

Pacifica School District

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Board Presentation

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Scope and Methodology of Organizational Review

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- The organizational review of the Business Services and Human Resources divisions consists of the following:
 - ▶ Study of each division's organization
 - Functions, processes, responsibilities
 - Evaluation of efficiency, coordination, management controls
 - ▶ Study of staffing levels
 - In comparison to unified school districts
 - Statewide unified school districts of similar size and similar student demographics

Scope and Methodology of Organizational Review

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- The study's purpose and focus is to review the staffing of the Business Services and Human Resources divisions to determine if the divisions are appropriately staffed to efficiently and effectively operate and provide support to the District and school sites
 - ▶ Measured through:
 - Interviews with over 30 individuals including division and department staff, administrators, managers, and school site administrators
 - Review of relevant documentation including, but not limited to, position descriptions, organizational charts, and administrative regulations and Board policies
- The evaluation of an individual's job performance is outside the scope of this review

Scope and Methodology of Organizational Review

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- In evaluating organizational effectiveness, we asked the following key questions:
 - ▶ Are the roles and responsibilities of both staff and management appropriately allocated and clearly defined?
 - ▶ Do current policies and procedures ensure operational efficiency and support effective program delivery?
 - ▶ How have duties been allocated to division staff, and does the current level of staffing meet existing service demands?
 - ▶ Are employees held accountable to meet appropriate expectations of job performance and required duties?

Business Services Division

Findings and Recommendations



Business Services Division Overview

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- The following departments will be discussed in the Business Services division:
 - ▶ Fiscal Services/Business Services
 - ▶ Child Nutrition
 - ▶ Maintenance, Operations, and Facilities

Business Services Division Overview

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- The level of staffing in the Business Services division has not significantly changed over the past few years
 - ▶ The Facilities Manager position became vacant more than one year ago
- The District's Chief Business Official (CBO) position should be a strategic leadership position, but due to vacant positions in the Business Services division, the CBO has had to function more as a working manager to provide the appropriate level of support for the Business Services functions
- The CBO does not have a dedicated clerical support position, such as an Administrative Assistant, to provide support with routine clerical duties
- In the area of Fiscal Services, the CBO does not have a high-level Accountant or Budget Analyst position to provide a second-tier of support as backup to the CBO

Fiscal Services Division Recommendations

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- **Add an Accountant or Budget Analyst position to support the CBO in the Fiscal Services department**
 - ▶ **This position will back-up the essential duties of the CBO and perform complex technical work including preparing county, state, and federal reports and assist in budget preparation and presentations**
- **Add a clerical support position to support the CBO**
 - ▶ **An Administrative Assistant or Secretary would help to support the CBO performing duties such as preparing Board items and reports and supporting the Fiscal Services department staff overall**
- **Formalize cross-training and backup assignments for the Fiscal Services department**

- Though the Child Nutrition department is supported by a contract with Sodexo to provide food service support, the department staff are still employees of the District and need to be supervised accordingly
 - ▶ The current organizational structure does not have a management or supervisory position in the department to oversee the Child Nutrition department staff; this responsibility falls to the CBO
- Recommendation:
 - ▶ Restructure the Child Nutrition department and create a Child Nutrition Supervisor position to replace the nonsupervisory Regional Kitchen Manager position to supervise and direct the work of the department staff
 - The Supervisor position would report to the CBO

Maintenance, Operations, and Facilities Department

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- At the time of our fieldwork, a significant amount of change had taken place in the Maintenance, Operations, and Facilities (MOF) department with the resignation of the long-time Facilities Manager
 - ▶ Existing department staff were moved to fill the vacancy, resulting in other vacant positions
- Leading the MOF department requires strong leadership, especially with the new complications of the Local Control Funding Formula (LCFF)
- Currently, the Facilities Manager position oversees grounds and maintenance staff, with more limited supervision of custodial staff who are directly supervised by school site administrators
 - ▶ The custodial supervision structure has resulted in some inconsistencies in supervision and the direction and evaluation of custodial work

Maintenance, Operations, and Facilities Department

Recommendations

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- **Restructure the MOF department with a Director-level management position to oversee all MOF functions, including grounds, maintenance, transportation, and custodial**
 - ▶ **A Director-level position better reflects the necessary span of control and responsibility and would allow the department to function more independently of the Business Services division**
 - ▶ **As part of this recommendation, the custodial staff would shift reporting assignments and report to the MOF Director, with site administrator input and engagement**
 - ▶ **Over time, it may be necessary to add an Operations Supervisor to supervise and evaluate the custodial staff and provide supervision during night and swing shifts**

Maintenance, Operations, and Facilities Department

Recommendations

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- The proposed MOF Director should then evaluate current staffing and develop consistent staffing formulas for all MOF department staff to ensure that the appropriate staffing is in place to provide an adequate level of support for the District's specific needs
- A comprehensive preventive maintenance (PM) program should be implemented to properly maintain the facilities
 - ▶ A well-developed PM program is critical not only to assist in the upkeep and longevity of facilities, but it also guides the development of staffing schedules and budgets

Human Resources Division

Findings and Recommendations



- The Human Resources division has experienced a significant amount of transition in the last few years in terms of the administrative structure
 - ▶ The current structure with the Associate Superintendent of Integrated Services and Human Resources has been in place a little more than a year
- The division has two staff positions, the Confidential Personnel Specialist and the Personnel Assistant, with no dedicated clerical support
- Division staff are working very hard, but at times communication with departments and school sites is limited

- **Establish a training program for all Human Resources division staff to ensure all staff are classically trained in employment law and regulations**
 - ▶ **Critical for legal compliance and professional growth of staff**
- **Eliminate the Personnel Assistant position and create another Confidential Personnel Specialist position**
 - ▶ **This change would allow for better cross-training between positions of the same level for more cohesive support**
- **Consider providing additional support to the Associate Superintendent in the Human Resources functions**
 - ▶ **A higher-level position, such as a Manager, would allow the division staff to have a supervisor dedicated only to Human Resources functions, and provide flexibility to the Associate Superintendent to delegate some Human Resources functions in order to focus on the management of Integrated Services**

- The following recommendations are based in the Human Resources division, but will require a collaborative effort by all District departments and divisions
 - ▶ Use a consistent and rigorous process during the hiring and promotional process for all positions
 - Include objective assessments in addition to the paper screening and interview process to ensure that the District is hiring or promoting the most qualified candidates
 - ▶ Begin the process of updating job descriptions and ensure that updates are done on a regular basis
 - Updated and accurate job descriptions allow for employees to understand the duties and expectations of their positions, and allow supervisors and managers to hold employees accountable for their job performance

- ▶ **Develop a staff development plan for the Business Services and Human Resources divisions**
 - **Each division should develop objectives to help achieve the District's goals, and then a staff development plan can be developed to ensure that staff members are prepared with the tools and knowledge to perform their duties in support of the objectives**
 - **Staff development plans should also include the requirements and skills necessary for each position in the division**

Comparative Staffing

Business Services

Human Resources



- **Similarly-sized school districts were identified**
- **The comparative data should be used as another component of evaluation for the District's staffing, but should not be the only measure used**
 - ▶ **The District's unique needs and program should be of first priority**
 - ▶ **Almost all of the comparative districts reported that the current staffing structures are reflective of staffing reductions during the recession, and that most districts had not yet restored staffing to functional, or optimal levels**
- **Comparative Districts**
 - ▶ **Burlingame SD, Eureka Union SD, Fruitvale SD, Lowell Joint SD, and Ravenswood City SD**

- Overall, the District has slightly fewer staff when compared to the comparative district group
- The District's rankings are as follows :
 - Fiscal Services – 6 out of 6 (last)
 - Child Nutrition – no ranking, due to contracting out for services
 - MOF – 3 out of 6
 - Human Resources – 2 out of 6
- It should be noted that most of the comparative districts reported that their Human Resources divisions had been severely reduced or even eliminated during the recession, with duties begin absorbed by other existing staff, such as the Superintendent or CBO

Closing Thoughts



Overall Organizational Considerations

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- **Leadership and organizational culture play a pivotal role in any organization's ability to achieve established goals**
- **The ability of the District to provide effective instructional programs and operational support to all students is dependent upon its ability to build a strong culture where:**
 - ▶ **Organizational values and expectations are shared**
 - ▶ **The most qualified employees are hired and the District invests in their ongoing growth and development**
 - ▶ **Roles and responsibilities are clear**
 - ▶ **Resources are aligned to ensure student needs are met**

- **Our findings and recommendations are intended to provide a basis for management decisions and actions**
 - ▶ **Our goal is to provide a current evaluation of the Business Services and Human Resources divisions organization, staffing, and processes, and to provide recommendations to inform the District's future staffing plans**
- **It may not be feasible to implement all the recommendations in this report and District staff should identify a process to select and implement recommendations**
 - ▶ **Develop an implementation plan, with prioritization**
 - ▶ **Identify the person(s) responsible for implementation**
 - ▶ **Establish a timeline for completion**
 - ▶ **Conduct a periodic review to ensure progress is being made**

Thank you!



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