



SANTA MONICA-MALIBU UNIFIED SCHOOL DISTRICT

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PERSONNEL COMMISSION

# Annual Report

# 2013 - 2014

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# PERSONNEL GROWTH





# 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. 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.
2. Adopt guidelines to analyze jobs and develop valid employment examinations.
3. 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.

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.

## 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 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.



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.

## PRIMARY DUTIES

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



# PC TEAM 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**  
*Barbara Inatsugu* (Chair), *Joseph Pertel* (Vice-Chair and Member), and *Michael Sidley* (Vice-Chair and 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**  
*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; supervises, and evaluates the performance of assigned staff. The Director leads or participates in many committees dedicated to District initiatives.

**PERSONNEL ANALYST**  
*Bryon Miller*  
 Review, 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.

**HUMAN RESOURCES TECHNICIANS**  
*Cindy Johnston, Beth Papp, 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.

**ADMINISTRATIVE ASSISTANT**  
*Jana Hatch*  
 Prepare 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.

## MAJOR ACCOMPLISHMENTS IN 2013-2014

1. Created and distributed a Classified Workforce Guidebook for managers, including process guides for discipline, evaluation, basic FRISK investigation, selection interviews, job descriptions, and other resources
2. Completed a contract-required comprehensive Compensation Study using multiple assessment structures
3. Further enhanced the PC meeting agenda structure for increased transparency and organization
4. Created unique classification elements to clarify the Paraeducator (special education) job family
5. Reestablished the Professional Growth & Training Committee to foster employee development
6. Completed a Technology Wish List Survey as part of the Business Applications Committee
7. Established a comprehensive responsibility workflow matrix for entire recruitment process
8. Established more expansive, flexible, and specific criteria for Advanced Step Placement
9. Coordinated the 2014 Classified Employee Appreciation Week Celebration
10. Created documentation to better clarify the summer assignment process
11. Created enhanced performance evaluation form template for managers
12. Updated all NEOGOV email notification templates for job candidates
13. Developed a department manual to establish expectations

## GOALS FOR 2014 - 2015

1. Update all Merit Rules
2. Establish new job flyer format
3. Develop situational judgment testing
4. Create classified substitute handbook
5. Develop interview rater orientation video
6. Develop validated personality assessment
7. Update the PC Mission and Vision statements
8. Integrate laptop computers into interview rating
9. Establish feedback form for substitute performance
10. Establish desk manual for each department position
11. Establish desk manuals for most common classified positions
12. Participate in more Job Fairs and external networking/marketing
13. Develop reliable exit survey process to capture key turnover information
14. Enhance all minimum qualifications to be quantifiable with substitution options
15. Establish more expansive working conditions coding structure for classifications
16. Create feedback surveys for interview raters, interview candidates, and hiring managers
17. Create enhanced performance evaluation form for managers tailored to specific positions
18. Establish Universal Preferred Qualifications to emphasize personality fit with SMMUSD culture
19. Integrate highly-customized substitute list system in Subfinder to improve substitute assignment fit

### *Innovation in Compensation Analysis*

The PC saved the District tens of thousands of dollars in 2013-2014 while also providing comprehensive salary analysis data for use in bargain unit negotiations and management discussion. Rather than contracting the required study out, the Personnel Director and Analyst used their training and experience to design a unique modernized salary study. The results were presented at the 3/11/14 PC Meeting.

#### Unique Aspects of 2014 Salary Study:

- Analyzed both minimum and maximum salary step data
- Provided repeat analysis of same agencies used in 2007 Study
- Analyzed data across separate small, medium, and large agency comparison groups to assess consistency in results
- Analyzed average and median salary data
- Used experience and education qualifications to establish comparable benchmark positions
- Provided flexible recommendations for salary adjustment by benchmark position, job family, or whole workforce



# 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 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

- 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



## WEAKNESSES

Negative internal characteristics that present a disadvantage

- 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)
- 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

## OPPORTUNITIES

Positive external elements that could be utilized



- 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



## THREATS

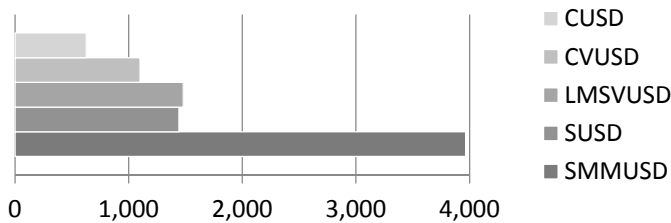
Negative external elements that could create difficulty

# AGENCY COMPARISON

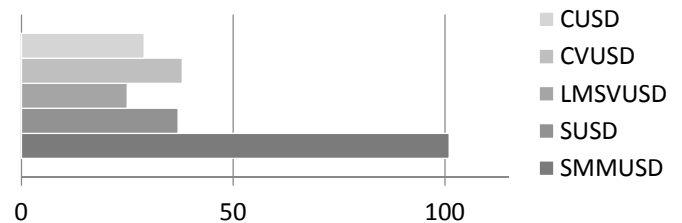
Total applications processed and recruitments conducted are key indicators of a Personnel Commission’s activity level. When compared with other similarly sized school districts in 2013-2014 across southern California, the SMMUSD PC is extremely active. However, more data is needed to compare overall efficiency and productivity relative to amount and type of vacancies filled.

California School District	Student Enrollment	Applications Processed	Recruitments Conducted
Carlsbad	10,993	627	29
Covina-Valley	12,558	1,100	38
La Mesa-Spring Valley	12,103	1,480	25
Sanger	11,140	1,443	37
Santa Monica-Malibu	11,341	<b>3,966</b>	<b>101</b>

### Total Applications



### Total Recruitments



# 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 the previous three fiscal years is provided where possible to show trends.

<i>Recruitment and Examination Activities</i>			
Activity	2011-2012	2012-2013	2013-2014
Position Control Forms Processed	1246	1227	1526
Requisitions	249	130	210
Transfer Bulletins	40	52	53
Job Interest Cards Submitted	490	1077	2720
Recruitments	53	64	101
Applications Received and Evaluated	3,513	2,539	3,966
Examination Stages Established (not including the number of administrations)	81	53	146
Written	46	26	56
Structured Interview	30	20	73
Performance	4	3	16
Training & Experience Evaluation	1	1	1
Eligibility Lists Promulgated	51	42	70
Number of Eligible Candidates	462	479	525



# STATISTICAL SUMMARY

<i>Employment Activities</i>			
<b>Activity</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>
Job Offers	176	76	101
Advanced Step Requests	27	28	24
Summer Assignment Requests	661	685	338

<i>Classification Activities</i>			
<b>Activity</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>
Classifications Revised	10	8	13
Re-classifications	1	0	1
New Classifications			4

<i>Ancillary Activities</i>			
<b>Category</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>
Employee Layoff Meetings	13	45	34
Disciplinary Notices	6	7	12
Merit Rules/Chapters Revised	3	0	0
Rater Requests Received and Responded To	235	144	155
Rater Panel Participation	18	10	13
Personnel Commission Agendas	16	17	13

<i>Applicant EEO Summary Data</i>			
<b>Category</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>
Total	3,736	2,539	3966
Gender			
Female	2,010	1,520	2020
Male	1,557	872	1694
Unknown/Declined to State	169	47	252
Ethnicity			
White	878	657	954
Hispanic or Latino	994	732	1157
Filipino	58	54	85
Black or African American	1019	668	1071
Asian or Pacific Islander	175	119	186
American Indian or Alaska Native	9	11	25
Unknown/Declined to State	170	298	488

<i>Classified Employee Data</i>			
<b>Type</b>	<b>7/1/2012</b>	<b>7/1/2013</b>	<b>7/1/2014</b>
Classified Bargaining Unit Employees	749	772	729
Classified Confidential Employees	5	5	5
Classified Management Employees	27	28	27
Classified Substitute Employees	180	165	144
<b>Total</b>	<b>961</b>	<b>970</b>	<b>905</b>



# STATISTICAL SUMMARY

<i>Merit Processing Report</i>	
Category	Total #
New Hires	81
Re-Employment	4
Promotion	16
Summer Assignments	338
Temp/Additional Assignments	564
Substitutes	284
Involuntary Transfer	65
Voluntary Transfer	6
Leave of Absence (Paid)	87
Leave of Absence (Unpaid)	35
Rescind Leave of Absence (Unpaid)	1
Professional Growth	58
Working Out of Class	38
Exercise Displacement Rights in Lieu of Layoff	1
Reduction in Hours in Lieu of Layoff	9
Voluntary Demotion/Transfer in Lieu of Layoff	12
Change in Assignment	26
Abolishment of Position	39

<i>Merit Processing Report</i>	
Category	Total #
Establishment of Position	2
Resignation	57
Rescind Resignation	1
Rescind Layoff	7
Rescind Termination	2
Retirement	17
Layoff	77
Suspension without Pay	7
Appointment of Commissioner-Renewal	1
Termination	10
Rescind Termination	2
Renewal of Assignment Per Collective Bargaining Agreement	1
Rescind Disqualification from Probation	2
Disqualification from Probation	5
Deceased	3
<b>Total</b>	<b>1858</b>

<i>Non-Merit Processing Report</i>	
Category	Total #
Noon Supervision Aide	130
Technical Specialist-Level I	28
Technical Specialist-Level II	55
Technical Specialist-Level III	14
Student Worker-Workability	23
Student Worker-Peer Tutor	6
Coaching Assistant	104
Avid Tutor	8
Educational Specialist-Level I	3
Educational Specialist-Level II	4
Educational Specialist-Level III	5
<b>Total</b>	<b>380</b>

*The 2013-2014 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, 2013 through June 30, 2014.*

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