



Human Resources

CLASSIFIED

Personnel Commission

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ANNUAL REPORT '15-'16



PERSONNEL COMMISSION OVERVIEW

As a strategic partner within the Anaheim Union High School District, the Human Resources – Classified office is responsible for developing, implementing, and maintaining services and systems to effectively recruit, select, and retain qualified employees within our school district’s classified workforce. The department serves as a “dual-hat” Commission through coordination of both pre-hire (recruitment through placement) and post-hire (leaves of absence, change in assignment processing) sides of the traditional Human Resources structure. AUHSD’s designation as a Merit System school district allows the department to operate independently under supervision of a Personnel Commission.

MERIT SYSTEM PRINCIPLES

The first Merit System law in the nation for school districts was passed by the California legislature in 1936 and made a part of the California Education Code. The Anaheim Union High School District became a Merit System in 1967. Today, as in 1936, the Merit System provides personnel selection protection through the Education Code against politically or personally motivated employment, promotion, discipline or dismissal actions.

1. Recruitment of job applicants should be from sources representing all segments of society, and selection and advancement should be determined solely on the basis of relative ability, knowledge, and skills, after fair and open competition, which assures that all receive equal opportunity.
2. All employees and applicants for employment should receive fair and equitable treatment in all aspects of personnel management.
3. Equal pay should be provided for work of equal effort, skill, and responsibility.
4. School district employees should be managed and treated fairly and consistently and be engaged in work that serves the best interests of students.
5. Employees should be retained and promoted on the basis of merit, as measured by the adequacy of their performance and professional achievement.
6. Employees should be protected from arbitrary employment actions and afforded due process rights consistent with applicable law.

CORE RESPONSIBILITIES

The Personnel Commission has three core responsibilities as defined in the California Education Code.

1. Oversee a personnel management program based on merit principles that ensure the selection and promotion of employees is based solely on qualifications through competitive examination.
2. Develop and administer policies governing employment matters to ensure the fair and equitable treatment of employees within the classified service.
3. Conduct appeal hearings on matters involving employee disciplinary action, employment examinations, and personnel policies and procedures.

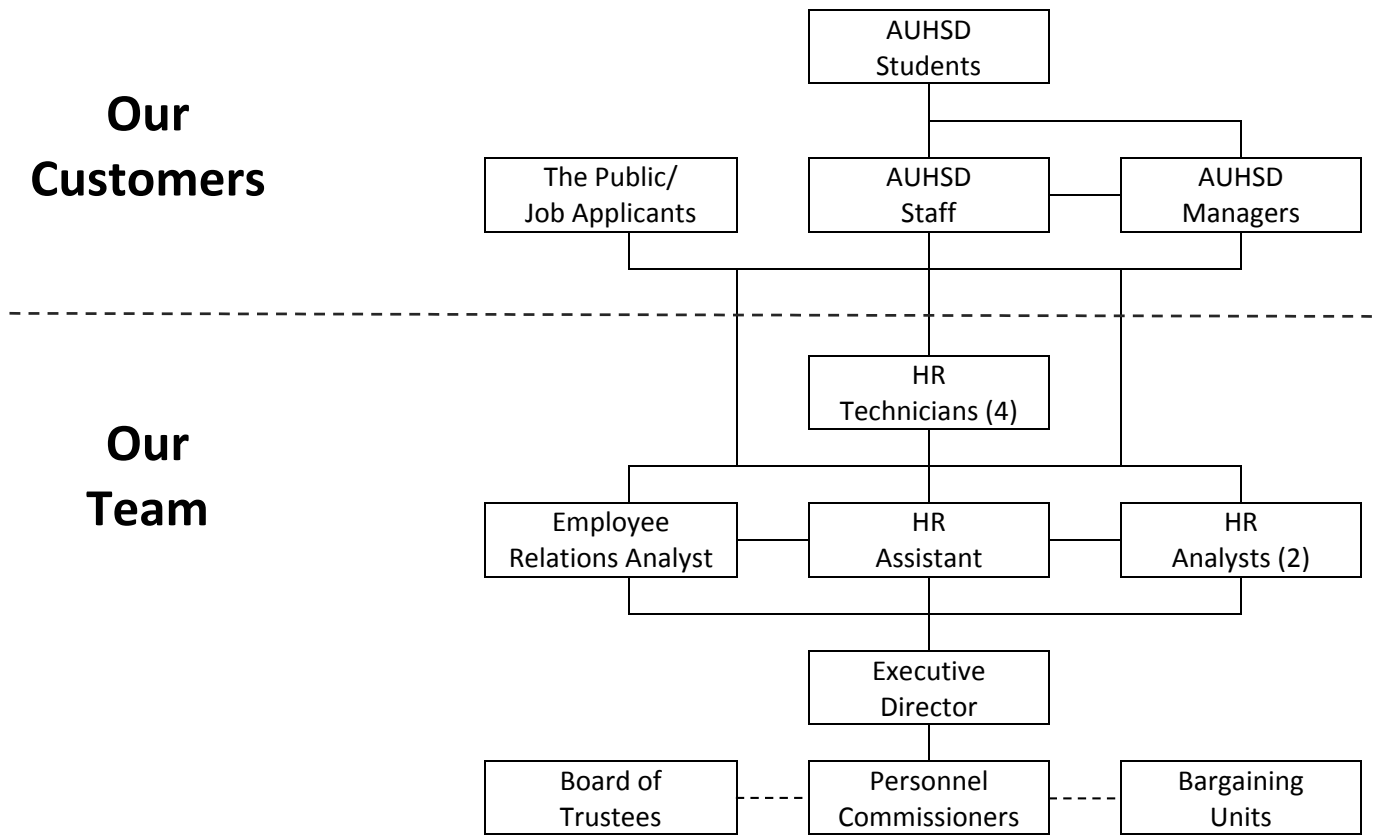
PRIMARY FUNCTIONS

To execute its responsibilities as a Personnel Commission, the HR-Classified department performs the following major duties:

- Perform all general human resources functions for the classified workforce, including the coordination of leaves of absence requests, the worker’s compensation interactive process, substitute classified employee placement, recruitment of tutors and babysitters, and classified employee celebration events
- Establish and maintain a position classification plan which includes creating job descriptions, setting minimum qualifications, and allocating classifications to salary ranges using standards that provide equal pay for equal work.
- Establish process and procedure guidelines to analyze jobs and develop valid employment examinations.
- Adopt rules and procedures to be followed concerning such employment subjects as applications, examinations, employment eligibility, hiring, promotions, discipline and other rules necessary to carry out classified personnel administration.

TEAM STRUCTURE

The Human Resources – Classified department is committed to meeting both the goals of the Personnel Commission and the Anaheim Union High School District. The following chart outlines how the Classified HR Team works together to provide service to both the public and District personnel.



P.E.S.T. ANALYSIS

A PEST Analysis provides an overview of the different macro-environmental factors (political, economic, social, and technological) that may affect the department’s options and strategy for operations. The following is a brief PEST Analysis of factors that may impact the Human Resources – Classified department.

FACTOR	Notable Items
POLITICAL	<ul style="list-style-type: none"> • Whether Proposition 55 passes - could affect staffing • Whether new Merit System laws are enacted - could affect procedures • Whether changes are negotiated into the next Bargaining Agreement
ECONOMIC	<ul style="list-style-type: none"> • Whether the State Budget increases or decreases - could affect staffing • Whether interest rates change - could affect AUHSD budget
SOCIAL	<ul style="list-style-type: none"> • Whether population growth changes - could affect enrollment and funding • Whether the mental or physical health of the workforce affects performance
TECHNOLOGICAL	<ul style="list-style-type: none"> • Whether new equipment and systems are able to increase efficiency • Whether Classified HR has regular access to computer lab - could affect testing strategy

S.W.O.T. ANALYSIS

A SWOT analysis is a structured planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or business operation. Below are SWOT analysis factors currently identified for the Classified HR department.

FACTOR	Notable Items
<u>S</u>TRENGTHS	<ul style="list-style-type: none"> ● Excellent customer service from a capable staff ● Veteran Personnel Commission with deep experience and integrity ● Above market total compensation for over 90% of workforce (top of the market benefits) ● Very good working relationships with bargaining units ● Very good working relationships with managers, administrators, and cabinet members ● Growing trust between the Commission and the Board ● In-depth knowledge and expertise regarding test construction, personnel/human resource management and the merit system ● Innovation in classification/reclassification/job analysis ● Innovation in compensation analysis ● Technology-based assessments that allow for quicker scoring, notification, and more accurate assessment of candidates ● Legal and Union Contract compliance
<u>W</u>EAKNESSES	<ul style="list-style-type: none"> ● Misalignment by below market total compensation for less than 10% of classified workforce ● Unestablished standards for criteria and processes related to common practices ● Inconsistent negative performance evaluation standards for next steps ● Office location separated from district office building ● Paper based approval process for new personnel requisitions ● Lack of a general orientation/onboarding process for new hires ● Non-uniform practices among sites/departments (i.e., performance appraisal, onboarding) ● Maintaining reliable substitute employees
<u>O</u>PPORTUNITIES	<ul style="list-style-type: none"> ● New hire orientation process ● Process guides and department manual for staff ● Process guides, training, and coaching for managers regarding classified staff ● More sophisticated selection tools backed by research and empirical evidence, such as situational judgment tests (SJT), personality measures, and cognitive ability assessments ● Jobs are becoming more flexible and multi-purposed requiring job designs to be based on broad competencies instead of task-based functions ● Further refinement of competency-based test development ● Performance appraisal system for precise measurement and reliability ● Training opportunities and workshops for current employees' professional growth
<u>T</u>HREATS	<ul style="list-style-type: none"> ● Declining enrollment ● Cost-of-living increases and economic hardship ● Competitor Agencies in the market raising salary schedules ● Competitor Agencies adopting innovative technology faster than AUHSD

MAJOR ACCOMPLISHMENTS IN 2015-2016

1. Completed a comprehensive Salary Study and delivered recommendations for adjustment to the Board
2. Updated all online job descriptions with new consistent and clear structure
3. Refined and expanded the PC meeting agenda format to be more transparent and inclusive
4. Simplified and streamlined PC meeting agenda package creation process
5. Created Advanced Step Placement criteria, tracker, and report for PC meeting
6. Added more eligibility list detail on PC meeting agenda
7. Coordinated the Years of Service Recognition Ceremony
8. Coordinated the 2015-16 Employee of the Year Celebration
9. Updated documentation to better clarify the summer assignment process
10. Created multiple new real-time tracking systems for staff to input updates simultaneously
11. Updated and corrected the transfer notice form and process
12. Worked with vendors and personnel to improve office environment work space and security
13. Established Specialized Duties section on job description to distinguish unique aspects of a position
14. Established Supervision Matrix on job description to distinguish work direction, supervision, and evaluation
15. Created Substitute Feedback tracking and notification system to remove deficient subs
16. Created Recruitment Tracker to map out the different recruitment and testing parts for all staff
17. Created new Classification Plan to better clarify job families and sub-families
18. Empowered hiring managers to do their own reference checks and save HR staff time
19. Created selection interview and reference guide for hiring manager use
20. Reformatted classifications in NEOGOV to auto populate recruitment postings easily
21. Created new Reclassification form and process
22. Established a more detailed online District phone directory
23. Addressed multiple reclassification and compensation requests through official PC action
24. Created new Probation Calculator to provide evaluation dates without counting by hand
25. Executive Director visited and toured each campus with principal to build working relationships
26. Met with each manager individually to provide and receive input on how mutual needs can be met
27. Began educational series on merit system related topics at PC meetings, already addressing classification revisions, salary recommendation, and role of the Commissioner in a straightforward way
28. Created and promoted a corrected classified salary schedule
29. Created concept of the Market Combined Minimum Qualification (CMQ) to better validate job hierarchy
30. Updated Instructional Assistant Online Tracker and initiated plan to share access with key personnel
31. Standardized the Working Out-of-Class process

GOALS FOR 2016-2017 and BEYOND

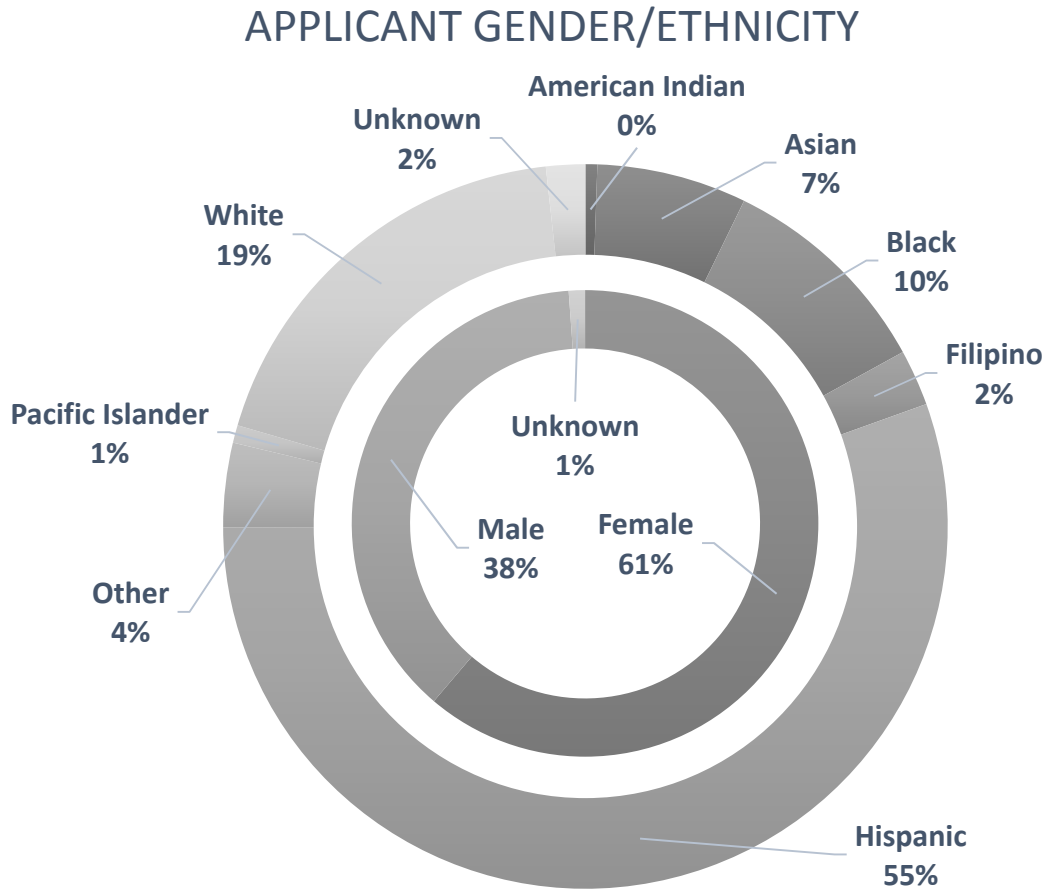
1. Establish new general orientation process for new hires to review key topic areas in person
2. Create and distribute a Classified Workforce Guidebook for managers, including process guides for discipline, evaluation, basic FRISK investigation, selection interviews, job descriptions, and other resources
3. Improve room availability for testing dates by more strategically reserving future dates
4. Start updating select Merit Rules that will affect necessary changes in operation
5. Establish new job flyer format
6. Develop situational judgment testing
7. Create classified substitute employee handbook
8. Develop interview rater orientation video
9. Establish a comprehensive responsibility workflow matrix for entire recruitment process
10. Create a Bilingual Support Hierarchy to distinguish basic, stipend, and full bilingual levels
11. Establish a modified work bank with Risk Management for injured workers
12. Begin developing validated personality assessment
13. Improve email notification templates for job candidates
14. Integrate laptop computers into interview rating
15. Establish performance feedback form for substitute performance
16. Establish performance feedback form for employees working out-of-class
17. Establish desk manual for each department position

GOALS FOR 2016-2017 and BEYOND (Continued)

18. Participate in more Job Fairs and external networking/marketing
19. Develop reliable exit survey process to capture key turnover information
20. Enhance all minimum qualifications to be quantifiable with substitution options
21. Establish more expansive working conditions coding structure for classifications
22. Create feedback surveys for interview raters, interview candidates, and hiring managers
23. Create enhanced performance evaluation form for managers tailored to specific positions
24. Establish Universal Preferred Qualifications to emphasize personality fit with AUHSD culture
25. Integrate highly-customized substitute list system in eSchools system to improve substitute assignment fit
26. Provide Staff binders with department manual, job descriptions, guides, etc.
27. Update website content

STATISTICAL SUMMARY

One of the PC’s primary initiatives is the ongoing evolution of data capture and analysis. The PC collects information through multiple manual and automated tracking mechanisms. Information for recent fiscal years is provided to show trends.



GENDER OF APPLICANT POPULATION

ITEM	2010-2011	2011-2012	2012-2013	2013-2014	2015-2016
Female	1565	2125	2823	3318	3365
Male	922	1641	1354	2473	2070
Unknown	108	42	71	113	62

STATISTICAL SUMMARY (Continued)**ETHNICITY OF APPLICANT POPULATION**

ITEM	2010-2011	2011-2012	2012-2013	2013-2014	2015-2016
American Indian	13	35	21	22	29
Asian	189	343	363	357	368
Black	228	483	466	609	538
Filipino	35	122	112	112	138
Hispanic	1331	1456	2024	3126	3048
Other	62	147	134	209	207
Pacific Islander	15	20	21	37	43
White	584	113	970	1247	1031
Unknown	131	89	137	185	96

APPLICATIONS

ITEM	2010-2011	2011-2012	2012-2013	2013-2014	2015-2016
Position Requisitions	155	195	189	328	314
Applications Received	2595	3808	4248	5904	5498
Qualified Applications	2156	3660	3344	5558	3369
Disqualified Applications	439	148	904	346	2019

TESTING

ITEM	2010-2011	2011-2012	2012-2013	2013-2014	2015-2016
Written Exam Applicants	1601	2222	2521	2853	2904
Performance Exam Applicants	168	121	219	176	529
Structured Interviews	300	247	460	315	373
Eligible Candidates	489	477	572	490	1206

CLASSIFICATION

ITEM	2012-2013	2013-2014	2015-2016
New Classifications	4	2	3
Revised Classifications	18	8	22
Reclassifications	0	6	5

ASSIGNMENT CHANGES

ITEM	2010-2011	2011-2012	2012-2013	2013-2014	2015-2016
Employment/Promotions	158	198	341	289	476
Leaves of Absence	N/A	291	319	317	253
Classified/Certificated		172/119	187/132	180/137	153/100
Ext. Sch. Year Assignments	330	320	421	376	401
Workability	229	213	233	194	229
AVID Tutors	29	15	15	26	42
Resignations	43	49	46	45	43
Retirements	17	20	23	23	8
Reinstatements	66	2	37	18	3
Reemployments	16	111	52	14	10