

A large iceberg floating in a blue ocean under a light blue sky. The visible tip of the iceberg is on the left side of the frame. The much larger, submerged part of the iceberg extends across the bottom and right side of the frame, 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

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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

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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

A background image of an iceberg floating in the ocean. The tip of the iceberg is visible above the water line, while the much larger submerged part is below. The sky is a pale blue, and the water is a darker blue.

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)

A large iceberg floats in a calm blue sea under a pale sky. The iceberg's sharp peak and jagged edges are visible above the water, while a much larger, more complex structure of ice and rock extends deep beneath the surface, illustrating the concept of 'Continuing Work' as a hidden foundation.

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 collage displays various documents used in the classification review process:

- Excel Spreadsheets:** Multiple instances of the "Budget Personnel Organizational Changes (1) - Excel" form are shown, featuring sections for "Add/Delete General", "Add/Delete P Grants Only", and "Add/Delete P Split-funded". These forms include columns for employee name, position title, position number, and various organizational details.
- Request Form:** A "JEFFERSON COUNTY PUBLIC SCHOOLS REQUEST FOR JOB CLASSIFICATION/RECLASSIFICATION" form is visible, containing sections for "I. CLASSIFICATION NEW JOB", "IV. ADDITIONAL INFORMATION", and "II. IN THE CLASS".
- Organizational Chart:** A hierarchical chart for "Munis Unit No. CH1 School Choice 2020-2021" is included. It shows the reporting structure starting from the Superintendent down to various roles like Technician Data Management Research, Executive Administrator School Choice, and Associate School Choice. Specific roles are highlighted with red boxes and numbers, indicating their relevance to the process.

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

A large iceberg floats in a calm blue sea under a clear sky. The iceberg's tip is above the water, while its much larger, jagged body is submerged. The water is a deep blue, and the sky is a lighter blue. The iceberg's surface is covered in snow and ice, with some dark rocks visible. The overall scene is serene and majestic.

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

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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

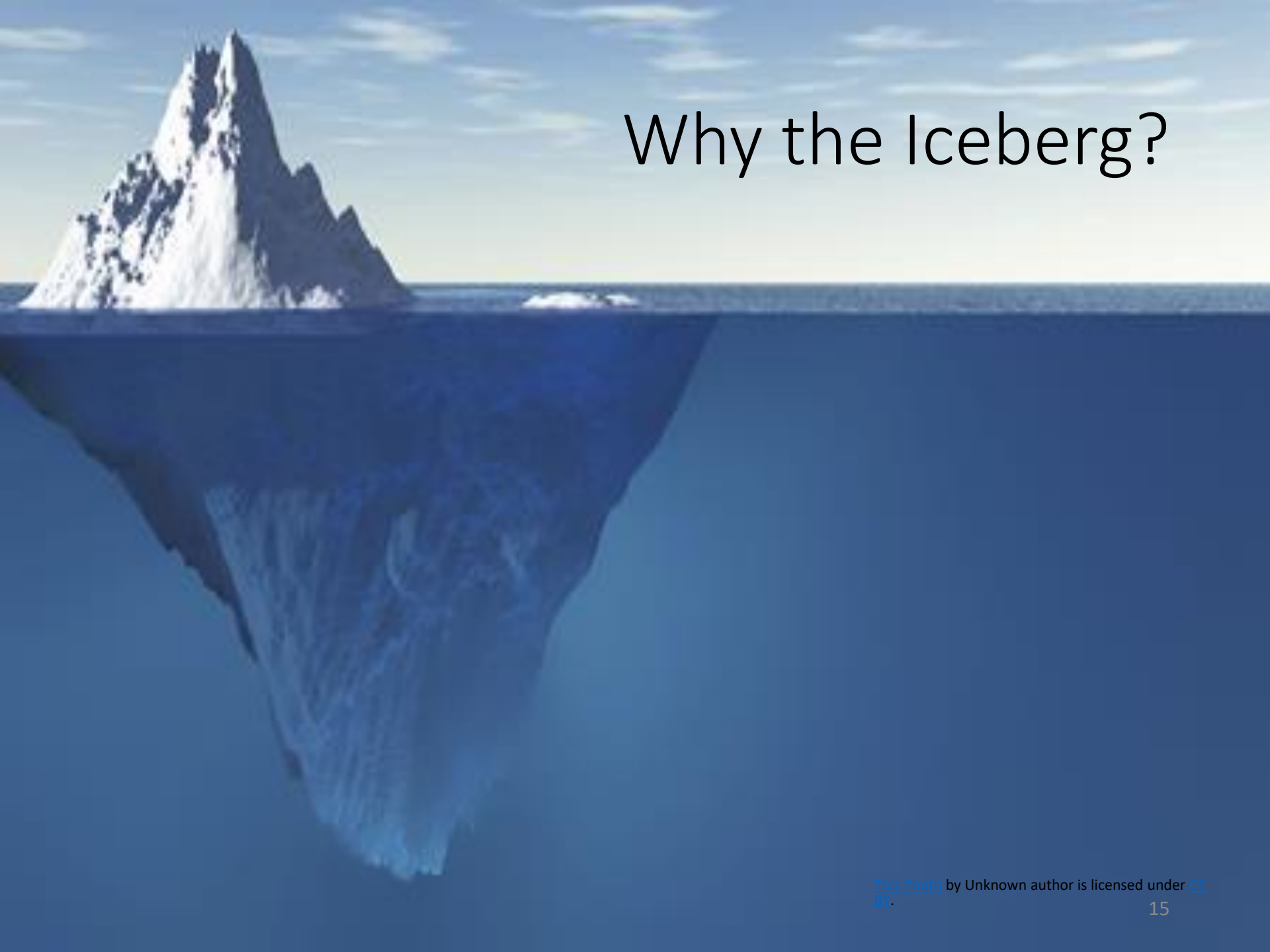
- Review all job titles and descriptions in the 4 grades around the recommendation (two below and two above)
 - Minimum requirements
 - Education
 - Certification/Licensure
 - Experience
 - Job responsibilities
- Is the request aligned with the rest of similar district positions?

A large iceberg floats in the ocean, with its tip visible above the water line. The sky is a pale blue, and the water is a darker blue. The iceberg's surface is textured with various shades of white and light blue, showing its jagged edges and peaks.

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?



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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

A background image of an iceberg floating in the ocean. The tip of the iceberg is visible above the water line, while a much larger, jagged mass is submerged below. The water is a light blue-grey color, and the sky is a pale, hazy blue.

Example Agenda Items

VII. Consent Calendar

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

VII.A.1 Communications

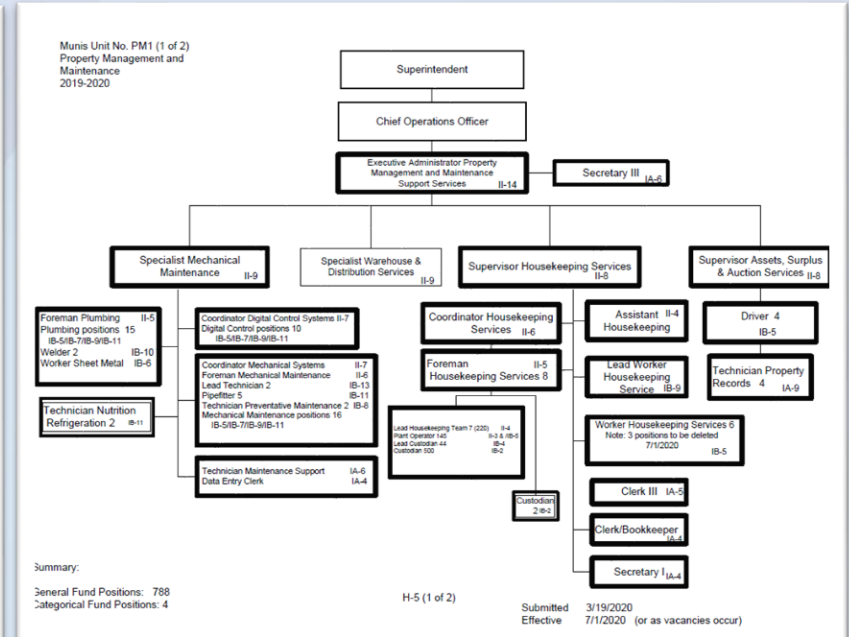
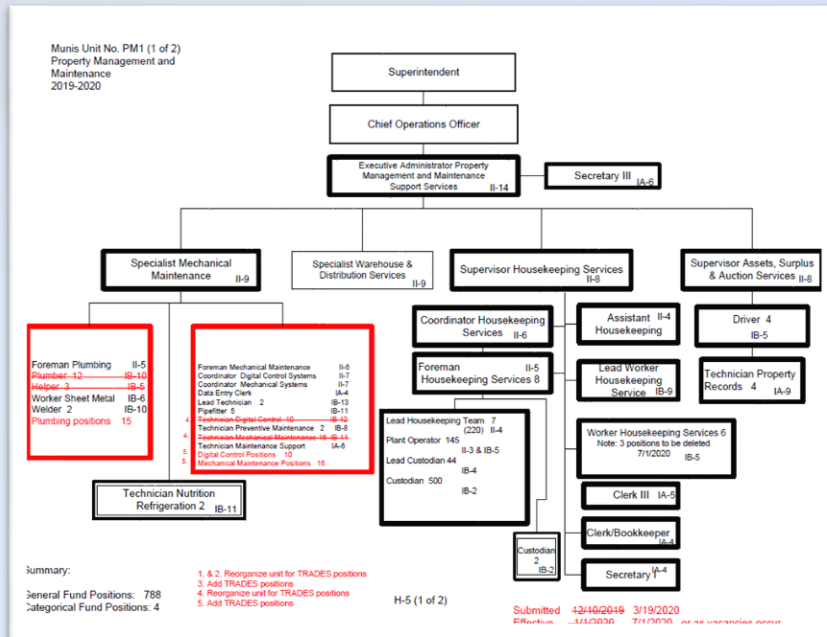
VII.A.2 Diversity, Equity, Poverty

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 IB/GRADE 12
WORK YEAR:	260 DAYS
FLSA STATUS:	NON-EXEMPT
JOB CLASS CODE:	SEE BELOW 8372
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~~ ^{five} 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

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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

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Questions

