

**SAN BERNARDINO CITY UNIFIED SCHOOL DISTRICT
REGULAR PERSONNEL COMMISSION MEETING
1525 W. Highland Ave.
San Bernardino, CA 92411**

**MINUTES
February 5, 2026 at 5:30 p.m.**

A. PRELIMINARY FUNCTIONS:

1. Call to Order

The regular meeting of the Personnel Commission was called to order at 5:30 p.m.

2. Pledge of Allegiance

3. Roll Call

Members: Ms. Valeria Dixon, Chairperson
Mr. Michael Salazar, Vice Chairperson
Mr. George Bohn, Member

Staff: Ms. Irma Garcia, Personnel Director
Mrs. Tamara Booker, Personnel Analyst

4. Approval of Agenda

Ms. Dixon moved to approve the agenda. Mr. Salazar second the motion.

Mrs. Booker requested that item C(3)(b) (Human Resources Staffing Assistant (Bilingual) to fill non-bilingual) be pulled from tonight's agenda. Consent action C(2)(e) (Human Resources Staffing Assistant (Bilingual) was a bilingual only recruitment.

Ms. Dixon moved to approve the agenda as amended. Mr. Salazar second the motion.

Motion carried.

5. Approval of Minutes

Ms. Dixon moved to approve the minutes from the January 8, 2026, Regular Personnel Commission meeting. Mr. Bohn second the motion.

Motion carried.

B. PUBLIC COMMENTS:

None

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C. CONSENT ACTION ITEMS:

Ms. Dixon moved to approve the Consent Action Items as amended. Mr. Salazar second the motion.

Motion carried.

D. ACTION ITEMS:

1. Personnel Commission Staff Retreat

Ms. Dixon moved to approve the Personnel Commission staff attendance to an office retreat conference on Tuesday, March 31, 2026, and Wednesday, April 1, 2026, location to be determined. The hotel cost not to exceed \$5,000.00.

Mr. Bohn second the motion.

Ms. Irma Garcia shared that staff is requesting approval to participate in the third Personnel Commission staff retreat. The location was recently confirmed taking place at the Double Tree Hotel, San Bernardino.

Motion carried.

2. Ms. Dixon moved to consider discussion related to the classification-compensation review for the Human Resources Specialist job classification. Mr. Salazar second the motion.

Ms. Dixon shared that each name will be called out and each speaker will have five (5) minutes to speak. The first speaker is Ingrid Bolthausen; Mrs. Tamara Booker read the statement as per the employee's request.

(Speaker 1) Ingrid Bolthausen, Human Resources Specialist, HR-Classified

Dear Irma Garcia and Personnel Commission,

Thank you for the written response regarding the review of the Human Resources Specialist classification.

I am submitting this correspondence as a formal appeal and follow-up to the classification review initiated in February 2025 by the former Assistant Superintendent of Human Resources, which was undertaken in good faith to evaluate alignment between assigned duties, classification standards, and compensation.

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The review's conclusion that the position performs complex, analytical, and district-wide human resources functions confirms that the work being performed exceeds the established scope of the Human Resources Specialist classification. Under standard classification principles, positions are classified based on the level, complexity, responsibility, and scope of work assigned and performed—not solely on existing class structures. When duties evolve beyond the intended class definition, established practice supports either reclassification, interim adjustment, or other corrective action to maintain internal equity.

While I understand that a salary adjustment to the current classification is not being recommended at this time, I am concerned that this outcome is inconsistent with the review's findings and creates an internal equity issue. The determination that a higher-level, analyst-aligned classification is warranted acknowledges that the current classification does not fully capture the responsibility and complexity of the role. Deferring compensation alignment until a future classification is finalized and approved places the position at a disadvantage relative to similarly situated roles performing comparable analytical and district-wide work.

In addition, precedent within classification and compensation practice supports interim measures or reconsideration when a position is found to be operating at a higher level for an extended period, particularly when a formal review has substantiated the mismatch. The absence of such measures risks prolonged inequity while the proposed classification proceeds through negotiations, Board consideration, and Commission approval.

Given these considerations, I respectfully request:

- *Reconsideration of a salary adjustment or interim compensation solution pending final approval of the proposed higher-level classification;*
- *Clarification of anticipated timelines for draft finalization, negotiations, Board review, and Commission action; and*
- *Information regarding how incumbents currently performing higher-level duties will be evaluated, placed, or credited should the new classification be approved.*

My intent is to ensure consistency with classification principles, preservation of internal equity, and fair treatment under established compensation practices. I appreciate your continued attention to this matter and look forward to your response.

*Sincerely,
Ingrid Bolthausen*

(Speaker 2) Andrea DeLand, Human Resources Specialist, HR-Classified, shared the following public comment:

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Good afternoon Members of the Personnel Commission,

Thank you for the opportunity to present this appeal. I am here to respectfully request reconsideration of the classification and compensation determination issued on January 27, 2026, regarding the Human Resources Specialist classification.

This appeal is based solely on classification standards and the work actually and regularly performed, not on title, preference, or future organizational proposals.

Historically, prior to 2018, Human Resources Specialists were responsible for recruitment support functions, including testing coordination, interview scheduling, and examination proctoring. In 2018, those duties were reassigned to the Personnel Commission with the establishment of the Associate Personnel Analyst classification shortly after. Since that realignment, Human Resources Specialists have experienced a significant and permanent accretion of duties that were not previously assigned to the classification and are not reflected in the current class specification.

My current assignment includes analyst-level responsibilities that require independent judgment, regulatory interpretation, fiscal accountability, and district-wide impact. These duties include dual entry of all personnel actions into two separate systems, SAP and EPICS, as well as continual auditing to ensure accuracy and compliance between systems. This reconciliation is ongoing and critical, as discrepancies directly affect payroll, compliance, and audit integrity.

In addition, I am responsible for full onboarding coordination, including pre-employment compliance requirements such as fingerprinting, Department of Justice clearance, physicals, tuberculosis clearance, and credential verification. The credential verification function was historically performed by the Personnel Commission and now requires independent interpretation of timelines, regulations, and eligibility requirements by the hiring specialist.

My responsibilities also include processing step increases, annual increases, multiple classified stipends, and salary placement actions. These tasks require analysis of fiscal impact, probationary status, contractual requirements, and Board reporting. I also prepare and maintain reports related to payroll, fiscal tracking, and regulatory compliance, all of which require accuracy, consistency, and analytical review.

Beyond the complexity of the work, it is important to note that the volume of work has increased significantly. Currently, the Personnel Commission has five employees issuing tentative offers. Human Resources, by comparison, has three hiring specialists responsible for onboarding, compliance processing, fiscal actions, ongoing employment changes, and continued employee support after hire. This staffing disparity has materially increased workload demands within

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Human Resources and has resulted in sustained, high-volume analytical work being assigned to the Human Resources Specialist classification.

Under established public-sector and merit-system classification principles, classification determinations must be based on the duties actually performed on a regular and continuing basis. When higher-level duties are permanent, substantial, and not incidental, they constitute accretion of duties and warrant reclassification or compensation adjustment. Classification standards further require that present duties be evaluated independently of future organizational proposals or anticipated structural changes.

The duties I have described are not temporary, incidental, or occasional. They are permanent, recurring, and integral to district operations. The scope, complexity, and volume of this work align more closely with analyst-level classifications than with the technical support functions outlined in the current Human Resources Specialist class specification.

This appeal is not about comparison between individuals or departments. It is about alignment between assigned responsibilities and classification standards and about maintaining internal equity within the merit system.

For these reasons, I respectfully request that the Personnel Commission reconsider the determination and evaluate appropriate corrective action, including reclassification, reallocation, or an interim compensation adjustment consistent with the level of responsibility currently assigned.

Thank you for your time, your consideration, and your commitment to maintaining an equitable and accurate classification system.

Ms. Dixon asked for clarification regarding “credential verification.”

Andrea Deland explained that regarding minimum qualifications and required certifications for a position, those items were previously completed and collected during the application process. If certifications were required, they had to be attached to the application. She stated that in the past few years, many job descriptions have changed to indicate that certifications may be obtained upon hire. When she referenced credentials being kept in Personnel Commission (PC), she clarified that they used to be checked prior to a candidate being given a job offer. Once Human Resources receives the job offer from PC, it becomes the responsibility of the HR Specialist to ensure that proper certifications are obtained. These certifications may include First Aid/CPR, Food Handler’s Card, or other job-specific requirements. She stated that HR is now responsible for ensuring compliance on their end. Additionally, HR Specialists canvass applications to ensure all required documentation is included, such as educational requirements or other necessary materials.

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Ms. Dixon stated that she would cross out the term “credentials,” clarifying that it is more accurately described as “certifications.” She asked whether bilingual certifications are handled in their department.

Andrea Deland responded that bilingual certification is handled differently. If a candidate qualifies for a bilingual position, HR is aware that certification is required and it is typically submitted to their office. She clarified that she was referring specifically to job-related requirements. As an example, she mentioned the Food Handler’s Card, noting that there had been a situation in which the job description stated it could be obtained after employment. Historically, HR always obtained it at the time of hire. She explained that this change has altered their process, as HR must now track the certification post-employment.

Ms. Dixon responded that this could be a CSEA matter. She referenced the 610 process and explained that when managers update job descriptions, such changes may be requested through CSEA. She acknowledged Andrea Deland’s concerns regarding the process.

Andrea Deland stated that she was noting that part of the accreditation of duties has changed within the past few years.

Ms. Dixon asked for clarification, stating that initially the group was seeking monetary compensation and asked if that was correct.

Andrea Deland confirmed that they were requesting placement in the same salary range as the Associate Personnel Analyst.

Ms. Dixon responded that while monetary adjustment was requested, the group did not want their classification changed.

Andrea Deland explained that when the request was initially submitted, the Assistant Superintendent of Human Resources, at that time suggested pursuing this route and offered to submit it on behalf of the staff. At that time, it was a salary adjustment with the option of a title change. She clarified that the suggestion did not originate from the staff but from the Assistant Superintendent of Human Resources.

Ms. Dixon explained that when this type of request occurs, it often results in a reclassification into another classification, which has been the practice.

Andrea Deland explained that one of the reasons this route was suggested was because, at the time the process began approximately one year ago, half of the specialists did not yet have the required two (2) years of experience. Those with more seniority felt it was fair that since they

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were all performing the same duties, they should pursue this route so that everyone would receive the same change, whether it resulted in a compensation adjustment or a title change.

Ms. Dixon thanked Andrea Deland for the clarification.

(Speaker 3) Jessica Esquivel, Human Resources Specialist, HR-Certificated, shared the following public comment:

Good [afternoon] Chair and Members of the Commission,

I appreciate the time you have given me. I am here to explain why my role with SBCUSD, while different in functional emphasis, clearly aligns at the pay level of Personnel Analyst and meets that intent.

At my level, my position as a Human Resources Specialist for Certificated Teachers performs professional, technical human resources work in support of the District's merit-based employment system. The only differences between HR Specialist and Personnel Analyst is specialization, not difference in level, responsibility, or complexity.

Recruitment and Selection

First, both roles are integral to the recruitment and selection process, which is a core function of the class consistently using Edjoin to recruit or hire.

My position focuses on recruitment administration—planning recruitments, conducting job analyses, developing valid selection instruments. It also emphasizes credentialing, staffing, and hiring processing—screening applications, verifying credentials, notifying candidates, preparing contracts, and authorizing employment. These functions are not separate processes; they are interdependent stages of the same selection lifecycle. A recruitment cannot result in a valid hire without both components. Each role independently evaluates qualifications, applies standards, and ensures only eligible and qualified candidates move forward. That level of responsibility is equivalent.

Application of Rules and Regulations

Second, both roles require the independent interpretation and application of complex rules.

In one role, this includes Personnel Commission rules, examination standards, protest procedures, and merit system requirements. In my role, it includes District policy, Education Code, credentialing requirements, and employment eligibility regulations.

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Both classifications must make technically sound decisions that carry legal and organizational consequences. Errors in either role can result in invalid appointments, audit findings, or compliance violations. This demonstrates equivalent accountability and risk, which is a key factor in classification alignment.

Analytical and Technical Work

Third, both positions perform analytical work at the professional level.

One role conducts job analyses, item analyses, and classification studies to determine what knowledge and skills should be measured and how candidates are ranked. My role analyzes transcripts, credentials, salary placement, staffing data, and employment transactions to ensure proper assignment and compensation. Although the subject matter differs, both require analytical reasoning, evaluation of complex criteria, and sound judgment, consistent with the same analyst-level classification.

Records, Data, and Reporting

Fourth, both roles manage complex personnel records and data systems.

Each position is responsible for maintaining accurate, confidential records; monitoring eligibility, seniority, staffing, or credentialing lists; and preparing official reports and correspondence used by administrators, auditors, or the Commission. This level of data responsibility and precision is consistent across both roles and aligns directly with the class specification.

Advisory Role and Independence

Finally, both roles serve as technical resources to applicants, employees, administrators, and the public.

They regularly explain personnel rules, advise on qualifications and requirements, and resolve questions related to employment actions. They perform this work with considerable independence, exercising professional judgment within established guidelines.

Conclusion

In conclusion, while the two positions emphasize different functional areas, they:

- Operate at the same professional HR level*
- Support the same merit-based and/or credential-based employment system*

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- *Require comparable technical expertise, analytical ability, and judgment*
- *Carry similar compliance and institutional risk*

The differences between them represent functional specialization, not a difference in classification. For these reasons, both should align with and meet the intent of the pay.

Thank you for your time and consideration.

Mr. Bohn inquired about the number of Human Resources Specialist for Classified and the number of Human Resources Specialist for Certificated.

Jessica Esquivel shared that there are five (5) in Certificated and Andrea Deland shared that there are three (3) in classified that do the hiring process.

(Speaker 4) Nikole Saputo, Human Resources Specialist, HR-Classified, shared the following public comment:

Greetings Personnel Commissioners,

Thank you for the time and consideration given to my recent classification/compensation review request. I appreciate the review conducted and the District's continued efforts to ensure internal equity and alignment across Human Resources classifications.

I am writing to formally appeal the determination communicated in Director Garcia's letter dated January 27, 2026, and to respectfully request clarification regarding the specific basis for the decision. While the correspondence indicates that a salary adjustment to the Human Resources Specialist classification was not recommended at this time, it does not identify the criteria, findings, or comparative analysis used to reach that conclusion. Understanding the rationale for the denial would allow me to better assess alignment with classification standards and determine whether additional documentation would be helpful for reconsideration.

My request for reclassification is based on both my current Human Resources Specialist job description and the significant accumulation of higher-level duties I have assumed over the past two years. In addition to performing all core functions of my assigned classification, my role has expanded to include complex, analytical, and compliance-driven responsibilities that closely align with the Associate Personnel Analyst classification.

For your reference, the HR Specialist job description has not been updated since 2018! Through a direct comparison of my ongoing duties to the Associate Personnel Analyst essential job functions, I have determined that I am performing approximately 18 of the 29 listed essential job functions, equating to roughly 62% of that classification's core responsibilities. These duties are

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not temporary or incidental, but rather ongoing and integral to daily operations. I would like to clarify that this 60% of the Associate Personnel Analyst job duties I do are IN ADDITION to my HR Specialist job duties, with an accretion of duties in the last 2 1/2 years.

My current responsibilities require in-depth working knowledge of Education Code, Memoranda of Understanding (MOUs), Personnel Commission Rules, and Merit System Rules. I am responsible for ensuring that hiring and personnel actions are conducted in compliance with applicable Education Code requirements, Personnel Commission regulations, and labor agreement provisions. It is imperative that I stay knowledgeable and work alongside County Schools regarding CalPERS, and PARS retirement systems to ensure correct placement for employees upon hiring actions. This level of responsibility requires independent judgment, analysis, and interpretation to ensure accuracy, compliance, and consistency across personnel actions.

Additionally, I daily perform complex SAP and EPICS transactions requiring independent analysis and calculation, including salary placements, stipends, step increases, longevity pay, years of service determinations, self-calculating additional earnings in EPICS, calculating 39-month rule rehires, and return-from-leave processing. I also conduct extensive application canvassing and reference checks in compliance with Senate Bill 848, Federal Program Monitoring (FPM), which involves detailed verification of degrees/transcripts and other documentation, and adherence to statutory requirements beyond routine processing. With that being said, I could continue to elaborate but I only have 5 minutes.

To further support job accuracy and compliance, I have had the opportunity to attend the Personnel Commission Merit Academy. This training broadened my understanding of Merit System principles, Personnel Commission rules, and best practices, and I actively apply this knowledge in my day-to-day work to support accurate and compliant personnel actions. This is beneficial as an HR Specialist, as I personally work so closely and collaboratively alongside the Personnel Commission staff. This starts with receiving the tentative offer of employment from the PC, giving their formal offer of employment, beginning the hiring process, and completing it all the way through. This also includes "following" the employee (in my alpha) through their employment in the district after initial hire, which includes, but is not limited to, step increases, longevity, years of service, stipends, and LOA's.

I recognize and appreciate the PC's acknowledgment in the denial letter of the growing need for complex, analytical, and district-wide Human Resources work, as well as the exploration of a future higher-level classification. However, given the current scope, complexity, and consistency of my assigned duties, I respectfully request reconsideration of my classification status, as the documentation provided to you shows that I am already performing the complex, analytical/analyst-level work.

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Thank you again for your time and consideration. I welcome the opportunity to discuss this matter further and appreciate your guidance regarding any additional information that may assist in the review process.

(Speaker 5) Cheryl Direen, Human Resources Specialist, HR-Certificated, shared the following public comment:

Good Evening, Members of the Commission.

Thank you for the opportunity to speak today. I respectfully request a review of the current salary range for the Human Resources Specialist position, given the expanded scope and complexity of the duties required.

I want to be clear that I am not requesting a change to my class title or a reclassification. I believe the current title appropriately reflects this position. My request is limited solely to compensation and whether the existing salary schedule accurately reflects the responsibilities currently being performed.

As part of this process, a review was conducted at the request of the former Assistant Superintendent of Human Resources. While that review conducted by the Independent Consultant assigned by the Personnel Commission did not result in a recommendation for a salary adjustment, it did identify a significant organizational need: the establishment of a structured career advancement pathway to recognize and support more complex, analytical, and district-wide human resources work. As a result, a higher-level analyst classification was proposed and is currently pending draft finalization, aligned with analyst-level scope, responsibility, and compensation.

While I understand and appreciate this long-term approach, the current reality is that many of the duties envisioned for that higher-level classification are already being performed within the existing Human Resources Specialist role. This is the basis for my request.

The work performed by HR Specialists and Associate Analysts is highly similar. Both roles support the organization across the employee lifecycle, including recruitment, screening, hiring, placement, compensation, and separation. Both require independent judgment, strict confidentiality, and accurate interpretation and application of complex regulations, including District policies, labor agreements, the California Education Code, and in my role the requirements of the California Commission on Teacher Credentialing. As HR Specialists, we are valued for our independent skills as well as the ability to work as a team.

Both roles also rely heavily on human resources information systems and data management, including entering, verifying, reconciling, and reviewing personnel data across multiple

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platforms, producing reports used for audits, staffing analysis, collective bargaining, and decision-making. In addition, both serve as technical resources to employees, administrators, applicants, school sites, and the public, providing guidance with personnel procedures, qualifications, credentialing, and salary placement.

Over time, there has been a documented accretion of duties to this position. Responsibilities previously performed by clerical or support staff have been consolidated into this role, including dual data entry across multiple HR systems, maintaining fiscal and additional earnings fields, fingerprinting new and returning employees, processing newly negotiated stipends, and managing additional compliance systems. These added responsibilities increase both the complexity and accountability of the position and carry legal, financial, and audit risk if performed incorrectly.

While the proposed higher-level classification may eventually address this on a structural level, a salary adjustment within the current classification would provide appropriate recognition for the level of work being performed today, support retention, and maintain internal equity during this transition period.

I would also like to note that District leadership, including the Superintendent, Assistant Superintendent, and Human Resources Directors, fully support this request and recognize the need to align compensation with the responsibilities currently performed.

My request is for a salary review only, not a title change. I respectfully ask the Commission to consider whether the current salary range accurately reflects the professional, analytical, and compliance-driven responsibilities required of the Human Resources Specialist role.

(Speaker 6) Laura Surace, Human Resources Specialist, HR-Certificated, shared the following public comment:

Good evening, Chairs and Members of the Personnel Commission. My name is Laura Surace, and I am a Human Resources Specialist for the District.

I am appealing the recommendation outlined in the January 27 letter regarding our salary adjustment review. I want to be clear that I agree with the consultant's findings that our work is complex, analytical, and district-wide. However, I am appealing the proposed solution.

The District has proposed creating a new, higher-level classification to act as a career advancement pathway. While that may provide future opportunities, I believe it overlooks an important pillar of the Merit System: like pay for like work.

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Under the Merit System, classifications are intended to reflect the duties actually being performed. By acknowledging that the work is analytical but addressing it through a future classification pathway rather than compensation alignment within the current classification, it places employees in a position where Analyst-level work is being performed under a Specialist-level pay structure.

A pathway is typically designed for duties an employee may perform in the future. However, as the comparison handout I have provided shows, these analytical duties are not prospective - they are my current responsibilities and have been since 2018. I believe aligning compensation with the level of work currently being performed supports Merit System principles of fairness and internal equity. Since 2018, these analytical duties have been part of my daily reality. A pathway for the future does not address the seven years of Analyst-level work already performed at a Specialist pay grade.

This work requires independent judgment and carries real compliance, legal, and financial risk for the District.

I am not asking for a promotion or a new title. I am respectfully asking the Commission to update the salary range of the existing Specialist classification to reflect the professional level of the work that we have already been carrying out for years.

In closing, I invite you to look at the Comparison Chart I've provided. It shows a direct, line-by-line overlap between my daily work and the PC's own definition of an Analyst. I am asking you to honor the Merit System principle of internal equity today by aligning our salaries to reflect the professional-level work we are already doing. Thank you.

(Speaker 7) Lilia Mejia, Human Resources Specialist, HR-Certificated, shared the following public comment:

Thank you for the opportunity to address you today. I would like to begin by expressing my sincere appreciation for the time and consideration that have gone into the recent classification and compensation review of my Human Resources Specialist position.

I respectfully submit this letter to request reconsideration of the decision to deny a salary adjustment, based on the substantial and documented similarities between the work I currently perform and the duties assigned to the Associate Personnel Analyst classification.

As reflected in the comparison chart submitted with my request, there is significant overlap between the two classifications across core functional areas, including recruitment and hiring support, applicant and employee advisement, policy and Education Code interpretation, personnel data management, compliance monitoring, reporting and analysis, vacancy tracking,

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and service as a technical Human Resources resource to employees, administrators, applicants, and the general public. These shared functions demonstrate that the scope of my current responsibilities is materially aligned with analyst-level work.

I appreciate the Commission's acknowledgment, as outlined in the denial correspondence, that the review identified a need for a higher-level classification to recognize more complex, analytical, and district-wide Human Resources work. I also recognize and value the intent behind establishing a structured career advancement pathway to support employee growth while maintaining internal equity and alignment with comparable classifications.

However, my concern and the basis for this request is that the work cited as justification for a higher-level, classification is work I am already performing on a consistent and ongoing basis in my current role.

In practice, my assigned duties extend well beyond routine support functions. As outlined in both my job duties and the comparison chart, I regularly engage in analytical and technical Human Resources work that parallels the responsibilities of an Associate Personnel Analyst. This includes coordinating recruitment activities, screening and reviewing applications, communicating with applicants throughout the selection process, interpreting District policies and Education Code provisions, monitoring eligibility and seniority list-related records, maintaining accurate personnel data, and preparing staffing, transaction, and compliance reports.

Additionally, I independently prepare spreadsheets, comparative analyses, and narrative reports used to track staffing levels, assignments, vacancies, and personnel actions. I reconcile personnel transactions, monitor vacancy lists, assist with interview and selection processes, and ensure compliance with credentialing, eligibility, and regulatory requirements. These responsibilities require a high degree of technical precision, policy interpretation, and independent decision-making.

The continuing expansion and sustained performance of these duties reflect a substantive elevation in the position's analytical and compliance complexity, aligning it with the scope and expectations of an analyst-level classification, as demonstrated in the side-by-side comparison.

While I understand and appreciate the future-oriented approach of establishing a higher-level classification, the reality is that the scope and complexity of my current assignments already reflect that level of work. As such, I respectfully request that the Personnel Commission re-examine the current classification and compensation alignment for the Human Resources Specialist position and authorize an appropriate salary adjustment based on the sustained accretion of duties and demonstrated parity with the Associate Personnel Analyst classification.

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I am requesting compensation that accurately reflects the duties I am presently performing, rather than deferring appropriate compensation to a future classification that has not yet been finalized, negotiated, or approved.

The failure to align compensation for work of equivalent scope and complexity presents not only an issue of employee morale, but also raises a broader concern regarding internal equity compliance under Merit System standards. When materially similar positions are compensated unequally without substantiated justification, it undermines both the classification structure and the credibility of the equity process itself.

I would also like to formally request written clarification on two items related to the review process. First, I am requesting a copy or summary of the recommendations made by Dr. Lim to the Personnel Office regarding my position. Second, I am requesting clarification regarding the specific factors that led to the determination that this position does not meet the criteria for analyst-level classification, to ensure transparency and support ongoing compliance with Merit System best practices.

My request is made with full respect for the Commission's responsibility to maintain equity, consistency, and fiscal accountability. At the same time, I believe that internal equity requires recognition and appropriate compensation for work already being performed at a higher level.

I am proud of the work I do in support of the District and remain committed to serving with professionalism, accuracy, and integrity. I respectfully ask the Commission to reconsider the denial of the salary adjustment based on the actual duties performed, the level of responsibility assumed, and the documented alignment with the Associate Personnel Analyst classification.

Thank you for your time, consideration, and service. I appreciate the opportunity to be heard and am available to provide any additional information the Commission may require.

Ms. Dixon stated that Dr. Funchess initially began the process; however, Dr. Funchess is no longer present, and there is now a new Assistant Superintendent of HR, with the exception of Alexis Jenks and Dr. Robert Morales, who is still relatively new in his position. She indicated that if the matter were to be brought back for consideration, she would be interested in hearing their perspectives. She noted that regardless of the next steps, she would like to know their thoughts and assumed that discussions may have already taken place with them. She expressed that she would like to hear both sides of the story and would also want input directly from the department. She added that there have been instances where additional information was needed from those who manage the department. Ms. Dixon further commented that she had additional questions, including why certain responsibilities are handled by one group and not by Payroll. She suggested that some of those matters may need to be discussed with management, as certain items might appropriately fall under the Payroll Department's responsibilities.

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Ms. Irma Garcia read the summary report from Dr. Lin:

On or about March 28, 2025, the Personnel Director, Ms. Irma Garcia, received a request from Dr. Marcus Funchess, former Assistant Superintendent of Human Resources, to review the adequacy of salary placement for the Human Resources Specialist classification. The request was prompted, in part, by concerns raised by some Human Resources Specialists regarding perceived salary inequities compared to the Associate Personnel Analyst classification.

The Commission had already retained an external subject matter expert—a retired Personnel Commission Director from a California merit system school district—to assist with reclassification studies as needed, and in the interest of maintaining objectivity and impartiality, Dr. Funchess agreed with the recommendation to utilize Dr. TR Lin’s services to conduct this review.

REVIEW PROCESS

An initial planning meeting was held on April 10, 2025, in the office of the Assistant Superintendent of Human Resources. Attendees included Dr. Funchess, Ms. Alexis Jenks, and the consultant. During this meeting, Dr. Funchess requested that all Human Resources Specialists in the Classified and Certificated departments be interviewed.

Following additional discussions with Personnel Director Ms. Garcia, and to ensure an appropriate comparison of duties, it was determined that both Human Resources Specialists and Associate Personnel Analysts should be interviewed. Accordingly, six Human Resources Specialists were interviewed on April 17, 2025, in two separate focus groups, and a virtual Zoom meeting was conducted with three Associate Personnel Analysts on April 30, 2025.

Mr. Salazar inquired about the employees interviewed. Mr. Irma Garcia shared that it was 6 specialists interviewed during this process.

Dr. Funchess was debriefed following the completion of these interviews. To further ensure the collection of detailed job duties and knowledge, skills, and abilities (KSAs) for accurate comparison, he agreed to the use of a Position Questionnaire. The consultant developed the questionnaire, and the completed Position Questionnaires were distributed and collected in May 2025.

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COMPARISONS OF HUMAN RESOURCES SPECIALIST VERSUS ASSOCIATE PERSONNEL ANALYST

The Human Resources Specialist job description is appropriate and supported by the interviews and seven completed Position Questionnaires. The incumbents are not overclassified. The documented duties confirm that Human Resources Specialist is a journey-level professional HR classification involving substantial responsibility, independent judgment, and districtwide impact.

While incumbents are generally performing duties consistent with the current job description, some provided examples of work beyond the scope of the classification, particularly in the areas of independent judgment; volume and complexity of HR transactions; interpretation of regulatory requirements (Education Code, Personnel Commission Rules, and collective bargaining agreements); end-to-end processing responsibility; and districtwide impact. These findings indicate that some incumbents are better prepared than others to perform more analytical, higher-level, and complex work than is contemplated in the current classification.

The Associate Personnel Analyst job description is also accurate and appropriately reflects the work being performed. Interviews and three completed Position Questionnaires confirm the analyst-level nature of the role. The interviews and questionnaires demonstrate consistent core duties across incumbents, supporting classification stability.

While there is no evidence that the Associate Personnel Analyst classification is overstated, some duties described by incumbents exceed the class specification in certain respects, including decision-making complexity, breadth of districtwide impact, and the frequency of classification and compliance-related work. Nevertheless, the findings clearly demonstrate that the Associate Personnel Analyst classification is appropriately distinguished at a higher level from Personnel Specialist and Technician classifications.

THE OPTION WAS PRESENTED TO MANAGEMENT –

Option – Establish a higher-level promotional classification to provide a career advancement pathway for Human Resources Specialists, such as Associate Human Resources Analyst (with potential tracks for general HR, classified HR, and certificated HR).

JUSTIFICATION OF THE CONCEPT OF ASSOCIATE HUMAN RESOURCES ANALYST

The proposed Associate Human Resources Analyst classification and the existing Associate Personnel Analyst classification would be appropriately aligned at the same salary range. Both classifications represent journey-level analytical roles requiring independent judgment, interpretive authority, and responsibility for districtwide impact.

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The Associate Human Resources Analyst would be clearly distinguished upward from the Human Resources Specialist classification, justifying compensation at a higher salary range (e.g., salary range 44) than Human Resources Specialist (salary range 42) while remaining internally equitable with the Associate Personnel Analyst (salary range 44).

Ms. Irma Garcia stated that she wanted to share some of the history regarding the establishment of the Associate Personnel Analyst job classification. She explained that there was a negotiated agreement between the District and CSEA concerning the reorganization of staff and duties between the District Human Resources-Classified Department and the Personnel Commission Department. That agreement was approved by the Personnel Commission in November 2018. As part of the agreement, the establishment of three (3) additional job classifications was approved: Associate Personnel Analyst, Personnel Technician, and Personnel Specialist. She noted that all three (3) classifications were designated for the Personnel Commission Department; however, currently only the Associate Personnel Analyst classification is being utilized.

Ms. Irma Garcia further explained that, as part of the reorganization of duties, the Personnel Commission absorbed several responsibilities. These included the allocation of classified positions; monitoring and actuating the vacancy log; processing transfer card requests; out-of-class requests; monitoring and ensuring compliance for reductions, abolishments, and layoffs in compliance with new legal processes; maintaining the 39-month rule rehire list; administer the interview process and coordinate with site managers to conduct interviews which she described as a significant function absorbed by the Personnel Commission Department. Additional responsibilities included certifying all classified transactions, filling vacancies, and establishing, creating, and modifying job descriptions and job titles. She stated that with the absorption of these duties in 2018, it was determined that a higher-level classification was necessary in order to perform those functions appropriately.

Mr. Salazar asked for clarification regarding what was meant by the term “absorbed.”

Ms. Garcia clarified that those duties were previously performed by the Human Resources-Classified Department and are now functions of the Personnel Commission.

Ms. Garcia stated that she wanted to share how the Associate Personnel Analyst classification is distinguished from the Human Resources Specialist classification from the staff’s perspective. She noted that part of this comparison was referenced in Dr. Lin’s summary report. She explained that she had already provided some history regarding the Associate Personnel Analyst classification and now wished to present staff’s viewpoint when comparing the two classifications.

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She clarified that staff did not participate in or sit on the interviews conducted by Dr. Lin and that her comments were based solely on a review of the two job classifications. She shared that the essential job functions on job descriptions identify the fundamental duties. How an employee performs a specific function is ever changing (ex. when laws and or policies change, software changes, procedural changes, etc.) and it doesn't change the job.

Ms. Garcia stated that both classifications perform complex personnel work and serve as technical resource; however, the nature, scope, and accountability of the Associate Personnel Analyst role are fundamentally higher. She explained that the Associate Personnel Analyst performs advanced analytical and professional-level work that directly supports the Personnel Commission and the integrity of the merit system. She outlined duties that include designing and developing selection examinations, conducting job analyses, establishing pass points, performing item analyses, creating eligibility lists, and participating in classification studies. She emphasized that these are not routine or transactional duties but are core merit system functions that determine who is eligible, hired, and promoted.

In contrast, Ms. Irma Garcia stated that the HR Specialist primarily performs advanced technical and operational duties. These responsibilities focus on processing employment actions, verifying credentials, preparing contracts, maintaining records, and ensuring compliance with established policies and procedures. She explained that while this work requires skill and judgment, it largely involves applying existing rules.

She further stated that a key distinction between the two classifications is the level of independent judgment and accountability. The Associate Personnel Analyst exercises a high degree of independent judgment when developing examinations, determining test standards, establishing eligibility lists, and responding to examination protests and appeals, which occur frequently. She noted that these decisions are often subject to formal review and legal scrutiny. The Associate Personnel Analyst classification has a systemwide and public impact, directly affecting candidate rankings, hiring eligibility, workforce equity, and legal defensibility. She stated that the Analyst role safeguards the integrity and fairness of the classified service. In comparison, the HR Specialist's impact is primarily operational, supporting staffing and personnel transactions within established frameworks.

Ms. Irma Garcia concluded that, for these reasons and based on the comparison of the two job classifications, staff agrees with the consultant's recommendation to establish a higher-level promotional classification and to maintain the existing salary relationship and hierarchy between the classifications.

Ms. Dixon stated that she had written down several notes and asked whether the volume of work is not a consideration for any type of adjustment, whether compensation or classification.

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Ms. Garcia responded that volume of work is not a consideration.

Ms. Dixon then stated that if the issue is the volume of work, it may indicate the need for an additional position to assist in performing the work, and asked if that was correct.

Ms. Garcia confirmed that it was correct.

Ms. Dixon stated that it had been mentioned that job duties have not been updated since 2018, noting that this concern sounded familiar across many district classifications. She asked whether that was considered or mentioned in this review.

Ms. Garcia responded that the initial request was to review the salary comparison to the Associate Personnel Analyst and that revising the HR Specialist job classification was not part of the request.

Ms. Dixon stated that the matter had been mentioned and asked that it be noted.

Ms. Garcia agreed to note it.

Ms. Dixon stated that it might be an issue.

Mr. Bohn stated that, if he understood correctly, the discussion was essentially about raising the salary range of the current job classification. He stated that the study concluded that the salary range should not be raised but that a new classification could be established at a higher salary level equal to the Associate Personnel Analyst job classification. He asked whether that was an accurate summary of the matter.

Ms. Garcia confirmed that it was correct.

Ms. Dixon stated that she had no further questions.

Mr. Salazar thanked everyone for attending and expressed appreciation.

Ms. Dixon stated that there would be no further discussion beyond clarifying questions and that the Commission would confer with staff.

E. INFORMATION ITEMS AND REPORTS:

None

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F. DISCUSSION:

The next Personnel Commission meeting will be held in person on March 5, 2026, at 5:30 p.m., at 1525 W. Highland Ave., San Bernardino, CA 92411.

G. COMMENTS FROM PERSONNEL COMMISSIONERS:

None

H. CLOSED SESSION:

The Commission adjourned to closed session at 6:41 p.m. to discuss:

Pursuant to California Government Code §54956.9 and §54957:

1. Consideration of legal matters coming within the purview of the attorney/client relationship.
2. Consideration of appointment, employment, dismissal, or evaluation of an employee.
 - a. Applicant #26-0205-01

The Commission reconvened to open session at 7:29 p.m. and reported on the following action(s) taken in closed session.

- a. Applicant #26-0205-01 – Denied

I. ADJOURNMENT:

The Commission adjourned the meeting at 7:29 p.m.