

Human Resources Practices and Their Associated Indicators

Identifying Information of Individual Completing Form

Name: _____

Telephone No. _____

Position: _____

Email Address: _____

School: _____

Years associated with this charter school?
 1 – 3 Years ___; 4 – 6 Years ___; 7+ Years ___



If these do not apply, simply mark them “not applicable”.

<i>Best Practices and Indicators</i>	<i>Yes</i>	<i>No</i>	<i>Unknown</i>	<i>Explanation/Documentation</i>
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Human Resource Management

1. The charter school efficiently and effectively recruits and hires qualified instructional and non-instructional personnel.				
a. The charter school: <ul style="list-style-type: none"> can demonstrate that it verifies the qualifications of all of its instructional employees, and that all instructional employees are qualified for the positions that they hold; by policy conducts its employment procedures in a manner that assures equal opportunity regardless of age, race, color, religion, sex, and national origin; and completes at least preliminary background checks of all new employees prior to placing the employee in a position that involves contact with students. Ensures all employees are compliant with applicable TB testing requirements prior to commencing work at the School. 				
b. The charter school maintains up-to-date, clear, concise, and readily accessible position descriptions that accurately identify the duties of each position and the education, experience, knowledge, skills, and competency levels required for each class of positions, and for each charter administrative position.				
c. The charter school’s recruiting practices generate a sufficient number of qualified applicants to fill vacant positions in a timely manner. Factors that should be considered in reviewing The charter school’s recruiting practices include those below: <ul style="list-style-type: none"> are job vacancy announcements clear and readily accessible to potential employees? do out-of-state recruiting trips achieve measurable results over time that justify the costs of those trips? has the charter school developed/used other recruiting practices, such as job fairs, college partnerships, or local training programs? 				









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d. The charter school uses a variety of methods, including the Internet, to increase the accessibility of information on job vacancies, the ease with which potential applicants can submit applications, and the efficiency with which applications can be processed and shared within the charter school.				
e. In those areas in which the charter school experiences a shortage of qualified applicants, the charter school has developed and implemented short- and/or long-term strategies to remedy the situation.				
f. If the charter school is not generating enough qualified recruits to fill its vacancies, then the charter school has compared its entry-level salaries and other recruitment factors with neighboring or competing charter schools to determine what steps are necessary to better compete for qualified applicants. Those steps have been identified, reported to the Board, and addressed by the Board to the extent feasible.				
g. The charter school can demonstrate that charter school employees generally reflect the population of the charter school, or, if certain minorities are underrepresented, the charter school has implemented a long-term plan to attempt to remedy that situation by seeking qualified employees more representative of the charter school student population.				
2. To the extent possible given factors outside the charter school’s control, the charter school works to maintain a reasonably stable work force and a satisfying work environment by addressing factors that contribute to increased turnover or low employee morale.				
a. The charter school can demonstrate through climate surveys, exit interview results, collective bargaining negotiations and/or other appropriate methods, that it has created a working environment for its employees that enhances worker satisfaction, and minimizes employee turnover. At a minimum: <ul style="list-style-type: none">  the charter school should conduct climate surveys that measure employee satisfaction on such factors as work environment, quality of supervision, safety, charter school-wide support, and opportunities for professional development; and  the charter school should conduct exit interviews with employees who terminate employment, and compile the results of these interviews. 				



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<p>b. The charter school maintains historical data on turnover rates for major classes of employees and monitors this data to identify unusual variations in the turnover rate. In lieu of historical data from the charter school, current turnover data from peer charter schools can be used.</p>				
<p>c. The charter school monitors data related to portions of the workforce approaching retirement, with attempts to forecast any large numbers of retirements that are likely to create a need for an abnormally high number of qualified applicants in any given year.</p>				
<p>d. The administration and Board have been informed of the results of efforts to evaluate the working environment of the charter school. Based upon analyses of the working environment, the charter school has taken steps to identify and remedy factors that adversely affect this working environment. These steps may include:</p> <ul style="list-style-type: none">  comparison of salary and benefit packages with peer charter schools and with other public and private employers in the area;  internal equity studies (comparisons of pay grades and responsibilities for major classes of positions within the charter school);  linking pay increases to performance, including student achievement;  incentive pay policies to encourage and reward effective teachers, critical shortage teachers, and teachers in hard to place schools; or  basing the selection of personnel for positions that receive supplemental pay on performance criteria. 				
<p>e. The charter school maintains clear and effective channels of communication with its employees, including:</p> <ul style="list-style-type: none">  formalizing terms and conditions of employment in an employment agreement executed annually (generally) between employees and the charter school;  providing readily accessible copies of a useful employee handbook, the collective bargaining agreement, and information on charter school personnel policies and benefit packages;  communicating charter school news and changes in policy to all employees; and opportunities for employee feedback on charter school policies and practices that affect their areas of work or expertise, including employee membership on policy committees, and/or the 				




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solicitation of employee input on charter school policies and programs.				
3. The charter school provides a comprehensive staff development program to improve student achievement and to achieve and maintain high levels of productivity and employee performance among non-instructional, instructional, and administrative employees.				
a. The charter school: <ul style="list-style-type: none">  conducts orientation programs for all new employees, and includes, but is not limited to, information on charter school procedures, performance expectations and evaluations, training and career opportunities, and personnel policies regarding such issues as absences, leave approval and tardiness;  has a professional development system that meets the requirements of California law; and  has a charter school-wide training program and maintains training records on each staff member. 				
b. In the process of providing professional development for all employees, the charter school conducts needs assessments that include input from employees and their supervisors at least every other year. Included within these assessments is input related to the new employee orientation programs. Professional development for instructional personnel should be planned and implemented based on an analysis of student needs.				
c. The charter school establishes and maintains formal staff development plans to ensure that all employees receive needed training. - Individual professional development plans that meet the requirements of California law are maintained for instructional personnel.				
d. As required by law, the in-service activities for instructional personnel primarily focus on: <ul style="list-style-type: none">  subject content,  teaching methods,  technology,  assessment and data analysis,  classroom management, and school safety. 				
e. The charter school solicits employee feedback on in-service training activities, especially high-cost or recurring training efforts. This feedback is used to evaluate the quality of the training; the performance of the trainers; the extent to which training efforts have met identified long-term				





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training objectives; and the relative benefits produced by the training in view of the costs of the training.				
f. Individual departments are aware of their training responsibilities and have access to budgeted funds in order to meet those responsibilities. - The charter school has policies and/or procedures to guide the use of charter school funds for high cost training activities such as conference attendance, consultant trainers, or the purchase of video training or other training packages.				
g. The charter school has mentoring programs for new non-instructional, instructional, and administrative employees. Mentors receive training at least bi-annually. Mentoring programs should be relationship-based with minimal paperwork requirements. For new teachers, the charter school has a comprehensive induction program that provides:  opportunities to learn the additional skills necessary to be successful in specific school environments; and  a mentoring component for new teachers.				
h. The charter school provides information and administrative support to encourage instructional personnel to pursue certification by the National Board of Professional Teaching Standards, in accordance with the provisions of California law.				
i. Administrators have completed (or anticipate completing within the current school year) the charter school leadership training program for administrators.				
j. Considering the size of the charter school staff over the next three to five years, the charter school has developed a pool of potential administrators who are receiving training prior to their selection to become administrators.				
4. The charter school’s system for formally evaluating employees improves and rewards excellent performance and productivity, and identifies and addresses performance that does not meet the charter school’s expectations for the employee.				

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<p>a. The charter school:</p> <ul style="list-style-type: none">  has established and implemented procedures for assessing the performance of all instructional personnel as required by California law; provides written information regarding the performance assessment process to all personnel at the beginning of a rating period, including performance criteria that will be used in the assessment and the process that will be used to make the assessment;  has performance criteria including measures and standards related to student outcomes for instructional personnel, as required by California law; and  provides employees with a written employee disciplinary procedure that includes provisions of due process, as applicable. 				
<p>b. The evaluation of instructional employees includes an appraisal of the employee’s content knowledge in the area of instruction. The evaluation of performance may include input from peers and subordinates, from parents, and from other classes of employee. Master teachers who have received training for this purpose may be used to assist in the evaluations of new teachers.</p>				
<p>c. The charter school verifies that all instructional employees receive performance evaluations at least once a year, and all non-instructional employees receive performance evaluations as required by charter school policy.</p>				
<p>d. The evaluation process is structured in such a way that employees are clearly informed when their performance does not meet the charter school’s expectations. When an employee’s performance does not meet expectations, the supervisor provides the employee with written notice as to when performance will be reevaluated, and a copy of this notice is provided to the charter school.</p>				
<p>e. The evaluation of school administrators is made after considering feedback solicited and received from non-administrative personnel and from parents.</p>				
<p>5. The charter school ensures that employees who repeatedly fail to meet the charter school’s performance expectations, or whose behavior or job performance is potentially or actually harmful, harassing or threatening to students or staff, are promptly removed from contact with students, and that the appropriate steps are taken to terminate the</p>				











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person's employment.				
a. The charter school regularly provides training, guidance, and coaching to administrators on the procedures and issues associated with working with poorly performing employees.				
b. The charter school has established procedures and criteria to identify the employee behaviors and performance problems that are potentially harmful to students or other staff members.				
c. The charter school conducts an employee assistance program for staff to receive assistance with any admitted substance abuse issues or any impairment resulting from alcohol or drug abuse, as required by California law. While staff receive counseling or other treatment, the charter school ensures they are suspended from bus driving or other safety-sensitive functions.				
d. Charter school administrators: <ul style="list-style-type: none">  follow charter school procedures and applicable law for working with employees with unsatisfactory performance in such a way that performance is improved or employment is terminated; and  monitor the progress and performance of students who are under the instruction of a teacher who has been evaluated as performing unsatisfactorily. 				
e. At least one official at the charter school level is charged with the responsibility of working with administrators to appropriately document poor performance and to provide administrative and legal consultation to administrators in making and implementing decisions to terminate employees.				
f. The charter school provides for: <ul style="list-style-type: none">  the prompt investigation and resolution of allegations of behavior by charter school employees that is potentially harmful, harassing or threatening to students or other staff and  the expeditious removal from contact with students or other staff those employees whose behavior, attitude, or performance may be harmful, harassing or threatening to students or other staff. 				
6. The charter school has efficient and cost-effective system for managing absenteeism and the use of substitute teachers and other substitute personnel.				
a. charter school monitors rates of absenteeism and the use of substitutes among teachers and other essential employees. The charter school has				

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defined the rate of absenteeism that requires charter school review, and has developed policies/practices to deal effectively with the problems created by excessive absenteeism.				
b. The charter school recruits and maintains a sufficient number of substitute teachers to cover most absenteeism peaks. The charter school has clearly defined procedures for teachers and essential non-instructional personnel to notify charter school officials of an anticipated absence and for substitutes to be contacted.				
c. The charter school provides ongoing training and orientation for substitute teachers.				
d. The charter school routinely provides special assistance (training and oversight) to those who must substitute for extended teacher absences.				
e. The charter school has implemented ways to decrease absenteeism, which may include an incentive program to reward good attendance.				
7. The charter school maintains personnel records in an efficient and readily accessible manner.				
a. The charter school maintains personnel records, including confidential records, in accordance with applicable law.				
b. The charter school uses automated record-keeping systems and minimizes the use of antiquated or time-consuming hardcopy record systems. The charter school has an efficient and effective record keeping system for both automated and hardcopy personnel records, including a system for the identifying and archiving of records.				
c. The charter school has established procedures to allow officials access to automated personnel records. Administrators can amend personnel records without compromising the security of those records, thus diminishing the need for the transfer of paper to the charter school office.				
d. The charter school can demonstrate that it updates personnel records in a timely manner, and, when dealing with a filing backlog, files hardcopy records in a prioritized fashion so that needed records can be found in the file.				
8. The charter school uses cost-containment practices for its Workers' Compensation Program.				
a. The charter school reviews its Workers' Compensation Program to evaluate workers' compensation claims and expenses. Included in this evaluation, at a minimum, are an examination of claims trends and a comparison with state and national statistics, peer and area school charter schools, and as appropriate for some positions,				

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other government agencies and private industry.				
b. The charter school uses the results of these evaluations to be proactive in attempts to cost effectively reduce frequency and cost of Workers' Compensation claims.				
c. The charter school has procedures that are distributed to all employees concerning prompt reporting of all on-the-job injuries.				
d. The charter school has a safety inspection program that determines the corrective actions necessary based upon past workers' compensation claim experience and proactive inspection of known and probable high-risk areas and professions.				
e. The charter school practices strong cost-containment measures to limit the amount needed to be placed annually into the workers compensation reserve fund. These cost containment measures include: <ul style="list-style-type: none">  a light duty program to get injured employees back to work as soon as possible;  routine, cost-efficient monitoring and follow-up of claims (usually by a third party administrator) to ensure that workers are returned to work as soon as possible;  a training and safety program to reduce the likelihood of on-the-job accidents; and  a claims review function to identify and address situations, unsafe conditions, or training deficiencies that may have contributed to worker injuries or accidents. 				
9. The charter school uses cost-containment practices for its employee benefits programs, including health insurance, dental insurance, life insurance, disability insurance, and retirement.				
a. The charter school reviews its employee benefits to ensure that the charter school is attaining appropriate value for its benefit costs.				
b. The charter school evaluates alternative delivery options for its employee benefits in order to contain costs, such as: <ul style="list-style-type: none">  self-insurance;  alternative approaches to benefit programs, such as cafeteria plans;  variable family benefit choices;  HMO and preferred provider plans;  Variations in the levels of deductibles and co-payments;  The relative level of benefits provided to part time and full-time employees. 				
c. The charter school calculates the anticipated short term and long term fiscal impact of changes to its				

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benefit packages.				
d. The Board is informed as to the short term and long term fiscal impact of changes to its benefit packages prior to contract approval.				
e. considering early retirement offerings, the charter school calculates both the short term and long term fiscal impact of such proposals, including the effect on employee benefits and the effect on employee recruitment, before offering the options.				
10. The charter school's human resource program is managed efficiently and effectively.				
a. The charter school has clearly stated goals and measurable objectives for the human resource program that reflect the intent (purpose) and expected outcomes of the program and address the major aspects of the program's expenditures.				
b. The charter school conducts formal and/or informal reviews of the human resource program's organizational structure and staffing levels to minimize administrative layers and processes. The results of formal reviews are provided in writing to the Board.				
c. The charter school's human resource program staffing levels are reasonable, based on applicable comparisons and/or benchmarks, and that each position performs work that adds value to the charter school. Furthermore, the charter school can demonstrate that each administrative position has supervisory or management responsibilities that justify				
d. The charter school has considered the advantages, disadvantages, potential costs and potential cost savings of improving the efficiency and effectiveness of delivering human resource services and benefits through increased use of automation and technology and the use of outsourcing.				
e. The charter school has taken advantage of significant opportunities to improve personnel management, increase efficiency and effectiveness, and reduce costs.				
11. The charter school maintains health and safety policies which clearly communicate the school's standards/expectations regarding health and safety.				
a. The charter school addresses security protocols, including the duty to secure school and personal property at the site, reporting suspicious persons on campus, and immediately notifying administration regarding				

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missing school and/or personal property.				
b. The charter school address occupational safety by providing safety training to employees, requiring employees to report accidents/job related injuries, and ensuring accident prevention by strictly enforcing safety regulations.				
c. The charter school has notified employees of their duty to report fires and emergencies, and provided all employees with local emergency numbers.				
12. The charter school maintains legally compliant payroll practices.				
a. The charter school ensures payroll withholdings reflect all appropriate taxes, including Federal and State Income Tax, Social Security, and State Disability, as applicable, and further ensures employees are notified regarding all withholdings.				
b. The charter school addresses overtime pay and its policy requires prior approval for overtime and communicates the legal standards regarding the manner in which overtime pay is earned and paid.				
c. The charter school clearly communicates to employees paydays and the duty to report errors in pay to the administration.				
d. The charter school has a policy on wage attachments/garnishments and notifies employees of its duty to cooperate with creditors of employees as legally required.				
13. The charter school has a general complaint policy/procedure to address internal complaints regarding work-related concerns.				
a. The charter school communicates to employees that the general complaint policy/procedure does not extend to complaints regarding personnel action taken against employees.				
b. The charter school outlines a process for reporting and investigating internal complaints.				
c. Is there other information that demonstrates the charter school's use of best Human Resources and Benefits practices that should be considered?				