A large iceberg is shown floating in the ocean. The tip of the iceberg, which is the visible part, is on the left side of the frame. The much larger, submerged part of the iceberg is on the right side, illustrating the concept of organizational coherence where the visible part is just the tip of the iceberg.

Organizational Coherence

Jefferson County Public Schools

March 23, 2021

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 Initiated in May 2019

- 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 instances Associate)
- 7 and below Coordinator (some others: technician, liaison, etc.)

Process Initiated in May 2019

- Reviewed approximately 700 job descriptions
 - 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 had changes in
 - Title
 - Grade
 - Number of days

Projected Outcomes at Time of Approval

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

Continuing Work

- Review Team Meets Regularly
- Chiefs are to review any administrative position and corresponding organizational chart that becomes vacant
- Make appropriate changes considering:
 - Requirements of position
 - Number of days
 - Position grade level

Classification Review Process

Chiefs Initiate

- Reviews position
- Drafts required paperwork
- Submits initial draft of request to review team

The image shows three overlapping Excel spreadsheets titled "Budget/Personnel Organizational Changes (1) - Excel". The top spreadsheet is partially obscured by the middle one, which is in turn obscured by the bottom one. The bottom spreadsheet is the most visible and contains the following sections:

- Changes to # of days**: A table with columns for Employee Name, Position Title, Position #, Job Type, Fund Source, and various salary-related fields.
- CHANGES TO NUMBER OF DAYS ONLY FOR NON-VACANT POSITIONS**: A table with columns for Employee Name, Position Title, Position #, Job Type, Fund Source, and various salary-related fields.
- CHANGES TO NUMBER OF DAYS ONLY FOR VACANT POSITIONS**: A table with columns for Employee Name, Position Title, Position #, Job Type, Fund Source, and various salary-related fields.

The image shows a form titled "JEFFERSON COUNTY PUBLIC SCHOOLS REQUEST FOR JOB CLASSIFICATION/RECLASSIFICATION". The form includes sections for "CLASSIFICATION NEW JOB", "ADDITIONAL INFORMATION", and "CONTACT WITHIN ORGANIZATION".

Below the form is an organizational chart for "Munis Unit No. CH1 School Choice 2020-2021". The chart shows a hierarchy starting with the Superintendent, followed by the Chief of Schools. Below the Chief of Schools are three positions: Technician Data Management Research (IA-8), Executive Administrator School Choice (II-14), and Associate School Choice (IIIV-8). The Executive Administrator School Choice (II-14) is further divided into Assistant Director Student Assignment (II-11) and Secretary II (IA-4). The Assistant Director Student Assignment (II-11) is further divided into Supervisor Student Assignment (220) (II-8) and Technician Data Management Research (IA-8). The Supervisor Student Assignment (220) (II-8) is further divided into Specialist Student Services (220) (IV-9) and Secretary II (IA-5). The Technician Data Management Research (IA-8) is further divided into Clerk II (IA-4) and Associate School Choice (209)(220) (IIIV-8). The Associate School Choice (209)(220) (IIIV-8) is further divided into Data Entry Clerk (IA-4).

Classification Review Process

- Review team discusses proposal and compares
 - Similar position responsibilities within JCPS
 - Grade
 - Days
 - Salary of similar position at area school districts
 - Salary of similar position in private sector
 - Ensures alignment to state Summary Class Codes
- Chief and supervisor meet with the review team to review proposal and findings
- Suggestions are made by the review team to chief and supervisor

Classification Review Process

- Chief and supervisor complete any additional required paperwork if decision is to proceed
- Chief presents proposal to the Superintendent
- Review team makes its recommendation to Superintendent
- If the Superintendent agrees, then documentation is finalized and reviewed
- Presented to the Board for approval



Example: TRADES

- What is the objective of the change?
 - Create diversity in hiring and retaining in the skilled trades
 - Opportunities for advancement based on training and experience
- Created draft of plan and positions affected
- Submitted to review team
- Researched current market for the skilled trades involved
- Reviewed Summary Class Codes to ensure alignment to KDE

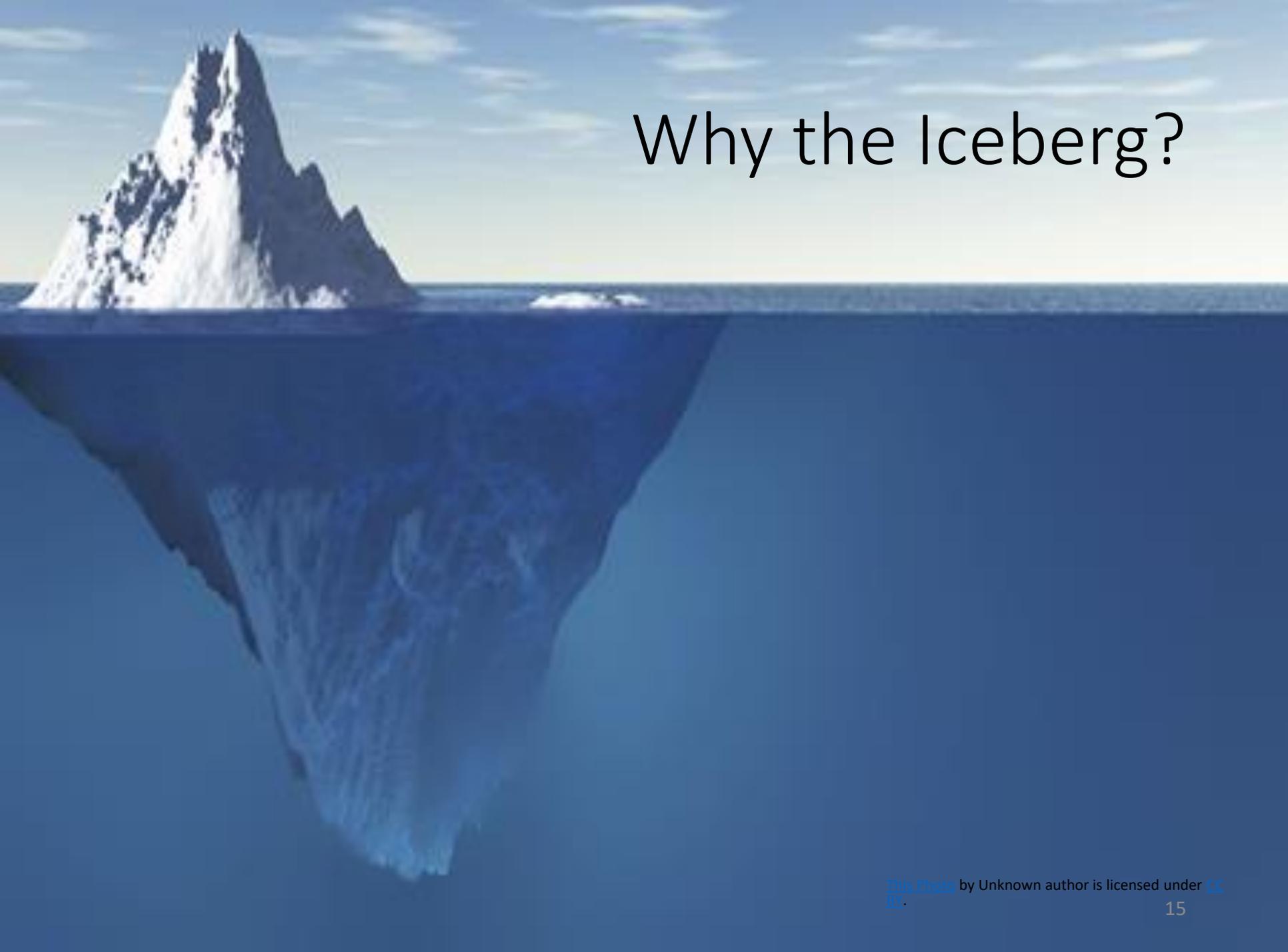
Example: TRADES

- Review all job titles and descriptions in the 4 grades around the recommendation (two below and two above)
 - Minimum requirements
 - Education
 - Certification/Licensure
 - Experience
 - Job responsibilities
- Is the request aligned with the rest of similar district positions?

Example: TRADES

- Additional required paperwork was completed
- Proposal was presented to the Superintendent
- Review team recommended to the Superintendent to proceed
- Presented to the Board for approval

Why the Iceberg?



Coming Changes

- Board Meeting Agenda
- Currently arranged as two separate items (organizational charts and job descriptions)
- Recommendations will be organized by Unit with job descriptions and accompanying organizational charts
- Allow the Board to pull down one Unit to discuss, but others to proceed

Example Agenda Items

VII. Consent Calendar

VII.A. Recommendation for Approval of Organizational Charts and/or Job Description Changes

VII.A.1 Communications

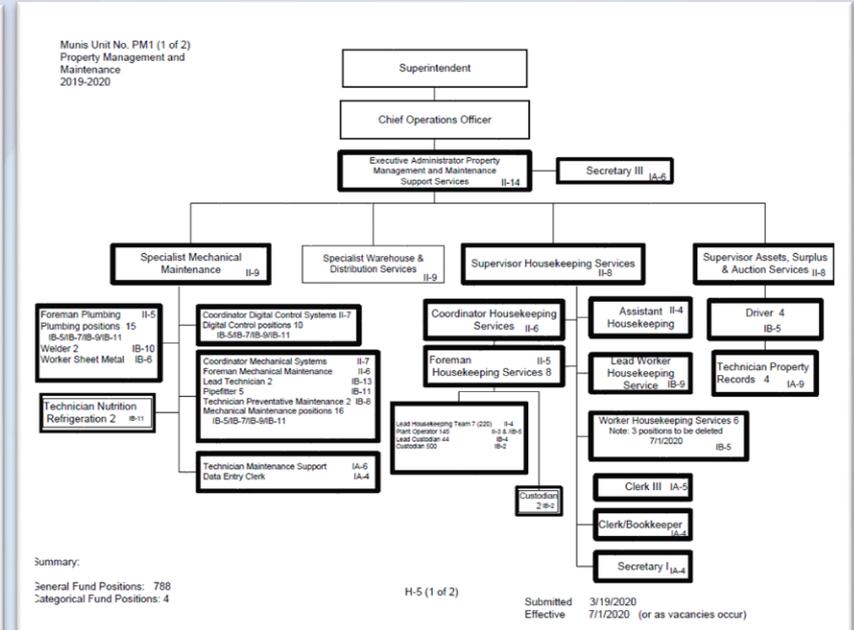
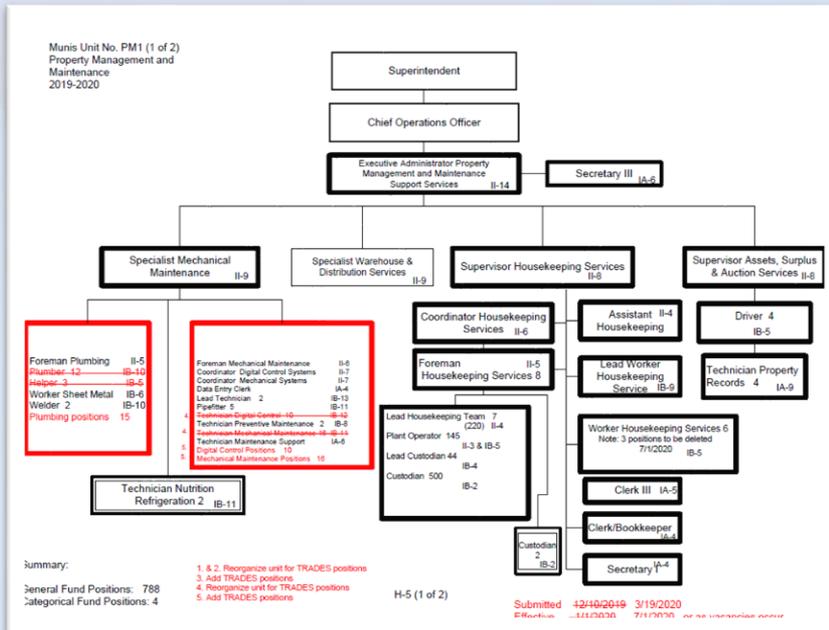
VII.A.2 Diversity, Equity, Poverty

VII.A.3 Human Resources

Example Agenda Attachments

<u>Summary of Organizational Changes for 8/18/2020</u>						General Fund Cost (step 3 w/fringe)	
<u>Unit</u>	<u>Action</u>	<u>Position</u>	<u>Grant-funded</u>	<u>Reclassified Position</u>	<u>Adds</u>	<u>Deletes</u>	
1	CH1	Reduce	Associate School Choice, reduce days from 230 to 220			(4,978)	
2	LE1	Delete	Executive Director ESL			(153,615)	
3	LE1	Delete	Technician Data Bilingual, 220 days			(41,624)	
4	LE1	Add	Executive Administrator ESL/Academic Support Programs and Special Populations		159,115		
5	LE1	Reduce	Specialist ESL, reduce days from 230 to 220			(5,161)	
6	OP1	Delete	Manager Special Projects, 220 days			(93,373)	
7	OP1	Delete	Clerk III			(43,125)	
					159,115	(341,876)	
				8/18/2020 General Fund Net Change		(182,761)	
				Impact of organizational changes FY 2020-21:			
				7/21/2020 Board Meeting	0		
				8/4/2020 Board Meeting	0		
				8/18/2020 Board Meeting		(182,761)	
				8/18/2020 Net Reorganizational GF Change		(182,761)	

Example Agenda Attachments



Example Agenda Attachments



Effective: 7/1/2020 Submitted: 3/19/2020

JOB TITLE:	TECHNICIAN JOURNEYMAN DIGITAL CONTROL
DIVISION:	OPERATIONS SERVICES
SALARY SCHEDULE/GRADE:	IB/GRADE SEE BELOW
WORK YEAR:	260 DAYS
FLSA STATUS:	NON-EXEMPT
JOB CLASS CODE:	SEE BELOW
BARGAINING UNIT:	CLAE

SCOPE OF RESPONSIBILITIES
Maintains all electronic microprocessor based direct digital controllers (DDC), pneumatic systems, and associated software pertaining to all digital temperature control applications of the school district

PERFORMANCE RESPONSIBILITIES & EVALUATION CRITERIA
Repairs or replaces electronic unitary controllers
Maintains data base files for all unitary control applications throughout the District
Writes unitary controller programs for various HVAC equipment installations and customize existing control applications
Maintains communications software and graphics data bases to remote DDC equipment
Troubleshoots, maintains, repairs all interface devices to the unitary controllers (electronic actuators, temperature sensing thermistors, pressure transducers or humidity sensing devices and relays)
Repairs or replaces all pneumatic thermostats and controllers
Repairs, repacks or replaces all types of temperature control valves
Repairs, replaces and maintains all related ventilation equipment (air handlers, unit ventilators, fan coil units, exhaust fans)
Completes accurate work orders with respect to labor and material used
Completes all training and other compliance requirements as assigned and by the designated deadline
Performs other duties as assigned by supervisor

PHYSICAL DEMANDS
The work is performed while standing or walking. The work requires the use of hands for simple grasping, pushing and pulling of arm controls and fine manipulations. The work requires the use of feet for repetitive movements. The work at times requires bending, squatting, crawling, climbing, reaching, with the ability to lift, carry, push or pull heavy weights. The work requires activities involving being around moving machinery, exposure to marked changes in temperature and humidity, driving automotive equipment, and exposure to dust, fumes, and gases.

MINIMUM QUALIFICATIONS- DIGITAL CONTROL JOURNEYMAN, IB/GRADE 11 JOB CLASS
High School Diploma or G.E.D.
A minimum of five (5) years of experience in digital and pneumatic control applications
Skill in reading blueprints and temperature control diagrams
Valid Kentucky HVAC Journeyman license
Valid driver's license
Effective communication skills

DESIRABLE QUALIFICATIONS
Autocad (computerized drafting) experience
Advanced training in direct digital control
Experience in a diverse workplace



Effective: 7/1/2020 Submitted: 3/19/2020

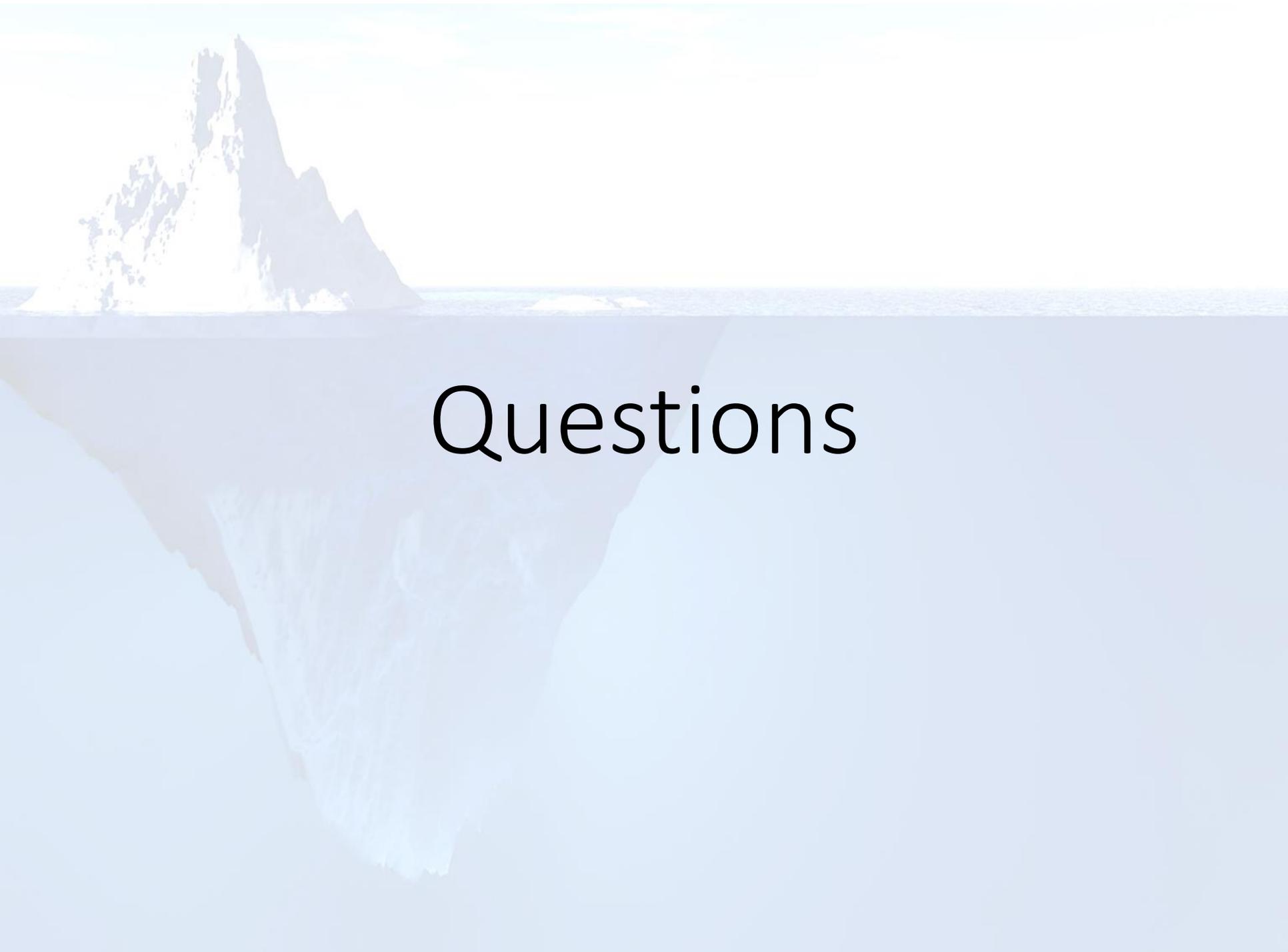
JOB TITLE:	DIGITAL CONTROL
DIVISION:	OPERATIONS SERVICES
SALARY SCHEDULE/GRADE:	IB/GRADE SEE BELOW
WORK YEAR:	260 DAYS
FLSA STATUS:	NON-EXEMPT
JOB CLASS CODE:	SEE BELOW
BARGAINING UNIT:	CLAE

SCOPE OF RESPONSIBILITIES
Maintains all electronic microprocessor based direct digital controllers (DDC), pneumatic systems, and associated software pertaining to all digital temperature control applications of the school district.

PERFORMANCE RESPONSIBILITIES & EVALUATION CRITERIA
Repairs or replaces electronic unitary controllers
Maintains data base files for all unitary control applications throughout the District
Writes unitary controller programs for various HVAC equipment installations and customize existing control applications
Maintains communications software and graphics data bases to remote DDC equipment
Troubleshoots, maintains, repairs all interface devices to the unitary controllers (electronic actuators, temperature sensing thermistors, pressure transducers or humidity sensing devices and relays)
Repairs or replaces all pneumatic thermostats and controllers
Repairs, repacks or replaces all types of temperature control valves
Repairs, replaces and maintains all related ventilation equipment (air handlers, unit ventilators, fan coil units, exhaust fans)
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MINIMUM QUALIFICATIONS- DIGITAL CONTROL JOURNEYMAN, IB/GRADE 11 JOB CLASS
High School Diploma or G.E.D.
A minimum of five (5) years of experience in digital and pneumatic control applications
Skill in reading blueprints and temperature control diagrams
Valid Kentucky HVAC Journeyman license
Valid driver's license
Effective communication skills



Questions

