

Final Report Presentation

Management Audit *of the* Pasadena Unified School District

Conducted for the Management Audit Advisory Committee

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CONSULTING GROUP

3/26/07
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Introduction to Gibson Consulting Group

- Education consulting firm
- Founded in 1992
- Conducted work in over 200 school systems in U.S.
- Broad range of services
- Hired by the Management Audit Advisory Committee to conduct this project

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Areas of Study

- Central office organization structure
- Decision-making
 - Policy
 - Process - board, district, and school levels
 - Decision-making structures
 - Management information systems
 - Communications
 - Accountability and control
- Personnel Commission

Major Themes

- Central office is not overstaffed at the higher levels, but needs to be reorganized.
- There are examples of good decisions made at Pasadena USD
 - Standards based curriculum
 - Outsourcing police department
 - Closing schools
- Decision-making policies and processes need to be changed.

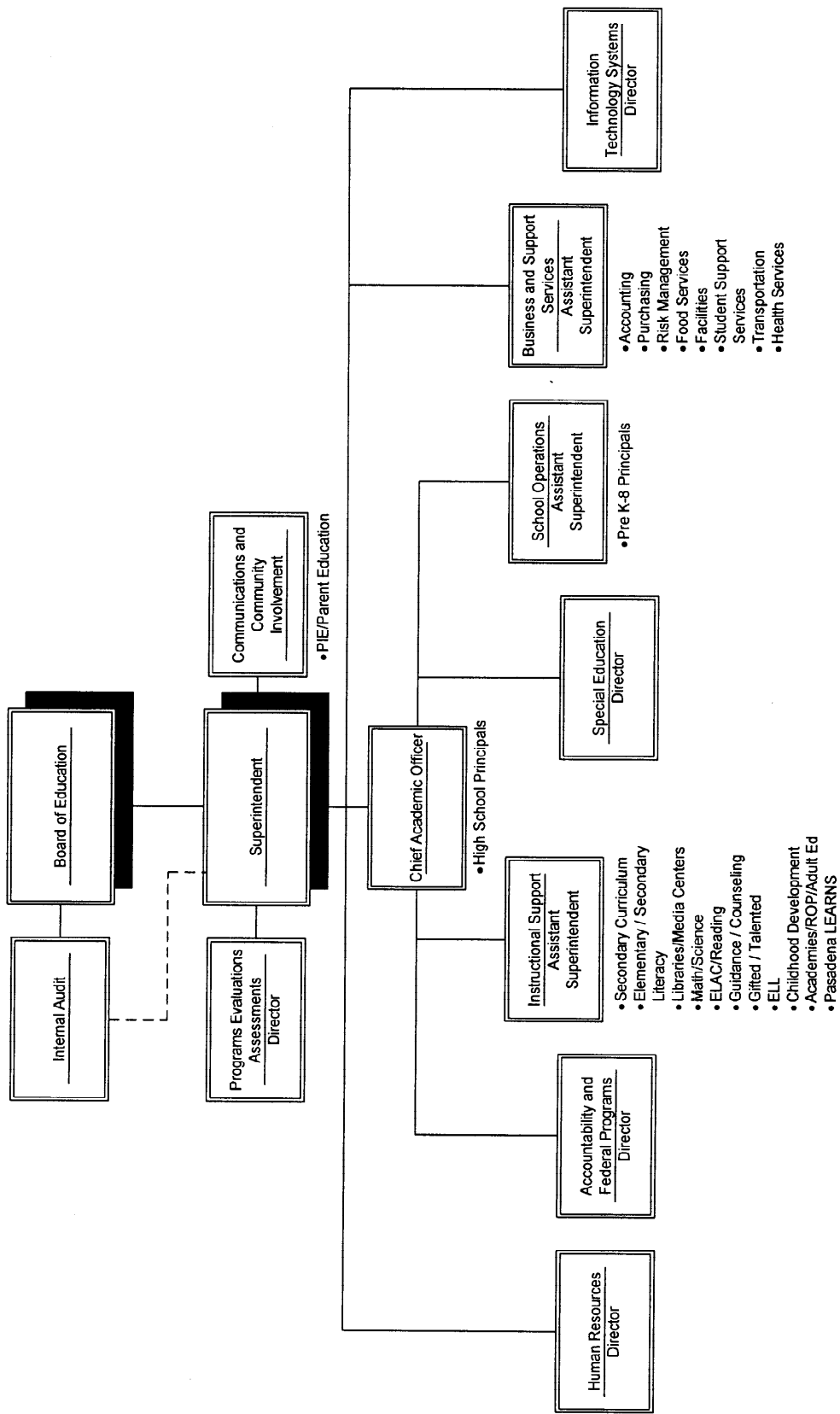
Major Themes (continued)

- Pasadena USD's technology infrastructure is highly vulnerable and not effectively supporting decision-making.
- Not all stakeholders use the same communication system.
- Job descriptions and procedures are outdated and incomplete.
- Pasadena USD and the Personnel Commission are not meeting needs for classified staffing.

Organization Structure

- No apparent overstaffing at director-level and higher at central office.
- Several functions misaligned, impairing accountability.
- Several missing functions, most of which were reported in previous studies.

Proposed Organization Chart



Decision-Making Recommendations

Board-Level

1. Improve the format and content of information provided to the Board, starting with the budget.
2. Increase Board technical training.
3. Reconstitute Board committees.

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Decision-Making Recommendations

Board-Level (continued)

4. Adopt a Code of Conduct for School Board meetings.
5. Conduct Board-Superintendent teambuilding sessions at least annually.
6. Adopt the CSBA Professional Governance Standards for School Boards.

Decision-Making Recommendations

District-Level

7. Negotiate to remove site-based provisions from the teacher contract.
8. Adopt a policy that documents a single decision-making framework for all schools.
9. Create a technology steering committee.

Decision-Making Recommendations

District-Level (continued)

10. Upgrade Technology Infrastructure.
11. Implement a network operating system and role-based security structure.
12. Refine long-term plan for application software and reporting.
13. Require all teachers to use district email.

Decision-Making Recommendations

District-Level (continued)

14. Upgrade the district's phone system to Voice-Over Internet Protocol.
15. Reconstitute all recurring staff meetings.
16. Identify and include decision stakeholders in the decision-making process and the communication loop upon implementation.

Decision-Making Recommendations

District-Level (continued)

17. Adopt formal project management techniques and train project managers.
18. Update and document all operating procedures and job descriptions.
19. Prepare performance evaluations annually for all personnel.

Personnel Commission Recommendations

1. Increase coordination between the Personnel Commission and Classified Human Resources Department staff.
2. Increase the frequency and value of communication regarding classified personnel policies and procedures.
3. Maintain established administrative requirements related to classified job descriptions and their classifications.

Personnel Commission Recommendations (continued)

4. Investigate ways to increase the quality and number of candidates for classified positions.
5. Investigate methods to compress the time that it takes to complete the hiring process.
6. Increase the Personnel Commission's accountability to the district and to the Board.

