INTRODUCTION

The Santa Barbara Community College District asked Griffenhagen-Kroeger, Inc., to review the classified personnel structure and function. The results of this study are reported in the following pages. Our comments and proposals reflect the basic principles of current or modern personnel programs but at the same time should be feasible considering the size and present stage of development of the District's overall management program.
CLASSIFIED PERSONNEL OFFICE

BACKGROUND

As part of its ongoing effort to develop an effective administrative organization, the District recently made two major decisions which have an impact on the Classified Personnel Office.

1. Separation of certificated and classified personnel functions.

   (a) The clerical procedures related to the certificated personnel function now under the direction of the Administrative Dean, Instruction; and

   (b) the direction and implementation of the classified personnel function is the responsibility of the Director of Classified Personnel who is under the direction of the Administrative Dean, Business Services.


   The Classified Personnel Office, the CSEA Chapter and the Administrative Dean contributed to the development of a document which not only codified present basic procedures but which recommended rules to cover policies and practices which are appropriate in any modern personnel administration program. Now that these Rules and Regulations have been approved by the Board of Trustees, the Classified Personnel Office will be responsible for implementing or directing the implementation of them.

GOALS & OBJECTIVES OF THE CLASSIFIED PERSONNEL OFFICE

Modern personnel administration is "the art of selecting new employees and making use of old ones in such manner that the maximum quality
and quantity of output and service are obtained from the working force.

In line with this definition, a broad-gauged personnel program would stress the following:

1. Development of a sound organization structure for carrying out the personnel program, one in which the responsibilities of all those participating in the program are clearly defined.

2. Systematic and flexible position classification and the establishment of a just salary plan, taking into account the strong competition which the private sector offers.

3. A well-conceived recruitment plan and the attraction of good candidates by means of imaginative and aggressive recruiting techniques.

4. A sound system of selection, assuring the appointment of only the most qualified candidates and their placement in the jobs for which they are the best fitted.

5. Comprehensive in-service training programs, aimed at improving the skills of the employees, raising their morale, and preparing them for promotions.

6. A satisfactory plan for the periodic evaluation of the efficiency of the employees in order to improve their performance and to identify the most competent ones.

7. A plan of promotions based principally on the merits of the aspirants.

8. Constant efforts to improve the human relations skills of supervisors and in general to assure proper attention to human relations factors.

9. A complete program for maintaining the morale and discipline of the employees at a high level."

Footnote: Public Personnel Administration
By Felix A. Nigro, pages 36 and 37
Role of the Personnel Director

The Director of Personnel serves in a very sensitive spot since such a position is an administration or management function, yet it must operate with due regard to the interests of the employees.

As a functional supervisor the Director of Personnel would have typical responsibilities.

A. Administrative Responsibilities

1. Develop and implement personnel procedures.
2. Effectively implement and control results.
3. Make prompt, well-considered management decisions.
4. Supervise effectively.
5. Conduct periodic analyses and appraisals of office activities as to justification and required effort.

B. Economic Responsibilities

1. Keep all costs and manpower consistent with essential purposes and levels of service established by the District.
2. Establish efficient methods for performing operations and activities.

C. Employee Relations

1. Provide effective leadership.
2. Stimulate morale.
3. Insure that all employees are accorded fair and equitable treatment, and that they are inspired to do their best efforts.
4. Maintain personnel policies and practices (including benefit plans, wage and salary schedules, and working hours and conditions) up-to-date and in favorable relation to competition, through well-considered changes as necessary.

A job description which delineates the basic functions of the position of the Director of Classified Personnel appears at the end of this report.
We recommend that the Administrative Dean should provide administrative direction to the classified personnel function as necessary and should continue to be responsible for advising the Director on the long-range goals and the priorities for major activities for the classified personnel function.

We further recommend that the Director should be delegated authority for the development of immediate goals and programs to implement the agreed upon priorities as well as responsibility for recommending long-range goals.

We recommend no change in the number of man hours assigned to this function.
Comment - As the District grows in size, that is in the number of student and in the expansion of functions to service the student body population, so will some of the administrative services. Certainly the Classified Personnel Office will change, e.g. if in the future there are two college campuses, it is likely that more classified personnel will be needed and the size of the classified personnel office staff will change. At present activities of the office are such that two to three staff members are needed:

1/2 Professional
1 Clerical-Technical
1 to 1 1/2 Routine Clerical

The present functions probably do not warrant the full time of a professional; therefore, the Director must necessarily perform a variety of technical and clerical duties as well. It is true that the division of certificated and classified personnel processing will provide more time for the Director of Classified Personnel to expand the classified personnel program.

At present this office is procedure or process oriented rather than program oriented. The processing must continue to be done but increased emphasis should be placed on programs which insure that qualified personnel are recruited, selected, oriented, trained, evaluated and promoted.
Functional Responsibilities of Classified Personnel Office

Immediate and full implementation of the programs and activities delineated in this report and in the newly adopted Classified Personnel Rules & Regulations, is not realistic. However, priorities should be established and a realistic time schedule developed for instituting the basic plan and procedures for major activities.

On the basis of our review and analysis, we recommend that the functions of Classified Personnel Office should be undertaken in several phases which are listed below. The phases are not mutually exclusive and in addition, some of the activities of each phase outlined are already underway since the classified personnel program has been evolving and functioning since the first classified staff person was employed. In addition, although the scope of the classified personnel function has changed rapidly within the last year, the key staff person has been the same person for several years. Miss Castleberg’s title and the scope of her responsibilities have evolved along with that of the entire classified personnel function.

We recommend the following phases for the development of a fully operating classified personnel program.

Phase I - Immediate

- Develop a brief policy statement which defines the goals and objectives of the classified personnel function.

- Advise classified employees, CSEA representatives and administrative personnel on the new role and authority of the Director of Classified Personnel.
- Prepare a list of the activities which require development or revision before they can become effectively operative.

- Assign priority and time schedule for accomplishment of each item on above list.

- Broaden the opportunities for interpreting and clarifying the Rules and Regulations to all concerned.

- Clarify and reorganize paper work procedures related to processing of personnel transactions; this includes preparation of a procedures manual and new forms for some activities.

**Phase II - Within 3 - 6 months**

- Revise and improve orientation program for new employees including the preparation of an employees' handbook.

- Expand recruitment procedures; eventually this office should undertake the recruitment of part-time personnel and the processing of personnel transactions for Adult Education.

- Assist supervisors in utilizing improved techniques for selection of personnel.

- Review jobs for which skill and aptitude tests would improve selection process.

- Review upgrading and promotional opportunities and ascertain need for offering in-service training and staff development programs.

- Revise performance evaluation program and train supervisors in the evaluation process. (Performance Evaluation is more than a form, it is a total program.)

- Continue the interpretation of the Rules & Regulations. When actual situations arise, the interpretations made should be recorded so that a review can easily identify areas needing strengthening or modification.
Phase III

- Maintain the classification plan by developing recommendations on reclassification requests and adding new classes as needed.

- Review and update the classification plan every three years.

- Develop annual salary recommendations.

- Develop procedures for working closely with employees and their supervisors in order to achieve the objectives of a fully operative and positive personnel program.

Creative leadership and considerable initiative is needed to carry out a basic personnel program and given the most favorable circumstances not all objectives can be undertaken by one professional person at the same time.

We recommend that the District consider continuing the utilization of outside consultants, particularly during the initial year. There are several areas that lend themselves to "outside" assistance.

(a) Revision of the performance evaluation plan and training of supervisors in use of the plan.

(b) In-service training for specialized classes.

(c) Annual salary survey and development of salary recommendations for each classification.

(d) Complete review of the classification plan.

Depending upon the priorities and timing, the District may need to seek help in any one or more of these four areas during the next year.
Current Conditions

We recommend that the District provide an opportunity for some specialized training for the present Director of Classified Personnel.

Since the incumbent has been upgraded from a clerical to a technical and now a professional level position, it is appropriate that the District share the time and expense to insure the best background for conducting a personnel program. A regular college course in public personnel administration and a course in classification are essential. The incumbent should also be encouraged to participate in short courses, workshops and institutes on various aspects of personnel administration in a school district. But of foremost importance would be the two college courses. The opportunity for the two college courses may be limited within the next year -- because of time and distance, but there will be opportunities that can be planned for. If the District desires the incumbent to take over just the maintenance of the classification program immediately, perhaps several days of training by the consultant responsible for the current plan would be of assistance. Maintenance of a classification program is important and if done regularly means that a complete overhaul is necessary only every three to four years.
Salary Recommendation

There are two stages the District will go through before the appropriate salary for the position of Director of Classified Personnel can be established.

First the District will need to evaluate how quickly it can implement a total program, and second, determine which functions should be delegated to the Director within the first year. The salary, once the full scope of the job is ascertained, may be different from the "evolving or developing job."

We recommend salary Range 42 for the present stage, under the current conditions.

Range 47 or 49 might be appropriate for any incumbent once the full scope is determined.
DIRECTOR OF CLASSIFIED PERSONNEL

Job Summary

Under general administrative direction, to plan, organize and implement the personnel program for classified employees within the guidelines established by the Board of Trustees and particularly those delineated in the Classified Rules and Regulations; and to do related work as required.

This position reports administratively to the Administrative Dean, Business Services.

Examples of Duties

Administers policies and regulations for classified personnel; confers with administrators, supervisors and employees, regarding personnel problems and needs; recommends changes or modifications in procedures or rules and regulations when necessary; works with employee groups to interpret rules and operating procedures and to insure fair administration of the rules.

Develops and implements a positive recruitment program which insures a supply of highly qualified applicants from which vacancies can be filled.

Interviews and screens applicants for general classified positions; may advise if requested on the guidelines to be used by administrative personnel in the interviewing and selection of specialized or general classified personnel.

Maintains the classification and salary plans; keeps class specifications current; reviews and maintains appropriate internal relationships.
between various jobs within each job family; reviews and coordinates reclassification requests and may recommend changes in classification according to the principles established by the classification plan.

Develops other plans and programs to meet the needs of a modern personnel program (performance, evaluation, staff development, etc.)

Investigates and recommends resolution of grievances or appeals.

Represents the District in community organizations and District committees related to classified personnel.

Supervises one or more clerical employees.

Maintains records and prepares correspondence and reports.

**Employment Standards**

**Education and Experience** - Any combination equivalent to graduation from college and three years of increasingly responsible professional (non-clerical) personnel experience preferably in a public agency.

**Knowledge and Abilities** - Knowledge of the principles of public administration with emphasis on personnel administration; ability to understand public school organization, problems and practices; knowledge of the techniques of classification, pay determination, recruitment, examination and related personnel practices; knowledge of modern office management and procedures; ability to prepare written and oral reports; ability to interpret and apply the provisions of law and rules; ability to work with employee groups; ability to analyze data and to arrive at sound conclusions and recommendations; ability to establish and maintain effective working relationships with employees, employee representatives, administrative staff and the public.

Director of Classified Personnel

(Continued)