

PASADENA UNIFIED SCHOOL DISTRICT 2023-2024 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 Alder Graduate School of Education as a Teacher Residency Program. 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 Human Resources Department engages in contract negotiations with UTP, CSEA, Teamsters and PACTE and ensures collective bargaining agreements are followed in partnership with our labor unions. In collaboration with the Business Department, the HR Department establishes position control through the personnel requisition process. We manage employee leaves, employee recognition, employee discipline, complaints, and Title IX, and ensure training in all Human Resource related Board Policies (sexual harassment, retaliation, child abuse, etc.).

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 IX/Williams/1312.1) Contract Management Grievances Bargaining with Unions

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Total Department Budget

What is your department's total budget?

The total department budget is See attached..

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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. 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

Prior Year Achievement

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

While the HR Department recorded improvements in customer satisfaction via the "Let's Talk" platform (Baseline 7.3/10; Quarter 2 (8.1/10); Quarter 3 (8.5/10), this platform has been discontinued and current data for the year 2023-2024 cannot be obtained. Alternate sources of customer satisfaction levels will be developed as a result. Alignment of department initiatives the DEI (Diversity, Equity, and Inclusion lens) has not been realized and will continue as a departmental goal. Finally, the implementation of actions outlined in the School Services of California report has not been initiated by the department and will be a major focus of action and improvement for the 2023-2024 school year.

Prior Year Successes, Challenges, and Learnings

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

Professional leaning for department members remains a goal to ensure HR operations are completed accurately and with fidelity. As well, the development of intentional targets for customer service with all stakeholders remains a need. Finally, implementation of actions recommended by the

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School Services of California audit report is critical to ensure a reduction in errors and an increase in departmental efficiencies.

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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?

Vacancy rates
Hiring timelines
Substitute Fill Rates

Stakeholder Engagement/Input

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

Feedback from individual employees;
Recommendations from School Services of California;
Feedback from Employee Associations

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?

Revision of the PR process to eliminate duplications and increase efficiencies;
Revision of the position control process to more accurately align staffing needs with enrollment trends;
Alternate recruitment efforts that attract diverse, highly qualified staff to hard to fill positions;
Increase transparency and communication of internal protocols

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?

Transparent and consistent practices;
Efficiency of operations;
Revision of PR and position control processes

PR process revision;
Transparency and consistency of operations

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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... Audit data contained in HRS to ensure assignments are accurate and appropriate

and

Ensure department staff attend robust professional learning opportunities including CodeStack, teacher credentialing, etc

then... Errors in HRS assignments will decrease, which will increase customer satisfaction and departmental efficiencies.

and

Staff will make fewer mistakes and implement improved systems and processes.

which will...

Decrease departmental errors and increase efficiencies

If we... Track timelines from request to advertise a position to position fulfillment

and

Fly certificated substitute positions on Edjoin for hire

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	as PUSD employees
then...	Staff will understand where slowdowns are occurring in the hiring process so they can be addressed and eliminated.
	and
	Essential classroom vacancies and absences will be filled with high quality guest employees.
which will...	Ensure continuity of instruction for students
If we...	Fly certificated substitute positions on Edjoin for hire as PUSD employees
then...	Reliance on third-party vendors will decrease as substitutes are hired and managed by the District .
which will...	Ensure fiscally responsible systems
If we...	Create written protocols (SOPs) for common HR functions and activities; Train administrators and office staff on proper procedures; Publish SOPs on user-friendly platforms (HR website, etc); Make current HR forms readily accessible
then...	The organization will gain greater clarity about how HR processes are carried out, ensuring consistency and equity across sites and departments.
which will...	Increase clarity regarding HR systems and operations
If we...	Implement surveys for separating employees,

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	substitute employees, administrators after professional learning (Operational Principal meetings, etc)
then...	HR will have more information about areas of dissatisfaction for our employees which will allow us to address concerns and increase customer satisfaction rates.
which will...	Provide an excellent customer service experience for all stakeholders
If we...	Fly classified substitute positions on Edjoin; recruit pools of classified employees
then...	Essential classified positions will be filled with qualified substitutes capable of maintaining day to day District operations
which will...	Ensure efficiency of District operations

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Priority 1:

Decrease departmental errors and increase efficiencies

[Action 1]

Audit data contained in HRS to ensure assignments are accurate and appropriate

Metrics

- a. Error rates (quarterly)

[Action 2]

Ensure department staff attend robust professional learning opportunities including CodeStack, teacher credentialing, etc

Metrics

- a. Event attendance per quarter

Priority 2:

Ensure continuity of instruction for students

[Action 1]

Track timelines from request to advertise a position to position fulfillment

Metrics

- a. Establish baseline hiring timelines
- b. Calculate quarterly calculations of hiring timelines (certificated and classified)

[Action 2]

Fly certificated substitute positions on Edjoin for hire as PUSD employees

Metrics

- a. Quarterly hiring reports

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Priority 3:

Ensure fiscally responsible systems

[Action 1]

Fly certificated substitute positions on Edjoin for hire as PUSD employees

Metrics

- a. Quarterly hiring reports

Priority 4:

Increase clarity regarding HR systems and operations

[Action 1]

Create written protocols (SOPs) for common HR functions and activities;
Train administrators and office staff on proper procedures;
Publish SOPs on user-friendly platforms (HR website, etc);
Make current HR forms readily accessible

Metrics

- a. Meeting agendas
- b. Numbers of SOPs developed/quarter
- c. quarterly publishing rates

Priority 5:

Provide an excellent customer service experience for all stakeholders

[Action 1]

Implement surveys for separating employees, substitute employees, administrators after professional learning (Operational Principal meetings, etc)

Metrics

- a. Survey response rates and content

Priority 6: Ensure efficiency of District operations

[Action 1]

Fly classified substitute positions on Edjoin; recruit pools of classified employees

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Metrics

- a. Quarterly hiring reports