Santa Clara County Office of Education

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County Superintendent of Schools

Framing Our Future
2016-2019

Goal 4: Improve organizational effectiveness and efficiency
Rationale: Organizational effectiveness (how well an organization accomplishes its intended purpose or "doing the right things") and organizational efficiency (the degree of economy with which the process consumes resources or "doing things right") are common and longstanding measures of success. A fascination with efficiency began in the late 19th century as researchers (Fredrick Taylor, 1912; Lillian Gilbreth, 1927) examined ways of improving work methods; terms like "streamlined" were introduced. Ineffectiveness and inefficiencies are costly to all stakeholders. For example, a contract process that is cumbersome and time consuming could have ripple effects: a new vendor for a service cannot be hired on time to assist a COE department providing professional development (PD) to a group of teachers during the summer. During various data gathering efforts by the Santa Clara County Office of Education's (SCCOE) Strategic Planning Group, several issues around organizational effectiveness and efficiency arose. Communication, a key component for getting an organization to move in the right direction (Lencioni, 2012), was mentioned by SCCOE staff and external stakeholders as an area of improvement. A strategic redesign of the SCCOE webpage (internet and intranet) could address some of these concerns around communication as cited by focus groups, Employee and District Satisfaction Surveys. Employees also mentioned (Employee Satisfaction Survey, 2015) poor, outdated, and/or inefficient processes (i.e., contracts, ARs) that hamper workflow and decrease efficiency. Goal 4 will be a focus for the Superintendent Advisory Council for 2016-2017. In addition to the identified Strategic Actions listed on the table below the Superintendent Advisory Council (SAC) will discuss and may develop further Strategic Actions and strategies.

No.	Strategic Actions	Timeline**	Leader(s)	Evidence of Success	Date and Status or Date Completed
1.	Develop a cascading communications strategy and related protocols for internal communication.	LT	Superintendent's Advisory Council and Communications Department	Develop a work plan Increase communication	
2.	Improve the process and procedures for contract development and execution.	ST	Office of the Superintendent Branch and Risk Management Department	Increase in satisfaction with process by users	

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3.	Review and update SCCOE policies and administrative regulations (ARs).	ST	Office of the Superintendent Branch and Business Services Branch	Policies and AR's are current	
4.	Conduct a review of Human Resources policies and procedures and develop a plan to implement relevant findings.	ST	Human Resources Branch and Office of the Superintendent Branch	A plan is developed and implementation begun	
5.	Improve communication and raise awareness by updating and redesigning the SCCOE website (internet and intranet).	LT	Technology Services Branch and Communications Department	Increase in websites visits

Creation of portal for teachers | |
| 6. | Develop office-wide protocols for offering and evaluating professional development. | ST | Office of the Superintendent Branch and Educational Service Branch | Implementation plan is developed

Protocols are developed and piloted | |

**I=immediate, ST=short term, LT=long term