

## **PERSONNEL MANAGEMENT**

### **Summary of Findings and Recommendations**

The FCMAT study team reviewed 27 personnel standards for this report. Fieldwork was conducted in early August 2004. The study team interviewed 20 individuals, including all of the Human Resources leadership team, and reviewed numerous documents.

The Human Resources Division is organized into five functional units:

- Employee staffing
- Employee employment
- Area network services
- Labor relations
- Information systems/compensation/benefits (operations)

At the time of the August 2004 visit, the Human Resources Division provided FCMAT with four organizational charts that included the number of division employees. The chart for September 2003 listed 51.60 full-time equivalents (FTEs), the October 2003 chart indicated 47.60 FTEs, and the July 2004 chart indicated 42.00 FTEs. The division has been reorganized and staffing reduced for budgetary reasons. Additional reorganization is planned to further reduce the human resources staff to 35 FTEs by November 2004. The reduction from 51.60 to 35.00 FTEs represents an approximate 32 percent decrease in staffing.

With the elimination of the district's Compliance Officer position, sexual harassment training and investigating, Family and Medical Leave Act (FMLA) training, and discrimination complaints have been shifted to human resources personnel.

The Operations Unit of the division provides reduced services, as office hours have been reduced two hours each day while Bi-Tech system corrections and additional implementation occur.

Other significant events within the division include the implementation of the results-based budgeting process, which allows site administrators to determine their certificated and classified staffing by the amount of their available budget. This concept is a significant change for the financial and human resources staff dealing with staffing and position control.

The Assistant Superintendent of Human Resources now reports to a Deputy Superintendent. Previously, this position reported to the State Administrator. The Assistant Superintendent is thus unable to offer human resources input directly to the State Administrator when personnel issues requiring personnel knowledge arise in cabinet meetings. This organizational pattern should be reconsidered.

The General Counsel is now the chief negotiator with the Oakland Teachers Association, and the site administrators on the negotiations team have been replaced by the Deputy Superintendent of Business Services and the Assistant Superintendent of Human Resources.

There has been little stability or consistency within the Human Resources Division in the past year. Constant change has created morale problems and some degree of poor service delivery. There also is a need for considerable training and retraining for the new, continuing and reassigned employees.

The division's efforts during the past six months in recruitment and selection of employees have greatly improved, resulting in fewer vacancies. Approximately 56 classified positions were unfilled in the first week of August. Last year at the same time there were 171 vacancies. The return -to-work program has 34 individuals returned to modified work status, which is a very positive development.

The Human Resources Division has made modest improvement in implementing the recovery plan standards.

### **Organization, Planning and Communications**

The Human Resources Division presented to the Governing Board in February 2004 an informational document, titled "FCMAT Focus for the Second Half of 2003-04 and 2004-05," outlining specific planning priorities and detailed tasks to be accomplished. A second document, titled "Business Services and Human Resources 2004-2005 Joint Projects," similarly identified priorities and tasks to be completed.

The reorganization of the division was a major endeavor in planning and implementation this year.

The Human Resources Division leadership conducts weekly informational meetings. The five division units conduct scheduled meetings for internal communications. The division does not utilize a human resources monthly activities calendar in its meetings for planning. The division has developed a Directory of Services that lists the division's services and identifies a contact person, telephone number and e-mail address for each service. Communication among the five division units could be improved.

### **Employee Recruitment, Selection and Orientation**

Recruitment training was provided to all division staff members who have responsibility for teacher recruitment. The training included application review, interview techniques, reference checks and other recruitment requirements. The recruitment staff will review and modify the training program and serve as the trainers for site and district administrators who are involved in teacher selection. Training is expected to be completed prior to the 2005 recruitment season.

Credentials training was provided for Human Resources Division analysts and technicians. The training focused on the credential requirements needed for all aspects of teacher employment. Training on the No Child Left Behind Act was presented to recruitment staff to increase their ability to hire the most qualified teachers.

The Human Resources Division developed a written recruitment calendar of 2004-05 recruitment activities identifying recruitment dates, locations, recruiters and costs. This was presented to the Governing Board.

The teacher recruitment program began in February. As of July 30, 2004, there were 30 certificated vacancies. The district plans to assign its "teachers on special assignment" to classrooms without a regular teacher assigned at the start of the school year.

Choicepoint Inc. completes reference checks for all teacher candidate finalists. There is no formalized process or district form for district reference checking. Some administrators informally do reference checks of candidates they wish to hire. All reference check forms should be retained in the Human Resources Division.

Classified position vacancies are posted on the district Web page and on the classified hot line. These postings should be updated weekly. A status report of all classified and certificated vacancies is compiled daily. All required orientation/induction materials are provided to new employees. The Classified and Certificated Substitute Handbook has been revised and updated for issue this August.

A written recruitment and selection process and procedures for classified staffing should be developed and distributed to district- and site-level administrative staff. Handbooks should be developed for new classified employees.

The Bi-Tech installation and the results based budgeting process have not provided a fully operative position control system for the Human Resources Division.

### **Human Resources Operational Procedures and Use of Technology**

The development of desk manuals has not yet been addressed in the Human Resources Division. This may be due in part to the division's reorganization. The division also needs to develop an operational procedures manual that standardizes all procedures used in the division.

The Bi-Tech software conversion has been extremely difficult. The Payroll and Personnel departments must establish a more cooperative relationship in order to eliminate mistakes that result in some employees not receiving their paychecks. There were 120 employees who did not receive paychecks for August. Regularly scheduled meetings must be held to ensure the timeliness and accuracy of employee pay processing.

The Human Resources Division has developed two modules of the Integrated Financial Accounting System (IFAS). Eight modules still need to be developed. The position control unit is not completely operative, and staffing data is done on stand-alone computer spreadsheets.

All job descriptions must be reviewed, updated and submitted to the State Administrator/ Governing Board for approval. The appropriate unions must be involved to ensure that contractual provisions are in agreement.

Monthly meetings among budget, payroll and human resources staff have been held to improve communications and solve tactical problems. Communication between these departments and their contact with clients still could be improved.

### **Staff Training and Evaluation, Due Process Assistance**

Closure of the Compliance Office and elimination of its two positions have resulted in the transfer of the compliance functions to the Human Resources Division. The district must guarantee employees their rights under the federal Family and Medical Leave Act (FMLA). A procedure and forms must be developed and followed.

The job descriptions, employment vacancy postings, employment applications, physical examinations and personnel files all fall within the Americans with Disabilities Act (ADA) guidelines. The Human Resources Division now must provide the training to site and district staff to make them aware of the ADA requirements.

The division's Service Team Unit and some selected human resources personnel will be provided training this fall by the Legal Services Staff Attorney on certificated and classified evaluation and dismissal. Following the two half-day training sessions, the Service Team Unit members are expected to provide the same training to their principals' network.

The Human Resources Division plans to provide sites and departments with a list this fall of individuals in need of evaluation. This task may be more difficult to accomplish as a result of the discovery that performance review data from Human Resources was lost during the conversion to the Integrated Financial Accounting System (IFAS).

### **Employer/Employee Relations and Benefits**

The recent reorganization of department responsibilities has shifted union problem solving and grievance processing to the various Service Unit team members. The responsibilities for negotiating the contract with the Oakland Teachers Association have been turned over to Legal Services.

Former members of the negotiations team included site-level administrators and an Executive Director. These have been replaced by the Deputy Superintendent of Business Services and the Assistant Superintendent of Human Resources. The district has proposed 60 contract changes and the Oakland Teachers Association has proposed 99 changes.

Workers' compensation administration is now handled by a Risk Management Officer in the Business Services Division. During the past six months, a return to work program has been implemented, which has returned a number of employees to modified work programs.

## 1.5 Organization and Planning

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### Professional Standard

The division has established goals and objectives directly related to the district's goals that are reviewed and updated annually.

### Progress on Implementing the Recommendations of the Recovery Plan

1. The study team was provided a document titled "FCMAT Focus for the Second Half of 2003-04 and 2004-05." This same information was also presented to the Governing Board on February 25, 2004.

Under Priority No. 1 the Bi-Tech installation was listed along with:

- Online position control system integrated with payroll/financial systems
- Procedures in place to solve personnel/payroll problems
- Operation procedures manual

Under Priority No. 2, Work Force Planning and Recruitment:

#### **Certificated**

- Training of recruitment team
- Recruitment to meet district diverse needs
- Recruitment results evaluation
- Reference checks follow-up

#### **Classified**

- Identify various recruitment sources
- Reference checks follow-up
- Recruitment efforts summary

#### **Communication**

- Human Resources Division holds regularly scheduled staff meetings

These priority areas of focus, as they are also called, represent the division's goals.

2. The visiting team was also provided a document titled "Business Services and Human Resources 2004-2005 Joint Projects" containing the following priorities:

Priority No. 1

#### **Module Implementation**

- Position Control
- Workers' Compensation
- Seniority
- Credentials
- Application Tracking

Priority No. 2

- SEMS System Implementation (Substitute Employees)
- Leaves of Absence

Priority No. 3

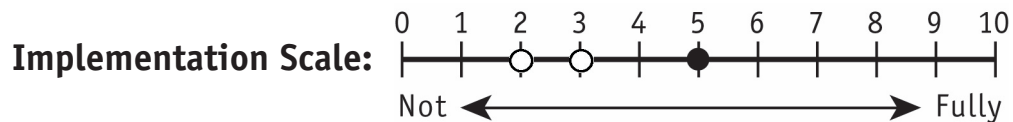
- Employee Benefits
- Interdepartmental Communication

Each of these priorities lists the issue, resources needed, time line, and person to whom the task was assigned.

3. The completion of the Human Resources Division reorganization scheduled for November 2004 was an expressed major goal by the Human Resources leadership.

**Standard Implemented: Partially**

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 2 |
| September 2003 Rating:      | 2 |
| March 2004 Rating:          | 3 |
| September 2004 Self-Rating: | 4 |
| September 2004 New Rating:  | 5 |



# 1.6 Organization and Planning

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## Professional Standard

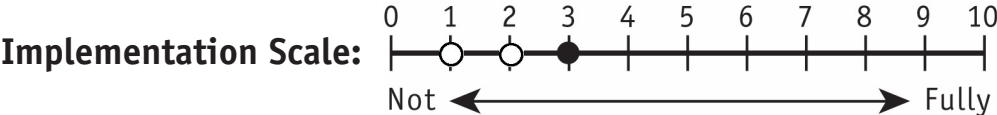
Individual staff members have developed goals and objectives in their areas of responsibility and also a personal professional development plan.

## Progress on Implementing the Recommendations of the Recovery Plan

1. The Human Resources Division’s plans to fully implement a new reorganization, effective June 2004, have been extended to November 2004. New staff members and a number of present staff members will have identified new responsibilities, with new reporting relationships. Some Human Resources staff members have been identified for specific responsibilities in the documents provided, such as the Business Services and Human Resources 2004-05 Joint Projects.
2. The present Human Resources Division staff members have no written personal/professional development plans.

## Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 1 |
| September 2003 Rating:      | 1 |
| March 2004 Rating:          | 2 |
| September 2004 Self-Rating: | 3 |
| September 2004 New Rating:  | 3 |



## 1.7 Organization and Planning

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### Professional Standard

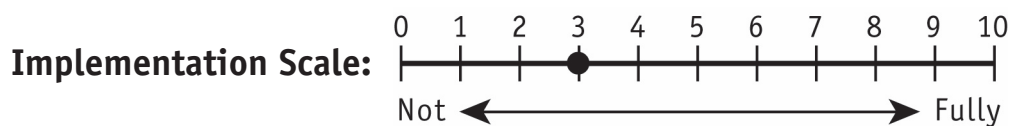
The division has a monthly activities calendar and accompanying list of ongoing Human Resources activities to be reviewed by staff at planning meetings.

### Progress on Implementing the Recommendations of the Recovery Plan

1. The Human Resources Division holds division leadership planning meetings, and the various units within the division have staff planning meetings. The study team was given a sampling of both division and unit meeting agendas, and minutes for a large number of planning meetings. Target dates for task completion are common in most planning documents.
2. The Human Resources Division has neither a monthly activities calendar nor an ongoing activities listing.
3. Essential monthly planning is needed that takes into account the tasks before the division and its staff. Reviewing upcoming activities would allow for the planning of appropriate resources needed to complete various projects.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 3 |
| September 2003 Rating:      | 3 |
| March 2004 Rating:          | 3 |
| September 2004 Self-Rating: | 3 |
| September 2004 New Rating:  | 3 |



## 2.2 Communications: Internal/External

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### Professional Standard

The Human Resources 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.

### Progress on Implementing the Recommendations of the Recovery Plan

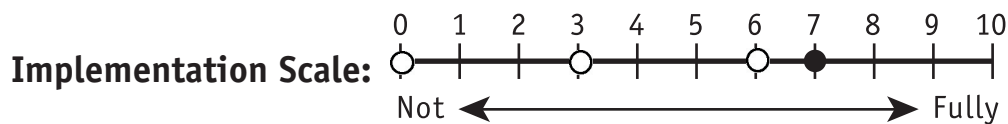
1. The Human Resources Division developed a Directory of Services in January 2004. The directory lists all the division's services and identifies a contact person, telephone extension and e-mail address for each identified service.

The Directory of Services was updated in August 2004 but has not yet been distributed. Individual responsibilities will be changing again after the November 2004 reorganization implementation.

The Human Resources Division needs to proceed with its plans for distribution of the directory as soon as practical and ensure that there is a process in place to keep the directory current and distributed.

### Standard Implemented: Fully - Substantially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 0 |
| September 2003 Rating:      | 3 |
| March 2004 Rating:          | 6 |
| September 2004 Self-Rating: | 7 |
| September 2004 New Rating:  | 7 |



## 2.5 Communication: Internal/External

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### Professional Standard

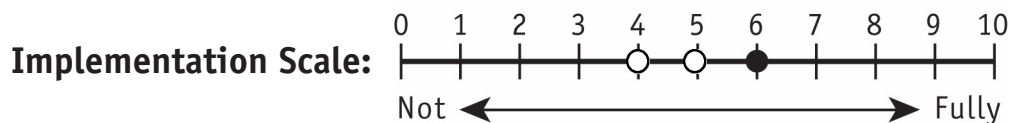
The Human Resources Division holds regularly scheduled staff meetings.

### Progress on Implementing the Recommendations of the Recovery Plan

1. The Human Resources Division leadership team continues to have weekly meetings. Agendas are prepared and minutes developed that identify issues discussed and who is responsible for follow-up.
2. The division does not have an employee assigned to ensure that the various units in the division have regularly scheduled meetings with their staff.
3. The five separate units in the division have varying practices as to the frequency of staff meetings, the development of agendas in advance of meetings, and the completion of minutes. It is valuable to have established scheduled staff meetings with agendas and minutes to reflect decisions made, parties responsible and key dates. These minutes need to be forwarded to the division head.
4. The Human Resources Division head has held periodically scheduled division-wide team meetings. Other than the leadership team's weekly meetings, employees do not formally meet with other Human Resources staff members outside of their units. Communication between units could be improved.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 4 |
| September 2003 Rating:      | 4 |
| March 2004 Rating:          | 5 |
| September 2004 Self-Rating: | 6 |
| September 2004 New Rating:  | 6 |



### 3.4 Certificated Recruitment and Selection

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#### Professional Standard

The Human Resources Division recruitment plan includes a training component for the district recruitment team.

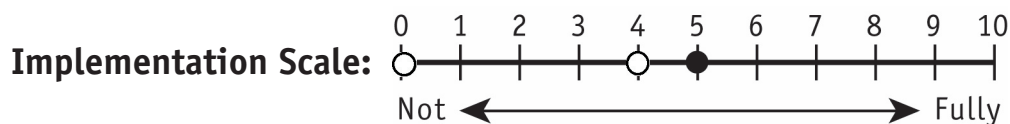
#### Progress on Implementing the Recommendations of the Recovery Plan

This standard is not one of the identified subset of standards to be assessed for return of local governance. A review of this standard was conducted at the request of the district.

1. A training program, “Behavioral Interviewing and Performance Based Employee Selection,” was held in June for all Human Resources Division personnel responsible for teacher recruitment. This program included: reviewing teacher applications, interview techniques, and steps in conducting reference checks. The major purpose was to train the trainers, who will review the program content and tailor the material to meet the specific recruitment needs of the district. The plan is to present a comprehensive program to district and site administrators prior to the 2005 recruitment season.
2. The Human Resources Division recruitment staff, analysts and technicians were provided credentials training internally, in addition to No Child Left Behind training. A manual was distributed as part of this program. The session provided cross training for recruitment team members and staff. Additional cross training is needed throughout the division so that positions will be covered when needed.
3. A comprehensive written plan is needed that identifies all training components, including information on Equal Employment Opportunity Commission standards, credential internships, permits and waivers, and their relationship to continued employment and retention.
4. The need remains to expand the orientation provided to all administrators and to conduct an assessment to determine what additional recruiting information site administrators need.
5. A recruitment handbook should be developed for use by all recruitment team members, including site and district administrators.

#### Standard Implemented: Partially

|                             |              |
|-----------------------------|--------------|
| January 2000 Rating:        | 0            |
| September 2003 Rating:      | 4            |
| March 2004 Rating:          | Not Reviewed |
| September 2004 Self-Rating: | 5            |
| September 2004 New Rating:  | 5            |



### 3.5 Certificated Recruitment and Selection

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#### Professional Standard

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

#### Progress on Implementing the Recommendations of the Recovery Plan

This standard is not one of the identified subset of standards to be assessed for return of local governance. A review of this standard was conducted at the request of the district.

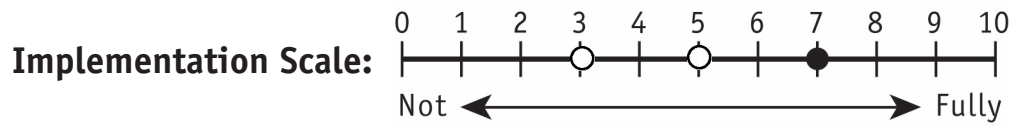
1. The Human Resources Division established 21 recruitment locations including colleges, job fairs, and publications in California and nine placement centers outside California. Recruitment also took place in Spain in an effort to address the need for bilingual teachers. A local job fair was initiated to further attract bilingual candidates.
2. The division developed and implemented a 2004-05 Recruitment Calendar. There were 20 locations visited within the United States, nine of which were located outside California. The total regular cost listed for the recruitment trips was \$5,864.
3. Publications identified for recruitment advertisements include the California Speech-Language-Hearing Association (CASHA), California Association of School Business Officials (CASBO), Education Week, Association of California School Administrators (ACSA), and ACCEPT (speech therapists).
4. The recruitment program began in February and has continued to date in an effort to have all classrooms staffed when school opens. As of July 30, 2004, there were 30 certificated vacancies, with an alternate plan in place if needed. The vacancies consisted of:
  - Eight special education teachers
  - Five middle school teachers
  - Ten elementary bilingual teachers
  - Seven high school teachers

The alternative plan would staff unfilled special education classrooms with teachers who are currently highly qualified teachers on special assignment in the district until such time as fully qualified special education teachers can be hired.

5. The remaining unfilled bilingual positions would be staffed with teachers on special assignment who have CLAD certification. A bilingual instructional assistant would be provided.
6. There is a pool of 26 tenured teachers in the district who could be used to fill positions if needed.

## Standard Implemented: Partially

January 2000 Rating: 3  
September 2003 Rating: 5  
March 2004 Rating: Not Reviewed  
September 2004 Self-Rating: 7  
September 2004 New Rating: 7



### 3.7 Certificated Recruitment and Selection

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#### Professional Standard

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

#### Progress on Implementing the Recommendations of the Recovery Plan

1. The Governing Board received the 2003-04 Recruitment Activity Reports and the 2004-05 Recruitment Calendar that includes the results of the year's recruitment efforts, Teaching as a Priority (TAP) sign-on bonus information and National Board Certification progress report.

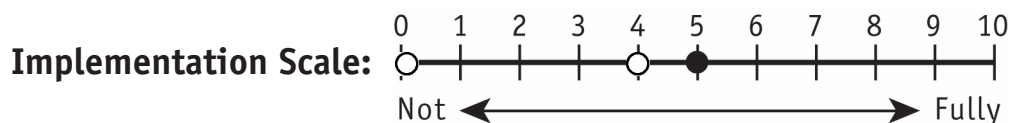
The results should provide a teacher in every classroom on the first day of school. Numerous Excel spreadsheets were used to manage the staffing process.

The provision of a \$4,000 bonus on July 1, 2005, to special education teachers willing to enroll and receive the moderate/severe credential is a grow-your-own process that should produce positive results. The compensation study established sign-on incentives for math, science, special education, bilingual education and speech pathologists (TAP grant funds).

2. Daily/weekly regular certificated vacancy lists are generated in the staffing system, and a separate summary sheet is available for special education vacancies.
3. As of this writing, there have been over 4,000 certificated applications received on-line, and there have been approximately 350 new certificated staff hired.
4. There is no applicant tracking system with the transition to Bi-Tech installation and changes to results-based budgeting. Position control and accurate staffing information are lacking, with most data for staffing generated on stand-alone spreadsheets.

#### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 0 |
| September 2003 Rating:      | 4 |
| March 2004 Rating:          | 4 |
| September 2004 Self-Rating: | 5 |
| September 2004 New Rating:  | 5 |



### 3.9 Certificated Recruitment and Selection

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#### Professional Standard

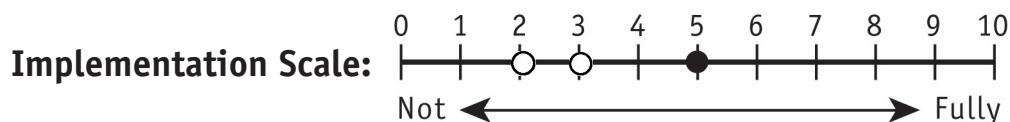
The district systematically initiates and follows up on experience and reference checks on all applicants being considered for employment.

#### Progress on Implementing the Recommendations of the Recovery Plan

1. The district is currently outsourcing the responsibility for reference checking all finalist candidates based on district-established criteria. Choicepoint, Inc., is the company completing the reference checks. The Special Education Division makes reference calls on candidates being recommended for hire. However, there is no written procedure delineating the scope and specific steps to be taken while making reference checks. No records are retained in the Human Resources Division.
2. There is no standard reference checking form available to site- or district-level administrators or others directly involved in the hiring of staff. A form should be developed showing who was contacted, the date, telephone number, and summary of the reference signed by the person making the call.
3. All completed forms should be retained in the Human Resources Division.

#### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 2 |
| September 2003 Rating:      | 3 |
| March 2004 Rating:          | 3 |
| September 2004 Self-Rating: | 7 |
| September 2004 New Rating:  | 5 |



## 4.2 Organization and Planning

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### Legal Standard

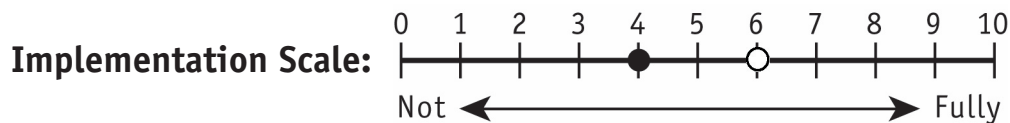
Employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided (Education Code 44100-44105).

### Progress on Implementing the Recommendations of the Recovery Plan

1. The Recruitment Unit has made some effort to increase the employment processes and practices to ensure equal employment opportunities for qualified candidates. The Recruitment Unit has had three vacant positions for a period of three to four months. Classified positions need to be advertised broadly to attract a significant number of possible candidates.
2. The classified positions available are posted on the district's Web page and on the classified hot line. The last update of the posting on the hot line was June 30, 2004. A regular update schedule should be developed and followed.
3. A written recruitment and selection process for classified staffing should be developed and distributed to district- and site-level administrative staffs. The Human Resources staff has not regularly been involved in the interview process of classified candidates due to the low staffing in the Recruitment Unit.
4. The Recruitment Unit in Human Resources has initiated a train the trainer program in the division and will be instituting a training program to include the site-level administrators and classified managers.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 6 |
| September 2003 Rating:      | 6 |
| March 2004 Rating:          | 4 |
| September 2004 Self-Rating: | 4 |
| September 2004 New Rating:  | 4 |



## 5.2 Employee Induction and Orientation

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### Professional Standard

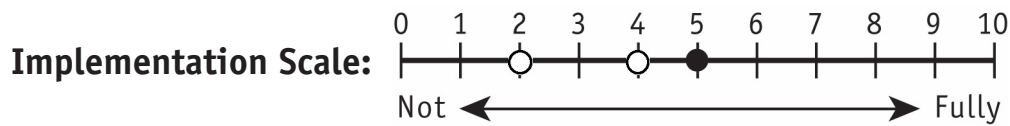
The Human Resources Division provides orientation handbooks for new employee orientation in all classifications: substitutes, teachers and classified employees.

### Progress on Implementing the Recommendations of the Recovery Plan

1. The substitute handbooks developed last year in draft form were updated and were scheduled for distribution at the Clerical Institute in August 2004. The substitute handbooks should be provided to all substitutes employed this year.
2. The new-teacher academy in August 2004 included a handbook to assist new teachers in the classroom. New employees are provided a checklist and supporting documents. The district hands out the required employment material to new certificated and classified employees. However, no handbook has been provided to new employees that includes all necessary and mandated information. The certificated and classified information should be reviewed, updated and consolidated into an employee handbook.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 2 |
| September 2003 Rating:      | 4 |
| March 2004 Rating:          | 5 |
| September 2004 Self-Rating: | 5 |
| September 2004 New Rating:  | 5 |



## 6.2 Operational Procedures

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### Professional Standard

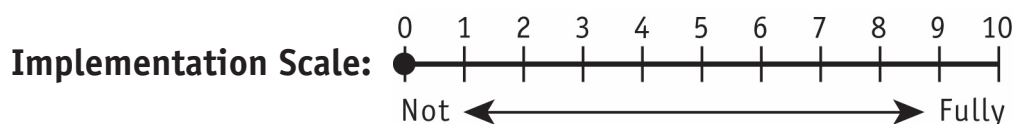
Human Resources Division non-management staff members have individual desk manuals for all of the personnel functions for which they are held responsible.

### Progress on Implementing the Recommendations of the Recovery Plan

1. There is no indication that the Human Resources Division has addressed desk manual development, nor has a manager been designated to supervise this project.
2. Staff meeting time has not been scheduled to begin the process for developing individual desk manuals for all Human Resources non-management staff. The Recruitment Unit has received a template for desk manual development, and one department has developed a manual.
3. A cross training component should be implemented in the Human Resources Division to ensure that more than one person has knowledge of a position's functions. Some cross training occurs due to reassignments within the various positions. Meetings have been held with Human Resources analysts to provide cross training.
4. Human Resources Division employees are encouraged to attend training programs such as the ACSA Personnel Academy or Personnel Institute, California Commission on Teacher Credentialing (CCTC) credentials workshops and legal workshops.
5. The Human Resources Division has not developed a chart of responsibilities for staff members.

### Standard Implemented: Not Implemented

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 0 |
| September 2003 Rating:      | 0 |
| March 2004 Rating:          | 0 |
| September 2004 Self-Rating: | 1 |
| September 2004 New Rating:  | 0 |



## 6.3 Operational Procedures

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### Professional Standard

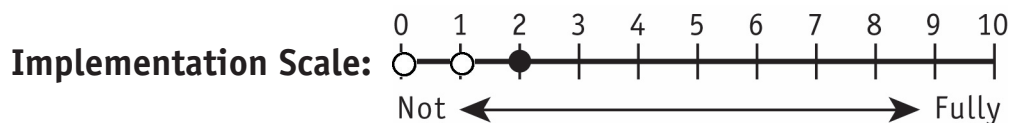
The Human Resources Division has an operations procedures manual for internal department use in order to establish consistent application of personnel actions.

### Progress on Implementing the Recommendations of the Recovery Plan

1. The various departments within the Human Resources Division have written a wide variety of procedures in various forms that could be the basis for an operational procedures manual. No division manager has been designated to organize and direct the development of an operational procedures manual for internal use by Human Resources Division employees and for external use by managers and supervisors.
2. Progress has been made on the development of the following procedures in Human Resources:
  - Human Resources Summer School Responsibilities
  - Employee Tuberculosis Test Tracking
  - Integrated Financial Accounting System (IFAS), two modules
3. Further action regarding this standard has been delayed until after the division reorganization takes place. It has not been a division priority.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 0 |
| September 2003 Rating:      | 0 |
| March 2004 Rating:          | 1 |
| September 2004 Self-Rating: | 2 |
| September 2004 New Rating:  | 2 |



## 6.4 Operational Procedures

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### Professional Standard

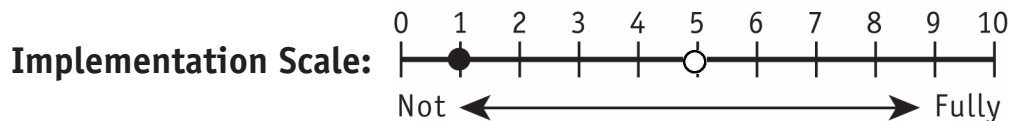
The Human Resources Division has a process in place to systematically review and update job descriptions. These job descriptions should be in compliance with the Americans with Disabilities Act (ADA) requirements.

### Progress on Implementing the Recommendations of the Recovery Plan

1. The Human Resources Division does not have a formalized process in place to systematically review and update job descriptions. The district's Service Employees International Union and the Human Resources Division are currently reviewing some of the job descriptions that have been modified over a long period of time. Until recently, some job descriptions have been developed by site-level and district-level administrators and approved by the Governing Board that do not comply with current laws (ADA) and regulations. The Human Resources Division leadership desires to hire a Contract Compensation Analyst to review all district job descriptions and do a Federal Labor Standards Act (FLSA) exempt or non-exempt status analysis.
2. The Human Resources leadership is currently reviewing the Ewing Job Description and Compensation Study of 1999-00 and plans to conduct a full review with the senior Human Resources management team. Division leaders are aware that certificated and classified job descriptions are in need of major review.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 5 |
| September 2003 Rating:      | 1 |
| March 2004 Rating:          | 1 |
| September 2004 Self-Rating: | 1 |
| September 2004 New Rating:  | 1 |



## 6.6 Operational Procedures

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### Professional Standard

The Human Resources Division has procedures in place that allow for both personnel and payroll staff to meet regularly to solve problems that develop in the processing of new employees, classification changes and employee promotions.

### Progress on Implementing the Recommendations of the Recovery Plan

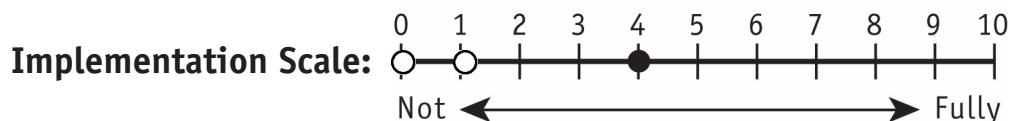
1. Since the district has converted its technology processes to a Bi-Tech system called Integrated Financial Accounting System (IFAS), weekly meetings including Human Resources, Payroll and Information Services have been held to discuss issues, enhancements and needed changes.
2. Monthly meetings that include Budget, Payroll and Human Resources staff are held to resolve issues such as input, communications and tactical problems. Communication between departments and the clients they serve is still in need of improvement.
3. Human Resources operations staff conduct daily ad-hoc communication such as in-person delivery of paperwork to appropriate payroll staff members.

Whenever changes occur in labor contract provisions that have operations ramifications, such as wage rollbacks or stipend changes, the Human Resources operation staff members have implementation meetings.

4. Human Resources service team members are partnered with a Fiscal Analyst for various networks. They conduct regular meetings to ensure that funding and position control are aligned.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 0 |
| September 2003 Rating:      | 0 |
| March 2004 Rating:          | 1 |
| September 2004 Self-Rating: | 4 |
| September 2004 New Rating:  | 4 |



## 7.6 State and Federal Compliance

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### 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 Implementing the Recommendations of the Recovery Plan

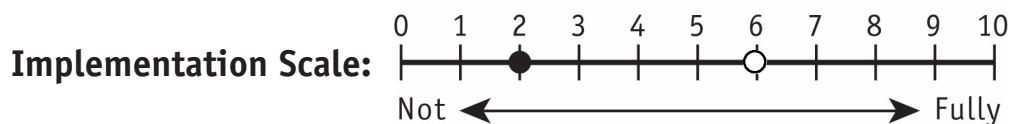
1. The district and SEIU are currently reviewing some of the identified job descriptions that have been modified over the past several years and may be in disagreement with employee contracts.

The Ewing Job Description and Compensation Study of 1999-00 that was not approved or adopted did comply with current Americans with Disabilities Act (ADA) regulations.

2. Management and all classified position descriptions still need to be updated, negotiated and approved.
3. Procedures and guidelines for review and update of all position descriptions need to be developed with a time line for negotiating and submission to the Governing Board for approval.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 6 |
| September 2003 Rating:      | 6 |
| March 2004 Rating:          | 2 |
| September 2004 Self-Rating: | 2 |
| September 2004 New Rating:  | 2 |



## 7.8 State and Federal Compliance

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### Legal Standard

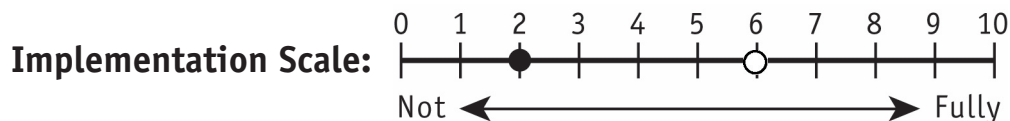
Current position descriptions are established for each type of work performed by certificated and classified employees (Education Code § 35020).

### Progress on Implementing the Recommendations of the Recovery Plan

1. The district must decide what action to take on the Ewing Study of 1999-00. It must consider the fact that many of the Ewing job descriptions must be reviewed and updated. There have been job descriptions developed that are not necessarily in agreement with the Americans with Disabilities Act (ADA) and Federal Labor Standards Act (FLSA) legal requirements. There are concerns by SEIU that contractual rights may have been violated.
2. The district continues to lack a system to identify job descriptions that were not developed during the Ewing Study. There is still no system established to organize job descriptions in a fashion that would allow the team to examine them as a whole.
3. The September 2003 FCMAT review recommended that written procedures and guidelines be developed for updating and approving all position descriptions. No written procedures are available.
4. Individual job descriptions have been developed by the administration and taken to the Governing Board for adoption on an as-needed basis. The Human Resources Division must develop procedures and a schedule for periodic review of job descriptions. These procedures should involve all stakeholders as each job description is reviewed and adopted. The adopted job descriptions must bear the Governing Board adoption date and be placed in a file specifically designated as the official district job description repository. A binder of all current job descriptions should be available in every district division location.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 6 |
| September 2003 Rating:      | 6 |
| March 2004 Rating:          | 2 |
| September 2004 Self-Rating: | 2 |
| September 2004 New Rating:  | 2 |



## 7.12 State and Federal Compliance

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### Legal Standard

The district is in compliance with the Family and Medical Leave Act (FMLA), including posting the proper notifications.

### Progress on Implementing the Recommendations of the Recovery Plan

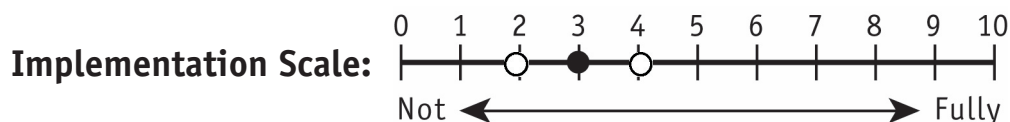
1. The district has adopted Administrative Regulations 4161.8, 4261.8 and 4361.8 on the Family and Medical Leave Act (FMLA) and California Family Rights Act. The 12 pages of regulations include:
  - I. Eligible Employees
  - II. Reasons for Leave
  - III. Notice
  - IV. Medical Certification of Health Condition
  - V. Leave Period
  - VI. Return to Work
  - VII. Record Keeping

The study team was provided a district document for 4161.8, 4261.8, and 4361.8 titled “Your Rights Under the Family and Medical Leave Act of 1993.”

2. The district has yet to install the Integrated Financial Accounting System (IFAS) module. Installation is planned for 2004-05. Currently, FMLA usage is estimated at 20-25 cases per year. There is a need to formalize use of the FMLA with procedures, forms, clarification of roles and responsibilities, and a tracking mechanism.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 2 |
| September 2003 Rating:      | 4 |
| March 2004 Rating:          | 2 |
| September 2004 Self-Rating: | 3 |
| September 2004 New Rating:  | 3 |



## 7.13 State and Federal Compliance

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### Legal Standard

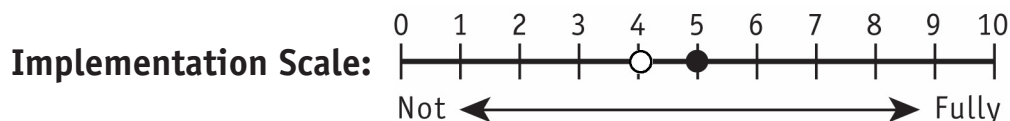
The district is in compliance with the Americans with Disabilities Act (ADA) of 1990 in application procedures, hiring, advancement or discharge, compensation, job training and other items, conditions and privileges of employment.

### Progress on Implementing the Recommendations of the Recovery Plan

1. Certificated and classified employment applications have been reviewed by Legal Services and found to be acceptable.
2. An Americans with Disabilities Act (ADA) analysis has not been conducted on all position descriptions. The Human Resources Division must work closely with the Risk Management Office in determining appropriate physical demands for newly developed position descriptions.
3. The district's personnel files have historically contained medical records that should be kept in separate files. The Human Resources staff has corrected this problem with new hires, rehires and others whose files were subject to review.
4. The district no longer uses the document titled "Interviewing Manual for Supervisors" that was documented during the initial January 2000 comprehensive review. The district will now use behavioral interviewing as its interviewing tool. All Human Resources analysts have been trained in behavioral interviewing.
5. The Human Resources Division staff will be trained on ADA requirements in 2004-05.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 4 |
| September 2003 Rating:      | 5 |
| March 2004 Rating:          | 5 |
| September 2004 Self-Rating: | 4 |
| September 2004 New Rating:  | 5 |



## 8.1 Use of Technology

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### Professional Standard

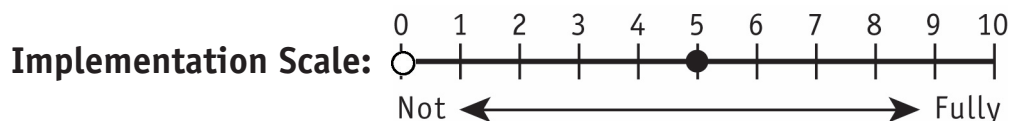
An online position control system is utilized and is integrated with the payroll/financial systems.

### Progress on Implementing the Recommendations of the Recovery Plan

1. The district has converted to the Bi-Tech Integrated Financial Accounting System (IFAS), a software system now being implemented to include a results based budgeting (RBB) program. This transition has caused major concerns within the entire Human Resources Division. There is a lack of understanding about the implications of the RBB program. The process and the definition of RBB must be made clear. Business and Human Resources priorities are not aligned. The Technology leadership and the Human Resources leadership must meet on a regular basis and attempt to clarify and resolve the roadblocks for employees using the system.
  - The new position control module that has been installed is not fully operative for Human Resources. Four modules of the Integrated Financial Accounting System (IFAS) have been installed (Employee Information, Benefits, Position Control, and Payroll). Eight modules remain to be installed. These modules are not fully operative for Human Resources. Position control data is done on spreadsheets and through stand-alone processes. There were 120 employees that did not receive paychecks in August 2004.
  - The highest priority should be given to continue to train all the Human Resources staff in operation of the Bi-Tech system. Once the position control module is fully operational, the Human Resources Division needs to develop written procedures that incorporate the use of the position control module into the selection process.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 0 |
| September 2003 Rating:      | 0 |
| March 2004 Rating:          | 5 |
| September 2004 Self-Rating: | 6 |
| September 2004 New Rating:  | 5 |



## 8.4 Use of Technology

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### Professional Standard

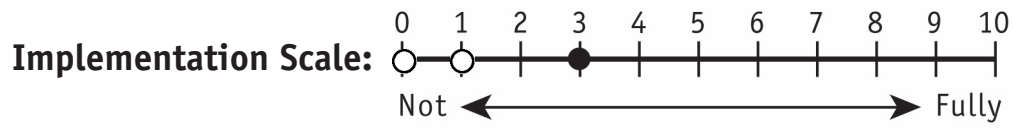
The Human Resources Division has in place a program of providing funds and time for staff training and skill development in the use of computers.

### Progress on Implementing the Recommendations of the Recovery Plan

1. The Human Resources Division has provided initial Bi-Tech training on the Integrated Financial Accounting System (IFAS). Training for IFAS input staff was provided to ensure data integrity. Ten Human Resources staff members attended. Human Resources service teams were also provided VIEW and ACCESS technology training. Twenty-five Human Resources employees attended.
  - The Human Resources service teams are using Staff System for Position Control. This is a stand-alone system until the IFAS position control module is fully operational.
  - The transition and change to the results-based budgeting (RBB) program have caused major concerns within the Human Resources Division. The RBB program changes the staffing system from staffing by full-time equivalents (FTE) to staffing by budget dollars. Several Human Resources staff do not understand the RBB program.
  - The process and the definition of RBB must be made clear to all those using the system. There needs to be an assessment of individual staff capabilities and development of appropriate staff development programs. Staff members have expressed the opinion that the Bi-Tech system is not user friendly. They need additional training and a summary or “cheat sheet” of how the IFAS system works.
  - Business Services and Human Resources priorities are not aligned. The Technology and Human Resources leadership must meet regularly and attempt to clarify and resolve the roadblocks for employees who use the system.
  - The employee payroll audit that was conducted in January identified fewer than 10 employees being paid who were not district employees.
  - Technology Services has made an additional two training sessions available on the Oakland Unified School District e-mail system. Two executive training sessions are also available to explore the advanced management capabilities of the Microsoft Outlook e-mail system. Voluntary training sessions are available to address the RBB program.

## Standard Implemented: Partially

January 2000 Rating: 0  
September 2003 Rating: 1  
March 2004 Rating: 1  
September 2004 Self-Rating: 4  
September 2004 New Rating: 3



## 9.7 Staff Training

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### Professional Standard

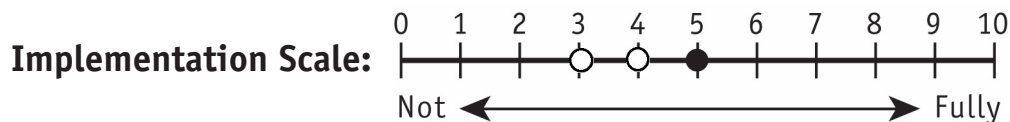
The division develops handbooks and materials for all training components.

### Progress on Implementing the Recommendations of the Recovery Plan

1. Handbooks and training materials have been issued for the No Child Left Behind workshop presented to the Human Resources leadership, analysts, and technicians, and for the recruitment team's credentials training. Handbooks and materials are provided to participants in Integrated Financial Accounting System (IFAS) and results-based budgeting (RBB) training.
  - The closure of the Compliance Office on July 1, 2004, resulted in the elimination of two positions. Sexual harassment, Americans with Disabilities Act (ADA) accommodation and Family and Medical Leave Act (FMLA) materials were lost in the process.
  - The Behavioral Interviewing and Performance Based Employee Selection training program was presented to all Human Resources Division personnel responsible for teacher recruitment. A handbook and materials were provided. This training will be given to site and district administrative staff next spring, before the recruitment season.
  - Performance management training is a high priority for 2004-2005. The Legal Department has prepared a "train the trainer" module for the Human Resources analysts, and training is scheduled early this school year. Performance management training will cover certificated Peer Assistance and Review (PAR) and classified management. Human Resources analysts were to train their assigned network of central office department managers in August 2004.
  - Discipline and due process workshops are ongoing, and appropriate materials are provided.
  - Workshops where material is not presented in an organized packet or handbook should be reviewed and consolidated. Human Resources Division administrators should review and update all training handbooks annually.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 3 |
| September 2003 Rating:      | 3 |
| March 2004 Rating:          | 4 |
| September 2004 Self-Rating: | 4 |
| September 2004 New Rating:  | 5 |



## 10.1 Evaluation /Due Process Assistance

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### Professional Standard

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

### Progress on Implementing the Recommendations of the Recovery Plan

1. Executive directors request copies of all evaluations of certificated and classified employees from the school principals under their direction. It is their desire to monitor the completion and quality of the evaluations. The Human Resources Division notifies sites when certificated evaluations are not submitted by their due dates. Human Resources has no formalized process to communicate and monitor evaluations for classified employees.
2. The study team was provided with an Evaluation Handbook for classroom teachers, special education teachers, psychologists, counselors and nurses. It is distributed and discussed at a principals' meeting before the school year starts. It covers all aspects of the certificated evaluation process, including sample forms.

Workshop agendas and related materials were provided indicating that discipline and due process workshops were held last fall for site administrators and executive directors.

A legal staff attorney has planned a workshop for the Human Resources Service Team Manager and her five service team analysts on certificated and classified evaluation and dismissal. Two half-day sessions are planned in late August. The service team is then expected to provide training to the principals during the last week in August 2004.

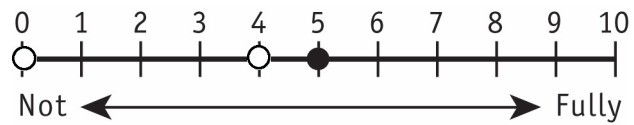
Legal Services staff also set dates in September to train the trainers on addressing sexual harassment. This responsibility was picked up by the Human Resources Division staff after the elimination of the district's Compliance Office and the Compliance Technician position.

3. The Human Resources Division has prepared a calendar of events for distribution related to the Implementation of Evaluations Calendar.

The Human Resources Division's old Human Resources Information System (HRIS) was somehow disabled during the conversion to the Integrated Financial Accounting System (IFAS) and did not accept performance review information from the Human Resources Division. Information Services was taking corrective action to ensure that administrators' lists of employees needing evaluation were accurate and up to date.

## Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 0 |
| September 2003 Rating:      | 4 |
| March 2004 Rating:          | 4 |
| September 2004 Self-Rating: | 5 |
| September 2004 New Rating:  | 5 |



## Implementation Scale:

# 12.2 Employer/Employee Relations

## Professional Standard

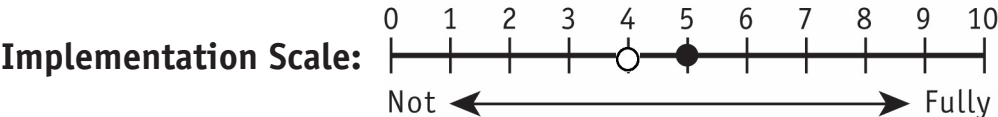
The Human Resources Division involves site-level administrators in the bargaining and labor relations decision-making process.

### Progress on Implementing the Recommendations of the Recovery Plan

1. Negotiations with the Oakland Education Association are in progress. The district’s chief negotiations spokesperson is the district’s General Counsel. Site administrators no longer attend negotiations, as they are represented by the Deputy Superintendent of Business Services and the Assistant Superintendent of Human Resources.
2. The district has reviewed the 99 contract changes proposed by the Oakland Education Association and has responded with 60 proposed changes of its own.
3. The Executive Network meetings appear to be the most effective forum for the Human Resources Division to present information and receive feedback from site administrators. Two Executive Network meetings occur each month, one focused on curriculum and the other on operations. Representatives from the Human Resources Division expressed their desire to continue using the meetings to reach the site administrators on various topics. The district also should include regularly scheduled presentations by labor relations staff on each month’s agenda.
4. The Human Resources Division still lacks a formal process to communicate arbitration decisions and changes in contracts.
5. The labor relations staff should be prepared each month to present written summaries of arbitration decisions and current grievances. In addition, written survey questionnaires and summaries of tentative agreements should be provided for upcoming negotiations. Site administrators who are on the district’s negotiating teams should also be prepared to present information and receive comments from their peers regarding collective bargaining issues.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 4 |
| September 2003 Rating:      | 4 |
| March 2004 Rating:          | 4 |
| September 2004 Self-Rating: | 5 |
| September 2004 New Rating:  | 5 |



# 13.9 Employee Benefits/Workers' Compensation

## Professional Standard

The district's Workers' Compensation experiences and activities are reported periodically to the Superintendent's Cabinet.

## Progress on Implementing the Recommendations of the Recovery Plan

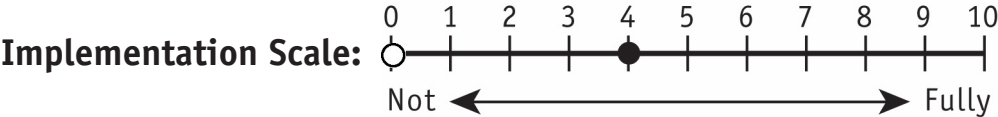
1. The Risk Management Officer sent a report to the State-Appointed Administrator as to the status of 122 workers' compensation injuries within the district as of June 2004.

The Deputy Superintendent of Business Services provides information directly to the State-Appointed Administrator's Cabinet. The Risk Management Officer prepares information on workers' compensation experiences and activities but attends Cabinet only upon request.

A review of problem areas and suggested corrective measures also need to be addressed by the Cabinet.

## Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 0 |
| September 2003 Rating:      | 0 |
| March 2004 Rating:          | 0 |
| September 2004 Self-Rating: | 4 |
| September 2004 New Rating:  | 4 |



## 13.12 Employee Benefits/Workers' Compensation

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### Professional Standard

The district has provided the third-party administrator with a copy of all current job descriptions and updates them quarterly, if needed.

### Progress on Implementing the Recommendations of the Recovery Plan

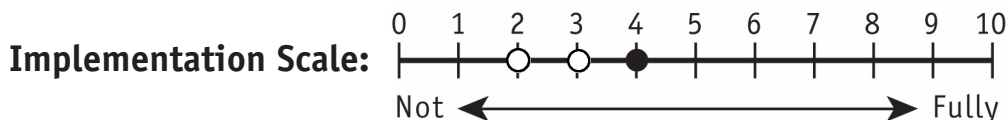
1. Current job descriptions are not available for all job classifications. The third-party administrator is provided updates as they occur.

The Risk Management Officer indicated that there are 40 new job descriptions being created for the modified return to work program. All these descriptions will include the physical abilities necessary for the position.

The Risk Management Officer also indicated that a communication link is being established between his office, Legal Services and the third-party administrator. The Oakland Unified School District is seeking proposals for a third-party administrator to work with the district's workers' compensation claims beginning July 1, 2005.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 2 |
| September 2003 Rating:      | 2 |
| March 2004 Rating:          | 3 |
| September 2004 Self-Rating: | 4 |
| September 2004 New Rating:  | 4 |



## 13.13 Employee Benefits/Workers' Compensation

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### Professional Standard

The Workers' Compensation Unit is actively involved in providing injured workers with an opportunity to participate in a modified duty program.

### Progress on Implementing the Recommendations of the Recovery Plan

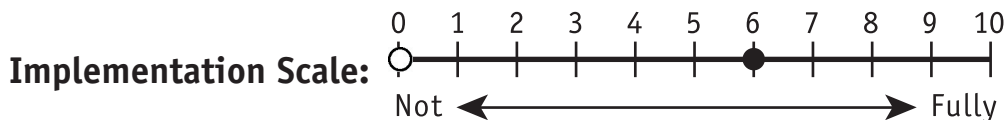
1. The Workers' Compensation Unit now reports to the Business Services Division under the direction of a Risk Management Officer. This unit has developed a district return to work program that was formally adopted by the State-Appointed Administrator after review by the Governing Board on June 22, 2004.

Besides the Risk Management Officer, the unit is supported by a Workers' Compensation Specialist, an Environmental Safety Manager, and a Workers' Compensation Assistant. With the approval of the return to work program, a .50 FTE Industrial Injury Nurse and a 1.0 FTE Administrative Assistant have been added. Both these position vacancies are being advertised. Since the establishment of the Risk Management Officer's office, approximately 34 employees have been returned to work on a modified work program.

A number of tasks are still being completed by the Risk Management Office, including a review of approximately 40 job descriptions.

### Standard Implemented: Partially

|                             |   |
|-----------------------------|---|
| January 2000 Rating:        | 0 |
| September 2003 Rating:      | 0 |
| March 2004 Rating:          | 0 |
| September 2004 Self-Rating: | 7 |
| September 2004 New Rating:  | 6 |





## **Table of Standards for Personnel Management**



| <b>Standard to be addressed</b> |   | Jan.<br>2000<br>rating | Sept.<br>2003<br>rating | March<br>2004<br>rating | Sept.<br>2004<br>rating |
|---------------------------------|---|------------------------|-------------------------|-------------------------|-------------------------|
| 1.1                             | An updated, detailed policy and procedures manual exists which delineates the responsibilities and operational aspects of the personnel office.   | 2                      | 2                       | 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.  | 2                      | 3                       | NR                      | NR                      |
| 1.3                             | The division has developed a Mission Statement that sets clear direction for human resources staff.   | 7                      | 8                       | NR                      | NR                      |
| 1.4                             | The division has an organizational chart and a functions chart that include the names, positions and job functions of all staff in the Human Resources Division.  | 6                      | 6                       | NR                      | NR                      |
| <b>1.5</b>                      | <b>The division has established goals and objectives directly related to the district's goals that are reviewed and updated annually.</b>   | <b>2</b>               | <b>2</b>                | <b>3</b>                | <b>5</b>                |
| <b>1.6</b>                      | <b>Individual staff members have developed goals and objectives in their areas of responsibility and also a personal professional development plan.</b>   | <b>1</b>               | <b>1</b>                | <b>2</b>                | <b>3</b>                |
| <b>1.7</b>                      | <b>The division has a monthly activities calendar and accompanying list of ongoing Human Resources activities to be reviewed by staff at planning meetings.</b>   | <b>3</b>               | <b>3</b>                | <b>3</b>                | <b>3</b>                |
| 1.8                             | The division head is a member of the Superintendent's Cabinet and participates in decision making early in the process.   | 10                     | 10                      | NR                      | NR                      |
| 2.1                             | The Human Resources Division utilizes the latest technological equipment for incoming and outgoing communications.  | 2                      | 5                       | NR                      | NR                      |
| <b>2.2</b>                      | <b>The Human Resources 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.</b> | <b>0</b>               | <b>3</b>                | <b>6</b>                | <b>7</b>                |
| 2.3                             | The Human Resources Division provides an annual report of activities and services provided during the year.   | 0                      | 0                       | NR                      | NR                      |
| 2.4                             | The Human Resources Division staff is cross trained to respond to client need without delay.  | 2                      | 2                       | NR                      | NR                      |
| <b>2.5</b>                      | <b>The Human Resources Division holds regularly scheduled staff meetings.</b>   | <b>4</b>               | <b>4</b>                | <b>5</b>                | <b>6</b>                |
| 2.6                             | Various publications are provided on a number of subjects to orient and inform various clients.   | 5                      | 6                       | NR                      | 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. Education Code 44100-44105.                            | 6                      | 6                       | NR                      | NR                      |

The identified subset of standards appears in bold print. Narratives for these standards are provided in this report. NR Indicates standard not reviewed

| <b>Standard to be addressed</b> |   | Jan.<br>2000<br>rating | Sept.<br>2003<br>rating | March<br>2004<br>rating | Sept.<br>2004<br>rating |
|---------------------------------|---|------------------------|-------------------------|-------------------------|-------------------------|
| 3.2                             | Employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided.  | 4                      | 6                       | NR                      | NR                      |
| 3.3                             | The job application form requests information that is legal, useful, pertinent, and easily understood.  | 5                      | 7                       | NR                      | NR                      |
| 3.4                             | The Human Resources Division recruitment plan includes a training component for the district recruitment team.  | 0                      | 4                       | NR                      | 5                       |
| 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.  | 3                      | 5                       | NR                      | 7                       |
| 3.6                             | The recruitment plan provides a cost estimate (included in the division budget) for the recruitment program.  | 5                      | 7                       | NR                      | NR                      |
| <b>3.7</b>                      | <b>A summary or evaluation of the results of the year's recruitment efforts is provided in written form.</b>  | <b>0</b>               | <b>4</b>                | <b>4</b>                | <b>5</b>                |
| 3.8                             | Selection procedures are uniformly applied.   | 5                      | 6                       | NR                      | NR                      |
| <b>3.9</b>                      | <b>The district systematically initiates and follows up on experience and reference checks on all applicants being considered for employment.</b>   | <b>2</b>               | <b>3</b>                | <b>3</b>                | <b>5</b>                |
| 3.10                            | The district appropriately monitors teacher assignments and reports as required under Education Code 44258.9.   | 0                      | 5                       | NR                      | NR                      |
| 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. Education Code 44100-44105. | 7                      | 7                       | NR                      | NR                      |
| <b>4.2</b>                      | <b>Employment procedures and practices are conducted in a manner that ensures equal employment opportunities. Written hiring procedures are provided. Education Code 44100-44105.</b>                       | <b>6</b>               | <b>6</b>                | <b>4</b>                | <b>4</b>                |
| 4.3                             | The job applicant form requests information that is legal, useful, pertinent, and easily understood.  | 7                      | 7                       | NR                      | NR                      |
| 4.4                             | The recruitment plan identifies various recruitment sources utilized in the search process for the numerous position classifications.   | 2                      | 5                       | NR                      | NR                      |
| 4.5                             | The district systematically initiates and follows-up on all applicants being considered for employment.   | 5                      | 5                       | NR                      | NR                      |
| 4.6                             | Appropriateness of required tests for a specific position is evident.   | 10                     | 10                      | NR                      | NR                      |
| 4.7                             | A summary of the recruitment efforts for the year is provided in written form.  | 0                      | 0                       | NR                      | NR                      |
| 5.1                             | Initial orientation is provided for all new staff.  | 4                      | 7                       | NR                      | NR                      |
| <b>5.2</b>                      | <b>The Human Resources Division provides orientation handbooks for new employee orientation in all classifications: substitutes, teachers and classified employees.</b>                                     | <b>2</b>               | <b>4</b>                | <b>5</b>                | <b>5</b>                |

The identified subset of standards appears in bold print. Narratives for these standards are provided in this report.  
NR Indicates standard not reviewed

| <b>Standard to be addressed</b> |  | Jan.<br>2000<br>rating | Sept.<br>2003<br>rating | March<br>2004<br>rating | Sept.<br>2004<br>rating |
|---------------------------------|--|------------------------|-------------------------|-------------------------|-------------------------|
| 5.3                             | The Human Resources Division has developed a video of the district's activities and expectations for new employee orientation.   | 0                      | 2                       | NR                      | NR                      |
| 6.1                             | Personnel files are complete, well organized, and up-to-date.  | 2                      | 3                       | NR                      | NR                      |
| <b>6.2</b>                      | <b>Human Resources Division nonmanagement staff members have individual desk manuals for all of the personnel functions for which they are held responsible.</b>   | <b>0</b>               | <b>0</b>                | <b>0</b>                | <b>0</b>                |
| <b>6.3</b>                      | <b>The Human Resources Division has an operations procedures manual for internal department use in order to establish consistent application of personnel actions.</b>   | <b>0</b>               | <b>0</b>                | <b>1</b>                | <b>2</b>                |
| <b>6.4</b>                      | <b>The Human Resources Division has a process in place to systematically review and update job descriptions. These job descriptions should be in compliance with the Americans with Disabilities Act (ADA) requirements.</b>                     | <b>5</b>               | <b>1</b>                | <b>1</b>                | <b>1</b>                |
| 6.5                             | The Human Resources Division provides an office environment with appropriate furniture, equipment and materials.   | 7                      | 9                       | NR                      | NR                      |
| <b>6.6</b>                      | <b>The Human Resources Division has procedures in place that allow for both personnel and payroll staff to meet regularly to solve problems that develop in the processing of new employees, classification changes and employee promotions.</b> | <b>0</b>               | <b>0</b>                | <b>1</b>                | <b>4</b>                |
| 6.7                             | Wage and salary determination and ongoing implementation are handled without delays and conflicts (substitutes, temporary employees, stipends, and shift differential, etc.)   | 5                      | 5                       | NR                      | NR                      |
| 6.8                             | Regulations or agreements covering various types of leaves are fairly administered.  | 7                      | 7                       | NR                      | NR                      |
| 6.9                             | Personnel staff members attend training sessions and workshops to keep abreast of the most current acceptable practices and requirements facing personnel administration.  | 6                      | 6                       | NR                      | NR                      |
| 6.10                            | The Human Resources Division provides employees with appropriate forms for documenting requested actions (i.e., leave, transfers, resignations, and retirements).  | 10                     | 10                      | NR                      | NR                      |
| 6.11                            | Established staffing formulas dictate the assignment of personnel to the various sites and programs.   | 7                      | 7                       | NR                      | NR                      |
| 7.1                             | Policies and regulations exist regarding the implementation of fingerprinting requirements.  | 10                     | 10                      | NR                      | NR                      |
| 7.2                             | The governing board requires every employee to present evidence of freedom of tuberculosis as required by state law. Education Code §§ 44839 and 49406.  | 10                     | 10                      | NR                      | NR                      |
| 7.3                             | No person shall be employed as a teacher's aide unless that person has passed the basic reading, writing and mathematics skills proficiencies required for graduation from high school. Education Code § 45361.5                                 | 9                      | 9                       | NR                      | NR                      |

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| <b>Standard to be addressed</b> |  | Jan.<br>2000<br>rating | Sept.<br>2003<br>rating | March<br>2004<br>rating | Sept.<br>2004<br>rating |
|---------------------------------|--|------------------------|-------------------------|-------------------------|-------------------------|
| 7.4                             | A clear implemented policy exists on the prohibition of discrimination. Government Code § 11135.   | 8                      | 8                       | NR                      | NR                      |
| 7.5                             | All certificated persons hold one or more valid certificates, credentials or life diplomas that allow the holder to engage in the school services designed in the document. Education Code § 44006.  | 3                      | 6                       | NR                      | NR                      |
| 7.6                             | <b>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.</b>  | <b>6</b>               | <b>6</b>                | <b>2</b>                | <b>2</b>                |
| 7.7                             | Professional growth requirements for maintenance of a valid teaching credential exist. Education Code § 44277.   | 10                     | 10                      | NR                      | NR                      |
| 7.8                             | <b>Current position descriptions are established for each type of work performed by certificated and classified employees. Education Code § 35020.</b>   | <b>6</b>               | <b>6</b>                | <b>2</b>                | <b>2</b>                |
| 7.9                             | The district has established a process by which all required notices/in-service training has been performed and documented, i.e., child abuse reporting, blood-borne pathogens, Hepatitis B vaccination, etc. Education Code § 44691 and Government Code § 8355. | 7                      | 7                       | NR                      | NR                      |
| 7.10                            | The district is in compliance with the Title IX policies on discrimination and Government Code § 12950 (a) posting requirements concerning harassment or discrimination.   | 7                      | 7                       | NR                      | NR                      |
| 7.11                            | The district is in compliance with the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA)  | 5                      | 7                       | NR                      | NR                      |
| 7.12                            | <b>The district is in compliance with the Family and Medical Leave Act (FMLA), including posting the proper notifications.</b>   | <b>2</b>               | <b>4</b>                | <b>2</b>                | <b>3</b>                |
| 7.13                            | <b>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 items, conditions and privileges of employment.</b>                    | <b>4</b>               | <b>5</b>                | <b>5</b>                | <b>5</b>                |
| 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 (FLSA) and California statutes.   | 3                      | 3                       | NR                      | NR                      |
| 8.1                             | <b>An online position control system is utilized and is integrated with the payroll/financial systems.</b>   | <b>0</b>               | <b>0</b>                | <b>5</b>                | <b>5</b>                |
| 8.2                             | The Human Resources Division provides an automated substitute calling system. The system should have the ability to input and retrieve data. Data should be distributed to site and program managers.  | 6                      | 6                       | NR                      | NR                      |

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|---------------------------------|--|------------------------|-------------------------|-------------------------|-------------------------|
| 8.3                             | The Certificated and Classified Departments of the Human Resources Division have in place an applicant tracking system.  | 4                      | 4                       | NR                      | NR                      |
| <b>8.4</b>                      | <b>The Human Resources Division has in place a program of providing funds and time for staff training and skill development in the use of computers.</b>   | <b>0</b>               | <b>1</b>                | <b>1</b>                | <b>3</b>                |
| 8.5                             | The Human Resources Division utilizes the latest technology to provide staff and clients with improved communication (e.g., voice mail, fax, and e-mail).  | 4                      | 5                       | NR                      | NR                      |
| 8.6                             | The Human Resources 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. | 4                      | 4                       | NR                      | NR                      |
| 9.1                             | The district has developed a systematic program for identifying areas of need for in-service training for all employees.   | 4                      | 5                       | NR                      | NR                      |
| 9.2                             | The district shall make provisions for department-directed staff development activities, including a plan for "buy back" days for certificated and classified employees. Education Codes: 52000, 52034(g), and 44579-44579.4.            | 4                      | 6                       | NR                      | NR                      |
| 9.3                             | Teachers and other professional school services personnel are provided diversity training. Education Code §44560.  | 3                      | 4                       | NR                      | NR                      |
| 9.4                             | The district has adopted policies and regulations regarding the recognition and reporting of sexual harassment. Government Code 12940.   | 7                      | 7                       | NR                      | NR                      |
| 9.5                             | The district provides training for all management and supervisory staff responsible for employee evaluations.  | 3                      | 7                       | NR                      | NR                      |
| 9.6                             | The district provides training opportunities to managers and supervisors in leadership development and supervision.  | 4                      | 5                       | NR                      | NR                      |
| <b>9.7</b>                      | <b>The division develops handbooks and materials for all training components.</b>  | <b>3</b>               | <b>3</b>                | <b>4</b>                | <b>5</b>                |
| <b>10.1</b>                     | <b>The Human Resources Division provides a process for the monitoring of employee evaluations and the accountability reporting of their completion.</b>  | <b>0</b>               | <b>4</b>                | <b>4</b>                | <b>5</b>                |
| 10.2                            | Standards for management and supervisors will be developed and implemented to ensure that adequate levels of supervision will be provided at all levels within the district.   | 2                      | 6                       | NR                      | NR                      |
| 10.3                            | A clear policy and practice exists for the written evaluation and assessment of certificated employees. Education Code § 44663   | 5                      | 8                       | NR                      | NR                      |
| 10.4                            | The evaluation process is a regular function related to each employee involving criteria related to the position.  | 2                      | 5                       | NR                      | NR                      |
| 10.5                            | The Human Resources Division has developed an evaluation handbook for management and supervisory training.   | 2                      | 8                       | NR                      | NR                      |

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|---------------------------------|---|------------------------|-------------------------|-------------------------|-------------------------|
| 10.6                            | The Human Resources Division has developed due process training for managers and supervisors.   | 3                      | 5                       | NR                      | NR                      |
| 10.7                            | The Human Resources Division has developed a process for providing assistance to marginal employees (remediation).  | 0                      | 4                       | NR                      | NR                      |
| 10.8                            | The district has developed a plan to address a Peer Assistance and Review Program (PAR). Education Codes 44498, 44500-44508, 44662, and 44664.  | 0                      | 8                       | NR                      | NR                      |
| 11.1                            | The Human Resources Division has developed a program for retirement counseling, including STRS counseling, PERS counseling and “life after retirement.”   | 5                      | 5                       | NR                      | NR                      |
| 11.2                            | The Human Resource Division has developed recognition programs for all employee groups.   | 2                      | 7                       | NR                      | NR                      |
| 11.3                            | The Human Resources Division has available to employees various referral agencies to assist those employees in need.  | 3                      | 3                       | NR                      | NR                      |
| 12.1                            | Salary schedules and benefits are competitive.  | 3                      | 4                       | NR                      | NR                      |
| <b>12.2</b>                     | <b>The Human Resources Division involves site-level administrators in the bargaining and labor relations decision-making process.</b>   | <b>4</b>               | <b>4</b>                | <b>4</b>                | <b>5</b>                |
| 12.3                            | The Human Resources Division provides all managers and supervisors (certificated and classified) training in contract management with emphasis on the grievance process and administration.   | 5                      | 7                       | NR                      | NR                      |
| 12.4                            | The Human Resources Division provides a clearly defined process for the bargaining with its employee groups (e.g., traditional and interest-based).   | 8                      | 8                       | NR                      | NR                      |
| 12.5                            | The Human Resources Division has a process in place that provides management and the Board of Education with information on the impact of bargaining proposals (e.g., fiscal, staffing, management flexibility, and student outcomes).  | 7                      | 7                       | NR                      | NR                      |
| 12.6                            | The Human Resources Division provides clearly defined forms and procedures in the handling of grievances for its managers and supervisors.  | 7                      | 7                       | NR                      | NR                      |
| 12.7                            | Bargaining proposals and negotiated settlements are “sun-shined” in accordance with the law to allow public input and understanding of the cost implications and, most importantly, the effects on the children in the district. Education Code § 3547 and 3547.5, and Government Code § 41242. | 5                      | 7                       | NR                      | NR                      |
| 12.8                            | The district systematically has examined the feasibility of implementing the provisions of the law that provides for increasing the minimum teacher’s salary to \$32,000. Education Code § 45023.4.   | 5                      | 8                       | NR                      | NR                      |

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|---------------------------------|--|------------------------|-------------------------|-------------------------|-------------------------|
| 13.1                            | The district has its self-insured workers' compensation programs reviewed by an actuary in accordance with Education Code Section 17566 and filed with the County Office of Education.   | 4                      | 7                       | NR                      | NR                      |
| 13.2                            | Employee benefits are well understood by employees through periodic printed communications provided by the Human Resources Division.   | 2                      | 6                       | NR                      | NR                      |
| 13.3                            | Employees are provided reasonable notice of when coverage for dependents will end, and the documentation needed to continue coverage beyond the normal termination date.   | 9                      | 10                      | NR                      | NR                      |
| 13.4                            | Employees are provided immediate notification that premiums due under COBRA were not received timely and coverage stopped as of date specified.  | 0                      | 6                       | NR                      | NR                      |
| 13.5                            | Human Resources employees provide 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                      | 8                       | NR                      | NR                      |
| 13.6                            | Timely notice of annual open enrollment period is sent to all eligible employees.  | 0                      | 8                       | NR                      | NR                      |
| 13.7                            | Employees are provided the state's injury report form (DWC Form 1) within one working day of the district having knowledge of an injury or illness.  | 8                      | 8                       | NR                      | NR                      |
| 13.8                            | The district notifies the third party administrator of an employee's claim of injury within five working days of having knowledge and forwards a completed Form 5020 to them.  | 6                      | 6                       | NR                      | NR                      |
| <b>13.9</b>                     | <b>The district's Workers' Compensation experiences and activities are reported periodically to the Superintendent's cabinet.</b>  | <b>0</b>               | <b>0</b>                | <b>0</b>                | <b>4</b>                |
| 13.10                           | The district does not pay temporary disability benefits during those times when an employee is in an extended nonpay status.   | 6                      | 7                       | NR                      | NR                      |
| 13.11                           | 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                     | 10                      | NR                      | NR                      |
| <b>13.12</b>                    | <b>The district has provided the third party administrator with a copy of all current job descriptions and updates them, if needed, quarterly.</b>   | <b>2</b>               | <b>2</b>                | <b>3</b>                | <b>4</b>                |
| <b>13.13</b>                    | <b>The Workers' Compensation Unit is actively involved in providing injured workers with an opportunity to participate in a modified duty program.</b>   | <b>0</b>               | <b>0</b>                | <b>0</b>                | <b>6</b>                |

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