PASADENA UNIFIED SCHOOL DISTRICT
2024-2025 DEPARTMENT PLAN

Department Name: Human Resources

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Report Last Generated: Nov 06 2024 @ 13:31:56 (PST)

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 students 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 throughout 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 harrassment, retaliation, child abuse, etc.). The department also directs Risk Management, which includes but is not limited to workers' compensation and general liability claims against the District.

Department Services

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

Labor Negotiations with four (4) Associations
Position Control for fiscal stability
Compliance for Child Abuse/Sexual Harassment
Management of H1-B Visas
Williams Assignment Monitoring

Teacher Induction
Teacher Residencies- Alder/LAUTR programs
Administrator Operations Meetings
Employee Evaluation
Transfers-Reassignments
PARS/PASS
Credential Management
Substitute Management
Complaints (UCP/Title IX/Williams/1312.1/4030)
Contract Management
Grievances
Management of industrial and non-industrial leaves
Risk Management: insurance, litigation, workers' compensation, general liability
Staffing, recruiting, and credentialing verification of certificated staff
Recruiting, staffing, and onboarding of classified staff

Total Department Budget

What is your department's total budget?

The total department budget is See attached..

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?

Decrease departmental errors and increase efficiencies
Ensure continuity of instruction for students
Ensure fiscally responsible systems
Increase clarity regarding HR systems and operations
Provide an excellent customer service experience for all stakeholders
Ensure efficiency of District operations

Prior Year Achievement

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

The development of various systems has resulted in progress toward departmental goals, including:
All positions are now exclusively flown through a singular hiring platform (EdJoin; though positions may additional be advertised on additional platforms including Handshake, LlinkedIn, and social media (based on need);
Department staff have all engaged in robust professional learning regarding the appropriate use of Edjoin to maximize use of the platform;
Collaboration with the academics and business departments has resulted in more efficient systems for staffing, including collaborative conversation among departments to promote decreased hiring timelines;
Ongoing Professional learning for HR staff as well as clearly communicated expectations for customer service have continued to result in a better experience for those seeking assistance from staff;
The development of Standard Operating Procedures (SOP) is ongoing, resulting in greater clarity and efficiency of practice;
Professional learning for site and district administration regarding employee performance evaluation, appropriate hiring practices, and legally compliant credentialing procedures has resulted in fewer classroom misassignments, enhanced recruitment initiatives, and greater support for existing staff;
Successes have been validated through anecdotal feedback from employees, shortened hiring timelines as measured in days, substitute fill rates

(currently at 100%), survey results from administrative staff, and misassignment data from LACOE. Additional assessment measures are under development.

Prior Year Successes, Challenges, and Learnings

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

Though significant progress has been made on the development of consistent systems across the department, this work is ongoing and complex. Additionally, the communication of these systems is essential to ensure appropriate support to sites and departments and consistency of practice. Additionally, HR staff continue to require ongoing professional learning to effectively adopt new practices and expectations. Finally, increased collaboration between HR, business, and academics has resulted in significant improvements to practice; the continued development of this relationship not only among department leadership but departmental staff as a whole is a critical component of the continued success of the department.

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
Student Teacher placement data
Induction Participation
Intern and residency placement data

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;
Feedback from administrative staff

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?

Feedback from stakeholders regarding:
The need for continued 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 (transition from bench to seat model);
Continued creative recruitment efforts that attract diverse, highly qualified staff to hard to fill positions, including alternate platforms and job fairs;
Increased 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;
Continued recruitment of personnel for hard to fill positions

PR process revision, in collaboration with the business department;
Transparency and consistency of operations;
Creative recruitment of highly qualified staff

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

Attendance of department staff at robust professional learning opportunities including CodeStack, teacher credentialing, LACOE BEST and HRS training, 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...

Continue to 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

as PUSD employees; ensure all applicants meet minimum requirements for credentialing

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, credentialed employees.

which will... Continue to foster continuity of instruction for students through the assignment of appropriately credentialed, highly qualified teachers

If we... Fly certificated substitute positions on Edjoin for hire as PUSD employees (decreased use on non-PUSD staff)

then... Reliance on third-party vendors will decrease as substitutes are hired and managed by the District .

which will... Continue to focus on fiscally responsible systems, including appropriate staffing and position control

If we... Continue to author and communicate written protocols (SOPs) for common HR functions and activities;
Train administrators and office staff on proper procedures;
Publish SOPs on under-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 and communication regarding HR systems and operations

If we...	Continue to use of surveys for separating employees (fully implemented), substitute employees (under development), administrators after professional learning (Operational Principal meetings, etc; fully implemented)
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...	Continue to make gains in the provision of an excellent customer service experience for all stakeholders

If we...	Fly classified substitute positions on Edjoin; recruit pools of classified employees
then...	Qualified substitutes capable of maintaining day to day District operations will deploy to our schools to deliver excellent support in the absence of PUSD staff
which will...	Continue to ensure efficiency of District operations

If we...	Continue to collaborate with the academics and business departments to establish and adhere to appropriate position control
then...	Appropriate levels of staffing for both certificated and classified staffing will be employed
which will...	

Ensure fiscally responsible systems, including appropriate staffing and position control

Priority 1:
Continue to 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]

Attendance of department staff at robust professional learning opportunities including CodeStack, teacher credentialing, LACOE BEST and HRS training, etc

Metrics

a. Event attendance per quarter

Priority 2:
Continue to foster continuity of instruction for students through the assignment of appropriately credentialed, highly qualified teachers

[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; ensure all applicants meet minimum requirements for credentialing

Metrics

a. Quarterly hiring reports
b. misassignment data reporting

Priority 3:
Continue to focus on fiscally responsible systems, including appropriate staffing and position control

[Action 1]

Fly certificated substitute positions on Edjoin for hire as PUSD employees (decreased use on non-PUSD staff)

Metrics

a. Quarterly hiring reports

Priority 4:
Increase clarity and communication regarding HR systems and operations

[Action 1]

Continue to author and communicate written protocols (SOPs) for common HR functions and activities;
Train administrators and office staff on proper procedures;
Publish SOPs on under-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:
Continue to make gains in the provision of an excellent customer service experience for all stakeholders

[Action 1]

Continue to use of surveys for separating employees (fully implemented), substitute employees (under development), administrators after professional learning (Operational Principal meetings, etc; fully implemented)

Metrics

a. Survey response rates and content
b. frequency depends on participant response rate

Priority 6: Continue to ensure efficiency of District operations

[Action 1]

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

Metrics

a. Quarterly hiring reports

Priority 7:
Ensure fiscally responsible systems, including appropriate staffing and position control

[Action 1]

Continue to collaborate with the academics and business departments to establish and adhere to appropriate position control

Metrics

a. Quarterly collaborative meetings to track progress, identify essential vacancies, and track student enrollment trends