



California County Superintendents Educational Services Association

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March 29, 2007

Jack O'Connell
Superintendent of Public Instruction
California Department of Education
1430 N Street
Sacramento, CA 95814

Dear Superintendent O'Connell,

On behalf of the 58 County Superintendents of Schools, we greatly appreciate your invitation to provide recommendations regarding the establishment of the six Personnel Management Assistance Teams (PMAT), along with a state clearinghouse established by SB 1209, Chapter 517/2006) Our recommendations, outlined below, were formulated after extensive discussions with all county superintendents over the past six months. We recommend the following:

- Establish six regional teams to serve the state as shown in the table. This configuration was developed following a careful analysis of the annual number of new teacher hires, and the number of schools and districts in each region involved in some form of state or federal academic support and assistance:

PMAT Regional Team	CCSESA Region(s)	Lead County or Collaborative of Counties	# of Est. Tchr Hires in 2006-07	Funding
A	1, 2, 3	Shasta & Yuba	1931	\$377,407
B	4, 5	Santa Clara	3426	\$476,047
C	6, 7, 8	San Joaquin, Tulare & Ventura	3634	\$489,771
D	9	Orange	2982	\$446,752
E	10	San Bernardino	3286	\$466,810
F	11	Los Angeles	5201	\$593,162
Clearinghouse	--	Ventura	--	\$150,051

- Designate Ventura County as the clearinghouse.
- Allocate \$3 million as follows: (1) \$250,000 per team, plus a per teacher allocation based on a proportion of the CBEDS estimated number of teacher hires for the prior year in the geographic area served by the team (\$65.98 per teacher hire in 2006-07); and (2) 5% of the total, or \$150,000 plus rounding, to the clearinghouse.
- Adjust funding annually based on the prior year's CBEDS data.
- Incorporate the attached expected outcomes and deliverables to guide the initial work of the teams and the clearinghouse.

We appreciate the opportunity to make recommendation to you on behalf of all county superintendents on how the teams could be best located and funded within the county superintendent structure and the expected deliverables.

If you need any additional information, please contact Sue Burr, Executive Director, at (916) 446-3095.

Sincerely,



Mary Jane Burke
President, CCSESA



Susan K. Burr
Executive Director, CCSESA

cc: Gavin Payne, Deputy Superintendent, CDE
Tom Armelino, Superintendent, Shasta County
Ric Teagarden, Superintendent, Yuba County
Colleen Wilcox, Superintendent, Santa Clara County
Rick Wentworth, Superintendent, San Joaquin County
Jim Vidak, Superintendent, Tulare County
Chuck Weis, Superintendent, Ventura County
Bill Habermehl, Superintendent, Orange County
Herb Fischer, Superintendent, San Bernardino County
Darline Robles, Superintendent, Los Angeles County
Phil Lafontaine, Interim Director, Professional Development and
Curriculum Support Division, CDE

Attachment

Personnel Management Assistance Teams (PMATs) and Clearinghouse Deliverables

Personnel Management Assistance Teams (PMATs)

I. Purpose: To provide technical assistance to school districts in establishing and maintaining effective personnel management, recruitment, selection, hiring, and retention practices. PMATs will actively market technical assistance services to districts. The superintendent of any school district, or county superintendent of schools, may request that the regional personnel management assistance team review the personnel practices of a school district under his or her jurisdiction and recommend practices or organizational functions to facilitate the timely hiring and placement of qualified teachers consistent with the personnel policies established by agreement with the exclusive representatives of employee organizations. PMATS will work in conjunction with local county superintendents in providing assistance.

II. Expected Outcomes:

- A. There will be an increase in the number of highly-qualified teachers in high-priority schools in each region.
- B. There will be an increase in the retention of teachers in high-priority schools in each region.
- C. Districts, especially those with high-priority schools, will develop a multi-year plan for personnel management and staff development and be empowered with successful, cost-effective personnel management systems, recruitment structures and hiring processes that will be institutionalized and sustained.
- D. Districts will have a multi-year plan for the development of prospective teachers to insure that the teacher supply will meet the demand for new teachers, especially in hard-to-staff subject areas.
- E. County offices of education will have increased capacity to provide assistance to local school districts in building district capacity to sustain highly effective recruitment, selection, hiring, retention, and teacher development planning and practices.

III. Deliverables:

A. General

- 1. Each district that requests services from the PMAT will receive a personnel management evaluation to identify areas of strength and weakness in their personnel recruitment, selection, hiring, retention, and development of prospective and current teachers.
- 2. Based on the personnel management evaluation, PMAT staff in conjunction with local county offices of education, will provide technical assistance and training to districts to improve district processes and procedures in their areas of weakness and jointly create a multi-year plan to guide recruitment, selection, hiring, retention, and development of prospective and current teachers.
- 3. PMAT staff will provide referrals to local county offices of education, other agencies and partners to assist districts as needed.
- 4. PMAT staff will utilize technology to the greatest extent possible to share tools, resources, and exemplary practices across regions with local county offices of education and districts.

5. Each county superintendent housing a PMAT will establish a partnership with each county superintendent in the service region office of education's Human Resources department and Curriculum and Instruction department to ensure services along the continuum of recruitment, selection, hiring, professional development, and retention of effective teachers.
6. Each PMAT will coordinate/complement services with the Quality Education Investment Act (QEIA) technical assistance centers serving QEIA schools and with the local county superintendent within the geographic region of service.
7. PMAT staff will collect, manage, and track data on teacher recruitment, placement and retention within their region for the districts served and submit this data to the Clearinghouse.

B. Personnel Management and Staff Development Review:

1. Development of Prospective Teachers: PMAT staff (through a district self assessment process/PMAT review) will collect data regarding: district career ladders for paraprofessionals, current staff such as instructional aides, two and four year college programs, joint credential programs with colleges.
2. Recruitment: PMAT staff will assist the district in assessing their recruitment needs by reviewing projections of staffing needs, current district timelines and processes for teacher recruitment, strategies, incentives, processes, internal and external resources, and partners to identify barriers to recruitment and ensure the most experienced teachers are placed in high-need schools.
3. Selection, Hiring, and Retention: PMAT staff will review timelines for selection and hiring, criteria for selection, processes for hiring, resources for selection and hiring, and personnel involved. PMAT staff will assist the district in analyzing the reasons personnel leave the district (i.e. lack of support at the school site or from the district, difficult commute, housing costs, etc.)
4. Development of Current Teachers: PMAT staff will examine the capacity for multiple subject teachers to fill hard to staff areas; how new teachers are supported through BTSA/induction programs; and which teachers are NCLB compliant

C. Multi-year Personnel Management and Staff Development Plan:

1. Development of Prospective Teachers: PMAT staff will encourage the development of local cross-district/county office/college collaboratives to recruit, screen and refer potential teacher candidates to district, county office, and university intern programs and to seek new avenues of potential staff such as alternative credentialing programs.
2. Recruitment: PMAT staff will assist the district in developing a customized multi-year recruitment plan to meet that district's current and future recruitment needs and ameliorate their identified recruitment barriers. The plan would include an estimate of the number and credential type of teachers that may leave the district due to retirements, non-re-elects or resignations, additional positions that may be needed for growth and a plan to fill the hard-to-staff areas which have been traditionally identified as math, science and special education and other hard-to-staff areas that have been identified by the district.
3. Selection, Hiring, and Retention: PMAT staff will build expertise within the district to ensure assistance is transformed into sustainable practices and protocols within the district. PMAT staff will recommend solutions to mitigate factors that contribute to personnel leaving the district.
4. Development of Current Teachers: PMAT staff will assist districts in developing career paths for existing district staff.

D. Implementation of Multi-year Personnel Management and Staff Development Plan:

1. Development of Prospective Teachers: PMAT staff will assist the district to identify current paraprofessionals and other classified staff that wish to be teachers; to identify current certificated staff who are willing to be redirected into teaching in another credential area, such as special education, math or science or other high-need areas that exist in the district; and to identify staff who may wish to add an authorization to their current credential in order that the district have more flexibility to assign their teachers. PMAT staff will work with colleges and universities as part of district/county/college/university collaboratives to connect graduating teachers to high-priority schools and with districts and county offices as part of collaboratives to identify declining enrollment districts that may be laying off teachers and refer these highly-qualified teachers to high-need districts.
2. Recruitment: PMAT staff will provide school districts with examples of exemplary printed recruitment materials and best recruitment practices for ensuring a diverse pool of qualified candidates reflective of diversity among student population. PMAT staff will provide technical assistance and training in the use of EDJOIN to participating districts, enabling them to post positions, recruit online, screen candidates, interview and hire highly-qualified candidates. PMAT staff will assist districts in participating in alternative credentialing programs.
3. Selection, Hiring, and Retention: PMAT staff will provide examples of exemplary job descriptions and interview questions. PMAT staff will provide training for districts in personnel selection for certificated, classified and administrative staff, including modeling interview protocols and reference checking. PMAT staff will provide recommended timetables for transfers, hiring decisions and school assignments. PMAT staff will work with districts on how to collaborate with their bargaining units to assure an equitable distribution of veteran, highly-qualified staff at all sites and that mentor teachers are available to new staff at all sites. PMAT staff will share effective ways to build positive relationships with district bargaining units to ensure transfers and placements are timely. PMAT staff will assist districts in implementing effective support structures for new staff and effective evaluation procedures to ensure retention of high quality personnel.
4. Development of Current Teachers: PMAT staff will encourage local partnerships with local county offices of education, school districts, and local colleges or universities to create options to fast-track candidates. PMAT staff will provide guidelines for districts on how to assist teachers to become highly qualified, including transcript analysis, technical assistance in test preparation, and modeling one-on-one advisement.

E. Evaluation

1. PMAT staff will provide information quarterly on the types of services they have provided for districts and report yearly the impact these services have had on teacher recruitment and retention to the Clearinghouse.
2. Specific areas of data collection and mechanism for collection to be determined.

Personnel Management Assistance Team Clearinghouse

I. Purpose: To serve as a clearinghouse of effective personnel management and hiring practices.

II. Expected Outcomes: In addition to serving as the PMAT for its region, and providing the outcomes listed above for the region, the clearinghouse will provide technical assistance and training to other PMATs in establishing and maintaining effective personnel management, recruitment, selection, hiring, retention and personnel development processes with districts.

III. Deliverables:

- A. Develop and disseminate common tools and resources for district technical assistance in personnel management, assistance and hiring
- B. Develop training modules related to personnel practices (i.e. hiring procedures, interview protocols, recommendation inquiries, timelines, etc.)
- C. Develop a “best practices” handbook for recruiting, selecting, hiring and retention of teachers into high-priority schools/districts and make the handbook available to all PMATs, county offices of education, and school district staff
- D. Stay abreast of effective exam, recruitment, and other district personnel practices
- E. Identify funding sources that allow greater flexibility in their use of funds for teacher recruitment and develop templates districts can use to make application for this funding
- F. Provide training and technical assistance to regional PMATs
- G. Train personnel evaluation teams from PMAT regions
- H. Meet quarterly with PMAT teams to share best practices
- I. Coordinate with other professional personnel organizations and agencies to ensure no duplication of services occurs
- J. Serve as a liaison to the QEIA technical assistance centers and coordinate/complement services provided by the PMATs
- K. Maintain a list of agencies or partners that PMAT staff may use as referrals to districts for assistance with identified needs
- L. Serve as a broker of services among the six PMATs
- M. Collect data from PMATS and provide analysis of data on services performed by PMATs and their impact on district recruitment, hiring and retention of staff. This analysis will be made available to interested parties upon request.
- N. Utilize technology to share resources and support training