



# PASO ROBLES

JOINT UNIFIED SCHOOL DISTRICT  
THE DISTRICT OF EXCELLENCE

## Staffing Report

**Paso Robles Joint Unified School District**

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# EXECUTIVE SUMMARY

The Wallace Foundation identified three broad categories of successful leadership practices in building high performance organizations and are considered the “basics” of good leadership. These categories are setting direction, developing people, and redesigning the organization. Leadership not only matters; it is second only to teaching among school-related factors in its impact on student learning. Therefore, district leadership staffing is vital to the success of students.

It is important that the District analyze the district office organizational structure to ensure the three major functions of the District (Business, Human Resources, and Educational Services) are staffed adequately in order to perform these necessary tasks with efficiency and accuracy. The current district organizational chart should be revised to include all district management positions and reporting relationships to ensure clear supervisory responsibilities and lines of communication. A clear organizational chart should demonstrate the District’s leadership structure and delineate management positions responsible for supervising employees and overseeing the work of the department for which they are responsible. Two recommended organizational structures are discussed later in this report. Once a clear organizational chart is created, the District should ensure that all titles on published organizational charts have approved job descriptions with the same job title and correct department and supervisor listed throughout the organization such as on departmental organizational charts, the website, salary schedules, etc.

When examining staffing levels in the Paso Robles Joint Unified School District (PRJUSD) district office, some major areas of management are missing, specifically in the Human Resources and Educational Services departments. Currently, the Deputy Superintendent serves as the head of the Human Resources department, supervises Directors in Educational Services, Student Services, and Special Education, and performs many other functions outside of Human Resources. There are too many responsibilities for this position. The District should consider hiring either a Director of Human Resources or an Assistant Superintendent of Educational Services.

The district should continue staffing at current levels in departments that are staffed appropriately, even if staff members leave. Positions should be refilled if they are deemed to be needed. For example, when there have been vacancies in secretarial or supervisory positions at the district office, positions have been consolidated but the workload is still there. The District should ensure that these positions are filled and there is dedicated secretarial support provided to each Director, Assistant Superintendent, and Superintendent/Board.

When compared to 13 districts similar to PRJUSD (see Data Collection), the following departments appear to be staffed similarly to most or all the comparison districts: Superintendent’s Office (after the filling of the current vacant Executive Assistant position), Business Office, Information Technology, and the Student Services departments (management and support staff in this study only). The Human Resources department has comparable staffing, but the responsibilities for the Deputy Superintendent should be revised as indicated above. The Educational Services department should be restructured (see specifics in that section). The Food Service department should consider conducting a meals-per-labor analysis by site to see how many meals on average are produced with the current labor hours. If the department is in the red and meal participation is down, there are probably too many staff members. If this is the case, the District can either reduce hours or focus on generating more revenue. The Maintenance, Operations, and Transportation department has a vacant manager position that should be filled, and the District should consider whether a management position for the bond is needed for the duration of the bond. This position would be paid for out of the bond. Also, the District should conduct a staff analysis based on standards listed in the report. Lastly, there are some positions and/or job descriptions in the district that are not typically found in other districts that should be analyzed for their feasibility and effectiveness (see other District Office Staffing section).

Since personnel costs make up 85% of a school district’s budget, salaries and benefits for employees are an immensely important factor to consider. The most effective way to control these costs is through class size. Overspending on class-size reduction is particularly expensive because most costs vary with class size and should be seriously considered in tough fiscal times. For this reason, the District should consider reducing certificated school staffing at the elementary grades through attrition (see this section). However, in looking at the class size limits in the union contracts this option does not appear viable at the Secondary Schools. As enrollment changes,

the District should take a close look at class size throughout the district. Also, the District should explore clearer class size language that provides the District with most flexibility possible.

In addition to reductions in elementary teaching staff, other reductions to administrative/support personnel are discussed later in this report. The size of the school and needs of the students should be taken into consideration when staffing for administrative/support positions. The District should analyze funding sources to provide additional support staff (Title 1, LCAP...) to the elementary school when possible.

In looking at reductions, the District should consider reducing through attrition whenever possible. As people leave the District, positions should be analyzed for need. It appears the District has been doing this through the consolidation of positions, some of which this study has determined should be reinstated. PRJUSD should consider carefully the timing of increases and reductions, and use strategies for staffing that can be a win-win for both the District and employees such as allowing year-long maternity and paternity leaves to reduce staffing with the expectation that retirements in a future year could help maintain the reductions.

It is extremely important that the District provide stability and clarity in the leadership of the district and that employees feel valued. There are many strategies for adding and reducing positions over time that should be considered. The District should consider short and long-term goals for staffing that align with the goals of the District. Even though a position may not exist in another district, if the position aligns directly with accomplishing Board goals, the District will need to decide if the position is needed on a short or long-term basis. Alignment of goals and communications throughout the district are key factors to employee morale.

Lastly, the importance of data cannot be understated. Most of the conclusions in this report are based on data supplied by the district or in comparison districts. It is important that staff frequently check data to ensure that data is inputted correctly in the system as this will drive payroll and the budget. Due to the fact that 85% of a school district's budget is people, this is an essential task.