

PASADENA UNIFIED SCHOOL DISTRICT
2022-2023 DEPARTMENT PLAN

Department Name: Human Resources

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Department Purpose

What does the department do?

This department manages the staffing for all other departments and school sites for both classified and certificated personnel. This includes recruitment, interviewing, testing, hiring, on-boarding, orientation and retention of our employees. In our effort to ensure a diverse workforce, the HR team is working with two IHEs (Alder Graduate School of Education and California State University, Los Angeles in Teacher Residency Programs. Our Residents student teach for the entire year in PUSD schools ensuring they are truly ready as first year teachers in their own classrooms. For our certificated teachers, the Human Resources Department provides a 2-year program for Teacher Induction in order for teachers to clear their credentials with the California Commission on Teacher Credentialing. The HR Department also ensures that the collective bargaining agreements are followed in partnership with our labor unions.

Department Services

What is a general list of services that your department provides?

Position Control for Budget Employee Compliance for Child Abuse/Sexual Harassment Management of H1-B Visa Williams Assignment Monitoring Teacher Residencies- Alder/LAUTR Operations Meetings COVID Tracing and Communication Transfers-Reassignments PARS/PASS Credential Management Substitute Management Complaints (UCP/Title IV) Contract Management Grievances Bargaining with unions

Total Department Budget

What is your department's total budget?

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Prior Year Reflection

This section of the department plan reviews the intent of prior department plans and the successes/challenges encountered while implementing the planned actions. This portion of the plan summarizes key learnings that inform the planning for the current year.

Prior Year Intended Outcomes

What did your department plan set out to achieve during the prior year?

1. Establish a culture of respect, teamwork, and provide quality customer service.

The data from our Let's Talk platform was consistently highly favorable with scores averaging 9-10 across all months. Internal and external customers were able to reach out to use once they landed on the PUSD web page for HR. Questions ranged from how to apply to be a substitute teacher to the process for submitting loan forgiveness paperwork. The system has proved to be an excellent way to provide timely and consistent information. 83% of inquiries to date are from employees and 17% are from community members. Each month, the HR team can see the top most inquiries. For example, currently, top inquiries are: verification of employment followed by certificated staff inquiries, employment opportunities and retirement.

2. Increase employee diversity, satisfaction, retention, and support for schools and students

While PUSD has a majority of teachers identifying as white (39.6%), this is well below the national average of white teachers which is 72%. In addition, 33% of the certificated teachers are hispanic/latino (student population is 58% latino/hispanic) and 11% are African American (student population is 10.5% African American). We will continue this year to attract and hire more certificated staff that represent diverse backgrounds through our hiring practices and our teacher residency programs that are focused and funded based on this goal. This past year, PUSD was granted a residency expansion grant for over 2.5 million dollars over the next 4 years to continue to expand our residency program. We did experience a larger increase in the number of certificated staff leaving the district, mostly due to teachers finding employment closer to home and moving out of the area or the state. Housing costs, inflation, and the general economy were the major reasons teachers

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left. Only 2 of 72 expressed dissatisfaction with the district or their school sites. Most of our schools and all principals received anti-bias/anti-racist training throughout the 2021-2022 school year. During the 2022-2023 school year, one of the HR department goals is to continue with this training, specifically for hiring panels to ensure the DEI lens is used in our practices as we recruit new PUSD employees, particularly those in leadership roles.

3. Increase trust and create a culture in which departments work collaboratively to serve our employees.

Beginning in the Spring of 2022, the HR Director began working with the SSC's coach to plan for the implementation of the recommendations from the HR/Business Services review conducted in 2021. The HR leadership has changed processes and worked with payroll to collaborate and define our processes and procedures to better serve our employees. Specifically, the following recommendations have been completed:

- a. Substitute timesheet process
- b. PR workflow process- this will continue into the 2022-2023 plan with the software implementation for PRs
- c. PR standards
- d. Senior analyst and credential analysts role in PRs adjusted. This will also continue in the 2022-2023 goals
- e. Form management procedures established (ie: Calstrs forms)
- f. Grievance management revised to include payroll in all grievances regarding compensation

Prior Year Achievement

Did the department achieve what it had outlined? How do you know?

See above.

Prior Year Successes, Challenges, and Learnings

What successes, challenges, and learnings should be highlighted from the prior year?

The Human Resources Department's new department plan will continue to develop and refine many of the same goals as 2021-2022. This will include a reorganization of the department organizational chart to better serve and align work, continuation of cross training in the department so that one person is not responsible for position control. A system is now in place to store and capture our processes and procedures that align to the Board policies, state and federal guidelines and collective bargaining agreements. These procedures will continue to be revised and created as things change

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and develop through the improvement process. Collaborative leadership in HR and Business Services is key to our success as the departments rely on one another as our work is interdependent. It is clear that in order to improve accountability, transparency and structured procedures aligned to timelines both departments must continue to communicate and create operational plans together.

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Current Year Priorities

This section of the department plan provides a summary of the identified needs that are prioritized for informing the department plan's actions for the current year.

Data and Information Used for Plan Development

What data did you consider when developing this plan?

The recommendations from the Schools Services of California (SSC) Review of the Human Resources Department conducted in March of 2021 are the basis for the Human Resources Department Plan. In addition, data from union grievances, reasons for separations, job vacancies, and misassignments were also used in developing our plan.

Stakeholder Engagement/Input

What stakeholder engagement or information was used to inform this plan?

All of the Human Resource Department and Business Services Department members were interviewed for the SSC review. Other stakeholders included union representatives from UTP, CSEA, Teamsters and PACTE.

Key Data Findings/Information for This Plan

Based on data analysis and stakeholder information, what key data findings are considered in the development of this plan?

Decrease in grievances and issues with payroll, late payments, HRS errors, a seamless workflow process for personnel requisitions.

Current Plan Priorities

Based on the key data findings, what needs emerged from your Department's root cause analysis, and which of these needs are given priority for this planning cycle?

We will continue what was initiated in the 2021-2022 year plan as the Human Resources Department is using the data found in the SSC review of the collaboration between the Budget and HR Office and fully implement all of the recommendations. For customer service, we have gathered data from the "Let's Talk" platform as we respond to questions from the PUSD community both internal and external members. Lastly, we will continue to look at the ethnicity of our new hires and teacher residents (Alder Graduate School of Education/Los Angeles Teacher Residency Program) to meet our goals in selecting employees that represent our school communities at large.

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The HR Department has identified the following needs:

1. Providing a supportive and welcoming environment to our customers, outstanding customer service and respond to all communications in a timely manner
2. Aligning the Human Resource Department systems to the DEI (Diversity, Equity and Inclusion) lens
3. Implementing all of the SSC recommendations

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Current Year Planned Actions and Metrics

This section of the department plan provides a summary of the planned actions that address the identified priorities based on data analysis and stakeholder input. Metrics associated with monitoring and/or evaluating the effectiveness of the planned actions are summarized in this section.

What action could you take to address the identified needs of your department?

What would you be able to monitor throughout the year (quarterly or more than twice per year) to know that your actions are creating a change?

Theory Of Action

If we... Provide a supportive and welcoming environment to our customers, outstanding customer service

and

respond to all communications in a timely manner

then... all customers will feel supported by their employer and we will develop a culture of trust and accountability.

which will... Establish a culture of respect, teamwork, and provide quality customer service.

If we... Align the Human Resource Department systems to the DEI (Diversity, Equity and Inclusion) lens

and

seek to recruit high performing, ethnically diverse, and accountable professionals who exemplify our values

and

new employees will have a smooth onboarding process with support from our staff in collaboration with other departments

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then... new employees to PUSD will be prepared and supported as they transition to their new workplaces and exemplify our values and DEI initiatives

which will... Increase employee diversity, satisfaction, retention, and support for schools and students

If we... Work collaboratively with the Business Services Department

and

Improve the Personnel Requisition Process by implementing an online system

and

Continue to implement the SSC recommendations, particularly with regards to position control, workflow, and creation of process standards to increase accountability.

then... Our employees will be paid in a timely manner and our departments will effectively support the schools and District departments

which will... Increase trust and create a climate and culture in which departments work collaboratively to serve our employees. In turn, employees feel valued and supported by the District.

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Priority 1: Establish a culture of respect, teamwork, and provide quality customer service.

[Action 1]

Respond to emails and phone calls within a 24 hour period. Answer phone calls as much as possible when at work stations.

Metrics

- a. Let's Talk Dashboard metrics for Dialogues, response times and positive/negative experiences.
- b. Measure the time it takes for the HR staff to respond based on customer feedback

[Action 2]

Use and respond to inquiries in a timely manner from the "Let's Talk" platform; Internal and external customers can ask questions and request information or support.

Metrics

- a. Let's Talk Dashboard metrics for Dialogues, response times and positive/negative experiences.

Priority 2: Implement SSC recommendations for business services and human resources to work collaboratively within a system of support and aligned workflow processes

[Action 1]

Identify software (K-12 Software) as an on-line PR system, determine the fields needed for payroll and budget on the forms, train personnel, and implement the new PR format.

Metrics

- a. 1. The effectiveness and timely manner in which PRs are generated and processed from the school sites, HR, business services and payroll.

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[Action 2]

Create an HR Folder in our shared drive with subfolders for each position. On a regular basis, staff will create internal written procedures for processes to promote ease of workflow and cross-training in the HR department

Metrics

- a. Human Resources leadership will be able to monitor and approve each process when they are added to the shared drive.

Priority 3: Implement SSC recommendations for business services and human resources to work collaboratively within a system of support and aligned workflow processes

[Action 1]

Develop a professional development training plan to provide staff development opportunities to keep abreast of the ever-changing laws and regulations related to HR and to effectively carry out duties and update employee handbooks.

Metrics

- a. 1. HR employee PD
2. Employee handbooks and materials

[Action 2]

The department leaderships from Business Services and HR will meet weekly to discuss and resolve interdepartmental issues. Supervisory staff will be added to the weekly meetings and then eventually implement regularly scheduled, on-going joint HR and Payroll meetings.

Metrics

- a. 1. Reduction in the number of grievances
2. Reduced HR and payroll errors.

Priority 4: Increase employee diversity, satisfaction, retention, and support for schools and students

[Action 1]

Recruit high performing, ethnically diverse, and accountable professionals who exemplify our DEI values

Metrics

- a. a. Data on ethnicity of new hires
- b. Retention data
- c. Non-reelect data

[Action 2]

Add the DEI definitions to all job postings as a required skill for all applicants

Metrics

- a. Review of job postings for accountability and consistency for both classified and certificated positions

[Action 3]

Create systems in the hiring process that have a preference for new employees that are on a journey to use the DEI lens in their work.

Metrics

- a. 1. Professional Development on racial and gender bias in hiring practices training for all hiring panels.
- 2. Develop DEI hiring rubric to ensure a process that encourages a diverse pool and DEI competent employee workforce.

[Action 4]

Add a section called "Our Lens". PUSD is committed to Diversity, Equity and Inclusion to on-boarding materials

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Metrics

- a. 1. Hiring data by ethnicity.
2. On-boarding documents

[Action 5]

Employee Climate Survey/Follow up Focus Groups - Develop a work/life survey rooted in DEI concepts to determine the level of belonging of PUSD employees. Follow up with the opportunity to volunteer to be in focus groups to ascertain the progress and level of DEI concepts to determine the level of belonging of PUSD employees. Follow up with the saturation of DEI concepts.

Metrics

- a. 1. Survey and focus group data

[Action 6]

Implement the usage of an exit interview survey for employees leaving PUSD employment that is rooted in DEI

Metrics

- a. 1. Data from Hanover Exit Survey

[Action 7]

Provide the collective bargaining teams with professional development/overview of DEI to use as a lens for bargaining.

Metrics

- a. 1. Negotiation updates