



BEYOND SELECTION

Heidi Hrowal

Program & Policy Development Advisor, Employee Performance Management

Los Angeles Unified School District

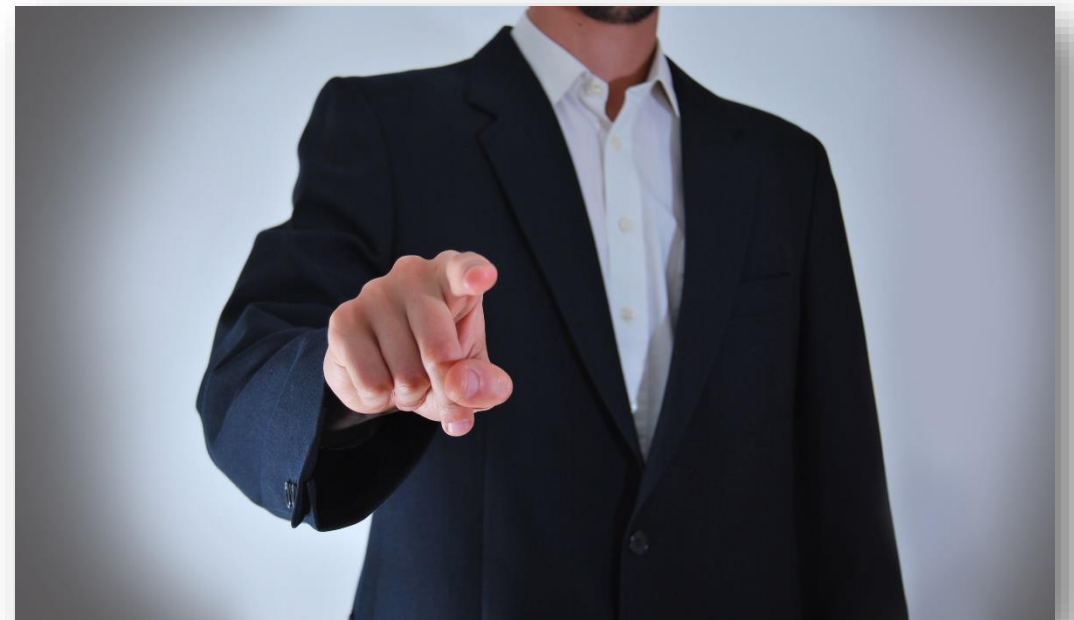
Beyond Selection

- Purpose
 - Going beyond testing and selection to keep employees engaged and growing
 - Imagine...



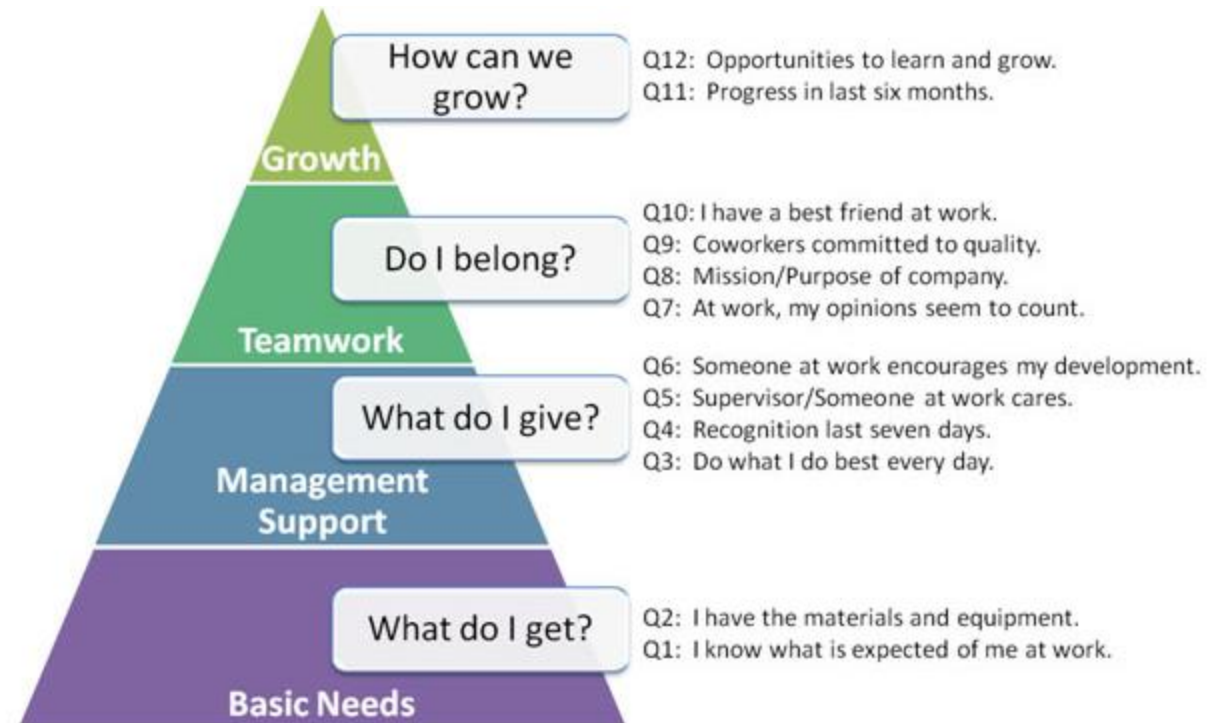
Beyond Selection

- Points
 - Employee engagement
 - Benefit to us as HR professionals
 - LAUSD Project details
 - Lessons learned
 - Next steps



Beyond Selection

- Employee engagement
 - Gallup Q12
 - Survey has been used and refined for many years
 - Over 1 million respondents



Beyond Selection

- What does employee engagement look like?
 - Gallup Q12
 - Taking a closer look



Q1: I know what is expected of me at work.

Q2: I have the materials and equipment I need to do my work right.

Beyond Selection

- What does employee engagement look like?
 - Gallup Q12
 - Taking a closer look



Q3: At work, I have the opportunity to do what I do best every day.

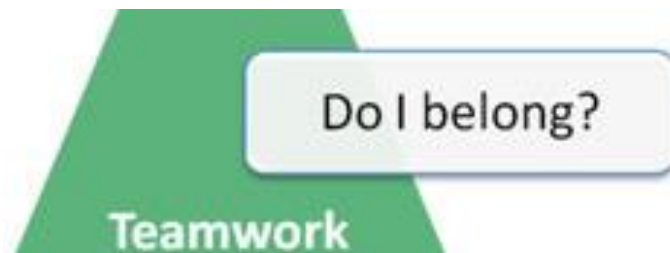
Q4: In the last seven days, I have received recognition or praise for doing good work.

Q5: My supervisor, or someone at work, seems to care about me as a person.

Q6: There is someone at work who encourages my development.

Beyond Selection

- What does employee engagement look like?
 - Gallup Q12
 - Taking a closer look



Q7: At work, my opinions seem to count.

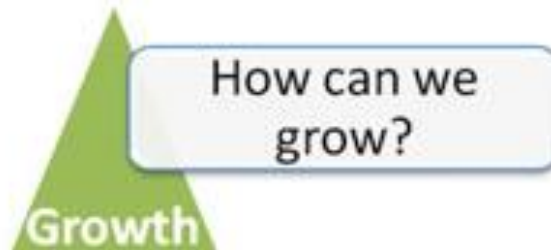
Q8: The mission or purpose of my company makes me feel my job is important.

Q9: My associates or fellow employees are committed to doing quality work.

Q10: I have a best friend at work.

Beyond Selection

- What does employee engagement look like?
 - Gallup Q12
 - Taking a closer look



Q11: In the last six months, someone at work has talked to me about my progress.

Q12: This last year, I have had opportunities at work to learn and grow.

Beyond Selection

- Benefit to us as HR professionals
 - Reduced need for hiring – lower turnover
 - Improved recruitment
 - Increased productivity
 - Could make our jobs much easier



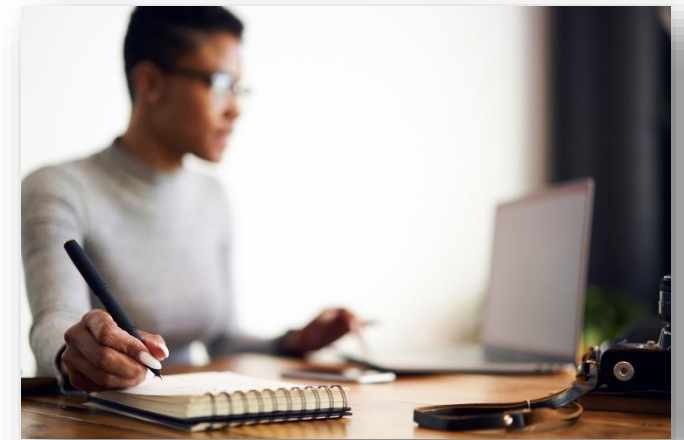
Beyond Selection

- LAUSD Project details
 - *Supporting All Employees* initiative
 - Effective employee at every level of the organization
 - Engaged a variety of stakeholder groups and an advisory committee



Beyond Selection

- LAUSD Project details
 - *Classified Performance Framework*
 - Pared down to 24 competencies within 7 clusters
 - Number or rating categories have varied – currently 4
 - Developing – inconsistent practice and outcomes
 - Effective – consistent practice and outcomes
 - Highly Effective – exceptional practice and outcomes
 - + - builds capacity of co-workers



Beyond Selection

- LAUSD Project details
 - *Classified Performance Framework*
 - Associated tools and how they have evolved
 - Self-assessment
 - Growth Plan
 - Portfolio
 - Connection to performance evaluation



Beyond Selection

- Self-assessment
 - Based on Classified Performance Framework
 - This is the starting point
 - Can be revised throughout the year



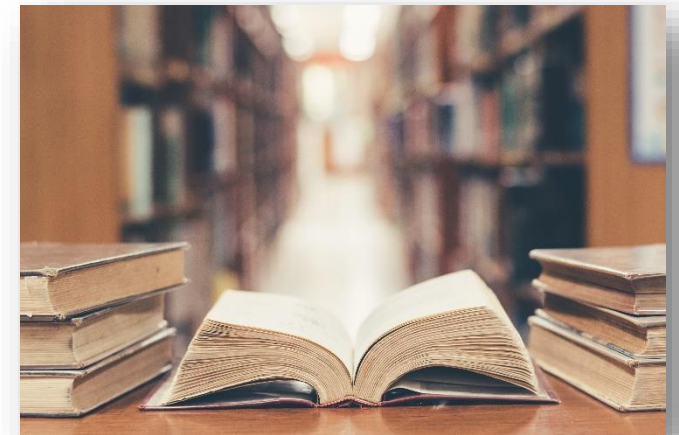
Beyond Selection

- Growth Plan
 - Pulls in data from the Self-Assessment
 - This is a living document – you should be returning to this throughout the year
 - This is the documentation of your growth
 - Types of growth activities
 - Educational
 - Experiential
 - Application



Beyond Selection

- Growth Plan
 - Educational options include
 - Professional development offered by LAUSD
 - Professional development offered by an outside source not affiliated with LAUSD
 - Books
 - Articles
 - Attending meetings of and participating in professional organizations



Beyond Selection

- Growth Plan
 - Experiential options include
 - Shadowing – to follow someone in their work routine in order to observe how they work.
 - Mentoring – to be an advisor or guide to a newer or lower-ranking co-worker
 - Teaming with others in the same field
 - Observations



Beyond Selection

- Growth Plan
 - Application options include
 - Adding new work activities
 - Cross training with another department to learn what they do
 - Increasing responsibilities by asking your supervisor for more duties



Beyond Selection

- Portfolio
 - Pulls in data from the Self-Assessment
 - Summarize growth activities and additional areas for the year
 - Courses/compliance courses/licensing/certification
 - Customer service
 - Safety
 - Department goals
 - Other



Beyond Selection

- Lessons learned
 - Supervisors may be the barrier
 - Multiple unions
 - Funding & staffing resources limited



Beyond Selection

- Next steps
 - Special Education paraprofessional project
 - ~8,000 employees with broad range of duties
 - Targeted performance framework
 - Surveyed all paras and SPED teachers
 - Online training developed based on highest need & interest, linked to framework



Beyond Selection

Heidi Hrowal

Program & Policy Development Advisor

LAUSD Personnel Commission

(213) 241-4683

heidi.hrowal@lausd.net

achieve.lausd.net/cgdc

