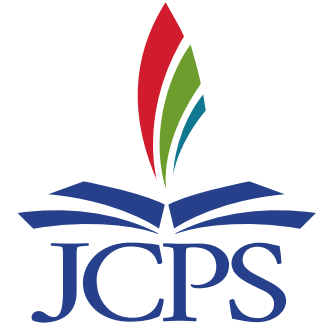


Organizational Coherence

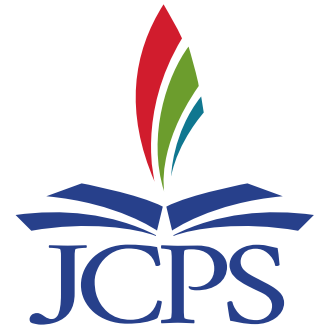
Jefferson County Public Schools
2019

Council of Great City Schools



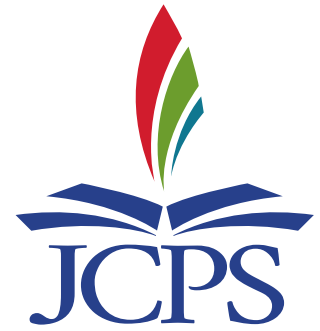
- *An Organizational Review of the Jefferson County Public Schools* March 2018
 - Functional misalignments
 - Inappropriate or inconsistent spans of control
 - Functions dispersed across multiple departments
 - Functions not clearly defined

Alignment



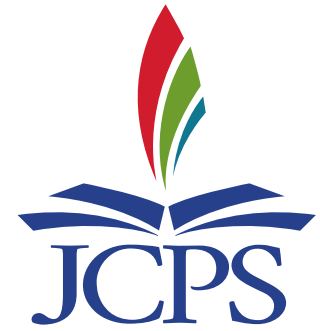
- Chiefs were challenged to:
 - Align and structure their departments in order to support schools
 - Review fiscal responsibility allowing additional funding to support our students
 - Realign all positions for effectiveness and efficiency of district operations

Review of Similar Districts



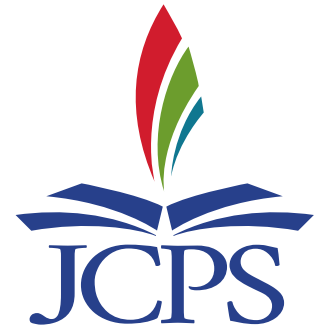
- Charlotte-Mecklenburg Schools
 - Streamlining, transparency and accountability
- Denver Public Schools
 - Reduce redundancy, overlap, inefficiencies
 - Reduce costs at central office
 - Place the savings to benefit schools
- Minneapolis Public Schools
 - Remove wide spans of control
 - Ensure accountability or alignment

Process



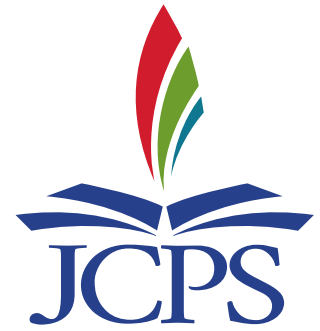
- Aligned Titles and Grades
 - 18 Chief
 - 16 Assistant Superintendent
 - 14 Executive Administrator
 - 13 Executive Director
 - 12 Director
 - 11 Assistant Director
 - 10 Manager
 - 9 Specialist (in a few instances Analyst)
 - 8 Supervisor (in a few instance Associate)
 - 7 and below Coordinator (some others: technician, liaison, etc.)

Process



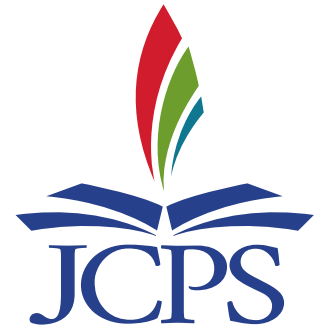
- Reviewed approximately 700 job descriptions
- Almost all have
 - Aligned language (i.e., verbs active voice)
 - Updated language (e.g., type writer, chairman, etc.)
 - Additional language (e.g., Other duties as assigned by Supervisor, Board Approved Days, Satisfies training requirements)
- Some have changes in
 - Title
 - Grade
 - Number of days

Proposal



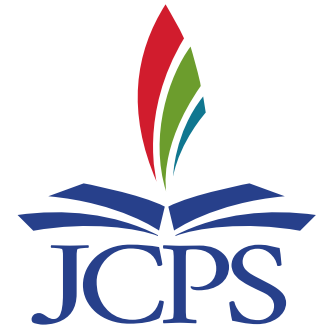
- Approve job descriptions changes
 - Title
 - Grade
 - Number of days
 - Deleted
 - Created
- Approve organizational charts

Proposal



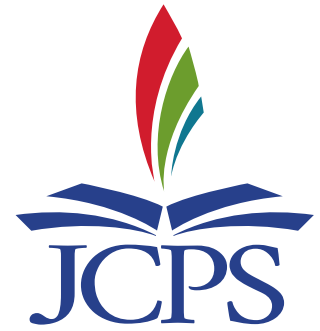
- 87 administrators are reclassified down (reduction in days or grade)
- 75 vacant positions eliminated
- 154 other positions eliminated
- 155 positions created
- Anyone reclassified down is held harmless for one year at his/her current salary

Proposal



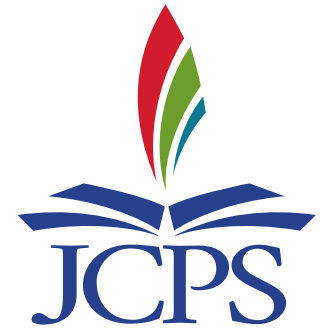
- Employees in a collective bargaining agreement (CBA)
 - Overstaffed (may not remain in current location)
 - Follow the CBA for overstaffing
- Remaining administrators
 - Encouraged to apply for positions for which they are qualified

Partners



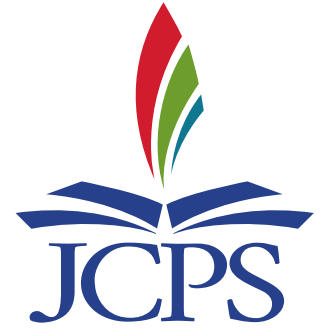
- Superintendent and Chief of Staff met with union partners on May 1st and 2nd
- Presented information
- Answered questions
- Alerting us to questions from members

Overview of Department Reorganization



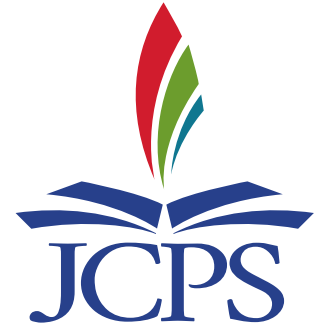
DIVISION	add	delete	\$ amount
Administration			(88,149)
Academics School	1	1	(194,796)
Academic Services	60	125	(464,833)
Communications	4	6	(186,492)
Human Resources	20	13	654,971
Operations	15	14	(168,684)
Diversity Equity	4	12	(38,436)
Finance	1	1	(81,947)
Technology	49	56	(587,597)
Accountability	1	1	(42,659)
ECE			(192,118)
	155	229 (75 vacant)	(1,390,740)

Assistance for Employees



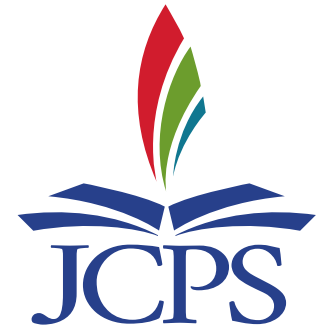
- Chiefs met with staff on May 1st
- Human Resources questions website
<https://forms.gle/iTpuQ8r8wcSeeqYw5>
- 2.5 days scheduled for staff to come meet with a Human Resources representative

Next Steps



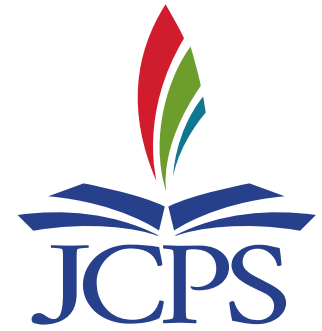
- Proposal to:
 - Approve job descriptions with minor changes
 - Aligned language (i.e., verbs active voice)
 - Updated language (e.g., typewriter, chairman, etc.)
 - Additional language (e.g., Other duties as assigned by Supervisor, Board Approved Days, Satisfies training requirements)
 - Approve salary schedules

Outcomes



- Central Office departments aligned to support students and schools
- Realignment of positions for effectiveness and efficiency of district operations (CAP)
- ECE Implementation Coach (CAP)
- Accurate and accessible job descriptions (CAP)
- Training and compliance requirements incorporated in job descriptions (CAP)

Outcomes



- Savings from Central Office estimated at \$1.39 million initially and each year following
- Reallocation of funding to support students and schools estimated at \$14 million in first 10 years

Questions

