

More than twenty committed members of Action Team 5 met ten (10) times from October 25, 2016 to February 7, 2017 in order to complete the task laid out by the Strategic Planning Committee. Our charge was to come up with 4-5 specific results that would support the District strategic goal to develop, implement and assess a comprehensive human resources system consistent with our [mission and objectives](#), focusing on:

- recruiting
- supporting
- evaluating
- retaining
- advancing and
- recognizing

a team of highly qualified diverse and dedicated staff.

The team started this journey by engaging in a visioning activity to set the context for what DJUSD could be if this goal was met. This activity created many questions about best practices, policies, procedures, precedence, contractual obligations, etc. As a result, the team conducted weeks of relevant action research on many topics, which informed much of our work:

- reviewing current and past staff demographics and rates of recruitment and retention,
- contacting other districts,
- researching benefits and compensation packages,
- reading relevant research on diversity in hiring,
- speaking with current and former staff members, and most notably,
- conducting and analyzing the results of a survey of classified, certificated and administrative staff interests, desires and satisfaction to which over 500 people responded

The culmination of our work was the production of the four (4) Action Plans following from four Specific Results summarized below.

[Specific Result 1: Professional Growth](#)

Through a comprehensive Professional Growth System in the widest sense, DJUSD will become the preferred place to work in the Sacramento region, because of the district's commitment to fostering the next generation of teachers, through collaboration, career counseling, mentorship and advancement.

The team felt strongly that high quality ongoing professional growth was critical to recruiting, supporting, retaining, advancing and recognizing a highly qualified diverse staff. This specific result contains action steps that encourage the district to focus its professional growth activities on 'target areas' which sites in turn work to implement. This specific result also includes specific actions to increase the teacher pipeline in our region as well as an investment in the career advancement of DJUSD employees.

[Specific Result 2: Employee Retention and Satisfaction](#)

100% of certificated, classified and administrative staff report that the district is a culturally responsive environment where they feel safe, recognized, respected, and a sense of agency to be innovative.

The team consistently focused on topics of values of equity and diversity throughout our discussions. This specific result focuses on the conditions that must exist in order for a diverse staff to thrive in DJUSD. Research also demonstrates that these same conditions will increase retention and satisfaction of all employees. The specific actions in this action plan include the creation of a mentor cadre of culturally responsive staff to support new staff, support leadership to address their work environments, assess district staff regarding feelings of safety, respect, agency and cultural responsiveness as well as provide ongoing professional development to remedy areas of concern highlighted in the survey.

Specific Result 3: Recruitment

To create and implement an enhanced districtwide comprehensive recruitment process that provides timely and qualified staffing of school district personnel needs and expands the diversity of staff in the district.

This action plan focused primarily on improving the Personnel Services tasks and processes employed to more effectively recruit prospective employees to DJUSD in addition to ensuring that candidates who are employed are highly qualified and diverse. The action plan calls for the creation of an employment brand for DJUSD, expanding recruitment outreach, enhance and streamline the hiring and selection process, increasing community partnerships to achieve the result goals, and measure improvement on key metrics including position acceptance and diversity rates.

Specific Result 4: Compensation and Benefits

To make DJUSD a more desirable employer by providing compensation and benefits that fit the needs of all of its current and prospective employees.

This specific result is probably the most complex as the team recognizes that compensation and benefits include many variables that are outside of the district's control. The team focused on specific actions that we believed could fall within the districts locus of control and would improve the recruitment, retention and support of DJUSD employees. The specific actions in the plan focus on the following:

- Determine competitive and comparable regional compensation for all employees and strive to be at or above the regional comparable compensation level.
- Creating a less stressful onboarding process for new employees, which includes clear and timely information regarding compensation and benefits.
- Creating a more accessible, user friendly, and customer service oriented human resource and benefits system that allows current employees to dedicate more time to their work and workplace.
- Individualizing the benefits offered in DJUSD by providing an allotted amount of benefit money to each employee so that they have the ability to allocate those funds towards the benefits that best fit their needs (health, dental, and vision). This money should be enough to fully cover the individual employee.

The team is delighted to bring these unanimously approved recommended action plans to the Strategic Planning Committee as we believe they will move DJUSD closer to its goals outlined in Strategic Goal 5 in the most expeditious manner possible.

Respectfully Submitted by Action Team Five Members:

Matt Best, Deputy Superintendent, Facilitator
Alicia Sullivan, Community Member
Bill Calhoun, Community Member
Cecilia Escamilla-Greenwald, Community Member
Dave Miller, Community Member

Debra Taylor, Community Member
Jan Jursnich, Community Member
Melanie Barbier, Community Member
Steven Weiss, Community Member
Sylvia Kwon, Community Member
Jonathon Brunson, Director, Personnel Services
Patrick McGrew, Director, Special Education
Kate Snow, District Climate Coordinator
Mel Lewis, District Climate Coordinator
Jennifer Mullin, Vice Principal, Harper
Cheryl Ozga, ASB Bookkeeper, DHS/CSEA Vice President
Ana Duffey, Paraeducator, Korematsu
Mike Dufresne, Teacher, Holmes
Cammie Portello, Teacher, North Davis
Ann Holte, Teacher, Holmes
Ingrid Salim, Teacher, North Davis
Aaron Kameyer, Food Preparation I, Student Nutrition Services
Maria de Leon, Human Resources Technician
Mere Parkhurst, Human Resources Technician

Strategy Number: 5

Plan Number: 1

Date: Feb 7, 2017

STRATEGY: We will develop, implement and assess a comprehensive human resources system consistent with our [mission and objectives](#), focusing on:

- recruiting
- supporting
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a team of highly qualified diverse and dedicated staff.

SPECIFIC RESULT: To Increase the scope of district-wide Professional Growth structures. Ensure growth and development pathways exist for all levels of district employees through a comprehensive professional growth system, DJUSD will become the preferred place to work in the Sacramento region because of the district's commitment to supporting new and current teachers, administrators, and staff through professional development, career counseling, and teacher training.

#	Action Step	Year 1	Year 2	Year 3	Year 4	Year 5
1	Professional development					
a	District commits to a core HR philosophy of building, leveraging, and utilizing its Social Capital. Increasing transparency, mutual respect, communication, and collaboration among all employees in order to maximize each student's achievement	X	X	X	X	X
b	District identifies a direction or focus of targeted district-wide professional development (target area) with a focus on best practices	X				
c	District provides opportunities for all staff to be trained in the target area	X	X	X	X	X
d	In-House training is encouraged. Volunteer teachers are encouraged to be trained in the district target area and then be compensated to coach other teachers.	X	X	X	X	X
e	In order to implement desired district focus, sites are allocated extra time during the day and week to collaborate.	X	X	X	X	X
f	Site administrators observe teachers to encourage desired best practices in the classroom	X	X	X	X	X
g						

h	District provides on-going training in recognizing institutional biases regarding minorities.	X	X	X	X	X
i	District provides incremental training for all staff in recognizing subconscious biases they may have themselves.	X	X	X	X	X
j	Increasing communication at all levels and all participants is considered part of everyone's job description.	X	X	X	X	X
k	District evaluates the professional development focus and modifies if necessary	X	X	X	X	X
l	Teachers have follow-up support after training to help them incorporate it into the classroom.		X	X	X	X
m	New teachers receive extra support after the two BTSA years, for years 3,4, and 5					
n	District supports sub-time for teacher release time to observe and collaborate with other teachers and subs for Administrators to observe teachers in classrooms.	X	X	X	X	X
2	District office to have someone tasked with increasing public recognition of staff. Finding the most effective methods for recognizing staff around the district and sharing successful strategies with all sites. Amount of staff recognition to increase year over year.	X	X	X	X	X
a	Career counseling	X				
b	DJUSD creates a career development program that includes access to a certified career counselor.					
c	Offers yearly sessions for all employee to review career satisfaction, professional goals, and pathways for achieving success ideally in the district.	X	X	X	X	X
d	Provides employees with opportunities and resources that support their career advancement in a concrete way.	X	X	X	X	X
e	Recognizes motivated employees facilitates reassignment or advancement within the district.	X	X	X	X	X
3	Evaluates success of the program in terms of satisfaction and set outcomes.					
	Teacher residency program					

a	DJUSD contacts local universities to create a team to coordinate a district internship program.	X	X			
b	Organizes a hiring committee to recruit interns who are diverse and motivated.	X				
c	Identifies master teachers to train, mentor, and co-teach with interns. Offers compensation in terms of flexible hours for teachers nearing retirement.		X	X	X	X
d	Based on evaluation of performance consistent with district goals, offers employment to interns.	X	X	X	X	X
e	Recognize commitment of master teachers, interns, and program partners and disseminate success of program via multiple communication platforms.	X	X	X	X	X

Cost Benefit Analysis – Plan 1

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> -Increase cost for time away from students in the schedule -Increased costs for staff time taken by more attention to communications -Cost of compensation of teacher coaches -Administrators will need to be in classrooms more often -Costs associated with the support of district-wide best practice goal -Likely either hire more people or have a longer day - 1c up to \$1.8m (\$350k per day) - annually - 1d (train the trainer) up to \$50k - annually -1e (\$50k per additional hour) - annually -1i – 2 days, \$600k – one-time - annually 1k – 2 days over the course of the school year, \$600k – annually, unless consolidated with 1c 1l - \$300k, assuming number of new teacher trend remains static - annually 1n - \$10k annually 2a - \$5k one-time 2b - \$25k – annually 3c - \$2-4k per intern, if district subsidizes this cost 	<p>Tangible:</p> <ul style="list-style-type: none"> -Each teacher's skills are more widely known by people not directly responsible for evaluating them. -Lower staff turnover -Higher morale and productivity -District focused on best practices -Staff trained in best practices and coached/supported -Student achievement gap addressed through best practice focus -More time spent by administrators observing best practices -Supporting new teacher, increased retention of new teachers -growth is celebrated <p>Intangible:</p> <ul style="list-style-type: none"> -Individual employees are recognized for their skills, efforts, and creativity. -building professional learning community -higher morale and satisfaction -increased consistency/clarity across the district - may also help ease parent angst about variability across classrooms. -Increase preparedness predictability

<p>Intangible: -Some staff will be hesitant to change practices and will potentially undermine the implementation -will lead to inequitable outcomes without consistent site buy-in</p>	<p>-format for adopting new things</p>
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Strategy Number: 5

Plan Number: 2

Date: Feb 7, 2017

STRATEGY: We will develop, implement and assess a comprehensive human resources system consistent with our [mission and objectives](#), focusing on:

- recruiting
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a team of highly qualified diverse and dedicated staff.____

SPECIFIC RESULT: 100% of certificated, classified and administrative staff report that the district is a culturally responsive environment where they feel safe, recognized, respected, and a sense of agency to be innovative.

#	Action Step (number each one)	Year 1	Year 2	Year 3	Year 4	Year 5
1	Create and fortify a pool of mentors who participate in ongoing culturally responsive training in order to serve as mentors to new employees.					
a	Identify potential mentors, current or retired educational staff members.	X				
b	Develop a mentorship description and training plan	X				
c	Develop a process for matching mentors with new employees.	X				
d	Match each new employee with a mentor.	X	X	X	X	X
e	Evaluate the program.		X	X	X	X
2	Assessing the district for its ability to provide an environment of safety, respect, agency and cultural responsiveness for all					
a	Establish and refine strategies to understand the experiences of staff who identify as not in the dominant culture using surveys and other measures	X	X	X	X	X
b	Establish affinity groups focused on support, understanding, and developing agency			X	X	X
c	Make survey findings to all administrators to inform their leadership and decisions and to all staff to foster transparency	X	X	X	X	X

d	Use findings to inform Strategic Planning, Local Control Accountability Plan (LCAP) process, and other processes.	X	X	X	X	x
e	HR specifically track promotion of diverse staff	X	X	X	X	X
3	Establishing a culturally responsive working environment through: (inclusive of race, religion, gender, orientation, etc) working environment through:					
a	Specific <u>on-boarding activities</u> to engage new employees in district values of equity and inclusion, including but not limited to training in implicit bias, cultural humility and responsiveness, historical racial, economic and other injustice, systemic and institutional oppression, of socioeconomic class, specifically how to support diverse staff and value of pluralistic environment.	X	X	X	X	X
b	Building a culture of <u>leaders championing</u> a culturally responsive and equitable working environment by:					
b1	<ul style="list-style-type: none"> Make it a criterion for all site and department leaders to be culturally responsive and agile-minded so that they can champion a culturally responsive working and learning environment; that they propose, implement and evaluate strategies for improving environment, including analysis of annual staff survey 	X	X	X	X	X
b2	<ul style="list-style-type: none"> Support leaders to make changes, without fear of censure if not successful 	X	X	X	X	X
b3	<ul style="list-style-type: none"> Assess leaders on how they are proposing, developing and implementing culturally responsive strategies 					
b4	<ul style="list-style-type: none"> Recognize people who are leading the way in developing themselves or their sites, who are using the characteristics of cultural responsiveness to meet the District vision or mission 	X	X	X	X	X
c	Create a culturally responsive review of district recognition programs and protocols	X				
d	Provide <u>ongoing professional development</u> opportunities for all staff, including but not limited to equity, implicit bias, cultural humility and responsiveness; historical racial, economic and other injustice, systemic and institutional oppression, of socioeconomic class, specifically how to support diverse staff and value of pluralistic environment.	X	X	X	X	X

4	<p>Establish an ongoing process for evaluating the capacity of the human resources system to attract, retain and promote a diverse staff</p>					
a	Create an advisory committee on accountability for staff diversity and support		X			
b	Committee creates plan for examination of each of the six aspects of HR		X			

Cost Benefit Analysis – Plan 2

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> • Compensation for mentors, trainers • Focus group facilitators • Data analysis (from survey) • survey administration • staff time to communicate findings • Poster production • fixing the things that make people feel unsafe • 1a - \$250k (\$250 estimated cost per employee) - annually • 2a - \$5k one-time • 3a -\$15k (one-day for new employees) annually • 3d – (1 day per year) - \$180k - annually <p>Intangible:</p> <ul style="list-style-type: none"> • Keeping the momentum for change • Human capital cost when issues are not responded to • Time to work through issues once identified 	<p>Tangible:</p> <ul style="list-style-type: none"> • increased retention • possible increase of health (absences) • Resource for HR/other employees to recruit, support others, etc. • Safer environment for all • Healthier learning environment <p>Intangible:</p> <ul style="list-style-type: none"> • 100% presence of employees and their gifts (what they bring to work) • Deeper learning, thinking • Increased recruitment potential • Modeling expectations • preparing students/staff for real world • All people feel valued • Helps us to be a learning institution

Strategy Number: 5

Plan Number: 3

Date: 2/7/2017

STRATEGY: We will develop, implement and assess a comprehensive human resources system consistent with our [mission and objectives](#), focusing on:

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a team of highly qualified diverse and dedicated staff.

SPECIFIC RESULT: Create and implement an enhanced district-wide comprehensive recruitment process that provides timely and qualified staffing of school district personnel needs and expands the diversity of staff in the district.

#	Action Step (number each one)	Year 1	Year 2	Year 3	Year 4	Year 5
1	Create an overall employment brand look/feel/messaging for the DJUSD that reflects the goals of excellence, diversity and inclusion. <ul style="list-style-type: none"> • Update recruitment brochure consistent with branding • Create recruitment video consistent with above to use at job fairs and on DJUSD website • Use website/video to recognize the commitment and dedication of employees and programs • Create an enhanced presentation for recruitment on DJUSD website 	X	X			
2	Expand recruitment outreach efforts. <ul style="list-style-type: none"> • Engage school Principals and staff to regularly attend job fairs . A diverse team represents DJUSD. • Explore partnerships with UC Davis and other local colleges and the Davis/local Chamber of Commerce regarding recruitment and employment opportunities • Identify schools from which to recruit. Focus on diversity and explore on-campus opportunities. • Explore the possibility of offering an employee referral program to district personnel 	X	X	X	X	X
3	Enhance and streamline the interview/job offer process. <ul style="list-style-type: none"> • Create and implement interview/selection training program for all participants; focus on legal compliance, district recruitment goals, and selection criteria. • Create clear protocols for the recruitment/hiring process. • Create a candidate pool which is not site specific 	X	X	X	X	X

4	<ul style="list-style-type: none"> Once candidate is identified, offer contacts on the spot, pending board approval. Secure approval from school board to identify key personnel for which it will provide oversight of hiring; empower Principals to have hiring authority at their sites. Evaluate possibility of offering signing bonuses, relocation assistance or other incentives for hard to fill roles. Explore methods to move experienced teachers transferring from other school districts to permanent status more quickly 					
5	<p>Create partnership with Principals/key stakeholders.</p> <ul style="list-style-type: none"> Regularly attend Principals forums, PTA/PTO meetings, school board meetings to provide a.) vision b.) updates on successes and challenges, and c) provide communication across stakeholders on accomplishing the recruitment goals Ensure Principals have the tools they need to lead the interview and selection process at their sites. 	X	X	X	X	X
	<p>Measure results and make ongoing improvement in the recruitment/hiring process</p> <ul style="list-style-type: none"> Identify the success of various recruitment strategies including reasons why candidates did/did not accept job offers Conduct staff surveys to gain insight into why people come, stay and leave the school district Gather feedback from Principals and other key stakeholders on what's working well/needs improvement Obtain best practice information/benchmark data if available, review and apply findings to DJUSD processes as appropriate Measure whether recruitment efforts are increasing staff diversity and inclusiveness throughout the district. 	X	X	X	X	X

Cost Benefit Analysis – Plan 3

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> • 1 - Production costs of video (\$25k), website and print materials – one-time • (These costs may be mitigated by tapping into local, student and/or volunteer resources.) • -The cost of employee referral program • Possible costs of interview/selection training program training • Costs of signing bonuses • 3 – streamline interview/selection process \$10k – one-time • 3 – signing bonuses (\$50-250k) annually depending on eligible positions and number of openings <p>Intangible:</p> <ul style="list-style-type: none"> • Costs of staff time and resources to conduct surveys, analyzed data, and attend recruitment fairs, school site meetings and board meetings. • Potential decrease in site hiring choice/autonomy • anxiety for candidates not knowing the site to which they will be assigned. 	<p>Tangible:</p> <ul style="list-style-type: none"> • A clear focus on diversity. • Creates a consistent vision, plan and process for recruitment. • Enhanced legal compliance in HR process • DJUSD is more attractive to the best candidates in multiple medias. • Improved ability to recruit and hire in a timely manner. • Fosters increased communication among stakeholders. • Implements continuous improvement approach to hiring. • Building partnerships and relationships with the district, the city, and universities. <p>Intangible:</p> <ul style="list-style-type: none"> • Potential increase in number of high quality candidates hired for open positions (district wide) • Exposure to more candidates • Improved morale of current employees when the district is able to hire and retain quality employees.

Strategy Number: 5

Plan Number: 4

Date: 2/8/2017

STRATEGY: We will develop, implement and assess a comprehensive human resources system consistent with our [mission and objectives](#), focusing on:

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a team of highly qualified diverse and dedicated staff.

SPECIFIC RESULT: To make DJUSD a more desirable employer by providing compensation and benefits that fit the needs of all of its current and prospective employees by:

- Creating a less stressful onboarding process for new employees, which includes clear and timely information regarding compensation and benefits.
- Creating a more accessible, user friendly, and customer service oriented human resource and benefits system that allows current employees to dedicate more time to their work and workplace.
- Individualizing the benefits offered in DJUSD by providing an allotted amount of benefit money to each employee so that they have the ability to allocate those funds towards the benefits that best fit their needs (health, dental, and vision). This money should be enough to fully cover the individual employee.

#	Action Step (number each one)	Year 1	Year 2	Year 3	Year 4	Year 5
1	Determine competitive and comparable regional compensation for all employees. Strive to be at or above the regional comparable compensation level.	X				
2	Negotiate the contracts with the benefits providers to allow for more individualized plans. Negotiate the contracts of DJUSD employees so that the district will offer each employee the equivalent of full coverage for 1 individual and that money can be divided between health, vision, and dental benefits as the employee sees fit.		X	X	X	X
3	Move the benefits department and any staff handling these areas under the management of the HR department.	X				
4	Have a dedicated benefits person who provides direct customer service (even prior to a signed contract) and works as a liaison between the employee and the contracted benefits providers and the local community. This person can also negotiate additional benefits with community providers such as gyms, childcare facilities, etc. This employee will be responsible for providing a benefits fair each year where the	X				

	benefits and choices offered by the district are explained to employees (by both the district and the health care providers).					
5	Allow employees to make one-on-one appointments with the benefits person on their campus or at their worksite.	X	X	X	X	X
6	Develop a comprehensive and interactive benefits website.	X				
7	Every year the district will send out a survey to its employees to reevaluate the compensation and benefits that are offered and whether they are sufficient or need to change in some way.	X	X	X	X	X
8	Based on annual survey results and market opportunities the district will offer new/innovative expansion of benefits to its employees and communicate compensation/benefits related to decisions to employees.		X	X	X	X

Cost Benefit Analysis – Plan 4

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> • Staff to manage website/design • Opportunity cost of moving employee out of fiscal • If employee compensation is increased there will be increased cost (or intangible costs re: working conditions) • 1 – Comparable salary and benefits would vary based on the goal - \$2-5m – on-going • 2 – Based on negotiated benefits and the cost of single only - \$850k-\$3m • 4 - \$25-50k annually • 6 - \$5k one-time <p>Intangible:</p> <ul style="list-style-type: none"> • time for plan analysis/negotiations • potential expanded positions/responsibilities 	<p>Tangible:</p> <ul style="list-style-type: none"> • Employee time saved not having to navigate systems • Lower costs for benefits • Provide higher quality service • Better understanding of benefits offerings • High demand met (via survey results) • Increased compensation/benefits <p>Intangible:</p> <ul style="list-style-type: none"> • Attract prospective employees with transparent benefits • Predictable resource for benefits (through fair) • Increase feeling of care for employees • Deeper integration into HR on-boarding process