LACOE Governance (Three Branches)

County Superintendent, Arturo Delgado, Ed.D.

**Board of Education**
- **Thomas A. Saenz**
  President
- **Douglas R. Boyd, Sr.**
  Vice President
- **Katie Braude**
  Board Member
- **Gabriella Holt**
  Board Member
- **Alex Johnson**
  Board Member
- **Monte E. Perez, Ph.D.**
  Board Member
- **Rebecca J. Turrentine, Ed.D.**
  Board Member

**Personnel Commission**
- **Michael Rosenberg** (Chair)
  Labor appointee
- **Anita Ford** (Vice Chair)
  Management appointee
- **Michael Henry** (Member)
  Co-appointee
- **Rod Freudenberg, Ph.D.**
  (Director)
About the Personnel Commission

- Personnel Commission is a quasi-judicial body that oversees the execution of the “Merit System” provisions of the Education Code.
- The three members are appointed:
  - One by the superintendent
  - One by the largest classified union
  - One is a joint appointee
- Serve 3-year terms of office (one term expires each year)
- Personnel Director and staff report to the Personnel Commission
- Personnel Commission is funded through LACOE but the budget is independently managed
Responsibilities of the Commission

1. Classified (non-certificated) recruitment, examination, and employment certification
2. Job classification and salary structure
3. Disciplinary and examination appeals
4. Establishment of binding personnel rules pertaining to classified employment
5. Coordinate/authorize temporary assignments
Strategic Framework

GOALS
- Quality/Fairness
- Timeliness
- Guest/Customer Satisfaction

VALUES
- Accountability
- Collaboration
- Communication

MEANS
- Technical Excellence
- Competency Modeling
- Leveraging Technology
- Process Improvement
- One-stop Structure
Organization Chart (16 PC Staff)

Commissioner
Anita Ford

Commissioner
Michael Rosenberg

Commissioner
Michael Henry

Receptionist
Gwyn Stephens

Director
Rod Freudenberg

Admin Asst.
Karen Leon

Division Services Team
Specialized Job Classifications

HR Coordinator
Shirley Chang

HR Analyst
Pauline Bourne

HR Analyst
Alfredo Rocha

HR Analyst
Eric Rowen

HR Analyst
David Prieto

HR Specialist
Ruby Querubin

HR Specialist
Joshua Cachola

Senior HR Analyst
Frank Olmos

HR Analyst Vacant

Senior HR Spec
Linda Smith

Broad-Based Team
Agency-wide Job Classifications

Senior HR Spec
Brenda Coney

HR Intern

HR Intern
Staffing Levels

Staff Size

<table>
<thead>
<tr>
<th>Year</th>
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<tr>
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<td>2013</td>
<td>17</td>
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<td>2014-15</td>
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Significant Events in 2014-15

1. District take-backs of Special Education and declining ADA in court schools
   - Large reductions in Paraeducator and site-based clerical positions

2. HEAD START reorganization/grant changes
   - Ongoing class spec revisions/new classifications to better match organizational roles

3. On-going divisional reorganizations and consolidations
   - Ongoing class spec revisions/new classifications to better match organizational roles

4. BEST Project Staffing
   - High-profile, specialized, technical recruitments

5. Local Control Funding Formula
   - No-growth budgetary impact on LACOE for next 5 years

6. Mobile Clerical Unit & Temporary Office Worker services to HRS
   - Driven by Affordable Care Act, need to centrally track and manage hours of temporary staff.

7. PC Staff turnover:
   - 5 Analysts, 2 Specialists, Director
Recruitment and Examinations

Exam Count and Cycle Time
Excludes "continuous"

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Recruitment and Examinations

Exams by Type

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Applicant Flow

![Graph showing applicant flow](image-url)
General Observations

- Recruitments are down compared to previous three years.
  - But are more challenging to get an adequate pool of candidates
- PC Staff attrition and replacement caused elongation of examination cycle time.
- No recruitments were conducted for paraeducators, except for sign language and braille specialties.
  - Paraeducator requisitions were fill from re-employment lists.
- Fewer recruitments for SEIU positions due to existing re-employment lists.
- Broad-based tests (BBC, BBA, BBS) account for further reductions in duplicate applications for related job classes.
Classification Studies

Number of Studies

- 2008: 32
- 2009: 50
- 2010: 45
- 2011: 70
- 2012: 95
- 2013: 101
- 2014-15: 63
Classification Studies

Major Type

- **2014-15**: 9 New, 27 Revision, 26 Position
- **2013**: 23 New, 22 Revision, 56 Position
- **2012**: 11 New, 53 Revision, 27 Position
- **2011**: 2 New, 36 Revision, 31 Position
- **2010**: 12 New, 24 Revision, 9 Position
- **2009**: 5 New, 31 Revision, 4 Position
- **2008**: 7 New, 16 Revision, 4 Position
Contractor and Prof. Experts

Number of Assignments

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Limited Term and Provisional

Number of Assignments

- LtdTerm
- Provisional

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Appeals Adjudicated

- No Examination Appeals
- Three Disciplinary Appeals
  - One denied by Personnel Commission
  - One settled by Office
  - One carried over to 15-16
- Four requests for hearings for failure to pass probation
  - Two hearings denied by Personnel Commission
  - Two granted, but hearings sustained the failure to pass probation
- One Position Study Appeal
  - Denied by Personnel Commission
Continuous Improvement

- Career ladder mapping for SEIU job classifications available online
- Improved website layout and information cross-linked with Neogov
- Revisions to Broad-based Exams (BBA, BBC, BBS) and conversion to computer-based administration
- Revised competency dictionary and competency modeling process
- Update to competency-based interview question management system
- Rater App: Electronic rating, scoring, and uploading to Neogov of Interviews, TEs, and Performance exams
- Rater Orientation Video
- Upgraded testing/interview room technology, furniture, and layout
- New bulletin builder HTML template for improved and consistent look of bulletins
- New pass point analysis application (RQS)
- 10 new/revised PC Guides
2015-16: Staffing Challenges

- Austere fiscal constraints due to take-backs, reduced ADA, no-growth LCFF cap, health benefit and retirement contributions increases
- Diminished competitive market position for salaries and benefits
- Baby-boomer retirement/attrition
- Executive leadership and senior management turnover
- Attraction and retention of business critical talent in technology and business services
Possible Responses

1. **Reduce operating expenses**
   - Streamline processes
   - Eliminate waste
   - Strategically reduce/reconstitute workforce

2. **Enlarge and enrich jobs to create advancement opportunities**
   - Career growth vs across-the-board increases

3. **Increase revenues**
   - Grants, partnerships, E-budgets, etc.

4. **Non-monetary incentives** for engagement, focus on results, customer service and collaboration
   - Work-life balance
   - Job satisfaction (development, recognition, meaningful work, etc.)
Major Continuing/Future Projects

1. Management occupational hierarchies restructure
2. Director levels study
3. Management salary study
4. Management non-exempt classifications study
5. Clerical classifications consolidation and restructure
6. Secretarial classifications revision and realignment
7. BEST Project classification impact analysis