



Personnel Commission Annual Report 2012 - 2013

PERSONNEL COMMISSIONERS

Ms. Barbara Inatsugu, Chair
Mr. Joseph Pertel, Vice Chair
Mr. Michael Sidley, Member

DIRECTOR

2012: Wilbert Young, Ph.D.
2013: Brandon Tietze

Personnel Commission meetings are held once a month, generally on the second Tuesday of the month. Agendas for Commission meetings are posted outside the District's building, sent to each work location and placed on the District's website. The agenda includes the exact time, date and place of the meeting. Minutes of the meetings are placed on the District's website. Employees and members of the public are cordially invited to attend Commission meetings.

The 2012-2013 Annual Report of the Personnel Commission is submitted in accordance with Education Code 45266 and Merit Rule 2.4.2. The report encompasses the period from July 1, 2012 through June 30, 2013.

Personnel Commission Overview

As a strategic partner with our District, the Office of Classified Personnel 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.

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 DUTIES

To execute its responsibilities, the Commission performs the following major duties:

- Establishes and maintains 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.
- Adopts guidelines to analyze jobs and develop valid employment examinations.
- Adopts 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.

The Merit System

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 Santa Monica Malibu Unified School District voted in the Merit System in 1938. 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

MERIT PRINCIPLES

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.

Department/Staff Structure

The Office of Classified Personnel is committed to meeting both the goals of the Personnel Commission and the Santa Monica-Malibu Unified School District. The following positions represent the Office of Classified Personnel, with a summation of the essential functions performed as related to the Personnel Commission.

Personnel Commissioners

Our Commissioners, **Barbara Inatsugu** (Current Chair), **Joseph Pertel** (Current Vice-Chair), and **Michael Sidley** (Current Member), review, discuss, and approve actions pertaining to classified employee recruitment, appointment, and due process rights using the guidance of Merit System Law, staff, District, and bargaining unit feedback.

Director of Classified Personnel

Our Director, **Dr. Wilbert Young / Brandon Tietze**, carries out all the Merit System Rules and Regulations functions of the Personnel Commission, plans, organizes and directs the personnel management program for the classified employee workforce in conformance with the Education Code, and supervises, and evaluates the performance of assigned staff. The Director leads the Merit Rules Advisory Committee and is a member of our Superintendent's District Leadership Team.

Administrative Assistant

Our Administrative Assistant, **Jana Hatch**, prepares Personnel Commission agendas, supporting documentation and minutes, maintains department files and records, and responds to various requests for information. She prepares the Board of Education merit and non-merit reports. She is also responsible for tracking all performance evaluation records for both permanent and probationary classified employees, department payroll, advanced step placement, disciplinary hearings, layoff actions, requisitions, and handling rater requests received from external agencies. Ms. Hatch participates in meetings with our District's Sustainability Coordination team.

Personnel Analyst

Our Personnel Analyst, **Stephanie Perry / Bryon Miller**, conducts employment recruitment, testing and selection for confidential, supervisory and management positions, researches and designs structured examination methods to meet the District's need for qualified employees, conducts position classification and compensation studies, analyzes personnel policies, rules and legal issues, administers the web-based recruitment and applicant tracking system, and serves as a team leader for career development workshops, procedural forms development, and annual report preparation. Ms. Perry served as a member of our District's Intercultural Equity and Excellence Advisory Committee.

Human Resources Technicians

Our Human Resources Technicians (**Cindy Johnston, Beth Papp and Julie Younan**) conduct employment recruitment, testing and selection for bargaining unit classifications, coordinate substitute assignments, handle summer (and inter-session) employment assignments, process non-merit employees, perform employment verifications, process unemployment claims, develop seniority lists, support the development and facilitation of career development workshops, assist in performing job analyses, salary surveys and exam development, and provide information to the Director regarding accommodation and layoff matters, and participate in meetings and committees related to School District operations, such as the District Leadership Team and Safety Committee.

Major Accomplishments & Goals

MAJOR ACCOMPLISHMENTS IN 2012 - 2013

1. Established department calendar coding system to record all PC events
2. Established weekly agendized staff meetings
3. Simplified the shared computer drive filing system
4. Established Tracking Systems for EDD Unemployment and Disabilities, Advanced Step Placement, Requisitions (Vacancies), Reemployment, Discipline appeals, Layoff Processing/Bumping Scenarios, Performance Evaluations
5. Established online survey for anonymous department feedback available through District website
6. Established regular meeting schedule with Sr. Cabinet, Superintendent, and Asst. Supt. of HR
7. Visited with Principals and toured each site in the District
8. Established "Monthly Exam Bulletin" to allow for faster recruitments
9. Established "Application Station" in district lobby for public to use for online applications
10. Integrated advanced Scantron scanner system to digitize scoring information
11. Established the use of statistical item analysis to assess testing results
12. Enhanced supplemental question structure for applications
13. Enhanced computer-skills assessment of candidates
14. Enhanced interview rating and scoring system
15. Enhanced performance testing for select trade positions
16. Developed enhancements to job descriptions, including the Supervision matrix, coding of task statements, refined layout, and expansion of abilities

MAJOR GOALS FOR 2013 - 2014

1. Continue to shorten the overall recruitment process timeline
2. Compete "5-Year" Classification and Compensation Study
3. Establish comprehensive responsibility workflow matrix for entire recruitment process
4. Establish department manual
5. Establish desk manual for each department position
6. Establish desk manuals for most common classified positions
7. Update all Merit Rules
8. Establish more expansive, flexible, and specific criteria for Advanced Step Placement
9. Enhance the summer assignment process
10. Create and distribute classified workforce guidebook for managers, including process guides for discipline, evaluation, job descriptions, and other resources
11. Update NEOGOV notice templates
12. Establish new job flyer format
13. Create feedback surveys for interview raters, interview candidates, and hiring managers
14. Integrate highly-customized substitute list system in Subfinder to improve substitute assignment fit
15. Establish feedback form for substitute performance
16. Establish enhanced performance evaluation form for managers tailored to specific positions
17. Integrate laptop computers into interview rating
18. Develop interview rater orientation video
19. Establish more expansive working conditions coding structure for classifications
20. Develop validated personality assessment
21. Develop situational judgment testing

Professional Membership Activity

Staff maintains memberships with the following professional organizations to build networks of professional colleagues, exchange ideas, and stay abreast of current developments, trends and best practice. (With the exception of CSPCA and CODESP, staff pays the cost of individual memberships in these organizations in light of current budget considerations.)

- California School Personnel Commissioners Association (CSPCA)
- Cooperative Organization for the Development of Employee Selection Procedures (CODESP)
- International Public Management Association for Human Resources (IPMA-HR)
- National Career Development Association (NCDA)
- Personnel Testing Council-Southern California (PTC-SC)
- Southern California Public Management Association-Human Resources (SCPMA-HR)

SWOT 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 Personnel Commission department.

STRENGTHS – Positive internal characteristics that provide an advantage

- In-depth knowledge and expertise regarding test construction, personnel/human resource management and the merit system
- Great customer service and employee relation skills
- Technology-based assessments that allow for quicker scoring and candidate notification and more accurate assessment of candidates
- Internal knowledge regarding department needs
- Internal relationship building and networking
- Legal and Union Contract compliance

WEAKNESSES – Negative internal characteristics that present a disadvantage

- Salaries offered are often below comparable positions in the private sector
- Non-uniform practices among departments (i.e, performance appraisal, onboarding)
- Advertising budget is extremely low increasing the difficulty level of finding high-performing employees
- High turnover within Instructional Assistant classifications
- Slower evolving operational components based on familiarity and routine instead of best practices supported by research and empirical evidence, such as performance appraisals, employee feedback, selection practices, and candidate tracking
- Process flow bottlenecks embedded in functions requiring collaboration with Fiscal Services and Human Resources

OPPORTUNITIES – Positive external elements that could be utilized

- More sophisticated selection tools backed by research and empirical evidence, such as situational judgment tests (SJT), personality measures, and cognitive ability assessments
- Performance appraisal system for precise measurement and reliability
- Training opportunities and workshops for current employees' professional growth
- Further strengthen relationships with local agencies (e.g., City, Santa Monica College)

OPPORTUNITIES (Continued)

- Management training and workshops for employee development and legal compliance
- More descriptive and data-driven compensation studies conducted in-house as opposed to hiring outside contractors
- A multi-level competency model system that identifies critical work behaviors and skillsets to be incorporated in areas such as employee selection, performance appraisal, and training
- Comprehensible job descriptions that identify working relationships, behavioral expectations, and provide clear and incremental differences among classifications in the same job family

THREATS – Negative external elements that could create difficulty

- Cost-of-living increases and economic hardship
- Increased liability concerns / litigation regarding employment discrimination and management practices
- Jobs are becoming more flexible and multi-purposed requiring job designs to be based on broad competencies instead of task-based functions
- Competitor Agencies raising salary schedules
- Competitor Agencies' workforce decreasing resistance to change
- Competitor Agencies adopting innovative technology faster

Statistical Data

Recruitment and Examination Activities

<u>Activity</u>	<u>2011-2012</u>	<u>2012-2013</u>
Personnel Requisition (Position Control) Forms Processed	1246	1227
Requisitions Received for Permanent Vacancies	249	130
Transfer Bulletins	40	52
Job Interest Cards Submitted	490	1077
Recruitment	53	64
Applications Received and Evaluated	3,513 (98% online)	2,539 (99% online)
Examination Stages Established (not including number of administrations)	81	53
Written	46	26
Structured Interview	30	20
Performance	4	3
In Basket Assessment	0	3
Training & Experience Evaluation	1	1
Eligibility Lists Promulgated	51	42
Number of Eligible Candidates	462	479

Employment Activities

<u>Activity</u>	<u>2011-2012</u>	<u>2012-2013</u>
Job Offers-New/Promotional	176	76
Advanced Step Requests	27	28
Daily Substitute Assignments	258	3,412
Summer (and Inter-session) Assignment Requests	661	685

Classification Activities

<u>Activity</u>	<u>2011-2012</u>	<u>2012-2013</u>
Classifications Revised	10	8
Classification Studies	2	2
Reclassification Studies	1	0

Talent Management

<u>Activity</u>	<u>2011-2012</u>	<u>2012-2013</u>
Employee Performance Evaluations-Permanent Employees	340	292
Employee Performance Evaluations-Probationary Employees	69	20

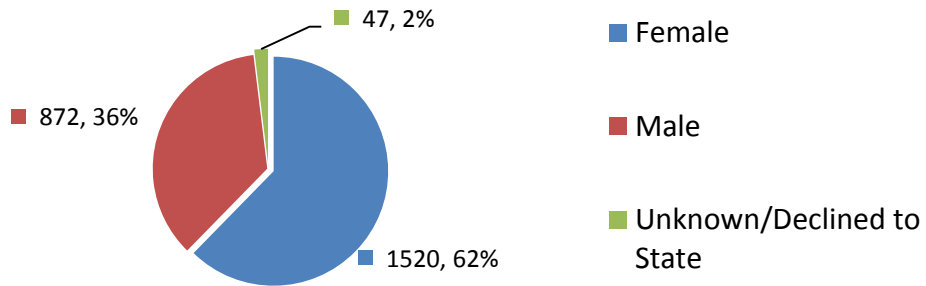
Ancillary Activities

<u>Category</u>	<u>2011-2012</u>	<u>2012-2013</u>
Employee Layoff Meetings	13	45
Disciplinary Notices	6	7
Merit Rules/Chapters Revised	3	0
Rater Requests Received and Responded To	235	144
Rater Panel Participation	18	10
Personnel Commission Agendas	16	17

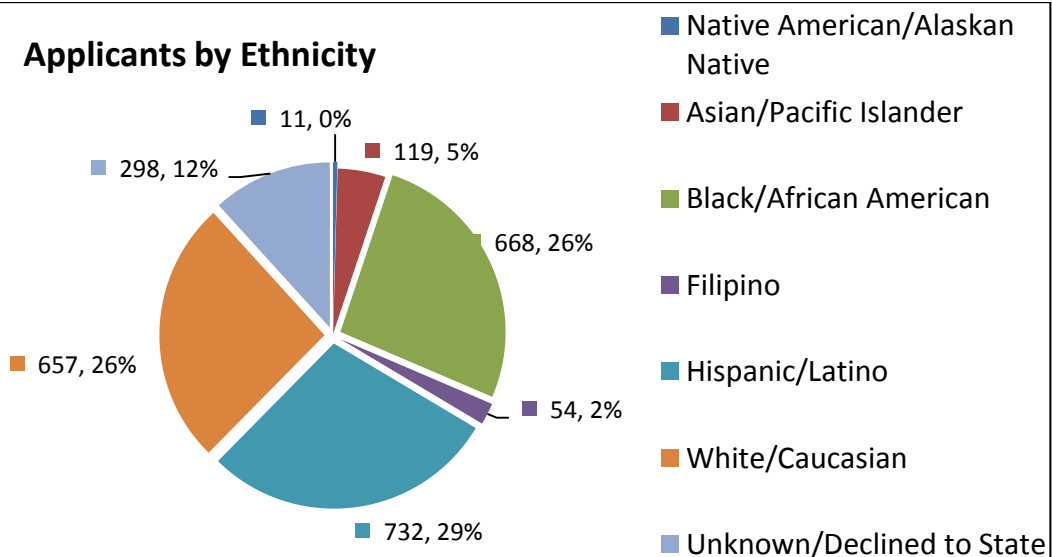
Applicant EEO Summary Data

<u>Category</u>	<u>2011-2012</u>	<u>2012-2013</u>
Applicant Total	3,736	2539
Gender		
Female	2,010	1520
Male	1,557	872
Unknown/Declined to state	169	47
Ethnicity		
American Indian <u>or</u> Alaska Native	9	11
Asian <u>or</u> Pacific Islander	175	119
Black <u>or</u> African American	1019	668
Filipino	58	54
Hispanic <u>or</u> Latino	994	732
White	878	657
Unknown/Declined to state	170	298

Applicants by Gender

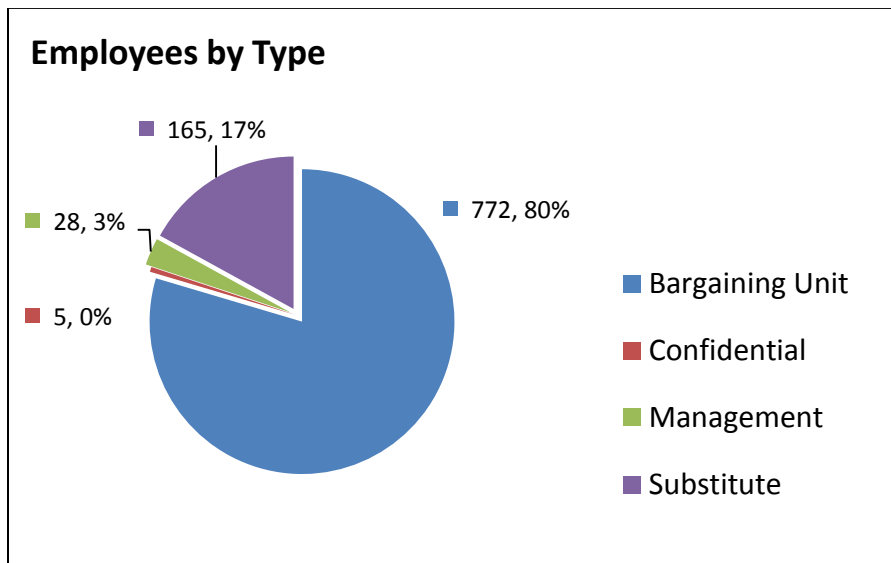


Applicants by Ethnicity



Classified Employee Data

<u>Type</u>	<u>7/1/2012</u>	<u>7/1/2013</u>
Classified Bargaining Unit Employees	749	772
Classified Confidential Employees	5	5
Classified Management Employees	27	28
Classified Substitute Employees	180	165
Total:	961	970



On behalf of the Personnel Commissioners and the Santa Monica-Malibu Unified School District, we sincerely appreciate the following agencies for assisting our District in serving as raters on our structured interview and performance examination panels:

- **City of Santa Monica**
- **Culver City Unified School District**
- **Los Angeles County Office of Education**
- **Santa Monica College**
- **San Gabriel Unified School District**

ANNUAL REPORT

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Santa Monica-Malibu Unified School District

Personnel Commission

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A special thanks goes out to all staff who contributed to the preparation and publication of 2012-2013 Annual Report.