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County Superintendent of Schools

Framing Our Future  
2016-2019

**Goal 3: Be a Premier Employer**

**Rationale:** Research indicates we are most effective and happy when we are actively engaged in purposeful work, continue to become more effective in our work practice, and connect with our coworkers (Hallowell, 2011; Pink, 2010). In Silicon Valley, where the cost of living continues to rise and the “war for talent” is real, recruiting and retaining outstanding employees who are passionate about our work is a continual challenge. As such, the focus on Goal 3: *Be a Premier Employer* is imperative to the success of the Santa Clara County Office of Education (SCCOE) and requires focused, intentional efforts to build and maintain a healthy organization.

From an organizational development perspective, being a premier employer encompasses all aspects of the Office and engages the members of the SCCOE in an intentional, planned, and sustained improvement effort (Schmuck, Bell, & Bell, 2012). By focusing on organizational structures and procedures, as well as the underlying norms that define, support, and perpetuate them from the lens of a premier employer, this plan is designed to empower members to assess, diagnose, and transform the organization (Schmuck, et al., 2012). Education thought leader Michael Fullan (2011) challenged organizations to instill and reinforce a collaborative culture that allows employees to collectively engage in work that is meaningful and rewarding. This plan is designed to meet Fullan’s challenge.

Input from the 2016 employee satisfaction survey, employee exit interviews from this fiscal year, and specific staff groups including the Superintendent’s Advisory Council (SAC), the SCCOE culture/climate committee, and employee stakeholder engagement sessions helped shape the strategic direction.

The SAC developed an action plan focused on Goal 3. Over the course of the 2015-2016 school year a subcommittee met regularly and reported to SAC. The action plan for Goal 3 is therefore more detailed than Goals 1, 2 and 4.

Goal 3 will continue to be a main focus for the Superintendent Advisory Council for 2016-2017 to monitor the implementation of the plan.

No.	Strategic Actions	Timeline **	Leader(s)	Evidence of Success	Date and Status or Date Completed
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1.	<p>Continue the implementation of Be a Premier Employer action plan developed by the Superintendent's Advisory Council during 2015-2016. The action plan is available online in the framing our future webpage <a href="#">link</a>.</p> <p>See Appendix A for the Be a Premier Employer Action Plan</p>				