Department Plans 2025-2026

Overview

Department: Human Resources

Objective:
Create clear and actionable plans for each department that set specific goals, outline the steps needed to achieve them, and ensure spending is aligned with these goals. This will help improve performance, stay within budget, and support the overall success of the organization.

Roles and Services

Department Organizational Chart (Names and Titles)

<table>
<tr><td>Manager (s)</td><td>Dr. Sergio Canal, Chief Human Resources Officer</td><td>Dr. Jen Alcazar, Director, Human Resources</td><td>Sally Cheng, Director, Risk Management</td></tr>
<tr><td>Office Staff</td><td>Richard Ibarra, Executive Secretary</td><td>Joanna Flores, Administrative Assistant</td><td>Brenda Guerrero, Workers Compensation Technician</td></tr>
<tr><td>TOSA</td><td colspan="3">Hanh Le,
Teacher on Special Assignment II: Induction</td></tr>
<tr><td rowspan="7">Analysts/Technicians & Specialists</td><td rowspan="7"></td><td colspan="2">Human Resources Analyst, Vacant</td></tr>
<tr><td colspan="2">Nyeshia Lewis, Leaves Analyst</td></tr>
<tr><td colspan="2">Sarah Brush, Human Resources Position Control Technician</td></tr>
<tr><td>Julia Barrios, Classified Personnel Technician</td><td>Julie Vasquez, Classified Personnel Technician</td></tr>
<tr><td colspan="2">Yvonne Garcia, Substitute Services Technician</td></tr>
<tr><td colspan="2">Jacqueline Lizarraga-Savin, District Education Center Receptionist</td></tr>
<tr><td>Amy Ellerbrock, Credential Services Specialist: West</td><td>Nancy Gonzalez, Credential Services Specialist: East</td></tr>
</table>

Department Plans 2025-2026

Services provided by the Human Resources Department:

1. Labor Negotiations with four (4) Associations
2. Position Control for fiscal stability
3. Compliance for child abuse/sexual harassment prevention
4. Management of H1-B visas
5. Williams assignment monitoring
6. Teacher Induction
7. Teacher Residencies- Alder/LAUTR programs
8. Administrator Operations Meetings
9. Employee Evaluation
10. Transfers, Reassignments
11. Peer Assistance and Review Process
12. Credential management
13. Substitute management
14. Complaints (UCP/Title IX/Williams/1312.1/4030)
15. Contract management
16. Employee grievances
17. Management of industrial and non-industrial leaves
18. Risk Management: insurance, litigation, workers' compensation, general liability
19. Staffing, recruiting, and credentialing verification of certificated staff
20. Staffing, recruiting, and onboarding of classified staff

Department Plans 2025-2026

Prior Year Reflection

Accomplishments in 2024-2025 include:

The implementation of various systems has advanced the department's progress toward its goals, including the following key developments/accomplishments:

- All positions are posted exclusively through a centralized hiring platform (EdJoin), with additional advertising on platforms such as Handshake, LinkedIn, and social media as needed.
- Department staff continue to participate in in-depth professional learning on effectively using EdJoin to optimize the platform's capabilities.
- Ongoing collaboration with the academics and business departments has led to more streamlined staffing processes, including cross-departmental conversations that help reduce hiring timelines.
- Continued professional development for HR staff and clearly defined expectations around customer service have enhanced the overall experience for individuals seeking assistance from the department.
- Work on the development of Standard Operating Procedures (SOPs) is ongoing, contributing to greater consistency and efficiency in departmental operations.
- Training for site and district administrators on employee evaluations, compliant hiring practices, and credentialing processes has led to fewer classroom misassignments, stronger recruitment efforts, increased support for existing staff, and improved service delivery to school sites and departments.
- These improvements have been supported by multiple forms of feedback and data, including anecdotal reports from employees, reduced hiring timelines (measured in days), a 100% substitute fill rate, positive survey results from administrators, and decreased misassignments according to LACOE data. Additional evaluation methods are currently being developed.

Next Steps/Continued Actions for 2025-2026:

While notable strides have been made in creating more consistent systems within the department, this remains a complex and evolving effort. To that end:

- Clear and effective communication of departmental systems is crucial to ensure consistent practices and provide necessary and appropriate support to school sites and departments.
- Ongoing professional development for HR staff is also essential as they adapt to new practices and expectations.
- Improvements to risk management oversight have significantly enhanced the District's ability to proactively manage operational risks, potentially reducing exposure. As risk management is an ongoing effort, the Department remains committed to continuously refining practices to adapt to evolving challenges and maintain a strong risk-aware culture.
- Continued collaboration among the HR, business, and academic teams has already led to meaningful improvements, and strengthening these partnerships—both at the leadership level and across all staff—is vital to the department's continued growth and success. Continued collaboration with other departments to provide enhanced support to sites is an ongoing action.

Department Plans 2025-2026

Department Priorities & Goals

Actions/Strategies/Projects/Priorities for 25-26

Item #1	Budget Allocation	Timeline for Outcome/ Implementation
1. Continue to decrease departmental errors and increase efficiencies: -Audit HRS Data; -Attendance of department staff at robust professional learning opportunities including CodeStack, teacher credentialing, LACOE BEST and HRS training, etc.		
2. Continue to foster continuity of instruction for students through the assignment of appropriately credentialed, highly qualified teachers: -Support and grow PUSD's Induction program; -Track timelines from request to advertise a position to position fulfillment; -Fly certificated substitute positions on Edjoin for hire as PUSD employees; ensure all applicants meet minimum requirements for credentialing		
3. Continue to focus on fiscally responsible systems, including appropriate staffing and position control: -Fly certificated substitute positions on Edjoin for hire as PUSD employees (decreased reliance on non-PUSD staff); -Continue to collaborate with the academics and business departments to establish and adhere to appropriate position control -Continue to organize and appropriately support the District's risk management efforts		
4. Increase clarity and communication regarding HR systems and operations: -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);		

Department Plans 2025-2026

Make current HR forms readily accessible		
Continue to make gains in the provision of an excellent customer service experience for all stakeholders: Continue to use surveys for separating employees (fully implemented), substitute employees (under development), administrators after professional learning (fully implemented)		
Continue to ensure the efficiency of District operations: Fly classified substitute positions on Edjoin; recruit pools of classified employees; Decrease the use of agency employees		

Department Plans 2025-2026

Data Used to Determine (Prior Year Data)	Alignment to Strategic Plan	LCAP Alignment	
1. Misassignment data	Pillar 2: Outstanding and Respected Employees	2	3
2. Vacancy data	Pillar 2: Outstanding and Respected Employees	2	3
3. Hiring timelines	Pillar 4: Effective, Responsive, and Accountable Organization	4	1, 2
4. Professional learning attendance rates	Pillar 2: Outstanding and Respected Employees	2	3
5. SOP development and publishing rates	Pillar 4: Effective, Responsive, and Accountable Organization	4	1, 2

Pillar 2: Outstanding and Respected Employees
Pillar 4: Effective, Responsive, and Accountable Organization

LCAP Goals:
LCAP Goal 2: Outstanding and Respected Employees (There will be a well-trained and qualified teacher in every classroom, every day, supported by sufficient, well-trained support staff.)
LCAP Goal 4: Effective, Responsible, and Accountable Organization (Systems and processes of the district are effective, transparent, and efficient. The central office is responsive to the needs of school sites.)

Data Used to Determine (Prior Year Data)	Alignment to Strategic Plan	LCAP Alignment	
Misassignment data	Pillar 2: Outstanding and Respected Employees	2	3

Success Indicators	Data Used to Determine Success	Key Performance Indicators (KPIs)	
All certificated employees shall serve in assignments they are credentialed and qualified for.	CALPADS Data Reports	40 (2023-2024); 24 (2024-2025) **[40% decrease]**	Decrease by 10% annually
			Met

Department Plans 2025-2026

Actions/Strategies/Projects/Priorities for 25-26

	Budget Allocation	Timeline for Outcome/ Implementation
Promote and support professional learning for certificated credential specialists as well as site and department management personnel; Regularly audit assignments for alignment with credentials; Encourage the recruitment of highly qualified staff prepared for service in PUSD classrooms; Engage with innovative strategies to address recruitment gaps, including job fairs and social media; Offer pathways for teachers with limited credentials to obtain additional authorizations, such as EL authorizations; Make adherence to credential requirements part of administrator accountability measures		

Data Used to Determine (Prior Year Data)	Alignment to Strategic Plan	LCAP Alignment	
Certificated and Classified Vacancies	Pillar 2: Outstanding and Respected Employees	2	3

Success Indicators	Data Used to Determine Success	Key Performance Indicators (KPIs)	
Eliminate certificated and classified vacancies across the organization.	Site and department vacancy data	23/24 - 38 chronic certificated vacancies 24/25 - 12 chronic vacancies **[68% decrease]**	Decrease by 10% annually
			Met

Actions/Strategies/Projects/Priorities for 25-26

Item #1	Budget Allocation	Timeline for Outcome/ Implementation
Develop and maintain ongoing recruitment efforts with early outreach, including job		

fairs and partnerships with credential programs; Fly classified and certificated positions on Edjoin to recruit pools of qualified employees; Reduce time to hire with efficient interview scheduling, prompt HR onboarding, and simplified application steps; Promote vacancies through high-traffic job boards, professional associations, LinkedIn, and culturally responsive platforms; Establish formal MOUs for student teacher placements, internships, and pipeline development.		

Data Used to Determine (Prior Year Data)	Alignment to Strategic Plan	LCAP Alignment	
Hiring timelines	Pillar 4: Effective, Responsive, and Accountable Organization	4	1, 2

Success Indicators	Data Used to Determine Success	Key Performance Indicators (KPIs)	
Timelines associated with the recruitment and selection of new staff shall be minimized, while remaining compliant with board policy and collective bargaining agreement language.	Hiring timelines (in calendar days)	December 2024: 36 days June 2025: 30 days **[17% decrease]**	Decrease by 5% annually
			Met

**Captured prior to February 2025 hiring freeze*

Actions/Strategies/Projects/Priorities for 25-26

Item #1	Budget Allocation	Timeline for Outcome/ Implementation
Identify bottlenecks in the hiring process (e.g., delays in approvals, interview scheduling, credential verification); Set clear timelines and SOPs that establish procedures for each hiring stage (e.g., 5 days to screen, 5 days to schedule interviews); Empower site leaders with digital workflows to speed administrative tasks;		

Department Plans 2025-2026

Collect input from recent hires and hiring managers to identify slow points or inefficiencies and address issues of concern		

Data Used to Determine (Prior Year Data)	Alignment to Strategic Plan	LCAP Alignment	
Professional learning attendance rates	Pillar 2: Outstanding and Respected Employees	2	3

Success Indicators	Data Used to Determine Success	Key Performance Indicators (KPIs)	
Human Resources personnel shall engage in regular, ongoing professional learning to ensure they are equipped to meet the needs of site and department staffing and personnel inquiries.	Event attendance rates	Current (people attending here)	Increase 10% annually
			Met/Not Met

Actions/Strategies/Projects/Priorities for 25-26

Item #1	Budget Allocation	Timeline for Outcome/ Implementation
Schedule quarterly or monthly training sessions covering credentialing, labor law updates, HRS systems, and customer service; Survey staff and supervisors to identify areas of weakness or new learning needs; Provide timely updates and trainings whenever changes occur in labor laws, credentialing, or collective bargaining agreements; Send HR staff to events by organizations such as AASPA, CASBO, SHRM, and CCTC; Empower HR staff to visit school sites to understand operations and build trust with principals and department leaders; Rotate HR staff through different roles or shadow other desks and/or departments to increase team flexibility, depth of		

knowledge, and collaboration across the organization		

Data Used to Determine (Prior Year Data)	Alignment to Strategic Plan	LCAP Alignment	
SOP development and publishing rates	Pillar 4: Effective, Responsive, and Accountable Organization	4	1, 2

Success Indicators	Data Used to Determine Success	Key Performance Indicators (KPIs)	
100% of core HR functions will have documented, accessible, and up-to-date standard operating procedures (SOPs) that are reviewed, updated annually, and communicated to site and department managers.	Authored Standard Operating Procedures	6 SOPs (from 0 previous year)	Increase 10% annually
			Met

Actions/Strategies/Projects/Priorities for 25-26

	Budget Allocation	Timeline for Outcome/ Implementation
List all key HR functions (e.g., recruitment, onboarding, employee leaves, credentialing, terminations) and prioritize those that are high-impact or prone to inconsistencies; Author clear, detailed steps for each process, including responsible roles, required forms, system steps, and decision points (Incorporate flowcharts or screenshots to simplify complex workflows as necessary); Share drafted SOPs with site and department managers to confirm procedures meet expressed needs and expectations; Review new SOPs in Operational Principal meetings to ensure compliance; review and revise as necessary		

Department Plans 2025-2026

Spending Priorities

Spending Plan for 25-26 (lists year over year changes, **if any**) with 2 prior years spending.