

OBJECTIVE/ SECTION TITLE	OBSERVATION	IMPROVEMENT RECOMMENDATION	RESPONSIBILITY	Due Date	Comments	In Process	Implemented	Not Implemented	Under Review
Communication, Policies and Procedures	Human Resources and Business Services should establish a formal communication structure to improve functionality.	Implement cross-departmental communications, including regular meetings between Human Resources and Payroll staff members, to ensure that the Human Resources and Business Services departments function well together.	Business Services	9/18/17	HR & Payroll have set up bi-monthly meetings		X		
		Prepare written procedures in both the Human Resources and Business Services department practices to guide operations. Focus on the most critical functions first.	Business Services		The HR Manual is in process and many procedures have already been distributed. Each HR member has their own binder.	X			
		Ensure that all new employees receive training from other department staff.			Job training is done at the work site.		X		
		Develop an annual calendar of essential tasks for Business Services, using the Human Resources annual calendar as an example.	Business Services		HR already has this. Business already has this as well and it is being updated.		X		
Staff Development	One important way for an organization to improve efficiency and outcomes is to invest in a structured staff development program based on organizational goals and focused on the needs of individual departments and staff members. Training can result in employees' improved skills, knowledge, and abilities related to the functions they perform.	Prepare a staff development plan for Human Resources and Business Services staff members to improve efficiency and outcomes.	Human Resources	9/1	August meeting FS/HR to review PD needs	X			
		Ensure that staff members have access to regular updated information related to their responsibilities, including sufficient formal training.	Business Services/Human Services		Calendared Monthly Meetings. HR has weekly meetings.	X			
		Continue having Human Resources notify managers when employee evaluations are due and follow up to ensure they are completed.	Human Resources		Monthly announcements and continued reminders are sent from Human Resources.		X		
		Ensure that Human Resources provides relevant feedback and ensures that a standardized evaluation process is in place to guide promotional considerations, create a structure for holding employees accountable, and provide opportunities for personal and professional growth.	Human Resources		Annual Evaluation Training for Supervisors	X			

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Job Descriptions	The functions performed in a particular job classification can naturally evolve because of changes in the district's size, technology, position eliminations or additions, and for many other reasons. It is important for job descriptions to keep pace with the actual work being performed, both to comply with statutes and to ensure placing an employee with the appropriate skills in a job classification. The Cooperative Organization for the Development of Employee Selection Procedures (CODESP) can assist school districts with preparing and updating job descriptions and with skills testing, interview questions, and other support for recruiting, hiring and managing classified personnel. The cost of the subscription is minimal when compared with the staff time required to develop and update job descriptions, skills tests, interview questions, and other aspects of recruiting, hiring, and managing classified personnel.	Ensure that job descriptions keep pace with the actual work being performed. Develop a process to update when positions are open	Human Resources			X			
		Ensure that all positions have job descriptions.	Human Resources		Working with CSEA on Updates	X			
		Implement a process and plan to update out-of-date job descriptions and ensure that this process occurs regularly by job family, on a rotating basis.	Human Resources		See above.	X			
		Consider subscribing to CODESP. Evaluating the services provided.	Human Resources		Annual services contracts start \$2500				X
		Update job descriptions to include the identification of essential versus marginal duties to assist in determining accommodations or light duty opportunities for employees.	Human Resources		Currently working with CSEA	X			
Position Control	Position control is the process that manages the largest part of the district's expenditure budget: employee salaries and benefits. An integrated, automated position control system and strong policies and procedures are key to managing this significant portion of the district's budget. Position control is primarily the responsibility of the Human Resources and Business Services departments, but all site and department leaders have a responsibility to ensure that they implement the policies and procedures necessary to support position control.	Hold recurring meetings of Business Services and Human Resources staff to manage position control.	Business Services/Human Services	9/1	Create a calendar of meetings	X			
		Ensure that Business Services is more involved in the oversight of staffing once the department has built capacity.	Business Services/Human Services	9/1	Implement personnel requisition process		X		

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Position Control		Fully utilize Escape for reports rather than relying on Microsoft Excel, thus minimizing errors and requiring less work.	Business Services/Human Services		Provide professional development and implement	X			
	We will work on implementing Eco-Sign for this process	Automate personnel requisitions so they are electronically submitted, routed for approval, and then the position created in Escape.	Business Services/Human Services		Provide professional development and implement	X			
		Designate an employee in Business Services to be responsible for reconciling the budget against position control on a regular basis to ensure that budgeted amounts are sufficient and align with position control records.	Business Services		Identify staff member, provide professional development and implement	X			
Business Services Department Accounts Payable	The account clerk III positions are responsible for the accounts payable process. Accounts payable is separated based on the alphabet, with one technician handling letters A-G, Office Depot and S, and the other handling letters H-Z, except for the previous items noted. Each technician is responsible for paying vendors only when the appropriate documentation has been received. Sites and departments are responsible for creating a vendor requisition in Escape that is routed electronically for the appropriate approvals, and ultimately a purchase order is printed and sent to the vendor.	Consider reducing the review of checks returned by the county office.	Business Services		Updated process being created and will be implemented.	X			
		Require sites and departments to code their own credit card activity, with review and assistance from Business Services, rather than the accounting technician II doing so.	Business Services		Updated process being created and will be implemented.	X			
		Ensure that employees understand they must return receipts for purchases, as well as utilize purchase orders for appropriate items per district policy.	Business Services		Updated process being created and will be implemented.	X			
		Implement a formal employee reimbursement policy if it is decided to accommodate employee reimbursements for expenses.	Business Services		Updated process being created and will be implemented.	X			
		Restrict the ability for account clerk III positions to increase purchase orders if an invoice exceeds the limit of a purchase, unless an electronic approval, or a limit on the amount of the increase, is established.	Business Services		Updated process being created and will be implemented.	X			

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Business Services Department Accounts Receivable	The accounting technician II is responsible for all aspects of accounts receivable. The duties include creating invoices to bill the associated student body (ASB) for various fundraising activities as well as billing outside vendors for use of facilities including the space fee, custodial work, and utilities. The position also collects developer fees paid by construction companies to develop land within the district's boundaries.	Include another position in the accounts receivable process to establish appropriate segregation of duties, strengthen internal controls, and provide a backup when needed.	Business Services		Updated process being created and will be implemented.	X			
		Establish a calendar and/or formalize communication for facility use/billable events so that invoices are sent out timely.	Business Services		Updated process being created and will be implemented.	X			
		Establish a procedure for documenting the steps for approving facility use and consistently coding all billable activity so that costs and invoices can be reconciled.	Business Services		Updated process being created and will be implemented.	X			
		Include another position in the collection of developer fee process to establish adequate segregation of duties.	Business Services		Updated process being created and will be implemented.	X			
Business Services Department Budget Development/Monitoring	The executive director and the district accountant lead the budget development/monitoring processes. Both positions were vacant during FCMAT's fieldwork. As of the writing of this report the district had filled the district accountant position.	Ensure that a formalized budget calendar is provided to alert all parties involved in budget development about the timelines.	Business Services		Budget Calendar completed and going to Board for approval on Dec. 20, 2017.		X		
		Schedule meetings with site and department leaders for budget development.	Business Services		Budget Calendar completed and going to Board for approval on Dec. 20, 2017.		X		
		Provide supporting information for calculated numbers.	Business Services		All financial reports will have supporting information for calculated numbers.		X		
		Fully utilize the budget controls in Escape.	Business Services		Updated process being created and will be implemented.	X			
		Consider requiring the sites and departments to enter budget transfers.	Business Services		Site budget transfer request form being implemented.	X			
		Consider implementing a review process for student attendance records prior to state submittal.	Business Services		Updated process being created and will be implemented.	X			

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Business Services Department Budget Development/Monitoring		Ensure that the person responsible for calculating the LCFF revenue for the budget analyzes the student attendance reports for reasonableness.	Business Services		The person responsible for calculating the LCFF revenue for the budget does analyze the student attendance reports for reasonableness.		X		
		Ensure that the cabinet reviews information on attendance changes year-over-year to identify trends.	Business Services		Weekly updates on enrollment and ADA yearly trends google document created for Cabinet and updated twice a week.		X		
		Evaluate workloads based on title and responsibility to determine which job duties would be better aligned with another position, while maintaining effective internal controls.	Business Services/Human Services			X			
Business Services Department Payroll	The Business Services payroll function is responsible for ensuring all employees are paid accurately and in a timely manner. Payroll processing responsibilities are split between classified and certificated staff, rather than based on the alphabet. There are four Payroll Technician III positions, two of which were vacant at the time of FCMAT's fieldwork but have been filled at the time this report was written. The two positions are filled with temporary employees, both covering certificated staff. The absence of both certificated payroll positions and the backfill with temporary employees has highlighted the need to have additional expertise for both classifications. Splitting the payroll by work site or employee last name would allow each Payroll Technician III to handle both classified and certificated personnel. Then, whenever a technician is out, any other technician can fill in because they know how to handle both classified and certificated employee payrolls. It should also serve to smooth out the peaks and valleys of the workload related to either the classified or certificated payroll.	Realign duties to cross-train payroll staff on certificated and classified employee payrolls.	Business Services		The process for each payroll employee splitting between half certificated and half classified, in lieu of each only doing one employee group as they do now, is being implemented the first payroll cycle of the 2018 year.	X			
		Consider altering the deadline for month-end timesheets.	Business Services		Updated process being created and will be implemented.	X			
		Develop procedures to reconcile Aesop records to timesheets.	Business Services		Updated process being created and will be implemented.	X			

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Human Resources Department	The Human Resources (HR) department should be adequately structured and staffed to support the educational agency in all of its personnel management needs. The HR department is responsible for the legal requirements associated with HR management and for staff recruitment. HR staff must work with administrators and supervisors in personnel evaluation, personnel records maintenance, and personnel procedures. Staff must also be appropriately trained and operate within the framework of district policies adopted by the Board of Education, the California Department of Education, the California Education Code, and all other applicable state and federal laws.	Develop a training plan to ensure that HR staff members are appropriately trained to cover the significant functions of each other’s desks.	Human Resources		Each HR position has a back up person who is knowledgeable about their role and can cover in their absence.		X			
		Formalize backup assignment for the three HR technician positions.	Human Resources		See above.		X			
		Shift the responsibility for initial screening of all applications to the HR department and set a standard to have this completed in a timely manner.	Human Resources		The Recruitment Technician in HR does all screening. During the initial LCAP years existing staff struggled meet the demand of hiring over 150 certificated staff prior to the start of school. With the implementation of Chalk, this year was significantly improved.		X			
		Prepare handbooks for each employee group – certificated, classified, management, and substitute employees – including information about the district as well as policies and procedures that apply to each group and where to find further information.	Human Resources		SRCS maintains an update online platform for employee information. The site includes CBA’s, benefit information, and all other pertinent employee forms and info.		X			

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Human Resources Department		Consider ways to make a job offer as soon as the finalist is selected rather than the current process of taking several weeks so that the best candidates are not lost to other employers.	Human Resources		Once the hiring paperwork is received and it is confirmed that it is completed, the turnaround time for a job offer is 24 hours or less. Many packets are incomplete when received, (No references, missing interview notes, no credential), so this requires more intervention prior to being ready to make an offer.		X		
		Consider designating specialists for employee leaves, health benefits, and credentials, as they are some of the more technical and complex areas of personnel operations. Ensure a backup is trained for each specialist.	Human Resources		All HR Technicians are well versed in these disciplines. As these areas become more complex, HR is reviewing the idea of designating specialists.	X			
		Provide training to school sites and departments on essential HR-related functions.	Human Resources		Do for Principals and ESOMS	X			
		Discontinue the practice of paying out accrued vacation to active employees and instead require supervisors to work with employees that have high vacation balances to use the accrued vacation at a mutually agreeable time.	Business Services/Human Services		We have discussed this with our CSEA team. This needs discussion on implementation.	X			
		Hold employees accountable for ensuring that excess accrued vacation is used and that vacation time continues to be used in the future to avoid accumulation of an excess balance.	Business Services/Human Services		Same as above				
		Create a file to contain employee Form I-9 and supporting documents.	Human Resources		We have a confidential part of the personnel file.	X			
		Consider various methods to further automate HR functions, as described above.	Human Resources		Working with Chalk Schools for automation of Coaching, Subs and Employee Leaves	X			

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Human Resources Department		Continue to send notices when performance evaluations are due for personnel, following up to ensure that they are completed.	Human Resources		This is our practice.		X	