Restructuring for Student Achievement
RSA Update Briefing

February 18, 2016
The purpose of this update is to provide answers to questions DoDEA employees may have about Restructuring for Student Achievement (RSA), and to keep you informed on its progress.

**Question 1**

Why are we changing, and what makes this change different than DoDEA’s past changes?

**Question 2**

All I ever hear about is Education. What about the changes to the business and support functions?

**Question 3**

When is this all going to happen anyway?

**Question 4**

What about me? Why can’t you tell me now what will happen to me?
Question 1

Why are we changing, and what makes this change different than DoDEA’s past changes?

Part 1: Why?
Why are we restructuring?

- DoDEA approved two priorities to improve student achievement
- Restructuring for Student Achievement (RSA) helps achieve Priority 2

**Priority 1**

*College and Career Readiness*

Strengthen DoDEA’s standards-based educational system by transitioning to:
1) college- and career-ready standards that are infused with rigor and relevancy; and
2) a common standards-aligned curriculum, instructional framework, and assessment system

**Priority 2**

*Restructuring for Student Achievement*

Establish the organizational capacity to uniformly improve student achievement and school operations
Purpose and Scope of RSA

• **Purpose**
  – To better support schools and become a standards-based education system with aligned curriculum, instruction, assessments and professional development
  – Realign full-time positions to meet DoDEA’s priorities

• **Scope**
  – Limited to above-school level workforce DoDEA-wide; Only a very small portion of the DoDEA workforce is impacted
  – Some positions may have different functions or will be relocated, and some may have a different supervisory chain
DoDEA’s VISION FOR CHANGE

Our students deserve GREAT

DoDEA Makes It Possible!

- Implement a common standards-aligned curriculum, instructional framework, and assessment system
- Realign resources to priorities
- Establish systems for imbedded professional development
- Enhance instructional leadership capacity
- Provide for systemic accountability
- Ensure reduced layers for efficiency
- Encourage innovation
- Create collaborative networks
How is this change different?

• DoDEA is not just “changing to change,” we are changing to improve based on data and priorities

• RSA includes designing and implementing processes that enable continuous improvement. This includes:
  • Performance metrics
  • Program and system monitoring
  • Accountability systems
  • Internal communication processes
  • Feedback systems
  • Data tracking and informed decision making
  • Leadership development

• DoDEA is now codifying all changes in formal processes, legislative changes, regulations and policies

• RSA is a collaborative process with input from HQ and the field
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Question 2

Part II: What about Finance & Business Operations (F&BO)?
The new structure of the Finance & Business Operations Directorate:

- Centralizes F&BO functions at all levels under functional chiefs at headquarters
- Forward-deploys key resources to the district and regional levels where they are needed

For an overview of the F&BO and Education functions, follow the link below:
F&BO personnel from all levels met in Southbridge, MA, Feb. 1-5, 2016, to discuss next steps for RSA. The group:

• Included representatives from Resource Management, Procurement, HR, Safety, Security, Logistics, IT, Chiefs of Staff, Education Operations Managers, and senior leadership
• Created F&BO organizational charts and functional gap analyses, along with fluid timelines for execution
• Named Tiger Teams to tackle some of the work begun at Southbridge
• Committed to transparency and continued communication throughout the RSA implementation process
Centralization

- F&BO functions will centralize in summer 2016
- Advantages to F&BO centralization:
  1. Saves time in resolving issues
  2. Better defines responsibility for actions
  3. Depends largely on general consensus
  4. Clear and direct decision making
  5. Economy in operation – Minimizes operation cost by leveraging skilled, qualified and experienced members
The goal of RSA is to centralize, not stovepipe/create silos

Stovepiped/ Siloed DoDEA

Communication and interactions remain within each function

Centralized DoDEA

Functions communicate and interact with each other to execute policy and direction established by HQ
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How does this all fit together?
*Functional business units worked on 4 outcomes in Southbridge to put the puzzle together*

1. Roles & Responsibilities
   - Teams verified the roles, responsibilities and decision authorities by echelon

2. Gap Analysis
   - Analyzed current state and future state work to identify any gaps that need coverage

3. Tiger Teams
   - Named Tiger Teams to begin the work identified at Southbridge

4. Time Line
   - Captured major milestones to begin construction of a fluid time line for execution

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• DoDEA functional teams identified the need for specific Tiger Teams for target achievement
• Find a listing of Tiger Teams by function here: [http://www.dodea.edu/Restructuring/upload/FBO_TigerTeamRoster.pdf](http://www.dodea.edu/Restructuring/upload/FBO_TigerTeamRoster.pdf)
• Please contact your functional chief or email the RSA team to learn more or participate in a team ([RSA.pmo@hq.dodea.edu](mailto:RSA.pmo@hq.dodea.edu))
As F&BO restructures, new career opportunities are becoming available. For the latest information:

- Check [https://www.usajobs.gov/](https://www.usajobs.gov/) to see up-to-date listings with keyword “DoDEA”
  - Additionally, set up an auto search that will email you anytime there are new DoDEA listings
- Contact the Opportunities Office with any career or position questions or to use their professional development resources:
  - [OpportunitiesOffice@hq.dodea.edu](mailto:OpportunitiesOffice@hq.dodea.edu)
Question 3

When is this all going to happen anyway?

Part III: Timeline
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RSA Timeline

WINTER 2016
Ed workforce shaping tools implemented; F&BO RSA planning begins; Initiate process development; Recruit for CIL positions; Finalize DSO facilities

SUMMER 2016
Initial operating capacity of RSA 11 July 2016; Start new school year with eight districts; Centralize business functions to HQ

WINTER – SPRING 2017
Begin F&BO and support function physical movements

Winter ‘16 Spring ‘16 Summer ‘16 Fall ‘16 Winter ‘17 Spring ‘17 July ‘17

SPRING 2016
Continue workforce shaping for Education and Bavaria; Continue F&BO working groups to centralize; Begin Education personnel physical movements; Begin CIL training

FALL 2016
Begin workforce shaping for F&BO (competitive service); Finalize processes and procedures for new structure

SUMMER 2017
Fully operational in new structure
Question 4

Part IV: What about me?

What about me? Why can’t you tell me now what will happen to me?
DoDEA will use workforce shaping business rules that follow OPM guidelines to ensure fairness and consistency. Many factors play a role in what happens to a person by workforce shaping. Below are a few:

**Skill Sets & Qualifications**
You may be skilled or qualified for jobs other than just the one you are working in now. It is important your record shows that because you could be placed in a different series or position instead of RIF.

**Transferability**
How willing are you to take a position out of your competitive area in order to have a job? Also, if you are overseas, what is your rotation date? Do you have return rights to HQ or another agency?

**Service**
How long have you been working for the federal government? Are you a veteran? How have your evaluations been? All of these play into the order in which you are placed on the retention register (what is used to place people).

**Competitive or Excepted Service**
If you are in an excepted service position, you cannot be moved to a competitive service position unless you have previously held a competitive service position.
Workforce shaping is complex with many integrated parts

Competitive Levels
Grouping of similar positions in the SAME COMPETITIVE AREA

Shaping Tools
- VERA/VSIP
- Overseas Tour curtailment
- Exercise Return Rights
- Reduction in Force (RIF)
- Release of Temporary employees

PPP
The PPP consists of several subprograms with the primary purpose of placing DoD employees who have been adversely affected through no fault of their own.

Competitive Areas
- DoDEA Pacific and Europe: Geographical boundaries of current districts
- DoDEA Americas: employees within a commuting area (school complex) to include district office if within same commuting area
- HQ DoDEA:
  - Employees located at HQ – single competitive area;
  - Employees assigned in Areas (physically away from HQ) – separate HQ competitive area in that district/location

R-Service Comp
Service credit and performance ratings determine the standing within the group/subgroup combination.
The words no one wants to hear...

“Our organization may be undergoing a RIF!”

• Employees’ first thoughts are that their jobs will be abolished and they will be unemployed. BUT, a RIF is an orderly and systematic process for making necessary organizational changes.

• Actions leading up to, and during, the RIF process can actually keep people from losing their jobs. Such actions include, but are not limited to:
  — offering VERA/VSIP, hiring freeze, placement instead of RIF
DoDEA is working to minimize RSA’s disruption to the workforce by sharing accurate, timely information and helping staff adjust to change.

- For RSA background materials or suggested reading and training on adapting to change, go to:  
  - [http://www.dodea.edu/Restructuring/resources.cfm](http://www.dodea.edu/Restructuring/resources.cfm)
- Email any additional questions to:  
  - [GetTheFacts@hq.dodea.edu](mailto:GetTheFacts@hq.dodea.edu)
  - [OpportunitiesOffice@hq.dodea.edu](mailto:OpportunitiesOffice@hq.dodea.edu)