

BOARD AGENDA ITEM

Meeting Date: April 28, 2011

Item Title: AUSD Performance Management System: Department Scorecards

Item Type: Information

BACKGROUND: AUSD has prioritized the development of a performance management system that helps provide baseline data and show growth toward established improvement goals. Included in this process are ongoing efforts of district office staff to further refine department scorecards surveying school sites and using compliance metrics in order to provide staff data required for continuous improvement. Ultimately, AUSD aims to use scorecards and other aspects of the performance management system being developed to improve our services to school sites and the students we all serve. Tonight we present an update on the progress made to refine scorecard development to date.

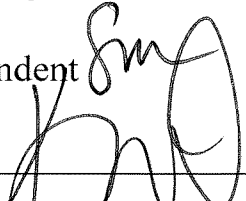
FISCAL IMPLICATIONS: None.

RECOMMENDATION: Information

AUSD Guiding Principles: 3. Administrators must have the knowledge, leadership skills, and ability to ensure student success 5. Accountability, transparency, and trust are necessary at all levels of the organization

Submitted by: Sean McPhetridge, Assistant Superintendent

Approved for Submission to Board of Education


Kirsten Vital, Superintendent

AUSD Performance Management System: Department Scorecards

April 28, 2011

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Performance Management: A Definition

“Performance management includes activities to ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on performance of the organization, a department, processes to build a product or service, employees, et cetera.” *

* Source: Wikipedia, 2011

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Performance Management: What It Means to AUSD

AUSD has worked this year at further developing three specific forms of performance management

- **Department Scorecards** (AUSD district office metrics used to measure progress at achieving established goals for each department)
- **Steps to Success** (student performance data metrics used to measure school and district efforts to improve college and career readiness)
- **Tiering** (school site performance metrics by which district office and schools identify strengths and challenges in order to prioritize actions)

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Performance Management: What It Means to AUSD (continued)

AUSD and the Alameda Board of Education have prioritized a performance management system as a strategic district goal to achieve AUSD's ongoing goal of continuous improvement.

AUSD department managers and their staff have collaborated to develop District Office **scorecards** by which to monitor and respond to surveyed needs of school sites and other metrics.

AUSD staff have developed another systematic set of metrics (**Steps to Success**) to gauge school and district performance in efforts to improve college and career readiness efforts.

Finally, AUSD staff are developing a **tiering** system in order to use student and school site data as metrics to help guide district decision-making with regard to resource allocation.

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Synopsis of AUSD Performance Management

**What does it all mean?
What are we trying to accomplish here?**

Improving **Student** Performance

Improving **School** Performance

Improving **District Office** Performance



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District Scorecards

- AUSD's scorecards are being refined in order for the district to better support the achievement of all our school sites and the students we serve.
- Tonight we provide a review of the latest drafts of the scorecards for input at this Board of Education workshop.
- The scorecards represent the work of AUSD departments to create survey questions that principals and office managers at each site can answer to provide important information that can help district office managers improve in service delivery.
- The scorecards also include other metrics that aim to inform continuous improvement of AUSD district office departments.
- Thus, tonight we present the web-based survey created for staff input along with the scorecards as currently envisioned.

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Next Steps

- After being presented to the Board of Education and public, surveys will be provided to our principals and office managers in May to help us gather more data required of scorecards.
- AUSD district office departments will then work on finalizing the data collection needed for completion of the scorecards, gathering information necessary for populating these metrics. We anticipate being able to completing the task by June 1.
- Scorecards then will be presented to the Board of Education and to district employees in August in order to help AUSD establish district priorities and set goals for the year ahead.
- In this manner, it is our aim to use the scorecard process as both a means to structure inquiry to core functions of AUSD and as a tool to help AUSD work at continuous improvement.

Food Services	ScoreCard				Judy Bedard		
SERVICE STANDARDS	Source	Customer	Current Annual Data		Future Annual Growth Targets		
			09-10 Actual data	10/11 Actual Annual	11/12 Target	12/13 Target	13/14 Target
All school sites receive the number of meals requested at call-in to ensure every student who ordered a meal has access to a fresh, nutritious, high quality meal.	Survey	Students; Principals			90%	95%	99%
Fresh, nutritious, quality meals that meet all the standards established by the State of California and USDA are made available daily to all students.	Survey	Principals; Students and Families			90%	95%	99%
The Meal Application Process is clear and understandable.	Survey	Principals; Students and Families			90%	95%	99%
Once a completed application is received by the Food Services Office, it is processed and entered into the POS System within 24 hours.	Survey	Principals; Students and Families			96%	97%	99%
I am satisfied with the customer service response time of 24 hours or less provided by the Food and Nutrition Services office to questions or issues.	Survey	All Stakeholders			93%	96%	99%
Food and Nutrition Services works with site administrators and staff to resolve special needs and issues in a positive and satisfactory manner.	Survey	Principals; Staff			92%	95%	99%
BUDGET							
Budget to Actual (OVER) UNDER	Fiscal						
Run regular (monthly, bi-monthly) department budget reports to monitor progress	Fiscal		Yes				
Self funding	Fiscal		Yes		Yes	Yes	Yes
PEOPLE							
Employee attendance	HR		90.0%		90.0%	92.0%	
Employee performance evaluation	HR		100.0%		100.0%	100.0%	
Employee retention	HR		94.8%		95.0%	98.0%	

Fiscal Services	ScoreCard				Madeline Gabel		
SERVICE STANDARDS	Source	Customer	Current Annual Data		Future Annual Growth Targets		
			09-10 Actual data	10/11 Actual Annual	11/12 Target	12/13 Target	13/14 Target
All employees are satisfied with the employee attendance system. This includes sign in sheets and time cards.	Survey	All			90%	95%	98%
All employees are satisfied with the method of reporting up to date leave balances.	Survey	All			90%	95%	98%
The Fiscal Services Department is providing online and web tools for employees to get information at their convenience	Survey	All			90%	95%	98%
All employees who get printed checks are satisfied with the check distribution process	Survey	30% of employees who get a printed check			90%	95%	98%
All employees on direct deposit know how to access the payroll portal to retrieve their pay stubs and leave balances	Survey	70% of employees who are on direct deposit			90%	95%	98%
All Budget Managers (Principals & Directors) report that they understand how to run and interpret basic APTA budget reports for their site	Survey	All School Sites and District Office Departments			90%	95%	98%
BUDGET							
Budget to Actual (OVER) UNDER	Fiscal						
Run regular (monthly, bi-monthly) department budget reports to monitor progress	Fiscal						
PEOPLE							
Employee attendance	HR						
Employee performance evaluation	HR						
Employee retention	HR						

Technology Services	ScoreCard				Rob van Herk		
SERVICE STANDARDS	Source	Customer	Current Annual Data		Future Annual Growth Targets		
			09-10 Actual data	10/11 Actual Annual	11/12 Target	12/13 Target	13/14 Target
Tech Services responds to requests in a timely manner - 24 hours on work orders & urgent topics, 3 business days on projects & purchases	Survey	All	73%		100%	100%	100%
Tech Services meets deadlines determined with client	Survey	All	76%		100%	100%	100%
The AUSD website makes high-quality education tools (including professional development sources, curriculum, software, etc.) easily accessible	Survey	All	71%		100%	100%	100%
Sites/Employees have access to the technology needed to support staff and students	Survey	All	84%		100%	100%	100%
Sites/Employees have access to professional development related to technology needed to support staff/students	Survey	All	84%		100%	100%	100%
Average time work orders are replied to/assigned	IT						
Average time Urgent work orders are completed	IT						
Average time Non-Urgent work orders are completed	IT						
Uptime percentage. Network (by site)	IT						
Uptime percentage. Email	IT						
Uptime percentage. Aeries	IT						
BUDGET							
Budget to Actual (OVER) UNDER	Fiscal						
Run regular (monthly, bi-monthly) department budget reports to monitor progress	Fiscal						
PEOPLE							
Employee attendance	HR						
Employee performance evaluation	HR						
Employee retention	HR						
Other Data							
Average number of work orders	IT				n/a	n/a	n/a
Average internet bandwidth percentage	IT				n/a	n/a	n/a
Number and age of computers by site	IT				n/a	n/a	n/a

Educational Services	ScoreCard				Sean McPhetridge		
SERVICE STANDARDS	Source	Customer	Current Annual Data		Future Annual Growth Targets		
			09-10 Actual data	10/11 Actual Annual	11/12 Target	12/13 Target	13/14 Target
Professional development support I receive from Student Services helps me effectively implement disciplinary policies and procedures	Survey	Administrators					
The after school program at my school supports academic achievement (if applicable)	Survey	Administrators					
Professional development support I receive from Ed Services helps me support core instruction at my school site	Survey	Administrators					
Teachers who receive professional development in key district initiatives (i.e., SIM, IBD, Math, Anti-Bullying) implement instructional strategies in their classroom	Survey	Administrators					
Professional development support I receive from the Assessment Department has helped our school to regularly use student data to improve classroom instruction	Survey	Administrators					
The Special Education Department responds to my school site inquiries within a 48-hour time period	Survey	Administrators					
My school site receives Special Education administrative support at challenging IEPs to ensure that students with special needs receive a free and appropriate public education (FAPE) in the least restrictive environment	Survey	Administrators					
My school site receives information and support to ensure site compliance regarding Special Education procedures and IEP process	Survey	Administrators					
Questions regarding Enrollment receive a response within 48 hours	Survey	All					
Questions regarding Discipline receive a response within 48 hours	Survey	All					
Questions regarding 504 Plans receive a response within 48 hours	Survey	All					
Questions regarding Textbooks receive a response within 48 hours	Survey	All					
Questions regarding Board Policies receive a response within 48 hours	Survey	All					
Questions regarding School Site Plans receive a response within 48 hours	Survey	All					
BUDGET							
Budget to Actual (OVER) UNDER	Fiscal						
Run regular (monthly, bi-monthly) department budget reports to monitor progress	Fiscal						
PEOPLE							
Employee attendance	HR						
Employee performance evaluation	HR						
Employee retention	HR						

Educational Services	ScoreCard			Sean McPhetridge			
SERVICE STANDARDS	Source	Customer	Current Annual Data		Future Annual Growth Targets		
			09-10 Actual data	10/11 Actual Annual	11/12 Target	12/13 Target	13/14 Target
English Language Development							
English Learners are identified and logged in Aeries with current CELDT scores within 30 days of enrollment	Aeries				100%	100%	100%
Students scoring below Early Advanced in CELDT are placed in Structured English Immersion instructional settings	Aeries				100%	100%	100%
Students scoring at level Early Advanced or Advanced on CELDT who are placed in mainstream settings are provided daily differentiated ELD	Aeries				90%	100%	100%
Students scoring Advanced on CELDT are monitored and kept on track for reclassification	Aeries				90%	100%	100%
Title I Schoolwide Program schools have sound SPSA's that address the needs of their significant student subgroups	Aeries				100%	100%	100%
Student Support Services							
Students are provided appropriate state-adopted textbooks	Williams qtr report						
All AUSD site Single Plans for Student Achievement (SPSA's) will be in compliance (SSC composition, categorical financial resources and theory of action)	SPSA Plan Review						
Principals' meetings will address leadership learning needs in * technical and procedural tasks * policy development * district planning * skills and knowledge necessary to lead meaningful school change							

Educational Services	ScoreCard				Sean McPhetridge		
SERVICE STANDARDS	Source	Customer	Current Annual Data		Future Annual Growth Targets		
			09-10 Actual data	10/11 Actual Annual	11/12 Target	12/13 Target	13/14 Target
Special Education							
Initial Special Education evaluations are completed within 60 days of receipt of the signed assessment plan					100%	100%	100%
Triennial Special Education evaluations are completed within three calendar years of the date of the last evaluation					100%	100%	100%
Special Education students who are out of their regular class less than 21% of the day					63%	63%	63%
Special Education students who are out of their regular class more than 60% of the day					17%	17%	17%
Special Education students who are served at a separate facility					4%	4%	4%
Proportional representation of students in Special Education compared to general population in relation to ethnicity/race					Yes	Yes	Yes
Educational Options							
Charter compliance deadlines met (Renewal - Monitoring - Application - Prop 39)							
Assessment							
State testing deadlines are met for * Pre-ID uploads * Delivery to site * Collection, inventory, return shipment					100%	100%	100%
Assessment system deadlines are met: * Test tech training * Report out to sites on 9 key benchmarks							
Grants							
Reporting requirements are met for all grant programs					100%	100%	100%
Grant programs are operated within CDE approved budgets							
Grant program teams are operating with approved program plans							
Grant Programs Coordinator's annual work plan includes goals and accountability to establish systems and structures that strengthen district capacity to generate new funding							

Maintenance, Operations, and Facilities	ScoreCard				Robbie Lyng		
SERVICE STANDARDS	Source	Customer	Current Annual Data		Future Annual Growth Targets		
			09-10 Actual data	10/11 Actual Annual	11/12 Target	12/13 Target	13/14 Target
Work orders (High, Medium, Safety and Scheduled) are acknowledged by email and scheduled by Maintenance Lead for completion within measured time. High: immediate-24 hours; Medium: 2-10 working days	Survey	All					
Meet resolution timelines for work orders (High, Medium, Safety and Scheduled) within the timeframe expected by the client	Survey	All					
Increase the percent of site maintenance work orders to preventive maintenance work orders completed (>25% of total completed site work orders are PM). Example: inspection of gas lines, plumbing lines, steam traps.	Survey/MOF	All					
Improved measurement and quantity of completed work orders through effective use of Maintenance Lead who will strategically help prioritize work in trade shops and process new and close out completed work orders daily.	Survey	All					
MOF has improved Plant Operations and employee morale using Custodial Lead to make continuing adjustments in current custodial schedules to include recycling activities and square foot measurements for equity and clarity at each site.	Survey	All					
MOF has improved Plant Operations inspection program by ensuring that the MOF Coordinator and Custodial Lead meet appointments to monitor site cleanliness (site inspection schedule), maintenance and repair (using standardized inspection tool).	Survey	All					
Principals report that school sites are cleaned daily or as assigned on A/B Schedule	Survey	All					
BUDGET							
Budget to Actual (OVER) UNDER	Fiscal						
Run regular (monthly, bi-monthly) department budget reports to monitor progress	Fiscal						
PEOPLE							
Employee attendance	HR						
Employee performance evaluation	HR						
Employee retention	HR						

Human Resources	ScoreCard				Thomas Rust		
SERVICE STANDARDS	Source	Customer	Current Annual Data		Future Annual Growth Targets		
			09-10 Actual data	10/11 Actual Annual	11/12 Target	12/13 Target	13/14 Target
HR staff works with sites/departments to fill vacancies as quickly as possible	Survey	Administrators					
HR staff responds in a timely manner to resolve employee issues	Survey	Administrators					
HR supports sites in the evaluation of personnel	Survey	Administrators					
The HR manual is supportive to me in dealing with human resource issues	Survey	Administrators					
HR clearly explains processes and procedures as needed throughout the school year	Survey	Administrators					
An appropriate high quality guest teacher is provided when requested	Survey	Administrators					
HR works effectively to fill emergency/unfilled substitute situations	Survey	Office Mgr					
HR staff responds to questions in a timely manner	Survey	Office Mgr					
School Office Manager meetings are relevant, informative and a good use of time	Survey	Office Mgr					
BUDGET							
Budget to Actual (OVER) UNDER	Fiscal						
Run regular (monthly, bi-monthly) department budget reports to monitor progress	Fiscal						
PEOPLE							
Employee attendance	HR						
Employee performance evaluation	HR						
Employee retention	HR						
Other Data							
Percentage of classroom substitute requests filled	HR						
Highly Qualified Teacher Rate: Credentials	HR						
Highly Qualified Teacher Rate: CLAD	HR						
Percentage of complete evaluations: Certificated	HR						
Percentage of complete evaluations: Certificated Management	HR						
Percentage of complete evaluations: Classified	HR						
Percentage of complete evaluations: Classified Management	HR						
Percentage of complete employee files based on self audit	HR						
Classroom positions filled by first day of school	HR						