



Department Plan 2026-2027

Overview

Department: Human Resources

Objective:

Continue to develop a highly responsive, efficient, and service-oriented Human Resources Department that attracts, develops, supports, and retains exceptional employees while ensuring compliance, fiscal responsibility, operational excellence, and equitable support for all schools and departments.

The Human Resources Department will continue to refine systems established in previous years, strengthen internal capacity, increase transparency, and support the District's strategic priorities through effective staffing, credential monitoring, risk management, employee support, and operational accountability.

Roles and Services

Department Organizational Chart (Names and Titles)

Manager (s)	Dr. Sergio Canal, Chief Human Resources Officer	Dr. Jen Alcazar, Director, Human Resources	Sally Cheng, Director, Risk Management
Office Staff	Richard Ibarra, Executive Secretary		Brenda Guerrero, Workers Compensation Technician
Analysts/Technicians & Specialists		Human Resources Analyst, Vacant	
		Joanna Flores, Leaves Analyst	
		Sarah Brush, Human Resources Position Control Technician	
		Julia Barrios, Classified Personnel Technician	Catherine del Fierro, Classified Personnel Technician
		Yvonne Garcia, Substitute Services Technician	
		Amy Ellerbrock, Credential Services Specialist: West	Nancy Gonzalez, Credential Services Specialist: East



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Services provided by the Human Resources Department:

1. Labor Negotiations with three (3) 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. Administrator Operations Meetings
7. Employee Evaluation
8. Transfers, Reassignments
9. Peer Assistance and Review Process
10. Credential management
11. Substitute management
12. Complaints (UCP/Title IX/Williams/1312.1/4030)
13. Contract management
14. Employee grievances
15. Management of industrial and non-industrial leaves
16. Risk Management: insurance, litigation, workers' compensation, general liability
17. Staffing, recruiting, and credentialing verification of certificated staff
18. Staffing, recruiting, and onboarding of classified staff

Prior Year Reflection

Accomplishments in 2025-2026 include:

The Human Resources Department continued to make significant progress during 2025–2026 through the implementation of systems and practices designed to improve operational efficiency and service delivery. Key accomplishments included:



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- Key accomplishments during the 2025–2026 school year included the continued use of centralized recruitment and hiring systems, which improved consistency and efficiency throughout the hiring process. The department successfully reduced certificated misassignments through proactive credential monitoring and regular assignment reviews, ensuring that employees were appropriately credentialed for their assigned positions.
- Through targeted recruitment efforts and strategic staffing practices, the department significantly reduced chronic vacancies across the organization. Collaboration among Human Resources, Business Services, and Academic Services also resulted in improved hiring timelines, allowing critical positions to be filled more quickly and efficiently.
- The department expanded professional learning opportunities for Human Resources personnel, increasing staff knowledge and capacity to support school sites and departments. Additional Standard Operating Procedures (SOPs) were developed and implemented, creating greater consistency, transparency, and accountability in departmental operations.
- Support for administrators was enhanced through training related to recruitment and hiring practices, employee evaluations, and credential compliance requirements. The department also strengthened its commitment to customer service by improving communication, responsiveness, and support for employees, administrators, and community stakeholders.
- In addition, Human Resources continued to strengthen position control processes and fiscal oversight practices to ensure staffing decisions aligned with budgetary and organizational priorities. The department also advanced the development of risk management systems and claims coordination procedures, improving the District's ability to proactively address operational risks and support organizational continuity.
- Collectively, these accomplishments reflect the department's ongoing commitment to building an increasingly effective, responsive, transparent, and accountable organization that supports the success of employees, students, and the broader District community.

Next Steps/Continued Actions for 2026-2027:

While Human Resources has made substantial progress in improving systems, processes, and service delivery, continued growth will require a focus on sustainability, accountability, and continuous improvement.

- The continued use of centralized recruitment and hiring systems has improved consistency and efficiency throughout the hiring process. During the coming year, the department will focus on further streamlining workflows, reducing manual processes, and utilizing data to identify and eliminate bottlenecks. Additional efforts will be made to leverage recruitment analytics to improve candidate outreach, applicant tracking, and hiring outcomes.
- The reduction in certificated misassignments demonstrates the effectiveness of proactive credential monitoring. Moving forward, the department will strengthen assignment review processes through regular audits, enhanced administrator training, and expanded credential support resources to ensure continued compliance and minimize assignment discrepancies.



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- Significant reductions in chronic vacancies have resulted from focused recruitment efforts. The next phase of this work will emphasize workforce stability by expanding recruitment pools, developing internal talent pipelines, increasing substitute-to-permanent employee conversions, and implementing strategies designed to improve employee retention.
- Improved hiring timelines have been achieved through strong collaboration among Human Resources, Business Services, and Academic Services. Continued cross-departmental collaboration will focus on establishing clear performance benchmarks, refining hiring timelines, and ensuring that staffing decisions are aligned with both operational and educational priorities.
- The expansion of professional learning opportunities has increased the department's capacity to support employees and administrators. In the coming year, Human Resources will continue to invest in staff development through ongoing training, cross-functional learning opportunities, and succession planning to ensure operational continuity and organizational resilience.
- The development and implementation of additional Standard Operating Procedures has increased consistency and transparency across departmental functions. Future efforts will focus on documenting all core Human Resources processes, establishing annual review cycles, and ensuring that procedures remain accessible, current, and aligned with organizational needs.
- Administrator support has improved through targeted training related to hiring practices, evaluations, and credential compliance. To build on this success, Human Resources will expand professional learning opportunities for administrators, increase access to tools and resources, and provide ongoing guidance to support consistent implementation of personnel practices across all sites and departments.
- Enhanced customer service practices have strengthened relationships with employees, administrators, and community stakeholders. The department will continue to gather and analyze stakeholder feedback, establish customer service benchmarks, and implement improvements that increase responsiveness, transparency, and overall satisfaction.
- Continued improvements in position control and fiscal oversight have supported responsible staffing decisions and budget alignment. During the next year, the department will further refine staffing analysis processes, strengthen collaboration with Business Services, and utilize data to support long-term workforce planning and fiscal sustainability.
- Finally, ongoing development of risk management systems and claims coordination processes has improved the District's ability to proactively manage risk and support operational continuity. Future efforts will focus on strengthening safety awareness, improving claims management processes, enhancing reporting systems, and collaborating across departments to support organizational resilience and risk reduction.



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Department Priorities & Goals

Goal	Responsible	Success Indicators
1. Continue to decrease departmental errors and increase operational efficiency through system improvements, data integrity, accountability measures, and standardized protocols and procedures. • Conduct regular audits of personnel and staffing data. • Expand use of dashboards and data-monitoring tools. • Complete annual reviews of all major HR processes. • Continue development and refinement of Standard Operating Procedures. • Increase automation of routine HR processes where feasible. • Continue professional learning opportunities for all HR and Risk Management staff.	Chief Human Resources Officer Director of Human Resources Director of Risk Management All Human Resources Staff	Reduce processing errors by 10%. Mid-year audit analysis. Increased efficiency in personnel transactions (reduced time to hire, in days, etc) Improved stakeholder satisfaction.
2. Recruit, hire, and retain highly qualified employees while reducing vacancies and strengthening workforce stability. • Maintain year-round recruitment efforts. • Continue advertising vacancies through EdJoin, other professional recruitment platforms, and	Director of Human Resources Classified Personnel Technicians Credential Specialists Substitute Services Technician	Reduce chronic vacancies by 10%. Increase qualified applicant pools by 15%. Increase substitute-to-permanent employee conversions annually. Reduced use of agency employees due to hiring of PUSD staff.



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various alternate platforms, including Indeed, etc. • Expand outreach to substitute employees regarding permanent employment opportunities. • Develop recruitment campaigns targeting hard-to-fill positions. • Maintain annual recruitment events hosted by the District. • Establish an internal talent pipeline for classified and certificated employees seeking advancement opportunities. • Develop succession planning strategies for critical positions. • Maintain a database of prospective candidates, substitutes, retirees, and former employees interested in returning to District service. • Continue to reduce reliance on staffing agencies whenever possible.	Position Control Technician	
3. Ensure all employees serve in assignments for which they are appropriately credentialed and authorized. • Conduct regular assignment audits. • Continue credential monitoring and compliance reviews. • Provide credential workshops and	Director of Human Resources Credential Specialists Human Resources Staff	Reduce assignment discrepancies by an additional 10%. Maintain the goal of 100% credential monitoring compliance. Increase employee participation in credential support opportunities.



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informational sessions related to assignment monitoring and credentialing. • Develop individualized compliance plans for employees requiring additional authorizations. • Maintain credential tracking systems and reporting tools. • Continue to support administrators with assignment compliance and credential requirements.		
4. Provide transparent, accessible, and responsive service to all stakeholders. • Continue development and publication of SOPs. • Publish HR procedures, forms, timelines, and FAQs through an accessible online platform. • Increase accessibility of current forms and personnel resources. • Continue administrator and office staff training. • Expand customer feedback opportunities. • Establish service standards for response times and communication expectations.	Chief Human Resources Officer Director of Human Resources Executive Secretary	Increased stakeholder satisfaction ratings. Improved response times. Increased use of self-service resources. Reduction in repetitive support requests.
5. Improve employee satisfaction, engagement, and retention through proactive support systems.	Chief Human Resources Officer	Increased employee satisfaction ratings.



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• Continue exit surveys and expand employee feedback opportunities. • Implement annual employee engagement surveys. • Strengthen onboarding support for new employees. • Identify retention trends and develop action plans. • Support employee recognition initiatives. • Collaborate with departments and school sites to address workforce concerns.	Director of Human Resources Human Resources Staff	Improved employee retention rates. Increased participation in onboarding and engagement activities. Reduction in voluntary separations.
6. Develop a highly skilled, knowledgeable, and cross-trained Human Resources team capable of providing exceptional service. • Provide ongoing professional learning opportunities. • Conduct monthly HR training sessions. • Provide updates related to labor law, credentialing, personnel practices, and compliance requirements. • Crosstrain HR staff in critical operational areas. • Develop internal subject-matter experts in credentialing, recruitment, position control, leaves, labor relations, and employee relations.	Chief Human Resources Officer Director of Human Resources All Human Resources Staff	90% participation in professional learning activities. Cross-training completed for all critical functions. Increased staff confidence and competency. Improved operational continuity.



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• Encourage site visits to strengthen understanding of operational needs. • Develop succession plans for critical HR functions.		
7. Maintain fiscally responsible staffing practices and effective position control systems. • Continue collaboration among Human Resources, Business Services, and Academic Services. • Monitor staffing allocations and position control processes. • Review staffing projections regularly, and support sites and departments with meeting projections/allocations. • Evaluate vacancies and staffing patterns to ensure alignment with organizational needs. • Support budget development through accurate personnel data. • Continue efforts to reduce unnecessary expenditures related to temporary staffing.	Chief Human Resources Officer Director of Human Resources Director of Risk Management Position Control Technician Human Resources Staff	Improved staffing accuracy. Reduction in position-control discrepancies. Increased budget alignment. Reduced reliance on agency staffing.
8. Continue strengthening risk management systems while supporting districtwide operational resilience and recovery efforts.	Director of Risk Management Chief Human Resources Officer	Timely claims resolution. Reduction in preventable workplace incidents.



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• Coordinate claims management and documentation efforts. • Monitor workers' compensation trends and implement preventative measures. • Continue collaboration with Legal Services, Business Services, Facilities, and Operations. • Expand workplace safety awareness and training. • Strengthen risk monitoring and reporting systems. • Support employee wellness and resilience initiatives.	Human Resources Staff	Increased participation in safety initiatives. Effective support of district recovery and operational continuity efforts.
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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.)



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Data Used to Determine (Prior Year Data)	Alignment to Strategic Plan	LCAP Alignment	
1. 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.	Credential status (CDE, LACOE)	24 (2024-2025); 15 (2025-2026) [37.5% decrease]	Decrease by 10% annually
			Met

Data Used to Determine (Prior Year Data)	Alignment to Strategic Plan	LCAP Alignment	
2. 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	24/25 - 12 chronic vacancies 25/26 - 5 chronic vacancies [58% decrease]	Decrease by 10% annually
			Met

Data Used to Determine (Prior Year Data)	Alignment to Strategic Plan	LCAP Alignment	
3. 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)	June 2025: 30 days June 2026: 28 days [6.67% decrease]	Decrease by 5% annually
			Met

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



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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	75% attendance rate	Increase 10% annually
			Met

Data Used to Determine (Prior Year Data)	Alignment to Strategic Plan	LCAP Alignment	
5. 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	10 SOPs (from 6 previous year)	Increase 10% annually
			Met