

**PASADENA UNIFIED SCHOOL DISTRICT  
DEPARTMENT ANNUAL PLAN  
COVER SHEET**

*Fill in the boxes below, feel free to expand to additional page:*

<b>DEPARTMENT</b>	Human Resources
<b>DEPARTMENT STATEMENT OF PURPOSE</b>  <i>Insert statement describing what your Division does and its purpose</i>	The Human Resources Division is committed to providing a welcoming and supportive environment in which we support and lead; recruiting, hiring, developing, and retaining the highest qualified individuals to meet the educational goals and aspirations of our diverse student population. We affirm our commitment to exceptional customer service, respect, teamwork, and innovation.
<b>DEPARTMENT THEORY OF ACTION (TOA)</b>  <i>Your TOA provides a road map for what needs to happen and what Division needs to do to achieve desired outcome(s) for students. Can be an IF...AND...THEN statement.</i>	IF, the Human Resources Division, provides a supportive and welcoming environment; AND, provides outstanding customer service; AND, seeks to recruit and retain high performing and accountable professionals who exemplify our values; AND prevents and supports employees through work related injuries; AND provides comprehensive on-boarding and Induction programs for all employees; AND develops effective, efficient processes and procedures; THEN, the Human Resources Division will develop, equip and empower our staff to become high performing and accountable professionals
<b>DEPARTMENT ORGANIZATIONAL CHART</b>	See attached Organizational Chart Chief HR Officer: Steven Miller, Ed.D. Executive Secretary: Antonia Saldana Director of Human Resources: Sarah Rudchenko, Ed.D. Administrative Assistant: Lauren Lamphere Personnel Operations Supervisor: Denise McElroy Credential Services Specialists: Antonio Bañuelos-Figueroa and Adrian Padilla Position Control Technician (Certificated): Erica Miramontes Receptionist/Substitute Desk: Julia Barrios Human Resources Analyst: Sally Cheng Worker’s Comp Technician: Diana Su Classified Personnel Technician/Position Control for CSEA: Julie Vasquez Senior Human Resources Assistant for Teamsters & Athletics: VACANT

<b>DEPARTMENT CONTACT</b>	Sarah Rudchenko, Ed.D., Director
<b>TELEPHONE/E-MAIL</b>	(626) 396-3600 rudchenko.sarah@pusd.us

**Return to DLN Folder FINAL PLANS 19.20 by November 1, 2019**

**NEXT STEP**

Please complete a **DEPARTMENT PLAN** for each department within your Division, to include: (A) **Statement of Purpose**, (B) **Goals**, (C) **Metrics** that will be used to measure progress, effectiveness and impact on those goals, (D) **Targets**, and (E) **Actions/Strategies/Services** relevant to achieving those goals and whether additional resources will be needed (yes/no).

Use PUSD’s existing Theory of Action for Change, Strategic Plan, and any other relevant plans and accountability processes (such as LCAP or federal MSAP grant) to help guide your planning. The following pages are a Department Planning Form and instructions for you to distribute to your Department Heads. If information has already been prepared in other formats, please attach.

The important point is to develop enough information so that Divisions and Departments to have sufficient planning, resources and capacity to be able to implement goals for 2018-19.

**Return Division and Department Annual Plans to:**

**DLN FOLDER FINAL PLAN 19-20 by November 1, 2019**

**PASADENA UNIFIED SCHOOL DISTRICT**

**DEPARTMENT ANNUAL PLAN FORM**

*Fill in boxes below:*

<b>DEPARTMENT NAME:</b>	Human Resources Department
<b>DEPARTMENT STATEMENT OF PURPOSE (A):</b>	The Human Resources Division is committed to providing a welcoming and supportive environment in which we support and lead; recruiting, hiring, developing, and retaining the highest qualified individuals to meet the educational goals and aspirations of our diverse student population. We affirm our commitment to exceptional customer service, respect, teamwork, and innovation.
<b>LIST OF SERVICES</b>	<ol style="list-style-type: none"> <li>1. Staffing: Certificated and Classified             <ol style="list-style-type: none"> <li>a. Recruiting-</li> <li>b. Hiring-</li> <li>c. Retaining</li> </ol> </li> <li>2. On-boarding/ Orientations</li> <li>3. Teacher Induction Program</li> <li>4. Transfers-Reassignments</li> <li>5. PARS/PASS</li> <li>6. Credential Management</li> <li>7. Substitute Management</li> <li>8. Complaints (UCP/Title IV)</li> <li>9. Contract Management</li> <li>10. Grievances</li> <li>11. Labor Negotiations Discipline</li> <li>12. Workers Compensation Leaves (see more details on these core functions on page 5)</li> <li>13. Position Control for Budget</li> <li>14. Employee Compliance for Child Abuse/Sexual Harassment</li> <li>15. Management of H1-B Visa</li> <li>16. Williams Assignment Monitoring</li> </ol>
<b>(OPTIONAL) DEPARTMENT THEORY OF ACTION:</b>	<p>IF, the Human Resources Division, provides a supportive and welcoming environment;</p> <p>AND, provides outstanding customer service;</p> <p>AND, seeks to recruit and retain high performing and accountable professionals who exemplify our values;</p> <p>AND prevents and supports employees through work related injuries;</p> <p>AND provides comprehensive on-boarding and Induction programs for all employees;</p> <p>AND develops effective, efficient processes and procedures;</p> <p>THEN, the Human Resources Division will develop, equip and</p>

	empower our staff to become high performing and accountable professionals
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The following is a template for Department staff to think about linking together who they serve, desired outcomes, services/strategies/actions they take, and how they know if desired outcomes are being achieved.

<b>1. Department Goals (Outcomes) 2019-2020 (B)</b> <i>What outcomes do you want to see? For who? Are they aligned to Strategic, LCAP, other plans?</i>	<b>Metrics (C)</b> <i>How will you measure impact?</i>	<b>Targets (D)</b> <i>Include baseline level, if available</i>
<i>Employees are satisfied by the recruitment and hiring practices as well as job satisfaction as measured by Indeed scores and comments.</i>	<i>-Indeed Scores will increase in at least 3 of the 5 categories</i>	<i>Work-life Balance: 3.7 Pay &amp; Benefits: 3.2 Job Security &amp; Advancement: 2.9 Management: 3.1 Culture: 3.6</i>

<b>2. Department Actions for 2019/20(E)</b> <i>What will we do in 19-20 to achieve our goals and meet our targets?</i>	<i>Will this take additional resources to do in 19/20? Yes/No</i>
<ol style="list-style-type: none"> <li>1. Provide administrators with a Hiring Handbook detailing the hiring processes and procedures, including relevant Ed. Codes, interview protocols, hire selection and recommendation forms.</li> <li>2. Train new principals and administrators in district office departments (ie: SPED, Arts) in hiring procedures.</li> <li>3. Credential Analysts will contact new hires within 24 hours of receiving the Intent to Hire Form and Recommendation Form.</li> <li>4. Credential Analysts will complete fingerprints within one week after contacting the new hire.</li> <li>5. Credential Analysts will communicate with administrator hiring to keep them informed of the progress during the hiring process.</li> </ol>	No

<b>1. Department Goals (Outcomes) 2019-2020 (B)</b> <i>What outcomes do you want to see? For who?</i>	<b>Metrics (C)</b> <i>How will you measure</i>	<b>Targets (D)</b> <i>Include baseline level,</i>
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<i>Are they aligned to Strategic, LCAP, other plans?</i>	<i>impact?</i>	<i>if available</i>
<i>Human Resources will provide a qualified substitute teacher during a teacher's absence with a 98% or higher fill rate district-wide.</i>	<i>Smartfind Express monthly reports.</i>	<i>August 2019: 92% September 2019: 95%</i>

<b>2. Department Actions for 2019/20(E)</b> <i>What will we do in 19-20 to achieve our goals and meet our targets?</i>	<b><i>Will this take additional resources to do in 19/20? Yes/No</i></b>
<ul style="list-style-type: none"> <li>● Post on Edjoin for certificated substitutes for long-term assignments over 30 days (ie: maternity/paternity leaves, FMLA, etc)</li> <li>● Interview new substitutes on an on-going basis throughout the year</li> <li>● Work with CIPD to ensure we are not “going over” 40 substitutes daily for professional development</li> <li>● Work with school-sites to complete “Unsatisfactory Performance Reports” for substitutes that accept a job and cancel at the last minute</li> <li>● Propose a new structure for paying teachers a portion of the substitute salary for the sick and PNL days that are not used at the end of the year.</li> <li>● Consider moving to AESOP as the substitute system- AESOP has an APP so it is easy to access jobs. This may help us attract substitutes as many work for multiple districts.</li> </ul>	<p>No</p> <p>Teachers could receive portion of substitute pay For days not used.</p> <p>\$20,000</p>

<b>1. Department Goals (Outcomes) 2019-2020 (B)</b> <i>What outcomes do you want to see? For who? Are they aligned to Strategic, LCAP, other plans?</i>	<b>Metrics (C)</b> <i>How will you measure impact?</i>	<b>Targets (D)</b> <i>Include baseline level, if available</i>
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<p><i>Special Education classes will be staffed with highly qualified teachers (95%) and Instructional Aides filled vacancies at 95%.</i></p>	<ul style="list-style-type: none"> <li>● <i>Certificated Vacancy List</i></li> <li>● <i>IA List</i></li> </ul>	<p>SPED Teacher Vacancies # of SPED IA Vacancies # of Worker's Comp Cases of IA's</p>
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<p><b>2. Department Actions for 2019/20(E)</b> <i>What will we do in 19-20 to achieve our goals and meet our targets?</i></p>	<p><b><i>Will this take additional resources to do in 19/20?</i></b> <b><i>Yes/No</i></b></p>
<ol style="list-style-type: none"> <li>1. Recruitment of Instructional Aides will be on-going until all positions are filled.</li> <li>2. Develop and Implement a comprehensive “grow your own” career trajectory to attract Instructional Aides to the position as a career starting point.</li> <li>3. Continue to develop the Residency Grants to attract Instructional Aides to work as aides as a stepping stone to being a Special Education Teacher.</li> <li>4. Continue partnership with LAUTR for Teacher Residency Program focused solely on SpED teachers.</li> <li>5. Continue to participate as a founding school district in the CA Residency Lab with Cal State LA.</li> <li>6. Fully implement the new Teacher Residency Program with Alder Graduate School of Education.</li> <li>7. Work with PEF to continue to fund Teacher Residency Programs in PUSD.</li> <li>8. Meet weekly with the SPED Department throughout the year, including summer to articulate needs for staffing, job postings, recruitment, interviews and selection process.</li> <li>9. Continue working with SPED department trainer to provide training opportunities for Instructional Aides to support them in the assignment to decrease the number of worker’s compensation cases.</li> <li>10. Provide new SPED teachers in the district who are clearing their preliminary credential with a highly qualified SPED Mentor Teacher to support them in their first two years in the position.</li> </ol>	

