SACRAMENTO CITY UNIFIED SCHOOL DISTRICT
BOARD OF EDUCATION

Agenda Item# 10.5

Meeting Date: August 4, 2011

Subject: Coherent Governance Operational Expectations (OE) Policy 4 – Personnel Administration

- ☐ Information Item Only
- ☐ Approval on Consent Agenda
- ☐ Conference (for discussion only)
- ☐ Conference/First Reading (Action Anticipated: _____)
- ☒ Conference/Action
- ☐ Action
- ☐ Public Hearing

Division: Office of the Superintendent

Recommendation:

Approve reasonable interpretation of Operational Expectations 4.

Background/Rationale:

On May 20, 2010, the Board passed coherent governance, Board Governing Policies that establish and govern the Board's culture and its relationship with the Superintendent. As part of this model, the Superintendent and staff will make regular presentations regarding predetermined desired Results of various aspects of district administration. A work plan/schedule for these presentations has been developed by staff to ensure a thorough and detailed process. This presentation is regarding "Personnel Administration."

Financial Considerations: None

Documents Attached:
1. Operational Expectations 4 – Personnel Administration

Estimated Time of Presentation: 5 minutes
Submitted by: Jonathan P. Raymond, Superintendent
Approved by: N/A

Sacramento City Unified School District

OE-4: Personnel Administration

August 4, 2011

I certify that the information in this report is true.

Signed: _____ Date: _____
Jonathan P. Raymond, Superintendent

Disposition of the Board Date for Monitoring: April, 2012

___ Compliance
___ Not in compliance
___ Compliance with Exception

Signed: _____ Date: _____
Gustavo Arroyo, Board President

Comments:

_____

_____

OE-4: Personnel Administration	**Superintendent**		**Board of Education**	
The Superintendent shall assure the recruitment, employment, development, evaluation and compensation of district employees in a manner necessary to enable the district to achieve its Results policies.	**In Compliance**	**Not in Compliance**	**In Compliance**	**Not in Compliance**

Interpretation:

I interpret this to mean that the district will strategically seek talented individuals who possess the skills, competence and experience necessary to assist the district in meeting its goals. The district will provide these individuals positions where they can best utilize their education, experience, skills and competence. Further, I interpret "shall assure…development, evaluation and compensation" to mean that the district will provide opportunities for employees to continuously improve their skills via professional development, support, constructive feedback, coaching and mentoring. The district will also employ formal and informal processes of assessing employee performances and compensate employees with wages, salary and/or benefits for their service. These systems of recruitment, employment, development, evaluation and compensation will be tailored and directed to align with desired outcomes for the district, thereby focusing all employees on achieving district goals outlined in the Board's Results policies.

OE-4.1	Superintendent		Board of Education	
The Superintendent will: ***Conduct extensive background inquiries and checks prior to hiring any paid personnel.***	**In Compliance**	**Not in Compliance**	**In Compliance**	**Not in Compliance**

BP and AR 4112.5, 4212.5, 4312.5 – Criminal Record Check

Interpretation:

I interpret "extensive background inquiries" to mean that the district will conduct thorough investigations of prospective employees, including county, state, and national criminal history checks and a Social Security trace to verify address and employment history of all applicants.

Indicators for Compliance:

- Extensive criminal background check and a sexual offender background check from the county, state and national agencies for all potential employees.
- Employment applications denied based on the results of background check.
- Employment, Social Security, residency and job performance verifications.
- Site visits where appropriate.

OE-4.2	Superintendent		Board of Education	
The Superintendent will: ***Conduct reasonable background inquiries and checks prior to utilizing the services of volunteers.***	**In Compliance**	**Not in Compliance**	**In Compliance**	**Not in Compliance**

BP and AR 1240 – Volunteers
AR 4112.5, 4212.5 – Criminal Record Check
BP 4312.5 – Criminal Record Check

Interpretation:

I interpret "reasonable background inquiries" to mean that the district will avail itself to county, state, national and sexual offender criminal history databases. Further, I interpret "services of volunteers" to mean the resources of parents or other community members who assist at school sites and in classrooms on an unpaid basis.

Indicators for Compliance:

- Extensive criminal background check and a sexual offender background check for all potential volunteers.
- Volunteer requests denied based on the results of background check.

OE-4.3	**Superintendent**		**Board of Education**	
The Superintendent will: ***Select for all positions the most highly qualified and best-suited candidates with a focus on diversity, striving to match the demographic profile of the student population.***	**In Compliance**	**Not in Compliance**	**In Compliance**	**Not in Compliance**

BP 4111 – Recruitment and Selection for Principal and Assistant Principal
BP and AR 4112.2 - Certification
BP 4211 – Recruitment and Selection
AR 4311 – Selection Process for Management Appointments
BP and AR 4112.61, 4212.61, 4312.61 - Employment References

Interpretation:

I interpret the term "select" to mean the district will have an established hiring process that is clearly articulated, fair and equitable to all candidates seeking employment. Further, I interpret "highly qualified candidates and best suited" to mean that candidates selected for employment will meet or exceed hiring criteria established by the district and required by state or federal law. The district also will strive to employ individuals that reflect the talents, positive behaviors and historical and linguistic perspectives of the cultures represented in our community and represent the characteristics of SCUSD's student population in terms of gender, race, age, disability, socio-economic status and language.

Indicators for Compliance:

- District recruitment database of highly qualified candidates.
- Reference checks for all employees prior to recommendation for hire.
- Site visits where appropriate.
- Williams Act monitoring data indicating compliance with No Child Left Behind Highly Qualified Teacher standards.

- Employee demographic data aligned to student demographic data.

OE-4.4	Superintendent		Board of Education	
The Superintendent will: ***Administer clear personnel rules and procedures for applicants and employees.***	**In Compliance**	**Not in Compliance**	**In Compliance**	**Not in Compliance**

BP 4119.21, 4219.21, 4319.21 – Code of Ethics
E 4119.21, 4219.21 – Code of Ethics
BP 4119.3, 4219.3, 4319.3 – Duties of Personnel
AR 4122 – Temporary/Substitutes Personnel
AR 4127, 4227, 4327 – Temporary Athletic Team Coaches
BP 4212 – Appointment and Conditions of Employment

Interpretation:

I interpret "clear personnel rules and procedures" to mean employees and applicants will have concise and understandable policies necessary for their employment and the opportunity to access this information.

Indicators for Compliance:

- Comprehensive Employee Handbook distributed to all new employees with relevant information regarding hiring procedures.
- Annual Employee Notification with updated personnel rules and policies communicated to all employees via district website.
- Updated information on rules and procedures for employees posted on district website.
- ISO (International Organization for Standardization) certification of Human Resources Department processes and procedures communicated to all employees via district website.

OE-4.5	Superintendent		Board of Education	
The Superintendent will: ***Effectively handle complaints and concerns.***	**In Compliance**	**Not in Compliance**	**In Compliance**	**Not in Compliance**

BP and AR 1312.2 – Uniform Complaint Procedures
AR 1312.4 – William Uniform Complaint Procedures
AR 4031 – Complaints Concerning Discrimination in Employment
BP and AR 4144, 4244, 4344 – Complaints
BP and AR 4119.11, 4219.11, 4319.11 – Sexual Harassment

Interpretation:

I interpret "effectively handle complaints and concerns" to mean complaints and concerns are received, reviewed and responded to in a timely manner using an appropriate and respectful approach and acted upon in a timely manner.

The district shall follow uniform complaint procedures when addressing complaints alleging unlawful discrimination based on actual or perceived sex, sexual orientation, gender, ethnic group identification, race, ancestry, national origin, religion, color, mental or physical disability or age in any program or activity.

I interpret "complaints" to be written or oral statements that express discontent with aspects of district operations or those that identify specific grievances as an expression of displeasure**.**

Uniform complaint procedures shall be used when addressing complaints alleging failure to comply with state and/or federal laws in adult education, consolidated categorical aid programs, migrant education, career technical education and training programs, childcare and development programs, child nutrition programs, special education programs, and federal school safety planning requirements.

Indicators for Compliance:

- Number of uniform complaints filed.
- Percentage of complaints investigated and resolved within the required timelines.
- Percentage of appealed claims.

OE-4.6	Superintendent		Board of Education	
The Superintendent will: ***Maintain adequate job descriptions for all staff positions.***	**In Compliance**	**Not in Compliance**	**In Compliance**	**Not in Compliance**

BP 4119.3 – Duties of Personnel
BP 4219.3 – Duties of Personnel
BP 4319.3 – Duties of Personnel

Interpretation:

I interpret "maintain adequate job descriptions" to mean that positions will be described in such detail that applicants will have an understanding of the tasks, functions, responsibilities, expectations, qualifications and competencies required of a position. Further, descriptions will reflect the needs of the district, accurately outline position competencies and requirements, and will be periodically reviewed for relevancy.

Indicators for Compliance:

- All positions in the district have a defined job description.
- All job descriptions are available on the district web site for access by employees and the community to ensure transparency.
- All new positions and positions that have become open as a result of turnover have been reviewed and updated if necessary.
- All represented employee job descriptions are reviewed with their respective collective bargaining group.
- All job descriptions reviewed and updated if necessary every three years.

OE-4.7	Superintendent		Board of Education	
The Superintendent will: ***Protect confidential information.***	**In Compliance**	**Not in Compliance**	**In Compliance**	**Not in Compliance**

BP and AR 4112.6 – Personnel Files
BP and AR 4212.6 – Personnel Files
BP and AR 4312.6 – Personnel Files
BP 4119.23 – Unauthorized Release of Confidential-Privileged Information

Interpretation:

I interpret "protect confidential information" to mean the district has systems and processes in place to ensure that confidential information is only retrievable by authorized personnel. Electronic systems have been created, maintained and consistently updated to assure the protection of private data. All technology systems have multiple levels of security. In addition, information which is not public by statute or federal law is only accessible by authorized personnel.

Indicators for Compliance:

- Number of complaints regarding violation of privacy or confidentiality.
- Data regarding disciplinary action regarding violation of privacy or confidentiality parameters.
- Compliance with all Public Records Requests (PRA's) in consult with legal counsel regarding confidentiality rules and regulations.
- District computer systems protected by an up-to-date security system that assigns users appropriate security credentials to access resources.
- Up-to-date security protocol for information system (such as a data back-up systems, firewalls and regular security audits.)

OE-4.8	**Superintendent**		**Board of Education**	
The Superintendent will: ***Develop compensation and benefit plans to attract and retain the highest quality employees by compensating employees, within available resources, in a manner consistent with the applicable marketplace, including but not limited to organizations of comparable size and type.***	**In Compliance**	**Not in Compliance**	**In Compliance**	**Not in Compliance**

BP 4151, 4251, 4351 – Employee Compensation
BP and AR 4154, 4254, 4345 – Health and Welfare Benefits

Interpretation:

I interpret this to mean that the district will provide salaries, wages, health, dental, vision and/or life insurance to employees that are comparable to those offered for comparable positions by other urban, public school districts in demographically similar areas. Further, I interpret "within available resources" to mean that employee wages and benefits are budgeted for and do not jeopardize the financial health of the district.

Indicators for Compliance:

- Salary schedules posted on the district web site for public access.
- Fair and appropriate employee compensation negotiated with all collective bargaining groups.
- Employee compensation and benefit comparisons performed every three years to determine the competitive salary structure for the district.

OE-4.9	**Superintendent**		**Board of Education**	
The Superintendent will: ***Consistent with the Superintendent's own evaluation, evaluate all employee performance according to their contribution toward achieving the Board's Results policies and their compliance with the Board's Operational Expectations policies.***	**In Compliance**	**Not in Compliance**	**In Compliance**	**Not in Compliance**

BP and AR 4115 – Evaluation-Supervision
BP 4215 – Evaluation-Supervision
BP 4315 – Evaluation-Supervision

Interpretation:

I interpret this to mean that the district will develop and employ formal and informal processes for assessing, determining, supporting, training, and developing the performance of employees in terms of the goals outlined in Board Results policies. I interpret "compliance with the Board's Operational Expectations policies" to mean abidance or adherence to district rules, regulations, policies, and state and federal regulations.

Indicators for Compliance:

- Annual evaluations for all permanent and probationary employees.
- The design, development and use of evaluation instruments that are aligned with the district's *Strategic Plan 2010-2014: Putting Children First*, Board Result policies and collective bargaining agreements.

OE-4.10	Superintendent		Board of Education	
The Superintendent will: ***Assure that the evaluation of all instructional and administrative personnel is designed to:***	**In Compliance**	**Not in Compliance**	**In Compliance**	**Not in Compliance**
a. Improve and support instruction;				
b. Measure and document both excellent performance and unsatisfactory performance;				
c. Align teacher and administrator performance with multiple measures of student performance and learning;				
d. Promote continuous improvement and professional development				

BP and AR 4115: Evaluation-Supervision
BP 4215: Evaluation-Supervision
BP 4315: Evaluation-Supervision
BP and AR 4131.5 – Professional Growth
BP and AR 4131.6, 4231.6, 4331.6 – Professional Development Plan
BP 4315.1 – Staff Evaluating Teachers
BP 4331 – Staff Development

Interpretation:

I interpret this to mean that the district will develop and employ formal and informal processes of assessing, determining, supporting, training and developing the performance of employees involved with teaching students and of employees involved with supporting those who instruct students. These processes will utilize quantitative and qualitative methods of assessment focused on improving teaching and supporting teachers. Further, these processes will measure and document performance to determine teaching that both exceeds expectations and does not meet expectations. Assessments will also be geared to align with student learning. Finally, I interpret "promote continuous improvement and professional development" to mean that the evaluations of teachers and administrators will enhance and upgrade professional practice and promote and incentivize career related learning offered within and outside the district.

Indicators for Compliance:

- Annual evaluations for all permanent and probationary employees.
- Design and development of evaluation instruments that use multiple measures of student performance and promote continuous improvement and development that are aligned with the district's *Strategic Plan 2010-2014: Putting Children First*, Board Result policies and collective bargaining agreements.

- The number of Special Evaluations conducted on employees to define expectations, provide coaching, support and development to improve performance.

OE-4.11	Superintendent		Board of Education	
The Superintendent will: ***Ensure that all staff members are qualified and trained to perform the responsibilities assigned to them.***	**In Compliance**	**Not in Compliance**	**In Compliance**	**Not in Compliance**

BP and AR 4112.2 – Certification
BP and AR 4112.61, 4212.61, 4312.61 – Employment References
BP and AR 4131 – Staff Development
BP 4331 – Staff Development
BP and AR 4115, 4215, 4315 – Evaluation/Supervision

Interpretation:

I interpret "qualified" to mean that all district employees will meet district-determined criteria and that employees will maintain the license, certification or skills required by the position. I interpret "trained" to mean prepared to accomplish work related tasks and that employees will work to continuously improve their knowledge, skills and ability to perform their assigned position.

Indicators for Compliance:

- Quarterly validation of certification for all certificated employees.
- Number and percentage of certificated, classified and unrepresented employees that participate in both district and non- district offered staff development.
- Number and percentage of school site staff that participate in site Common Planning Time.
- Number and percentage of district and school site staff that participate in instructional round visits.

OE-4.12	Superintendent		Board of Education	
The Superintendent will: ***Maintain an organizational culture that positively impacts the ability of staff to responsibly perform their jobs and allows them to work in an environment of professional support and courtesy.***	**In Compliance**	**Not in Compliance**	**In Compliance**	**Not in Compliance**

BP and AR 4131 – Staff Development
BP 4331 – Staff Development
BP and AR 4115, 4215, 4315 – Evaluation/Supervision

Interpretation:

I interpret this to mean that the staff, students and community will interact with each other in an atmosphere of trust, respect, honesty, caring and integrity – the district's core values. I interpret "an organizational culture that positively impacts the ability of staff" to mean fostering an environment where employees feel safe, supported and are treated in a fair and equitable manner so they can excel in their work. Employees will be supported through guidance, training, advancement opportunities and qualitative and quantitative feedback from their peers and their supervisors in their work.

Indicators for Compliance:

- Staff Survey Data
- School Climate Survey