

New Orleans Public Schools

Five-Year Strategic Plan for Reform

1999-2000 through 2003-2004

Department/Area: Human Resources

Name of Initiative/Plan: Comprehensive District Employee Evaluation Plan

Goal #1: To implement the evaluation plan for NOPS to support the academic mission of the District (*Aligned with Goals 2000/USDE, LEARN/SDE and DIR/NOPS*)

Current Team Leader: Judith A. Gahr

STRATEGIES	START DATE	COMPLETION DATE	PERSONNEL RESPONSIBLE	OUTCOMES
1. Work to revise state laws regarding performance-based contracts and assessments for all public school employees, where there is a conflict between current laws and the need to establish performance-based contracts and assessments.	April, 1999	April, 2000	CEO Designated NOPS personnel Community and political groups	Revised state laws to match performance-based contracts and assessments
2. Align CEO's "direct reports" employment terms to the concurrent employment term of the CEO and/or at the discretion of the CEO.	N/A	N/A	CEO School Board	Alignment of CEO's term with her/his management team An effective management team able to implement District goals
3. Review, revise and fully implement a District-wide evaluation plan in accordance with state law, District policy and collective bargaining agreements (CBA). Evaluation plans must be revised and/or developed for CEO, Central Office personnel, principals, teachers and all other non-certified personnel. Evaluation plans must ensure that all NOPS personnel are held accountable for their work through "performance-based contracts and assessments," which relate rewards and penalties to outcomes.	April, 1999	April, 2001	CEO Human Resources Department Designated NOPS personnel UTNO PANOPSI Other unions Appropriate community groups	All District employees will have revised contracts/evaluations that are performance based.
4. Continue in-service for evaluators to ensure effective implementation of the comprehensive District-wide evaluation program and to comply with state mandates and District goals.	September, 1998	Ongoing through 2004	Human Resources Director Personnel Coordinator for Evaluation	Increased in-service training Improved effectiveness of evaluation program
5. Design and implement a monitoring system to ensure compliance with the comprehensive District-wide evaluation plan per State Department of Education, District policies and CBA.	April, 1999	April, 2000	Human Resources Director Personnel Coordinator for Evaluation	Implementation of the monitoring system

**New Orleans Public Schools
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Department/Area: Human Resources

Name of Initiative/Plan: Staffing

Goal #2: To establish a new staffing formula to meet the needs of the District (*Aligned with Goals 2000/USDE, LEARN/SDE and DIR/NOPS*)

Current Team Leader: Judith A. Gahr

STRATEGIES	START DATE	COMPLETION DATE	PERSONNEL RESPONSIBLE	OUTCOMES
1. Conduct a needs assessment to determine changes needed in the staffing formula.	June, 1999	November, 1999	Human Resources Director Human Resources Coordinator and staff CEO	Completed needs assessment
2. Develop a school site staffing formula, based on the needs assessment, which will align resources with school site needs.	December, 1999	March, 2000	Human Resources Director Human Resources Coordinator and staff CEO	New staffing formula
3. Implement revised school site staffing formula.	April, 2000	October, 2000	Human Resources Director Personnel Coordinator	Changes in staffing allocation implemented
4. Provide appropriate personnel at individual school sites, per revised staffing formula.	April, 2000	October, 2000	Human Resources Director Personnel Coordinator School-site personnel	All schools will have needed personnel Increased student achievement

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Department/Area: Human Resources

Name of Initiative/Plan: Teacher Retention

Goal #3: To increase the retention and longevity of all District employees (Aligned with Goals 2000/USDE, LEARN 2000/SDE and DIR/NOPS)

Current Team Leader: Judith A. Gahr

STRATEGIES	START DATE	COMPLETION DATE	PERSONNEL RESPONSIBLE	OUTCOMES
1. Develop a retention/longevity plan for all employees, based on needs assessment.	June, 1999	August, 1999	Human Resources Director Human Resources Coordinators Human Resources Staff Central Office Staff	Written retention plan for all employees
2. Implement the employee retention/ longevity plan, which will include such areas as: - Expanding support for new teachers in every school and every teacher new to the District; - Expanding support for all employees in the District; - Revising salary schedule with emphasis on restructuring salary steps based on experience; certified/classified employees, and; - Fully implementing previously negotiated teacher career ladder and National Board Certification Plan.	September, 1999	September, 2001	Human Resources Director Human Resources Coordinators Human Resources Staff Central Office Staff	Increased services to new teachers or teachers new to the District
	September, 1999	September, 2000	Human Resources Director Human Resources Coordinators Human Resources Staff Central Office Staff	Revised salary schedule(s) for all employees
	September, 1999	September, 2000	Human Resources Director Human Resources Coordinators Human Resources Staff Central Office Staff	Teacher career ladder National Board Certification Plan implemented

New Orleans Public Schools

Five-Year Strategic Plan for Reform

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Department/Area: Human Resources

Name of Initiative/Plan: "Grow Your Own"

**Goal #4: To increase the number of certified instructional personnel in the District through collaboration with local Schools of Education
(Aligned with Goals 2000/USDE, LEARN/SDE and DIR/NOPS)**

Current Team Leader: Judith A. Gahr

STRATEGIES	START DATE	COMPLETION DATE	PERSONNEL RESPONSIBLE	OUTCOMES
<p>1. Develop and implement the "Grow Your Own" plan, which includes such areas as:</p> <ul style="list-style-type: none"> - Establishing a District NTE/Proxies seminar program to assist non-certified teachers in achieving teacher certification; - Holding informational seminars for all District employees for the purpose of recruiting them as teachers; - Assisting in the establishment of future teacher clubs at all schools and developing a teacher academy at schools; - Holding informational seminars for the public to recruit teachers in specific subject areas; - Establishing a site administrators' program which includes staff development and shadowing a master principal, and; - Seeking funding from organizations/private industry, etc., to fund scholarships in the field of education. 	<p>March,1999</p> <p>"</p> <p>"</p> <p>"</p> <p>"</p> <p>"</p>	<p>September, 1999 2004</p> <p>"</p> <p>"</p> <p>"</p> <p>"</p> <p>"</p>	<p>University Personnel Human Resources Director Human Resources Coordinators</p> <p>Human Resources Director Human Resources Coordinators</p> <p>University Personnel Human Resources Director Human Resources Coordinators</p> <p>Human Resources Director Human Resources Coordinators</p> <p>University Personnel C&I Human Resources Director Human Resources Coordinators</p> <p>Human Resources Director Human Resources Coordinators</p>	<p>Non-certified teachers will attend seminars Increased number of certified teachers</p> <p>Hold seminars Increased number of District employees who become teachers</p> <p>Future teacher clubs established Future Teachers of America Teacher academies at schools</p> <p>Seminars held Increased applicant pool</p> <p>Training program implemented Increased number of site administrators</p> <p>Increased number of teacher-preparation scholarships</p>

New Orleans Public Schools
Five-Year Strategic Plan for Reform
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Department/Area: Human Resources

Name of Initiative/Plan: Teacher Recruitment

Goal #5: To increase the number of certified teachers in the District (Aligned with Goals 2000/USDE, LEARN/SDE and DIR/NOPS)

Current Team Leader: Judith A. Gahr

STRATEGIES	START DATE	COMPLETION DATE	PERSONNEL RESPONSIBLE	OUTCOMES
1. Implement a teacher recruiting plan which would include such areas as: - Recruiting within the state with an increased number of recruiters;	March, 1999	September, 1999 2004	Human Resources Director Human Resources Coordinators Principals Central Office Administrators	Increased number of Certified Teachers
- Recruiting out of state with an increased number of recruiters;	"	"	Human Resources Director Human Resources Coordinators Principals Central Office Administrators	Increased number of Certified Teachers
- Creating a web page to recruit teachers on the Internet;	"	"	Human Resources Director Human Resources staff	Web page Number of hits on web page
- Increasing advertising for teachers in and out of state, and;	"	"	Human Resources Director Human Resources staff	Copies of advertisements Surveys of recruits
- Developing an incentive program for new hires to be competitive with other school districts.	"	"	Human Resources Director Human Resources staff	Evidence of incentive package

**New Orleans Public Schools
Five-Year Strategic Plan for Reform
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Department/Area: Human Resources

Name of Initiative/Plan: Employee Relations

Goal #6: To ensure that all employees have redress of employee-related issues in an effective manner (Aligned with Goals 2000/USDE, LEARN/SDE and DIR/NOPS)

Team Leader: Judith Gahr

STRATEGIES	START DATE	COMPLETION DATE	PERSONNEL RESPONSIBLE	OUTCOMES
1. Establish an employee relations unit in conjunction with the District's re-organization plan, based upon the needs of the District.	April,1999	September, 1999	CEO management team	Employee Relations unit Expeditious resolution of disputes Reduction in litigation/legal fees to the District Increased employee morale