



Oakland Unified School District

Organizational Structure and Staffing Review

Board Meeting
December 15, 2021

Presented By:

Danyel Conolley
Director, Management Consulting Services

Kathleen Spencer
Vice President

Scope and Methodology—Organizational Review

- The Oakland Unified School District (District) requested that School Services of California Inc. (SSC) conduct an Organizational Structure and Staffing Review of the Finance Division, Talent Division, and Information Technology Services Department
- The review was developed to provide an objective analysis of the District’s current organization structure and staffing as compared to similar school districts

County	District Name	2020–21 Enrollment	Number of Schools ¹	2020–21 UPP ²
San Bernardino	Fontana Unified School District (USD)	35,461	45	87%
Fresno	Fresno USD	69,709	100	89%
Riverside	Moreno Valley USD	31,593	39	84%
<i>Alameda</i>	<i>Oakland USD</i>	<i>35,489</i>	<i>81</i>	<i>76%</i>
Riverside	Riverside USD	39,443	47	67%
Orange	Santa Ana USD	43,917	54	88%
San Joaquin	Stockton USD	33,943	56	82%

Source: California Department of Education (CDE), DataQuest

¹2020-21 list of schools from DataQuest—does not include district/central office or non-traditional school programs (e.g., charter schools, child development centers, nonpublic schools)

²UPP: Unduplicated Pupil Percentage

Staffing Summary

- In terms of absolute full-time equivalent (FTE), the District reported the second lowest staffing level at 115.35 FTE, just above Stockton USD at 108.00 FTE
- In terms of enrollment-to-staff ratios, the comparative group ranges from 250.74:1 in Moreno Valley USD to 344.53:1 in Santa Ana USD and the District ranks 3 of 7 at 307.66:1

Division/Department	Fontana USD	Fresno USD	Moreno Valley USD	Oakland USD	Riverside USD	Santa Ana USD	Stockton USD
Finance—Accounting, AP, Budget, Payroll	35.00	47.65	26.00	32.80	32.00	35.00	32.00
Finance—Procurement	6.00	17.00	7.00	4.00	9.00	9.00	8.00
Finance—Risk Management	3.50	13.00	5.00	8.75	8.00	10.00	9.00
Information Technology Services	54.00	93.00	33.00	26.00	44.00	29.00	28.00
Talent	27.00	41.00	55.00	43.80	27.00	44.47	31.00
Total FTEs	125.50	211.65	126.00	115.35	120.00	127.47	108.00
Enrollment	35,461	69,709	31,593	35,489	39,443	43,917	33,943
<i>Enrollment per FTE</i>	282.56	329.36	250.74	307.66	328.69	344.53	314.29
Rank	2	6	1	3	5	7	4
Number of Schools	45	100	39	81	47	54	56
FTE per School	2.79	2.12	3.23	1.42	2.55	2.36	1.93
Rank	2	5	1	7	3	4	6

General Observations

- **There are many factors that can influence a district's staffing such as available financial resources, differing programmatic emphasis, number of facilities and programs served, which services are contracted out, etc., though enrollment is typically the primary factor**
- **Staffing levels should reflect the resources needed to support initiatives and goals**
- **The economies of scale for larger districts have an impact on the numbers of staff positions**
 - **There must be a certain number of staff positions to handle the centralized functions required for each district**
 - **It should also be noted that because of the large number of schools operated by the District, many of the economies of scale one would expect to find are absent, as a higher level of staffing is required to support the operational functions associated with individual schools**
- **All areas of district staffing should periodically be evaluated to ensure staffing levels are appropriate, with focus on the District's priorities and goals as defined by the Board and District leadership, as well as available financial resources. This report should serve as a baseline for future analysis by the District as it evaluates its staffing and organizational needs.**

Finance Division—Overall Observations

- In this area, we find that highly decentralized decision-making structures, procedures, and functions, coupled with high staff turnover and lack of standardization result in increased demands for Finance Division staffing
- Distributive decision-making, combined with policies and procedures that are not implemented with fidelity, has created a demand for higher-level support staff to meet the shifting needs of school and departmental leaders, skewing the balance between management staff, departmental staff, and clerical staff
- Accounting, Accounts Payable, Budget, and Payroll staffing relative to student enrollment (1,081.98:1) ranks 3 of 7 with 32.80 FTEs
- Procurement staffing is the lowest in the comparative group in enrollment ratio (8,872.25:1), ranking 7 of 7, and in absolute FTEs with 4.00 FTEs
 - The comparative districts of similar enrollment size have an average of 8.00 FTEs to support the procurement function
- Risk Management staffing relative to student enrollment (4,055.89:1) ranks 2 of 7 with 8.75 FTEs



Review District-wide centralized processes originating in the Finance Division—staff reports that some processes, in practice, are decentralized which can have an impact on efficiency and even compliance with education code and other standards.



The proportion of management and confidential positions compared to all staff positions in the Finance Division’s Accounting, Accounts Payable, Budget, and Payroll Department and Risk Management Department should be examined

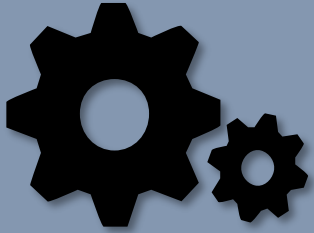


Review of the lower number of Procurement Department staff relative to all other districts, specifically in the purchasing technician and buyer job classifications (nonmanagement) to determine if the staffing level supports the needed functions and services

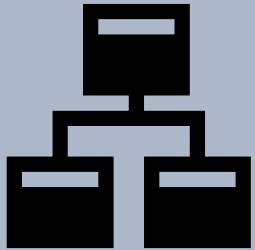
Talent Division—Overall Observations

- **Recent reorganization processes and the elimination of other departments and services, has resulted in some functions being reassigned to the Talent Division**
 - **This factor significantly influences operational functions, and contributes to the workload of staff so it should be contemplated when considering staffing levels within the division**
- **The division averaged approximately 932 new hire and rehire transactions over the last three school years**
 - **The high levels of attrition and acute staffing needs create a constant strain to provide onboarding, induction, and training services**
- **The division has 43.80 FTE staff to support human resources management and operations, teacher and classified staff professional development, and teacher induction functions**
 - **Administrator and manager staffing levels, both at 8.0 FTE, are staffed at the highest levels relative to student enrollment within the comparative group**
 - **3.0 FTE of the manager positions support teacher development and induction functions**

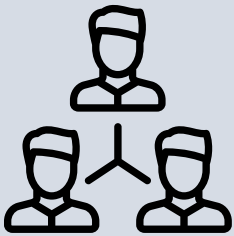
Talent Division—Recommendations



Reorganization of the Talent Division to minimize the separation of duties and increase the integration of services for employee support for schools and the central office, human resources operations, and recruitment, residency, and retention services to assist in cross-training, increased staff capacity, and allow for flexibility to serve in high-need areas



Revision of job titles for Division positions, as well as modification of the Division name to align with industry standard—this will provide clarity in the position's role and improve efficiency within the Division which is an important consideration related to adjustments in staffing levels



Assessment of clerical and administrative support in the Division to align with support needs, and also evaluate positions in the confidential classification to determine if they are appropriately classified

Information Technology Services Department—Overall Observations

- **During interviews with staff, it was reported that the department implemented staffing reductions over multiple years through 2019 that materially changed the organizational structure of the department, reducing management positions and eliminating clerical support**
 - **As a result, many responsibilities previously assigned to these management and clerical positions now fall to the Chief Technology Officer (CTO) and the Executive Director**
- **The department's staffing levels for school support are comparatively very low, and overall department staffing levels are the lowest total FTE of 26.00, and the second lowest enrollment to staff ratio of 1,365.96:1**
- **For technology operations and provision of service, the number of schools supported has a direct effect on the level of service provided and the staffing needed to support such services**
 - **While the number of student devices supported may be similar if comparing to a school district with enrollment similar to the District, a district with a higher number of schools will require more infrastructure support (networks, wireless access points, classroom technology, etc.) and potentially more teaching and support personnel devices to maintain**

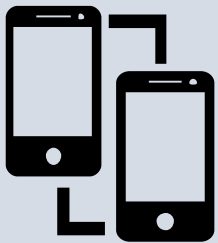
Information Technology Services Department—Recommendations



An evaluation of staffing of the Information Technology Services Department to address school support needs as well as additional management and clerical support required as a result of the findings—providing adequate staffing levels is crucial to support the current and future technology needs of the District



Reorganization of the Information Technology Services Department by functional area to align functions and oversight to allow for a more appropriate span of control for each supervisory or management position, and enhance the standardization of support, communications, and improve service levels



Evaluation of the District's technology procedures and standards to ensure the selection of technology that is supportable by the department and aligns with the District's technology needs and plan, and establishment of the expectation that all District staff and schools will follow the established selection process and standards

Questions?



Thank you!