



# Human Resources **CLASSIFIED** *Personnel Commission*

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# ANNUAL REPORTS *2018 - 2024*



## **PERSONNEL COMMISSION OVERVIEW**

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As a strategic partner within the Anaheim Union High School District, the Human Resources – Classified office is responsible for developing, implementing, and maintaining services and systems to effectively recruit, select, and retain qualified employees within our school district’s classified workforce. The department serves as a “dual-hat” Commission through coordination of both pre-hire (recruitment through placement) and post-hire (leaves of absence, change in assignment processing) sides of the traditional Human Resources structure. AUHSD’s designation as a Merit System school district allows the department to operate independently under supervision of a Personnel Commission.

### **MERIT SYSTEM PRINCIPLES**

The first Merit System law in the nation for school districts was passed by the California legislature in 1936 and made a part of the California Education Code. The Anaheim Union High School District became a Merit System in 1967. Today, as in 1936, the Merit System provides personnel selection protection through the Education Code against politically or personally motivated employment, promotion, discipline or dismissal actions.

1. Recruitment of job applicants should be from sources representing all segments of society, and selection and advancement should be determined solely on the basis of relative ability, knowledge, and skills, after fair and open competition, which assures that all receive equal opportunity.
2. All employees and applicants for employment should receive fair and equitable treatment in all aspects of personnel management.
3. Equal pay should be provided for work of equal effort, skill, and responsibility.
4. School district employees should be managed and treated fairly and consistently and be engaged in work that serves the best interests of students.
5. Employees should be retained and promoted on the basis of merit, as measured by the adequacy of their performance and professional achievement.
6. Employees should be protected from arbitrary employment actions and afforded due process rights consistent with applicable law.

### **CORE RESPONSIBILITIES**

The Personnel Commission has three core responsibilities as defined in the California Education Code.

1. **Oversee a personnel management program** based on merit principles that ensure the selection and promotion of employees is based solely on qualifications through competitive examination.
2. **Develop and administer policies** governing employment matters to ensure the fair and equitable treatment of employees within the classified service.
3. **Conduct appeal hearings** on matters involving employee disciplinary action, employment examinations, and personnel policies and procedures.

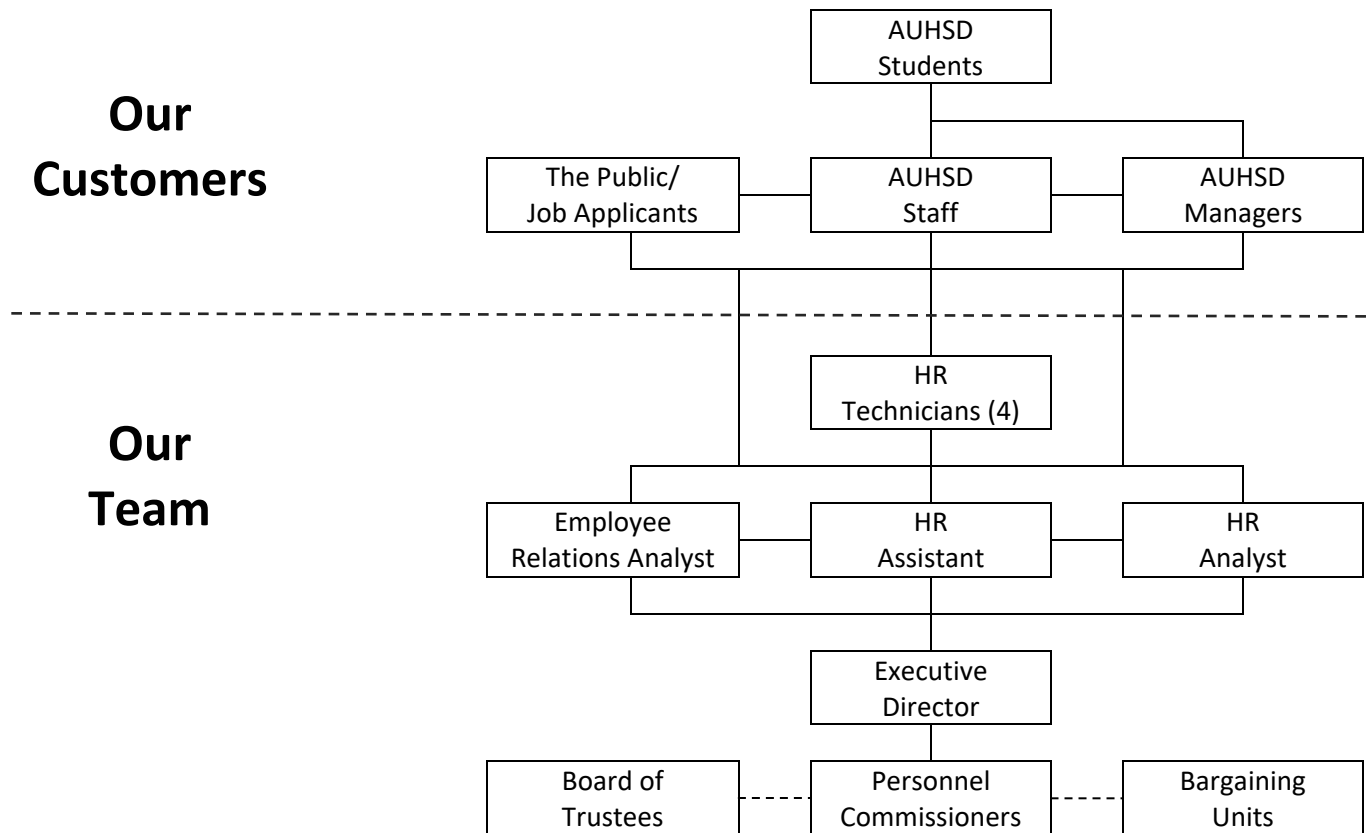
### **PRIMARY FUNCTIONS**

To execute its responsibilities as a Personnel Commission, the HR-Classified department performs the following major duties:

1. **Establish and maintain a position classification plan** which includes creating job descriptions, setting minimum qualifications, and allocating classifications to salary ranges using standards that provide equal pay for equal work.
2. **Establish process and procedure guidelines** to analyze jobs and develop valid employment examinations.
3. **Adopt rules and procedures** to be followed concerning such employment subjects as applications, examinations, employment eligibility, hiring, promotions, discipline and other rules necessary to carry out classified personnel administration.
4. **Perform all general human resources functions** for the classified workforce, including the coordination of leaves of absence requests, the workers compensation interactive process, substitute classified employee placement, recruitment of tutors and babysitters, classified employee celebration events.

## TEAM STRUCTURE

The Human Resources – Classified department is committed to meeting both the goals of the Personnel Commission and the Anaheim Union High School District. The following chart outlines how the Classified HR Team works together to provide service to both the public and District personnel.



## P.E.S.T. ANALYSIS

A PEST Analysis provides an overview of the different macro-environmental factors (political, economic, social, and technological) that may affect the department's options and strategy for operations. The following is a very brief PEST Analysis of factors that may impact the HR-Classified department.

FACTOR	Notable Items
<b>POLITICAL</b>	<ul style="list-style-type: none"> <li>Whether Public Education maintains sufficient public support for funding</li> <li>Whether new Merit System laws are enacted - could affect procedures</li> <li>Whether changes are negotiated into the next Bargaining Agreement</li> </ul>
<b>ECONOMIC</b>	<ul style="list-style-type: none"> <li>Whether the State Budget increases or decreases - could affect staffing</li> <li>Whether interest rates change - could affect AUHSD budget</li> </ul>
<b>SOCIAL</b>	<ul style="list-style-type: none"> <li>Whether population growth changes - could affect enrollment and funding</li> <li>Whether the mental or physical health of the workforce affects performance</li> </ul>
<b>TECHNOLOGICAL</b>	<ul style="list-style-type: none"> <li>Whether new equipment and systems are able to increase efficiency</li> <li>Whether Classified HR has regular access to computer lab - could affect testing strategy</li> </ul>

## S.W.O.T. ANALYSIS

A SWOT analysis is a structured planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or business operation. Below are SWOT analysis factors currently identified for the HR-Classified department.

<b>FACTOR</b>	<b>Notable Items</b>
<b><u>S</u>TRENGTHS</b>	<ul style="list-style-type: none"> <li>• Good customer service from a capable staff</li> <li>• Veteran Personnel Commission with deep experience and integrity</li> <li>• Above market total compensation for majority of the workforce (top of the market benefits)</li> <li>• Very good working relationships with bargaining units</li> <li>• Very good working relationships with managers, administrators, and cabinet members</li> <li>• Established trust between the Commission and the Board</li> <li>• In-depth knowledge and expertise regarding test construction, personnel/human resource management and the merit system</li> <li>• Innovation in classification/reclassification/job analysis</li> <li>• Innovation in compensation analysis</li> <li>• Innovation in test development/personnel assessment</li> <li>• Technology-based assessments that allow for quicker scoring, notification, and more accurate assessment of candidates</li> <li>• Legal and Union Contract compliance</li> <li>• Online resources, tools, and portals (HR-Classified web page)</li> </ul>
<b><u>W</u>EAKNESSES</b>	<ul style="list-style-type: none"> <li>• Considering positions to be underpaid when below 50% of the market rather than 60-70%</li> <li>• Paying a small portion of positions (mostly management level) below 50% of the market</li> <li>• Remaining understaffed at certain work locations</li> <li>• Retaining a sufficient number of substitute employees to meet demand</li> <li>• Office location separated from district office building</li> <li>• Outdated/incomplete job descriptions</li> </ul> <p><b><u>Weakness reduced or eliminated in 2018-2024</u></b></p> <ul style="list-style-type: none"> <li>• Paper based approval process for new personnel requisitions</li> </ul>
<b><u>O</u>PPORTUNITIES</b>	<ul style="list-style-type: none"> <li>• Training opportunities and workshops for current employees' professional growth</li> <li>• More sophisticated selection tools backed by research and empirical evidence, such as situational judgment tests (SJT), personality measures, and cognitive ability assessments</li> <li>• Standardizing duty statements and clarifying specialized duties across all job families</li> <li>• Expanding job descriptions to be more flexible and multi-purposed requiring job designs to be based on broad competencies instead of task-based functions</li> <li>• Upgrading the performance evaluation system for precise measurement and reliability</li> <li>• Transitioning to virtual digitized personnel file system</li> </ul> <p><b><u>Opportunities realized or partially realized in 2018-2024</u></b></p> <ul style="list-style-type: none"> <li>• Transitioning to paperless online onboarding system</li> <li>• Implementing virtual online testing and interviews</li> </ul>
<b><u>T</u>HREATS</b>	<ul style="list-style-type: none"> <li>• Declining enrollment</li> <li>• Cost-of-living increases and economic hardship</li> <li>• Competitor Agencies in the market raising salary schedules</li> <li>• Competitor Agencies adopting innovative technology faster than AUHSD</li> </ul>

## **MAJOR ACCOMPLISHMENTS IN 2018-2019**

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1. Created Quick Reference Guide about Substitute Support Guidelines
2. Created Quick Reference Guide and training program about Email Etiquette
3. Created guidance to identify exempt management positions and recommended necessary changes
4. Created new employee orientation training program and began in-person scheduled orientations
5. Established the Mid Managers Association salary schedule
6. Upgraded all office computers from desktop to laptop with docking station and dual monitors
7. Began weekly backup of all HR system digital files
8. Coordinated the Perfect Attendance Awards at a Board meeting
9. Coordinated the Years of Service Recognition Ceremony at Savanna High School
10. Coordinated the Employee of the Year Celebration at the Holiday Inn
11. Coordinated the Retirement Tea Celebration at the District Office

## **MAJOR ACCOMPLISHMENTS IN 2019-2020**

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1. Conducted training about performance evaluation to management group
2. Collaborated with District and union leaders for emergency changes based on the Covid-19 Pandemic
  - a. Provided guidance on modified and repurposed work options based on position type
  - b. Worked with risk management to clarify safety protocols
  - c. Created Contact Tracer classification and hired team of temporary workers
  - d. Revised the Employee of the Year awards to be distributed to nominees by mail
3. Processed all emergency Covid based leave of absences
4. Created new remote fingerprinting process for new hires
5. Coordinated the Perfect Attendance Awards at a Board meeting
6. Coordinated the Years of Service Recognition Ceremony at Savanna High School
7. Coordinated the Retirement Tea Celebration (Virtual)

## **MAJOR ACCOMPLISHMENTS IN 2020-2021**

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1. Adopted new online systems (Test Genius) to conduct virtual testing for job applicants
2. Adopted new online system (Sparkhire) to conduct live and recorded structured interviews virtually
3. Adopted new online HR system (Talent Ed) to onboard new employees virtually
4. Processed all emergency Covid based leave of absences
5. Assisted with contact tracing communication and processing
6. Coordinated the guidelines and distribution of staff performing repurposed work duties
7. Hired 100+ tutors and 400+ student mentors to assist with virtual instruction
8. Initiated many new recruitments to fill vacancies based on 2020 early retirement incentive
9. Coordinated the Years of Service Recognition Ceremony (Virtual)
10. Coordinated the Employee of the Year Celebration (Virtual)
11. Coordinated the Retirement Tea Celebration (Virtual)

## **MAJOR ACCOMPLISHMENTS IN 2021-2022**

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1. Performed at an exceptionally productive level based on historically high numbers for vacancies, leaves of absence, and specially-funded positions (see Statistical Summary on page 8)
2. Created and posted individual work calendars for all 17 different classified calendar types
3. Provided virtual New Employee Orientation to 170 new employees
4. Presented AUHSD's salary study methodology in training presentation to PTC-SC members
5. Collaborated on classified staff training goals based on Educator Effectiveness Block Grant funding
6. Conducted and delivered comprehensive salary study report for classified workforce
7. Coordinated the Years of Service Recognition Ceremony (Virtual)
8. Coordinated the Employee of the Year Celebration (Virtual)
9. Coordinated the Retirement Tea Celebration (Virtual)

## **MAJOR ACCOMPLISHMENTS IN 2022-2023**

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1. Adopted new online HR system (NEOED Onboard) to onboard new employees virtually
2. Installed security camera and communication system to enhance safety protections
3. Attended AUHSD College & Career Fair to advertise current and prospective job opportunities
4. Gave presentation on AUHSD HR Innovation at 2023 CSPCA State Conference in Long Beach
5. Conducted salary and staffing analysis focused on Personnel Commission operation
6. Broadened reemployment options for staff affected by reductions in force
7. Created Quick Reference Guide for Managing Classified Staff
8. Adopted new PC rule to allow accelerated hiring rates for positions with recruitment difficulties
9. Advocated successfully for additional campus safety support positions
10. Coordinated support among District and PC leadership to oppose CA Assembly Bill 1699
11. Coordinated the Years of Service Recognition Ceremony at Orangeview Junior High School
12. Coordinated the Employee of the Year Celebration at the District Office board room and lounge
13. Coordinated the Retirement Tea Celebration at the District Office

## **MAJOR ACCOMPLISHMENTS IN 2023-2024**

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1. Filled unprecedented number of IA vacancies without the need for outsourced support
2. Advocated successfully for new Floater positions to support safety, health, and attendance support
3. Provided in-depth training workshop about managing classified staff to all District managers
4. Coordinated support among District and PC leadership to oppose CA Assembly Bill 2088
5. Conducted comprehensive salary study for classified workforce [Postponed until 24/25]
6. Created recruitment structure to hire 120+ VAPA Professional Experts based on Proposition 28 funding
7. Onboarded and trained four separate new HR Technicians
8. Developed virtual exit survey to capture key turnover information
9. Collaborated with Sr. Administrative Assistant leads to create clerical sub training program
10. Created and enhanced all standard NEOGOV recruitment notice templates
11. Created online comprehensive recruitment process guide with links to related templates
12. Updated HR-Classified department manual
13. Reactivated the Professional Growth Committee
14. Created Quick Reference Guide on New Employee Orientation for Substitutes
15. Updated most currently available Quick Reference Guides
16. Updated transfer request portal functionality
17. Installed adjustable standing desks to improve employee health and wellness
18. Collaborated with CSEA and District leadership to create Lead Stipend
19. Coordinated the Years of Service Recognition Ceremony at Savanna High School
20. Coordinated the Employee of the Year Celebration at the District Office board room and lounge
21. Coordinated the Retirement Tea Celebration at the District Office

## **GOALS FOR 2024-2025 and BEYOND**

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1. Initiate new clerical substitute training program
2. Implement Lead stipend criteria and begin approving it where appropriate
3. Utilize Professional Growth Committee to update forms and functionality for users and HR
4. Conduct updated comprehensive total compensation salary study
5. Complete office staffing analysis and recommendations
6. Create more substitution options for experience and education minimum qualifications
7. Complete the transition to the Orange County Docuware system to manage personnel requisitions
8. Complete the scanning and digitization of all personnel files into the Docuware system
9. Start updating select Merit Rules that will affect necessary changes in operation
10. Create feedback surveys for interview raters, interview candidates, and hiring managers
11. Update automated substitute system (Smartfind Express) system to improve speed and quality of support

## KEY INNOVATIONS IN HR PRACTICES

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The following advanced HR products and processes were either created or adopted by HR-Classified staff and supported by Personnel Commission leadership during the previous nine years. These innovations have provided significant benefits to HR staff, job applicants, employees, and managers.

- **Total Compensation Salary Analysis** – HR staff have established AUHSD as an industry-leader in salary analysis and have presented its methodology at HR workshops and conferences. Staff use unique data points and formulas to identify an accurate midpoint in the market, the distance AUHSD is from the midpoint, and balanced recommendations to the Personnel Commission regarding suggested changes needed to maintain external and internal salary alignment.
- **Quick Reference Guides** – Expansive series of one-page guides that summarize key systems and concepts.
- **Job Subfamilies** – Distinguishing smaller categories of related positions within a larger job family structure instead of having only job families.
- **Specialized and General duties** – Evolution of “distinguishing characteristics” section in job description that better defines what “specialized duties” are unique to a position in contrast to “general duties” that are also performed in other positions.
- **Monthly Exam Bulletin** – Utilizing Ed Code 45278, which allows much greater flexibility with the length of a job posting period if a regular monthly job bulletin is distributed to all staff.
- **Testing Battery** – Providing most or all testing components (multiple choice test, performance test, self-recorded interview) to applicants at the same time in order to dramatically shorten the testing stage duration.
- **Remote Unproctored Online Testing** – Allowing applicants to complete required testing at a convenient time and place on their own computer or phone rather than being required to participate at an in-person test that may not work for their schedule.
- **Remote Self-administered Structured Video Interviews** – Allowing applicants to record their structured interviews on their own device in a way that best works for them, and allowing interview raters the flexibility to watch and rate the recorded interviews at their own convenience.
- **Banding Based on Statistical Error** – Recognizing that all testing has at least 1% error (and likely much more), scores that are within 1% are considered to be equivalent, which allows more applicants to reach the eligibility list and decreases adverse impact.
- **Substitute Service Credits** – Providing additional credit in total score points to applicants who have regularly worked as an AUSD Substitute employee in a related position by utilizing a training and experience assessment step in the recruitment process.
- **Virtual Onboarding** – Allowing new hires to complete 100% of their required new hire paperwork online at their own convenience while getting remote help from HR staff as needed.
- **Accelerated Hiring Rate** – A new PC Rule that increases the starting salary rate for a position, which allows HR to raise the substitute pay rate for a position that HR is struggling to recruit even though the position is considered to be above market regarding overall compensation.
- **Floater Positions** – Permanent employees who operate as substitute, backup, or additional support staff as needed at all work locations in the District, which provides more consistent and reliable support to sites than true substitutes. AUHSD has added Campus Safety Aide, Secretary-Attendance, Secretary-Registrar, and LVN Floaters as of this publication.
- **Lead Stipend** – Created to recognize and compensate non-management staff who agree to temporarily perform the management task of training new staff, which provides a more effective and transparent way for new staff to receive training from someone more familiar with specific details of performing the position.

## STATISTICAL SUMMARY

One of the PC's primary initiatives is the ongoing evolution of data capture and analysis. The PC collects information through multiple manual and automated tracking mechanisms. Summary information is provided below to show workload trends from the 2018/2019 fiscal year through 2023/2024.

### APPLICATIONS

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Position Requisitions	706	422	412	699	593	616
Applications Received	6,783	5,914	6,502	7,526	6,741	6,599
Qualified Applications	3,465	3,510	3,582	4,781	4,214	3,962
Disqualified Applications	3,318	2,404	2,920	2,745	2,527	2,637

### GENDER OF APPLICANT POPULATION

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Female	3,696	3,280	3,938	4,564	3,678	3,683
Male	2,403	2,186	2,161	2,480	2,540	2,329
Unknown	684	448	403	482	523	587

### ETHNICITY OF APPLICANT POPULATION

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
American Indian	32	26	36	41	35	40
Asian	493	595	756	463	546	514
Black	394	393	310	421	371	334
Filipino	156	183	144	165	159	166
Hispanic	3,765	3,095	3,690	4,688	4,078	3,828
Other	213	197	219	255	222	203
Pacific Islander	53	33	29	51	42	48
White	937	905	864	903	719	826
Unknown	740	487	454	539	569	640

### TESTING

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Written Exam Applicants	2,873	2,500	1,456	2,551	2,427	1,587
Performance Exam Applicants	137	96	213	502	459	359
Structured Interviews	414	306	259	550	552	435
Eligible Candidates	1,250	983	1,015	1,787	1,520	1,380

### CLASSIFICATION

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
New Classifications	3	2	6	2	7	1
Revised Classifications	30	9	1	11	7	2
Reclassifications	4	1	0	1	1	1

### ASSIGNMENT CHANGES

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
New Hires	221	206	109	378	220	330
Promotions	26	27	15	67	60	42
Leaves of Absence	251	362	684	2,425	1,135	341
Classified/Certificated	182/69	268/93	498/186	1,384/1,041	687/448	212/129
Summer Assignments	N/A	N/A	N/A	N/A	N/A	475
Student Workers	107	90	46	156	85	162
Resignations	93	65	72	148	99	110
Retirements	15	26	9	18	27	20