in the division process tests for new employees as well as how division staff monitor current employees, including notification and follow-up by letter or other forms of communication.
3. The Personnel Services Division is working with district legal counsel to review tuberculosis testing requirements for new and current employees. This work is designed to result in the development of uniform consequences for those employees who fail to comply with such requirements.
4. The Personnel Services Division is working with Management Information Services (MIS) to explore the feasibility of using the BiTech computer system applicant tracking and/or credentials modules to track the names of current employees and their tuberculosis renewal dates. They are also exploring capabilities of the system to create computer-generated reminder letters to individual employees as their renewal dates approach.

Standard Implemented: Partially

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

Implementation Scale:



7.4 State and Federal Compliance

Legal Standard

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

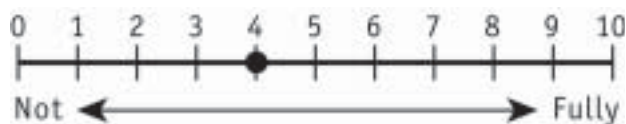
Progress on Recommendations and Improvement Plan

1. The Personnel Services Division is working with the district's legal counsel to review current district policies and regulations on discrimination. This process also involves review of CSBA and three other school district policies and regulations to develop language and concepts to be included in district revisions.
2. District legal counsel is working with administrators in the different divisions to review the scope of district documents and materials requiring the inclusion of a nondiscrimination statement. It was reported that, upon adoption of a new policy and regulations on discrimination, a standard nondiscrimination statement would be developed and used in all district materials and postings.
3. District legal counsel is investigating procedures used by other school districts that systematically ensure the proper placement and review of employment-related legal notices at each work site. Legal counsel will be working with the Personnel Services Division to develop a plan for placement, review and replacement of postings on an annual basis.

Standard Implemented: Partially

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

Implementation Scale:



7.6 State and Federal Compliance

Legal Standard

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. (Education Code 45109.)

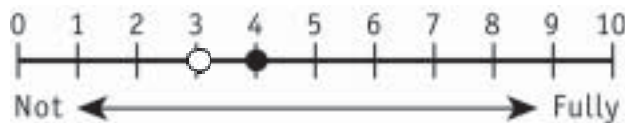
Progress on Recommendations and Improvement Plan

1. The Personnel Services Division recently engaged a consultant to review and revise all position descriptions in the district. This process is designed to result in uniform formats and meet the necessary ADA requirements. The process began in October 2001, and is scheduled for completion by June 30, 2002.
2. It was reported that the Personnel Services Division would be developing procedures and guidelines for periodic review and updating of all position descriptions to be included in the new Operational Procedures Manual.
3. At the completion of the position description review and revision process, the Personnel Services Division plans to present the position descriptions to the Governing Board for approval and set up a schedule for annual review.
4. As part of the current review and revision process, the consultant is meeting with representations from each bargaining unit. The Personnel Services Division plans to develop strict procedures and timelines for review of future revisions by the bargaining units and to include the results in the Procedures Manual.

Standard Implemented: Partially

June 2001 Rating:	3
December 2001 Self-Rating:	5
December 2001 New Rating:	4

Implementation Scale:



7.8 State and Federal Compliance

Legal Standard

Current position descriptions are established for each type of work performed by certificated and classified employees. (Education Code 35929.)

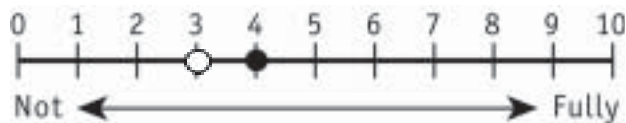
Progress on Recommendations and Improvement Plan

1. The Personnel Services Division recently engaged a consultant to review and revise all position descriptions in the district. This process is designed to result in uniform formats and meet the necessary ADA requirements. The process began in October 2001, and is scheduled for completion by June 30, 2002.
2. It was reported that the Personnel Services Division would be developing procedures and guidelines for periodic review and updating of all position descriptions to be included in the new Operational Procedures Manual.
3. At the completion of the position description review and revision process, the Personnel Services Division plans to present the position descriptions to the Governing Board for approval and set up a schedule for annual review.
4. As part of the current review and revision process, the consultant is meeting with representatives from each bargaining unit. The Personnel Services Division plans to develop strict procedures and timelines for review of future revisions by the bargaining units and to include the results in the Procedures Manual.

Standard Implemented: Partially

June 2001 Rating:	3
December 2001 Self-Rating:	5
December 2001 New Rating:	4

Implementation Scale:



8.3 Uses of Technology

Professional Standard

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

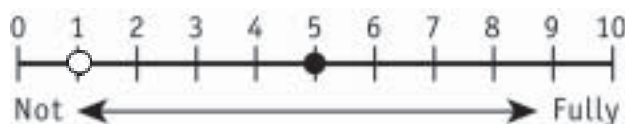
Progress on Recommendations and Improvement Plan

1. The Personnel Services Division Technology Plan (November 2001) presented to the assessment team contained four components: (1) Hardware, (2) Software, (3) Training, and (4) Monitoring. The text of the plan is a progress report of what has occurred and what is scheduled for the rest of the fiscal year. The plan contained no short- and long-term goals/objectives, timelines or maintenance elements. Currently, the applicant tracking and credential monitoring modules are operative; classified applicant tracking is scheduled to be operative at the end of November 2001.
2. The technology focus group of the Personnel Services Division has six leadership team members who are scheduled to meet every Friday (for two hours starting at 9 a.m.) to discuss computer issues. During the October 2001 BiTech training, staff was able to convey and request reports and critical data fields on computer screens.

Standard Implemented: Partially

June 2001 Rating:	1
December 2001 Self-Rating:	4
December 2001 New Rating:	5

Implementation Scale:



8.4 Use of Technology

Professional Standard

The Personnel Services Division has in place a program of providing funds and time for staff training and skills development in the use of computers.

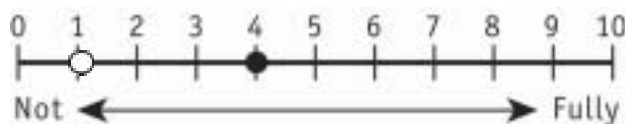
Progress on Recommendations and Improvement Plan

1. Two senior personnel assistants are currently being cross trained in the operation of the substitute calling system. In addition, the person hired to fill the vacant Workers Compensation Clerk position will also be cross trained in the future.
2. A memo titled “HR Training” from Management Information Services outlining opportunities in Empmstr, Emppay, CDH Assign and PCN was sent to Personnel on 7/9/01. There was no information or documentation of staff attendance or documentation encouraging staff to attend classified personnel workshops.
3. The Director of Classified Personnel is the designated leadership team member responsible for an in-house staff development activities program or plan. There was no evidence of an in-house staff development plan or documentation of past or present internal staff development activities.
4. Training was conducted in October 2001 for recently installed Applicant Tracking and Credentials modules. Further training is scheduled for November 2001.

Standard Implemented: Partially

June 2001 Rating:	1
December 2001 Self-Rating:	7
December 2001 New Rating:	4

Implementation Scale:



8.5 Use of Technology

Professional Standard

The Personnel Services Division utilizes the latest technology to provide staff and clients with improved communication (e.g., voice mail, fax, and e-mail).

Progress on Recommendations and Improvement Plan

1. Several personnel desk manuals contained a draft of a guide titled “Communication Policy and Procedure.” The guide’s purpose is to define both Personnel Services communication etiquette standards and technical operation of the telephone equipment.
2. Management Information Services (MIS) has contracted an outside vendor to install the Novell system, which will change the district’s current two platform e-mail system to one. Installation is scheduled for January 2002.
3. The Personnel Services Division has an informative Web page that enhances its outreach in recruitment, 24-hour classified and certificated job hotlines, Quick Reference Personnel Directory, and a soon-to-be-improved e-mail system (January 2002).
4. With the assistance of the Associate Superintendent of Business and Operations, Management Information Services (MIS) and the Personnel Services Division were able to purchase 20 computers with licenses that are compatible to BiTech. In addition, MIS is contracting with an outside vendor to rewire (Ethernet) the Personnel Services Division building.

Standard Implemented: Partially

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

Implementation Scale:



8.6 Use of Technology

Professional Standard

The Personnel Services 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.

Progress on Recommendations and Improvement Plan

1. The Assistant Superintendent of Personnel Services has designated both senior personnel assistants as point persons to work with Budget and Management Information Services (MIS) to implement position control and applicant tracking.
2. The applicant tracking and credentials monitoring modules have been installed as of October 2001 using the BiTech system. Staff has undergone initial user training and has provided MIS input in data elements needed and types of reports necessary for information and daily operations.
3. Although a Personnel Services Technology Plan was presented to the assessment team, the document was more of a technology progress and update report than a plan. A plan with timelines, outlining short- and long-term goals and objectives and addressing equipment, training, maintenance, and funding was not presented for review.
4. Scheduled leadership team meetings are conducted on Fridays from 9 to 11 a.m., and agenda time is allotted for technology. However, there was no documentation of ideas, suggestions or recommendations as a result of those interactions.

Standard Implemented: Partially

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

Implementation Scale:



9.5 Staff Training

Professional Standard

The district provides training for all management and supervisory staff responsible for employee evaluations and documentation.

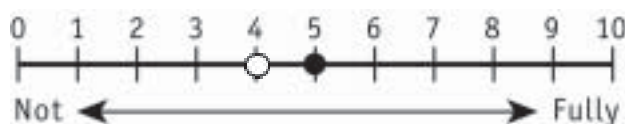
Progress on Recommendations and Improvement Plan

1. FRISK training will take place March 6, 2002, for managers and supervisors.
2. The Personnel Services Division is monitoring certificated and classified evaluations. Documentation dated 9/29/01 and 10/15/01 indicates that a number of schools and departments have not submitted evaluations for the 2000-2001 school year.
3. A Teacher Evaluation Workshop for principals was held on October 2, 2001, using five focus areas: literacy, math, Close the Gap (in reading and math), and High School Exit Exam. A contract management meeting was held September 27, 2001, for cook/managers. The agenda focused on evaluations and the discipline/grievance process. The Personnel Services Division also has scheduled two series of contract review sessions for supervisors on the Local 1 collective bargaining agreement, with the focus on the evaluation process and grievance/disciplinary process. Five days in November were established, two of which have been held.

Standard Implemented: Partially

June 2001 Rating:	4
December 2001 Self-Rating:	7
December 2001 New Rating:	5

Implementation Scale:



9.6 Staff Training

Professional Standard

The district provides training opportunities to managers in leadership development and supervision.

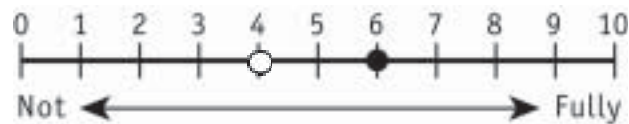
Progress on Recommendations and Improvement Plan

1. FRISK training is scheduled for March 6, 2002, for all managers and supervisors.
2. Principal training is ongoing and continuing throughout the year. An evaluation training program for principals took place on October 2, 2001. Training sessions for classified managers held its initial training on September 27, 2001, with others scheduled throughout the year.

Standard Implemented: Partially

June 2001 Rating:	4
December 2001 Self-Rating:	7
December 2001 New Rating:	6

Implementation Scale:



10.2 Evaluation/Due Process Assistance

Professional Standard

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

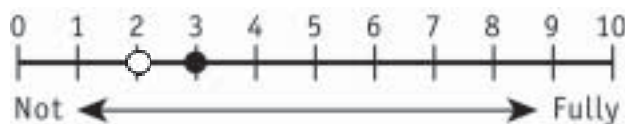
Progress on Recommendations and Improvement Plan

1. The district has not started any negotiations with the classified supervisors. Any evaluation instrument for classified supervisors will come out of the process.
2. The district is presently in the process of negotiating a new evaluation instrument and management guide with the West Contra Costa Administrators Association. The first meeting is scheduled in November. The evaluation instrument will be based on California standards for school administrators.
3. At the present time, no specific proposals are on the negotiations table with supervisors or managers that address how well managers evaluate those they supervise.
4. Beginning October 15, 2001, the Personnel Services Division began providing Cabinet with a monthly classified listing of overdue evaluations. Certificated evaluations not completed for the 2000-2001 school year were submitted by the Personnel Services Division to the Area Administrator Cabinet members on September 29, 2001. There are no written procedures that address these notifications.

Standard Implemented: Partially

June 2001 Rating:	2
December 2001 Self Rating:	4
December 2001 New Rating:	3

Implementation Scale:



10.5 Evaluation/Due Process Assistance

Professional Standard

The Personnel Services Division has developed an evaluation handbook for management and supervisory training.

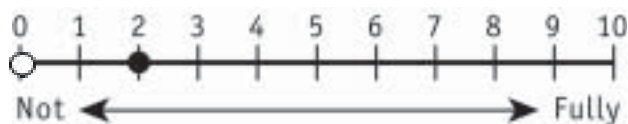
Progress on Recommendations and Improvement Plan

1. There is presently no certificated evaluation handbook; however, the district and United Teachers of Richmond have developed a pilot evaluation project that they plan to use at two sites this year. In-service plans were taking place at the time of the assessment team visitation. Finalization of the project handbook will provide the district with a valuable training tool.
2. There is presently no classified evaluation handbook. The Personnel Services Division reported that a target date of July 1, 2002, has been set for its completion.
3. On October 2, 2001, the Personnel Services Division provided a Teacher Evaluation Workshop that provided handbook materials. FRISK training for certificated managers was offered during the August 8-12 administrator workshops. On March 6, 2002, additional FRISK training will take place for managers/supervisors. New managers/supervisors will attend sessions beginning at 2 p.m., while all other managers/supervisors will join them at 3:45 p.m. Classified managers were provided evaluation workshops September 27, 2001, and November 6, 2001.

Standard Implemented: Partially

June 2001 Rating:	0
December 2001 Self-Rating:	3
December 2001 New Rating:	2

Implementation Scale:



12.5 Employer/Employee Relations

Professional Standard

The Personnel Services Division has a process in place that provides management and the Governing Board with information on the impact of current contract language and all new bargaining proposals (e.g., fiscal, staffing, management flexibility and student outcomes) on district operations.

Progress on Recommendations and Improvement Plan

1. District legal counsel, outside legal counsel and administrators from the Personnel Services Division have worked with principals and other district administrators to review collective bargaining agreements to assess problem areas, including contract language impacting employee selection and assignment. Detailed analytical documents were prepared and shared with Cabinet and the Governing Board for their use in developing initial contract proposals to the unions for 2001-2002 negotiations.
2. The Governing Board met multiple times to review information from the “Study,” which compares West Contra Costa Unified School District/United Teachers of Richmond contract language with Mt. Diablo, Oakland and Vallejo school district contracts, in addition to alternative contract language developed by the district’s attorneys. These meetings resulted in the establishment of priorities for several proposed changes during the 2001-2002 contract negotiations.
3. The district’s initial contract proposals for 2001-2002, to both United Teachers of Richmond (UTR) and Local 1, include proposed changes in contract language concerning selection, assignment and transfer of employees.

Standard Implemented: Fully - Substantially

June 2001 Rating:	6
December 2001 Self-Rating:	8
December 2001 New Rating:	8

Implementation Scale:

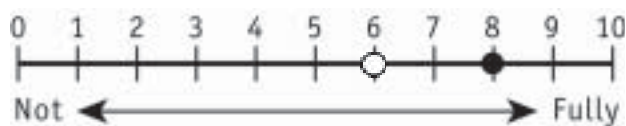


Chart of Personnel Management Standards

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Progress Ratings Toward Implementation of the Improvement Plan

Personnel Management					
Standard to be addressed		June 2001 Rating	Dec. 2001 Focus	Dec. 2001 Rating	June 2002 Focus
1.1	An updated and detailed policy and procedures manual exists which delineates the responsibilities and operational aspects of the personnel office.	7		NR	
1.2	The district has clearly defined and clarified roles for board and administration relative to recruitment, hiring, evaluation and dismissal of employees.	7		NR	
1.3	The Personnel Division has developed a Mission Statement that sets clear direction for personnel staff.	10		NR	
1.4	The Personnel Division has an organizational chart and a functions chart which include the names, positions and job functions of all staff in the Personnel Division.	4		8	
1.5	The Personnel Division has established goals and objectives directly related to the district's goals that are reviewed and updated annually.	10		NR	
1.6	Individual staff members have developed goals and objectives in their areas of responsibility and a personal professional development plan.	3		NR	<input type="checkbox"/>
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	<input type="checkbox"/>	8	
1.8	The Personnel Division head is a member of the Superintendent's Cabinet and participates in decision making early in the process.	10		NR	
2.1	The Personnel Division utilizes the latest technological equipment for incoming and outgoing communications.	5	<input type="checkbox"/>	6	

Personnel Management (continued)					
Standard to be addressed		June 2001 Rating	Dec. 2001 Focus	Dec. 2001 Rating	June 2002 Focus
2.2	The Personnel and Business divisions have developed and distributed a menu of services which includes the activities performed, the individual responsible, and the telephone numbers where they may be contacted.	5		NR	<input type="checkbox"/>
2.3	The Personnel Division provides an annual report of activities and services provided during the year.	10		NR	
2.4	The Personnel Division staff is cross-trained to respond to client need without delay.	1		NR	<input type="checkbox"/>
2.5	The Personnel Division holds regularly scheduled staff meetings.	4	<input type="checkbox"/>	6	
2.6	Various publications are provided on a number of subjects to orient and inform various clients.	4		NR	
3.1	The governing board will provide equal opportunities for all persons without regard to race, color, creed, sex, religion, ancestry, national origin, age, or disability (EC 44100-44105).	6		NR	
3.2	Employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided.	6		NR	
3.3	The job application form requests information which is legal, useful, pertinent, and easily understood.	3	<input type="checkbox"/>	3	
3.4	The Personnel Division recruitment plan includes a training component for the district recruitment team.	7		NR	<input type="checkbox"/>
3.5	The recruitment plan identifies placement centers, colleges and publications where there are significant numbers of candidates to meet the district's diverse needs.	6		NR	

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

Personnel Management (continued)					
Standard to be addressed		June 2001 Rating	Dec. 2001 Focus	Dec. 2001 Rating	June 2002 Focus
4.7	A summary of the recruitment efforts for the year is provided in written form.	10		NR	
5.1	Initial orientation is provided for all new staff.	5	<input type="checkbox"/>	6	
5.2	The Personnel Division provides orientation handbooks for new employee orientation in all classifications: substitutes, teachers and classified employees.	3		NR	<input type="checkbox"/>
5.3	The Personnel Division has developed a video of the district activities and expectations for new employee orientation.	0		NR	<input type="checkbox"/>
6.1	Personnel files are complete, well- organized and up-to-date.	4		NR	
6.2	Personnel Division non-management staff members have individual desk manuals for all of the personnel functions for which they are held responsible.	0		NR	<input type="checkbox"/>
6.3	The Personnel Division has an operation procedures manual for internal department use in order to establish consistent application of personnel actions.	1	<input type="checkbox"/>	6	
6.4	The Personnel Division has a process in place to systematically review and update job descriptions. These job descriptions shall be in compliance with the Americans with Disabilities Act (ADA) requirements.	2	<input type="checkbox"/>	4	
6.5	The Personnel Division provides an office environment with appropriate furniture, equipment, and materials.	4		NR	
6.6	The Personnel Division has procedures in place which allow for both personnel and payroll staff to meet regularly to solve problems which develop in the process of new employees, classification changes and employee promotions.	5		NR	<input type="checkbox"/>

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

Personnel Management (continued)					
Standard to be addressed		June 2001 Rating	Dec. 2001 Focus	Dec. 2001 Rating	June 2002 Focus
7.5	All certificated persons hold one or more valid certificates, credentials or life diplomas which allow the holder to engage in school services designated in the document (EC 44006).	6		NR	
7.6	Duties to be performed by all persons in the classified service and other positions not requiring certification are fixed and prescribed by the governing board (EC 45109).	3	<input type="checkbox"/>	4	
7.7	Professional growth requirements for maintenance of a valid credential exist (EC 44277).	10		NR	
7.8	Current position descriptions are established for each type of work performed by certificated and classified employees (EC 35020).	3	<input type="checkbox"/>	4	
7.9	The district has established a process by which all required notices/in-service training have been performed and documented, i.e., child abuse reporting, blood-borne pathogens, sexual harassment, non-discrimination, etc. (EC 44691, GC 8355).	10		NR	
7.10	The district is in compliance with Title IX policies on discrimination and Government Code 12950(a) posting requirements concerning harassment or discrimination.	8		NR	
7.11	The district is in compliance with the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA).	10		NR	
7.12	The district is in compliance with the Family Medical Leave Act (FMLA) including posting the proper notifications.	9		NR	
7.13	The district is in compliance with the Americans with Disabilities Act (ADA) of 1990 in application procedures, hiring, advancement or discharge, compensation, job training and other terms, conditions, and privileges of employment.	4		NR	

Personnel Management (continued)					
Standard to be addressed		June 2001 Rating	Dec. 2001 Focus	Dec. 2001 Rating	June 2002 Focus
7.14	The district has identified exempt and nonexempt employees and has promulgated rules and regulations for overtime which are in compliance with the Fair Labor Standards Act and California statutes.	1		NR	
8.1	An online position control system is utilized and is integrated with payroll/financial systems.	3		NR	<input type="checkbox"/>
8.2	The Personnel Division provides an automated substitute calling system. The system should have ability to input and retrieve data. Data should be distributed to site and program managers.	7		NR	
8.3	The certificated and classified departments of the Personnel Division have in place an applicant tracking system.	1	<input type="checkbox"/>	5	
8.4	The Personnel Division has in place a program of providing funds and time for staff training and skills development in the use of computers.	1	<input type="checkbox"/>	4	
8.5	The Personnel Division utilizes the latest technology to provide staff and clients with improved communications (i.e., voice mail, fax, e-mail).	4	<input type="checkbox"/>	5	
8.6	The Personnel Division has computerized its employee database system including, but not limited to: credentials, seniority lists, evaluations, personnel by funding source, program, location, and workers' compensation benefits.	2	<input type="checkbox"/>	5	

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

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

Personnel Management (continued)					
Standard to be addressed		June 2001 Rating	Dec. 2001 Focus	Dec. 2001 Rating	June 2002 Focus
11.8	The district workers' compensation experiences and activities are reported periodically to the Superintendent's Cabinet.	8		NR	
11.9	The workers' compensation unit is actively involved in providing injured workers with an opportunity to participate in a modified duty program.	10		NR	
11.10	The workers' compensation unit maintains the California OSHA log for all work sites and a copy is posted at each work site during the month of February as required.	10		NR	
12.1	Salary schedules and benefits are competitive.	5		NR	
12.2	The Personnel Division involves site-level administrators in the bargaining and labor relations decision making process.	5		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.	4		NR	
12.4	The Personnel Division provides a clearly defined process for bargaining with its employee groups (i.e., traditional, interest-based).	6		NR	
12.5	The Personnel Division has a process in place that provides management and the Board of Education with information on the impact of bargaining proposals (i.e., fiscal, staffing, management flexibility, student outcomes).	6	☐	8	
12.6	The Personnel Division provides clearly defined forms and procedures in the handling of grievances for its managers and supervisors.	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.	10		NR	