



Ocean View School District

Human Resources & Personnel Commission Review

Completed by

Fiscal Crisis & Management Assistance Team (FCMAT)

Presented by Michael Conroy, Ed.D., Superintendent

December 12, 2023

FCMAT STUDY AGREEMENT

In March 2023, the District entered into an agreement with FCMAT to conduct a review of the District's Human Resources and the Personnel Commission operational processes and procedures.

FCMAT visited the District on August 15-17, and scheduled virtual interviews on August 28, 2023, with District and school staff, collect data, and review documents.

The Report focuses on systems and processes that may need improvement. Those areas that may be functioning well are not commented on in the report.

FCMAT STUDY AGREEMENT

The Agreement covered three major areas:

1. Review operational processes and procedures in the **Human Resources Department** and make recommendations for improved efficiency.
2. Review operational processes and procedures in the **Personnel Commission** and make recommendations for improved efficiency
3. Conduct an organizational and staffing review of the **Human Resources Department** and the **Classified Personnel Department** and make recommendations for improved efficiency.

FCMAT STUDY AGREEMENT

1. Review operational processes and procedures in the **Human Resources Department** and make recommendations for improved efficiency, if any, in the following eight areas:
 1. Recruitment of Certificated personnel
 2. Selection and hiring of Certificated personnel
 3. Onboarding and offboarding of Certificated personnel
 4. Professional development of Certificated personnel
 5. Volunteer processing for schools
 6. Leaves for Certificated personnel
 7. Communication with management team
 8. Quality of work product and its impact on other departments

FCMAT STUDY AGREEMENT

2. Review operational processes and procedures in the **Personnel Commission** and make recommendations for improved efficiency, if any, in the following nine areas:
 1. Recruitment of classified personnel
 2. Selection and hiring of classified personnel
 3. Onboarding and offboarding of classified personnel
 4. Classification plan and reclassification of classified personnel
 5. Developing job descriptions for classified personnel
 6. Professional development and cross-training for classified personnel
 7. Leaves for classified personnel
 8. Communication with management team
 9. Quality of work product and its impact on other departments

FCMAT STUDY AGREEMENT

3. Conduct an organizational and staffing review of the **Human Resources Department** and the **Classified Personnel Department** and make recommendations for improved efficiency, if any.

FINDINGS AND RECOMMENDATIONS

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There are four primary categories, and within each category, there are subsections and recommendations in this report:

1. Operational Processes and Procedures of the Human Resources (HR) Department
2. Quality of Work Product and Impacts on Other Departments and Communication with Management
3. Selection and Hiring of Classified Personnel
4. Organizational and Staffing Review of the HR Department and Personnel Commission (PC)

OPERATIONAL PROCESSES AND PROCEDURES OF THE HR DEPARTMENT

1. Recruitment of Certificated Personnel (5)
2. Selection and Hiring of Certificated Personnel (4)
3. Professional Development of Certificated Staff (3)
4. Volunteer Processing for Schools (4)
5. Leaves for Certificated Personnel (4)

QUALITY OF WORK PRODUCT AND IMPACTS ON OTHER DEPARTMENTS AND COMMUNICATION WITH MANAGEMENT

1. Operational Process and Procedures of the Classified Personnel Commission (0)
2. Recruitment Process (0)
3. Recruitment Plan (4)
4. Recruitment Request Process (5)
5. Job Notices (3)
6. Application Process (5)

SELECTION AND HIRING OF CLASSIFIED PERSONNEL

1. Screening (1)
2. Written Examinations (3)
3. Qualifications Appraisal Interviews (Oral Exams) (5)
4. Reference Checks (2)
5. Onboarding (4)
6. Classification Plan and Reclassification of Classified Personnel (3)
7. Developing Job Descriptions for Classified Personnel (4)

SELECTION AND HIRING OF CLASSIFIED PERSONNEL

(CONTINUED)

8. Professional Development and Cross-Training for Classified Personnel (3)
9. Leaves for Classified Personnel (3)
10. Communication with Management Team (3)
11. Quality of Work Product and Impacts on Other Departments (2)

REFLECTIONS ON FCMAT RECOMMENDATIONS

FCMAT shared in their opening comments to District staff, unless there were factual edits that need to be clarified, staff perspectives or opinions would not alter the document.

Both the Human Resources and the Personnel Commission Departments responded to the FCMAT's Draft Report by providing feedback and recommendations.

The recommendations in the Report provide a roadmap to sustainable improvements for both departments.

REFLECTIONS ON FCMAT RECOMMENDATIONS

Continuous Improvement:

Recommendations, regardless of implementation status, reflect a commitment to a culture of continuous improvement. Even if a recommendation has been implemented to any degree, it serves as a reminder to sustain and build upon those improvements.

Ensuring sustainability:

The importance of not assuming that implemented recommendations will remain effective indefinitely, including recommendations that have been implemented to any degree, ensures ongoing attention to the factors that led to their successful implementation and helps prevent any backsliding.

REFLECTIONS ON FCMAT RECOMMENDATIONS

Demonstrating Commitment:

The document's purpose is not just to identify areas for improvement, but also to demonstrate a commitment to accountability and transparency. Including any recommendations that have been implemented shows that the District, the PC, and HR are dedicated to acknowledging and building upon successes.

Contextualizing Effectiveness:

This document emphasizes the importance of periodically reviewing even implemented recommendations to ensure their continued effectiveness and relevance in the evolving context of the District.

REFLECTIONS ON FCMAT RECOMMENDATIONS

Learning from Success:

Analyzing recommendations, implemented or not, provides an opportunity for learning. Understanding what worked well in the past can inform future initiatives and contribute to a more informed decision-making process.

Stakeholder Communication:

Sharing when recommendations are implemented can be an effective means of communicating with stakeholders, such as management, staff, parents, and the broader community. It demonstrates transparency about the District, HR, and the PC's progress and achievements.

REFLECTIONS ON REPORT

- This is an opportunity to embrace a strategic approach with a dedication to mutual progress and a commitment to shared success to cultivate a positive and constructive working partnership that prioritizes the best interests of the District.
- This is an opportunity to demonstrate a shared commitment to the success of the collaboration. This involves being proactive, responsive, and dedicated to overcoming challenges that may arise during the collaboration.
- This is an opportunity for success.

FCMAT FINAL REPORT

FCMAT's final reports are public documents; therefore, the law requires FCMAT to provide a copy of the final report to the local county superintendent of schools (Orange County Department of Education) when it is released to a district.

This report is posted to the FCMAT website.

This report will also be posted to the OVSD website.

QUESTIONS?