

Palm Springs Unified School District

Operational Expectations Monitoring Report

OE-4 Personnel Administration

October 26, 2021

(Reflecting 2020-2021 Data)

SUMMARY OF COMPLIANCE STATUS

SUPERINTENDENT CERTIFICATION

With respect to Operational Expectation 4 “Personnel Administration”, taken as a whole, the Superintendent certifies that preceding information is accurate and complete, and is:

_____ **In Compliance**

_____  **In Compliance, with Exceptions (as noted in the evidence)**

_____ **Not in Compliance**

Signed: _____ Date: _____
Superintendent of Schools

BOARD ACTION

With respect to Operational Expectation 4, “Personnel Administration”, the Board finds the District to be:

_____ **Fully Compliant**

_____ **Compliant with Noted Exceptions**

_____ **Non-Compliant**

Comments and/or Suggestions

Signed: _____ Date: _____
Board President

**Personnel Administration
OE – 4
October 26, 2021
(Reflecting 2020-2021 Data)**

The Superintendent shall assure the recruitment, employment, development, evaluation, compensation and treatment of district employees in a manner necessary to enable the organization to achieve its Results policies.

1. The Superintendent will maintain an organizational culture that positively impacts the ability of staff to responsibly perform their jobs and allows them to work in an environment of professional support and courtesy.	In compliance
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Interpretation

I interpret this policy to mean the Board of Education values employees working in an environment that is free from negative conditions such as bullying, hostility, harassment and/or discourteous treatment. A work environment that is free of such negative conditions allows for productive, effective and cooperative employees which positively impacts student achievement.

Indicators (We will know we are in compliance when...)

- a) Ninety-five percent (95%) of our employees receive a yearly rating of Satisfactory or higher on their evaluation in the following components:
 - i. Certificated Employees – CSTP 6: Developing as a professional educator (which measures their professionalism with all stakeholders)
 - ii. Classified Employees – Component 6: Ability to work with others
- b) One hundred percent (100%) of our management team will receive training on how to appropriately respond to negative conditions in the workplace.

Evidence of Compliance

- Certificated – Ninety-nine percent (99%) of certificated employees received a rating of satisfactory or above (Meets/Exceeds Standards) on CSTP 6.
- Classified – Ninety-six percent (96%) of classified employees received a rating of satisfactory or above in Component 6.
- One hundred percent (100%) of our management team (both classified and certificated) received mandatory *Sexual Harassment* and *Abusive Conduct in the Workplace* prevention training. Trainings were held on September 24, 2020.
- Complaints of employee conduct in conflict with a positive organizational culture were promptly investigated and when necessary appropriate action was taken to correct the issue(s).

2. The Superintendent will conduct thorough background inquiries and checks prior to hiring any paid personnel.	In progress
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Interpretation

I interpret this policy to mean the Board of Education values the safety of all students and staff. It is the shared responsibility of all personnel to maintain the safety of everyone. The Board expects thorough background checks to ensure prospective employees do not have a history that would conflict with the District's expectations.

Indicators (We will know we are in compliance when...)

- a) As part of the pre-employment process, all personnel files will include copies of the appropriate internal forms (reference check forms and fingerprint clearance) that validate all employees have been hired with the assurance their history aligns with the District expectations.

Evidence of Compliance

- For the 2020-21 school year, 83 (eighty-three) certificated employees (including management) were hired, a minimum of two (2) reference checks were conducted for each employee, assuring their history aligns with District expectations.
- For the 2020-21 school year, seventy-two (72) classified employees (including management) were hired, a minimum of one (1) reference check was conducted for each employee, assuring their history aligns with District expectations.
- All employees were required to pass a fingerprint clearance, which is documented within the pre-employment section of each employee's personnel file and identified as a *Receipt of Clearance* through the Department of Justice (often referred to as DOJ clearance). For Classified and Certificated positions, we refer candidates to one of the following locations:
 - The UPS Store – 301 N. Palm Canyon Drive, Suite 103, Palm Springs, CA 92262
 - The UPS Store – 31855 Date Palm Drive, "Suite 3", Cathedral City, CA 92234
 - The UPS Store – 14080 Palm Drive, "Suite D", Desert Hot Springs, CA 92240
 - Desert Live Scan Fingerprinting – 42215 Washington St. Suite A, Palm Desert, CA 92211
 - K.O. Notary & Live Scan – 73-730 Hwy 111, Suite 4, Palm Desert, CA 92260

The District receives fingerprint results and any subsequent arrest notifications electronically through the *Secure Mail Server System* (SMSS) assigned to us by the California Department of Justice. Within the HR department there are four (4) approved and designated custodians of records responsible for checking SMSS notifications for daily updates.

Note: During the 2020-21 school year there was an incident that failed to meet our District expectations regarding background inquiries. Since then, our HR personnel has strengthened our processes, with particular focus on transitions from substitute to probationary status. Additionally legal counsel from AALRR provided our department a two-hour training on reference/background checks to further strengthen our systems.

3. The Superintendent will assure that no volunteer who has unsupervised contact with students is permitted to serve without first having cleared reasonable background checks.	In compliance
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Interpretation

I interpret this policy to include the clearance of all District volunteers that will have direct contact with students. Although unpaid, volunteers offer very important services for our students. Consequently, we conduct background checks on volunteers as well. Volunteers are defined as unpaid individuals that contribute more than four (4) hours a week of their time or serve as Walk-On Coaches. While the majority of Walk-On Coaches are those that support our athletic programs (and in some cases are paid), PSUSD applies the term to include individuals that participate in student activity programs sponsored by the school and under the supervision of the principal, such as tutors.

Indicators (We will know we are in compliance when...)

- a) Every non-supervisory volunteer (a volunteer that is never left alone with students) who is accepted by the District successfully passes Megan's Law database.
- b) Every supervisory volunteer (a volunteer serving alone as a supervisor to students) who is accepted by the District successfully passes DOJ and FBI clearance.

Evidence of Compliance

- Prior to the 2020-21 school year, thirty-four (34) volunteers applied and either passed DOJ/ FBI and/or Megan's Law clearance, with the intent of volunteering during the 2020-21 year. However, volunteer participation, as well as the application process, was closed during 2020-21.
- During the 2020-21 school year, ten (10) Walk-On Coaches applied and passed DOJ clearance.
- During the 2020-21 school year, the District invested \$2,500 to cover the cost of clearing volunteers (this was significantly less than previous years).

The 2020-21 online/automated volunteer process was as follows:

1. Submit online Volunteer Application*
2. HR verifies information/ required documents (Check Megan's Law, previous volunteer status, LS forms)
3. Forward to site / departments to approve / forward back to HR
4. Contact volunteer through email to start live scan process/Come in to HR to pick up live scan paperwork (Supervisory volunteers only)
5. Wait for live scan results to clear volunteers (Supervisory volunteers only)
6. Automatic notifications to Volunteers/sites once approved

*Applications were accessible through the volunteer page on the PSUSD website. All three (3) application forms (one for all school sites and a separate form for CVC and ECE, both sites have additional volunteer requirements).

<p>4. The Superintendent will select the most highly qualified and best-suited candidates for all positions, selecting in-district candidates whose qualifications are deemed to be equal considering both qualifications and suitability. The Superintendent will ensure that the District hiring practices reflect a firm commitment to diversity, equity and inclusion.</p>	<p>In compliance</p>
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Interpretation

I interpret this to mean the Board of Education values having quality employees to conduct the work necessary to educate students and/or maintain the appropriate conditions for learning. I interpret the term ‘qualified’ as employees who possess the appropriate credential, permit, certification and/or experience necessary to conduct the work of educating or maintaining the appropriate conditions for learning. Additionally, I interpret the term ‘best suited’ as employees who have passed their probationary period and have gained permanency based on a satisfactory evaluation.

Indicators (We will know we are in compliance when...)

- a) All certificated teachers hired will possess the appropriate credential to teach the courses of programs to which they are assigned.
- b) All administrators will possess the appropriate credential to supervise the program they have been hired to manage.
- c) All classified managers will possess the appropriate level of education and/or possess the appropriate certification in order to carry out their responsibilities.
- d) All employees will be evaluated during their probationary period, and those receiving a satisfactory evaluation will earn permanency with the District. Those employees who fail to meet the values of the Board of Education will be released.
- e) All permanent employees will be evaluated using the cycle approved in their respective Collective Bargaining Agreements and/or as mandated by the Education Code. Those employees who fail to meet the values of the Board of Education, appropriate steps will be taken to either improve their performance or release them from employment.
- f) A comprehensive recruitment plan will be implemented annually to attract highly qualified teachers to the District.
- g) A Leadership Academy will be created to develop the leadership skills of aspiring managers/administrators, as well as support newly hired administrators.

Evidence of Compliance

- One hundred percent (100%) of the certificated teachers possessed the appropriate credential per the RCOE annual credential audit.
- One hundred percent (100%) of the certificated administrators possessed the appropriate credential per the RCOE annual credential audit.

- One hundred percent (100%) of the classified managers possessed the appropriate certification or permit required to meet minimum job qualifications per the yearly PSUSD HR department audit.
- Four hundred thirty-four (434) paraprofessionals/staff assigned to instructional duties met all requirements. There are no longer any paraprofessionals/staff out of compliance.
- Four (4) certificated teachers did not pass their probationary period and were released (or resigned in lieu of) as they did not meet the values of the Board of Education.
- Two (2) classified employees did not pass their probationary period and were released as they did not meet the values of the Board of Education.
- Five hundred and ninety-one (591) teachers were scheduled to be evaluated.
- One (1) teacher remained in PAR.
- PSUSD conducted a local educator fair on March 6, 2021 virtually via Zoom. One hundred seventy-three (173) applicants attended the job fair.
- PSUSD sent recruitment teams to nineteen (19) educator fairs conducted virtually from university campuses (both in and out of state).
- As of October 2021 our data demonstrates a positive trend reflective of the District's recruitment effort during the 2021/2022 recruitment season and commitment towards diversity. The chart below highlights how the progressive trend compares alongside the eighty-two (82) new teachers hired during the 2020/2021 recruitment season:

Ethnicity	Student Population (%)	Classified Employees (%)	Certificated Employees (%)	New Certificated Hires (during 2020 recruitment season)
Native American	.47%	.2%	.8%	1%
African American	4.52%	5.8%	4.2%	10%
Asian	2.65%	1.8%	1.8%	2%
Hispanic/Latino	79.87%	70%	24%	43%
White	9.93%	22%	66.9%	44%
Others	2.56%	.2%	2.3%	0%

5. The Superintendent will administer clear personnel rules and procedures for employees.	In compliance
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Interpretation

I interpret this to mean the Board of Education values employees knowing how to perform the essential functions of their job in order to support student achievement. I also interpret this value to mean the District will create and communicate the systems and procedures that allow for a fair and legal working atmosphere as mandated by the Ed. Code and/or respective Collective Bargaining Agreements.

Indicators (We will know we are in compliance when...)

- a) Grievances filed by the labor groups will be resolved promptly, appropriately, and the components of the Collective Bargaining Agreements will be implemented correctly.

- b) Systems and procedures will be implemented, and reasonable effort will be made, to avoid grievances from reaching Level III, arbitration.
- c) Systems and procedures will be implemented, and reasonable effort will be made, to avoid unfair labor complaints filed with PERB.
- d) Systems and procedures will be implemented, and reasonable effort will be made, to avoid and/or mitigate civil litigation relative to labor related complaints.

Evidence of Compliance

- One (1) grievance was filed by PSTA. The grievance was resolved at Level II.
- One (1) grievance was filed by Teamsters. The grievance was resolved at level I.
- The District received zero (0) unfair labor practices allegations/charges.
- The District received two (2) lawsuits alleging violation of employee rights. We anticipate that our systems, procedures and practices will lead to a positive outcome for the District in the pending two (2) cases.

6. The Superintendent will effectively handle complaints and concerns.	In compliance
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Interpretation

I interpret this policy to mean the Board of Education values addressing the concerns of our stakeholders in a thorough and professional manner. I also interpret this value to mean complaints and concerns that are validated will be remedied in a positive manner to support a positive working environment, maintain a positive image of the District and to ensure students learn without distraction or interruption.

Indicators (We will know we are in compliance when...)

- a) All formal complaints submitted to Human Resources will be investigated and appropriately resolved.
- b) All William's Law complaints pertaining to personnel will be investigated and appropriately resolved.

Evidence of Compliance

- Thirteen (13) formal complaints were filed with the PSUSD HR department. Upon the completion of each investigation, a final decision is rendered stating either:

Substantiated: the evidence supports the allegation(s)

Partially Substantiated: the evidence partially supports the allegation(s)

Unsubstantiated: there was insufficient evidence to support the allegation(s)

Unfounded: the evidence supports the allegation(s) does not have merit

- The results of the thirteen (13) complaints are as follows...
 - Four (4) of the formal complaints were Substantiated (the evidence supported the actions violated District Policy and/or Ed Code)
 - Three (3) of the formal complaints were Partially Substantiated (the evidence partially supported a violation of District Policy and/or Ed Code)
 - Five (5) of the formal complaints were Unsubstantiated or Unfounded (insufficient evidence to support the allegations or the evidence demonstrated the allegations lacked merit)
 - One (1) of the formal complaints is still under investigation
- There were zero (0) William's Law complaints filed with the HR department relative to Personnel.

7. The Superintendent will maintain adequate job descriptions for all staff positions.	In compliance
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Interpretation

I interpret this policy to mean the District will maintain job descriptions that accurately define the current role and responsibilities of each defined position in the organization which include certificated, classified and management positions, and which allow the District to function efficiently.

Indicators (We will know we are in compliance when...)

- a) All job descriptions will be current and reflect the essential functions of the job.
- b) Changes to job descriptions will be made based on the investigation findings of work related injuries (Worker's Compensation) if deemed necessary.

Evidence of Compliance

- All fifty (50) certificated management job descriptions are current, with the latest updates and Board approval in 2020.
- All eighty-one (81) certificated (non-management) job descriptions are current, with the latest updates and Board approval in 2020.
- All fifty (50) classified management job descriptions are current. These job descriptions were updated and Board approved in June 2016.
- All fifteen (15) confidential management job descriptions are current. These job descriptions were updated and Board approved in June 2016.
- For classified personnel, there are thirty-six (36) job descriptions for Teams I and seventy-three (73) job descriptions for Teams II. These job descriptions were last updated in October 2019. As a result of the classification and compensation study and recent negotiations, a process for updating these job descriptions was outlined in the tentative agreement.
- Zero (0) job descriptions were changed due to work related injuries.

8. The Superintendent will protect confidential information.	In compliance
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Interpretation

I interpret this to mean the Board of Education values maintaining personal information about employees in a confidential manner. I also interpret this to mean the Board of Education values having systems that protect making personal information of employee's public. I interpret this to mean the Board of Education expects the Human Resources Department to ensure personnel files are kept in a secure manner.

Indicators (We will know we are in compliance when...)

- a) There will be no breaches of confidentiality.

Evidence of Compliance

- For the 2020-21 school year, there were no reported breaches of confidentiality relative to personnel information.

9. The Superintendent will develop and maintain compensation and benefit plans to attract and retain the highest quality employees within available resources.	In compliance
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Interpretation

I interpret this to mean the Board of Education values offering salaries and benefit plans that will convince prospective employees to seek work in PSUSD and once hired, will convince them to remain employed with PSUSD.

Indicators (We will know we are in compliance when...)

- a) The salary and benefits offered to employees in our District are competitive or exceed the salary and benefits offered to employees in our neighboring districts (within Riverside County).
- b) The teacher attrition rate, based on the perception of low wages and benefits, will be less than ten percent (10%) – this excludes terminations, retirements, 'golden handshake' packages and/or reductions in force.

Evidence of Compliance

- Districts entry level teacher salaries:

1.	Banning	\$57,408.00
2.	Hemet	\$55,344.00
3.	PSUSD	\$55,137.00
4.	Coachella	\$53,870.00
5.	Desert Sands	\$53,390.00
6.	Beaumont	\$52,021.00
7.	Morongo	\$51,785.00
8.	Yucaipa-Calimesa	\$50,454.00

➤ District top level teacher salaries:

1.	Banning	\$112,569.00
2.	Hemet	\$112,313.00
3.	PSUSD	\$111,829.00
4.	Coachella	\$111,614.00
5.	Morongo	\$109,119.00
6.	Yucaipa-Calimesa	\$108,250.00
7.	Beaumont	\$107,585.00
8.	Desert Sands	\$107,545.00

➤ District health benefit caps:

1.	Coachella	\$21,655
2.	PSUSD	\$15,015
3.	Morongo	\$15,000
4.	Desert Sands	\$13,805
5.	Yucaipa-Calimesa	\$13,390
6.	Banning	\$13,250
7.	Beaumont	\$12,932
8.	Hemet	\$11,000

➤ Annual work days:

PSUSD	184
CVUSD	184
DSUSD	184
Morongo	184
Yucaipa-Calimesa	185
Beaumont	185
Hemet	186
Banning	189

➤ Salary schedule - step range

PSUSD	1 - 16
CVUSD	1 - 18
DSUSD	1 - 18
Beaumont	1 - 21
Hemet	1 - 22
Banning	1 - 23
Morongo	1 - 28
Yucaipa-Calimesa	1 - 28

Note: This data only reflects dollar amounts as reflected on salary schedules, some of the districts listed above have different 'work years' (ex. 189 work days vs. 184 work days), as well as different criteria for column and step advancement.

➤ Of the ninety-three (93) teachers that resigned from PSUSD at the end of the 2020-21 school year, who provided a response to our exit survey, none reported the perception of low wages and benefits as a reason for leaving the District. The exit data is summarized in the table below:

Reason	Number of Teachers
Leave of Absence	2
Non Re-Election	4
Resigned – Career Change	8
Resigned – Leaving Area	19
Resigned – Personal Reasons	7
Retired	39
24/39 Month Rehire (Medical)	7
Resigned – No Reason Given	7
Total	93

- The certificated attrition rate for PSUSD during the 2020-21 school year was 12.3% (of the total 1,144 certificated employees)

10. The Superintendent will assure that all employees are evaluated based on their job description, in support of student success and district operations, as defined by the Board’s Results and Operational Expectations policies.	In compliance
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Interpretation

I interpret this policy to mean the District will develop evaluation tools and processes that are appropriately aligned to the essential functions and duties of our employees. I also interpret this value to mean the evaluation tools shall support (either directly or indirectly) our primary goal to support student academic and social success.

Indicators (We will know we are in compliance when...)

- a) Certificated evaluation tools are available and processes are consistently implemented
- b) Classified evaluation tools are available and processes are consistently implemented
- c) Certificated/Classified Management evaluation tools are available and processes are consistently implemented

Evidence of Compliance

- Within the first twenty-five (25) school days the Certificated Employee Performance Evaluation form and the corresponding attachments were made available through Progress Adviser (online system). Every year the District informs all certificated employees that are scheduled to be evaluated, along with their corresponding evaluators, and provides all the necessary attachments, in particular an outline of the evaluation process and timelines.
- Additional processes for certificated evaluations, as negotiated with the Palm Springs Teachers Association (PSTA), is outlined in *Article 12 – Procedures for Evaluation* and *Appendix F* of the Collective Bargaining Agreement.
- By September 30th the Performance Report for Classified Employees form and the corresponding attachments were made available via email and through Informed K-12. Every year the District informs all classified employees that are scheduled to be evaluated, along with their corresponding evaluators, and provides all the necessary attachments, in particular an outline of the evaluation

process and timelines. Additionally, evaluation reminders were sent to supervisors of probationary employees on a monthly basis.

- Additional processes for classified evaluations, as negotiated with Teamsters Local 911 (both Teams 1 and Teams 2), is outlined in *Article 13 – Procedures for Evaluation* and *Appendix D* of their corresponding Collective Bargaining Agreements.
- By mid-August the Certificated Management Evaluation forms and corresponding attachments were made available through Progress Adviser (online system). Every year the District informs all certificated management that are scheduled to be evaluated, along with their corresponding evaluators, and provides all the necessary attachments, in particular an outline of the evaluation process and timelines.
- By September 30th the Classified Management form and the corresponding attachments were made available via email and through Informed K-12. Every year the District informs all classified management that are scheduled to be evaluated, along with their corresponding evaluators, and provides all the necessary attachments, in particular an outline of the evaluation process and timelines. Additionally, evaluation reminders were sent to supervisors of probationary employees on a monthly basis.
- In summary the District has appropriately communicated and implemented all evaluation procedures and practices.

<p>11. The Superintendent will assure that the evaluation of all instructional and administrative personnel is designed to:</p> <ul style="list-style-type: none"> a. Improve and support instruction b. Measure and document both excellent performance and unsatisfactory performance c. Link teacher and administrator performance with multiple measures of student performance 	<p>In compliance</p>
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Interpretation

I interpret this policy to mean the Board of Education defines “all instructional and administrative personnel” in this value as certificated teachers and certificated management. I also interpret this to mean the Board of Education values an evaluation system that is tied to measuring the quality of instruction. I further interpret this value to indicate the use of student data, in multiple forms to drive the evaluation of the certificated teachers and certificated management.

Indicators (We will know we are in compliance when...)

- a) All certificated teachers scheduled to be evaluated, shall be evaluated. Reasonable effort, support and resources shall be provided so that ninety percent (90%) of the certificated teachers will receive an overall rating of “Meets Standards” or above.
- b) All certificated management scheduled to be evaluated, shall be evaluated. Reasonable effort, support and resources shall be provided so that ninety percent (90%) of the certificated managers will receive an overall rating of “Satisfactory” or above.

- c) Employees not meeting satisfactory performance will be provided additional support and resources. If reasonable improvement does not meet expectations, steps will be taken to release the employee.

Evidence of Compliance

- Five hundred and ninety-one teachers were formally evaluated.
- Eighteen (18) principals were evaluated (per assigned evaluation cycle).
- All classified employees were scheduled to be evaluated.
- All scheduled evaluations were appropriately initiated at the beginning of the year and the process was effectively monitored through its duration.

12. The Superintendent will ensure that all staff members are qualified and trained to perform the responsibilities assigned to them, including the use of technology.	In compliance
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Interpretation

I interpret this policy to mean the Board of Education values the District enhancing the skill and expertise of all employees. I also interpret this value to mean the Board of Education expects the District to provide ample training to all employees to enhance their skill and expertise in teaching and specifically enhance capacity in the use of technology.

Indicators (We will know we are in compliance when...)

- a) Certificated teachers will be offered research based training each year to enhance their delivery of instruction.
- b) Certificated managers will be offered research based training each year to enhance their instructional leadership skills.
- c) Both certificated and classified employees will be offered training each year to enhance their use of technology skills.
- d) Classified employees will be provided training to enhance their skills or specific trade.

Evidence of Compliance

- A total of four hundred fifty (450) training sessions were offered to certificated employees and a total of fourteen (14) training sessions were offered to classified personnel. PD Links includes all training offered to employees (please refer to the attachment for the full list of training sessions offered to certificated and classified employees).

<p>The Superintendent may not:</p> <p>13. Propose to the Board a contract for administrators that extends more than one year beyond the term of the CEO’s contract.</p> <p>14. Offer compensation that exceeds the range of salaries stipulated on the salary schedule.</p> <p>15 Offer conditions that exceed those provided to other members of Cabinet.</p> <p>16. Offer a final contract to members of Cabinet without first discussing it with the members of the Governing Board.</p>	<p>In compliance</p>
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Interpretation

I interpret this policy to mean the Board of Education values having knowledge of the details offered to all members of cabinet and having the ability to articulate the details in advance of an approval. The Board also values strictly honoring the components and timelines indicated in each contract and ensuring the contracts are equal in value.

Indicators (We will know we are in compliance when...)

- a) Assistant Superintendent’s will not have a contract that extends beyond one year of the Superintendent’s contract.
- b) The conditions of each Assistant Superintendent’s contract will be equal.
- c) The salary for each Assistant Superintendent will be consistent to the salary indicated in their contracts.

Evidence of Compliance

- The current Superintendent has a contract that is valid until June 30, 2024.
- The Assistant Superintendent of Educational Services has a contract that is valid until June 30, 2024.
- The Assistant Superintendent of Business Services has a contract that is valid until June 30, 2023.
- The Assistant Superintendent of Human Resources has a contract that is valid until June 30, 2023.
- The Board of Education and the Superintendent appropriately placed the three Assistant Superintendents on their corresponding salary schedule as follows:
 - Assistant Superintendent of Educational Services – Schedule 224; Column 3; Step 1
 - Assistant Superintendent of Business Services – Schedule 207; Column 1; Step 5
 - Assistant Superintendent of Human Resources – Schedule 224; Column 3; Step 5
- The three Assistant Superintendents have equal contracts in terms of salary offerings and benefits as well as working conditions.