



BUILDING A CULTURE OF TRUST





SPECIAL THANKS

PARTICIPATING LEAS

- MONTEREY COUNTY OFFICE OF EDUCATION
- ALISAL UNION SCHOOL DISTRICT
- GREENFIELD UNIFIED SCHOOL DISTRICT
- GONZALES UNIFIED SCHOOL DISTRICT
- MISSION UNION SCHOOL DISTRICT
- MONTEREY PENINSULA UNIFIED SCHOOL DISTRICT
- NORTH MONTEREY COUNTY UNIFIED SCHOOL DISTRICT
- PAJARO VALLEY UNIFIED SCHOOL DISTRICT
- SALINAS CITY ELEMENTARY SCHOOL DISTRICT
- SALINAS UNION HIGH SCHOOL DISTRICT
- SANTA CRUZ CITY SCHOOL DISTRICT
- SANTA RITA UNION SCHOOL DISTRICT
- SOLEDAD UNIFIED SCHOOL DISTRICT

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“The true work of leadership always proves to be difficult; but worth it. We have realized that this mind shift is hard and we may not have all of the answers today, but one of the biggest testaments is that we want to work together toward a better tomorrow - for everyone.”



Cindy Altemeyer
Senior Director of
Human Resources,
MCOE



ACKNOWLEDGMENTS

The CCEE is a statewide agency committed to delivering on California's promise of quality, equitable education for every student. The agency works collaboratively with other state agencies, partner agencies, county offices of education (COEs), local educational agencies (LEAs), and stakeholders so we—as a collective group—can tackle challenges as a team. CCEE's role is to provide support and guidance; it is not an evaluative or compliance agency.

The California Labor Management Initiative (CA LMI), part of the Californians Dedicated to Education Foundation (CDE Foundation), brings together union and management leaders to co-develop structures and practices that lift staff voices and build systems for continuous improvement to create better outcomes for students and staff, parents, and communities. Formal visible labor-management partnership at the district level creates a positive climate for staff collaboration at school sites, which leads to a greater capacity for problem-solving and innovation among practitioners.

Additional funding for the network support was provided by the SD Bechtel Jr. Foundation and Stuart Foundation.



PROGRAM OVERVIEW

In the 2018-19 school year, CCEE formed a 2-year partnership with the CA LMI and Monterey County Office of Education (MCOE) to support the labor-management collaboration by developing a Monterey county regional labor-management network. The goal of the MCOE regional network is to build capacity within county and school district labor-management teams to support deeper levels of collaboration, communication, and partnership to improve outcomes for students and staff.

The CA LMI developed a series of workshops and coaching opportunities for school districts during the 2018-19 and 2019-2020 school years for the Monterey county regional labor-management network.

PURPOSE OF NETWORK

The Monterey County Regional Labor-Management Network's purpose was to build the capacity both within MCOE leadership and at the district leadership level for those located within the MCOE region. The network includes 12 districts who participated in learning and implementing labor management collaboration strategies and practices.

Convenings were held to provide a space for labor and management to work together on issues outside of the collective bargaining process and to build a plan for continued collaboration. Labor management teams learn frameworks, strategies and approaches during convenings. To do so, the CA LMI convened district and county office labor management teams in a safe space where they can have tough conversations, build trust to collectively problem-solve, explore new frameworks and research, and address challenges through a lens of collaboration and labor-management partnership.

Studies from researchers such as Anthony Bryk have highlighted the importance of developing collective trust among school staff (Bryk, 2010). In a labor-management context, more recent research from Saul Rubinstein and John McCarthy from Rutgers and Cornell Universities has shown the impact of labor-management partnership and collaboration on student achievement and staff retention. These impacts are particularly pronounced in high poverty schools. For instance, their work found that teacher turnover in high-poverty schools was 3.5 times the rate of that in low-poverty schools when school-level educator collaboration was low. However, when collaboration was high, there was no statistical difference between turnover in high-poverty and low-poverty schools. Additionally, Rubenstein & McCarthy found that formal union-management partnerships at the district-level seem to be a catalyst for building highly collaborative schools, finding that district partnerships are positively associated with school collaboration.



ROLE OF CCEE

In addition to a role in supporting and promoting the network among county offices and district administration, CCEE plays an important role in supporting the Monterey County Regional Labor-Management Network as an integral component of district capacity building and continuous improvement. With this partnership, the CA LMI has been developing plans to expand regional networks in several areas of the state. Additional financial support in sharing the costs to support this regional network will help expand the ability to develop additional networks elsewhere in the state. CCEE continues to collaborate in the Ca LMI steering committee.

PROGRAM DESIGN

CCEE partnered with the CA LMI to convene districts within the MCOE region to build capacity around labor-management partnership and collaboration. Leaders attended convenings in teams composed of superintendents, central office staff, certificated union leaders, classified union leaders and site staff to plan the strategic direction of their district or county office. Established practices included:

- Commit to collaborative problem-solving
- Establish guiding behaviors and principles
- Form a diverse team
- Develop a shared labor-management vision
- Clarify decision making processes
- Improve communication between labor and management
- Build a structure for collaboration (LEA Learning Teams)

District participation in the Monterey County Regional Labor-Management Network is voluntary and includes three opportunities annually to convene participating labor-management teams, in addition to the annual CA LMI Summer Institute. CA LMI convenes districts in a safe space where they can have tough conversations and build trust to collectively problem-solve, explore new frameworks and research, and address challenges through a lens of collaboration. The equitable and inclusive joint learning opportunities focus on building collaborative practices and structures to facilitate organizational culture change, improving outcomes for students and staff.

CA LMI also worked with the MCOE staff to model labor-management collaboration by providing facilitated training for county office staff including the managers in the Ed Services division. The county office labor-management learning team (COLT) met monthly to build their capacity to support labor-management collaboration and developed a process to expand the use of collaborative tools and strategies across the organization.



PROGRAM OUTCOMES

The Monterey County Regional Labor-Management Network saw gains across teams. As of December 2019, 75% of participating LEAs had developed a district level labor-management learning team which was meeting regularly. Increased focus on collaboration also impacted County Office labor-management engagement. Below, we have highlighted key survey items from an MCOE Staff Survey (Feb-Apr 2020) directly linked to the efforts to embed LMI principles of healthy labor-management collaboration into MCOE. The survey of all staff had nearly 500 employee responses (N=495), representing a response rate of 69% (the highest response rate ever for an Employee Engagement survey in MCOE). The COLT intends to continue and expand their engagement with CA LMI to support the continuing organizational culture change by training more staff in CA LMI tools and strategies.

Areas of clear impact

(% combined Strongly Agree and Agree)

77% My team routinely engages in collaborative problem solving.

74% My team encourages input and voice from all team members.

72% My team has opportunities to discuss ways to professionalize and improve the quality of our work.

72% I am able to express my opinions about improving existing [Box 1] team processes/work products.

70% My team has been empowered to collaboratively shape team priorities.

“ In my 28 years of being a public school educator, I can honestly say that there have been three signature practices that I have had the opportunity to engage in that truly have the potential to move the needle for educating ALL students. The CA Labor Management Initiative is one of those three practices. Their mission is very clear: they seek to engage school system unions and management as collaborative partners in creating, resourcing and implementing solutions resulting in a strong public education system that serves every student in California.”



Roberto Núñez, Ed.D
Director of Leadership
Development Ed. Services,
MCOE





SPOTLIGHT ON ALISAL UNION SCHOOL DISTRICT: ALISAL LABOR MANAGEMENT ACCORD

The CA LMI has been working with the Alisal Union School District for the last 4 years. They formed their labor-management team titled the Alisal Labor Management Accord (ALMA). The ALMA Team is composed of district and labor management, and focuses on collaboration and communication by all stakeholders to create a culture of “we” that will teach the whole child and close the achievement gap for our students. Modeling and supporting a culture of collaboration where all stakeholders are a part of supporting AUSD initiatives that will lead to continuous improvement in our district as a system.



ALMA Composition

- Approximately 50% of the ALMA District Learning Team is comprised of labor and 50% of management

ALMA Key Functions

- Focus on creating a school system rather than a system of schools
- Build a system-wide capacity focused on listening and learning together -- a culture of “we”
- Increase student achievement through empowerment and support of School Leadership Teams
- Using agreed upon data, identifies and diagnoses needs and targeted supports; then monitors the progress of the supports to empower students

ALMA Successes

- Over 5% increase in ELA & Math Proficiency
- Professional Development Committee in place
- Negotiated 2 contracts (over 6 years)
- Rewrote Alisal Teacher Association bylaws to change leadership structure to keep and build capacity
- Include California State Employees Association in Certificated PD
- District Tiered Level of Support for Site Leaders (many new leaders)





CA LMI OVERVIEW OF SUPPORT OPPORTUNITIES

If you are interested in learning more about the CA LMI and would like to participate, the California Labor Management Initiative provides districts and county offices with three tiers of support to advance labor-management collaboration. Districts can choose to participate in any or all of these three levels of support.

Universal Supports, include a Northern California, Southern California and Central Valley convenings and the Summer Institute. These convenings provide a place for unions and management to learn together and build trust and relationships.

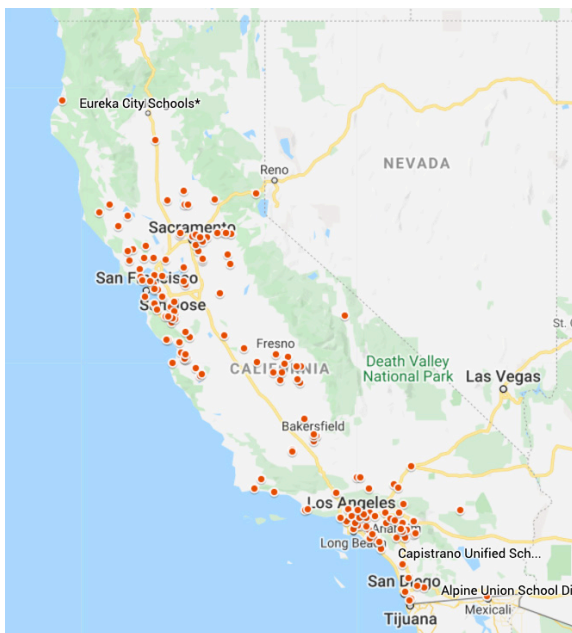
With our partners at the Consortium for Education Change (CEC), and others, we have developed a compilation of research and materials into Building a Culture of Collaboration Focused On Student Learning an 80 page resource guidebook we provide to all participants and use throughout our convenings can be found in our CA LMI Resource Library.

Regional Networks connect multiple districts within a geographic region and support localized networks which build capacity and peer learning opportunities over time.

Regional Networks support sustained peer-to-peer learning, and they provide a structure for teams to share resources, celebrate successes and navigate challenges. We have worked to connect our Regional Networks to County Offices of Education as a hub for convening districts and develop labor-management regional planning committees to further our networks. This approach also deepens our connections to the state system of support by working with County Offices of Education who are responsible for providing assistance to districts.

Individualized Supports provide an opportunity for local education agencies (LEAs) to work with our consulting partners to further support their labor and management teams. The support is tailored to the individualized context of the LEA. Individual LEAs can contract with our consulting partners directly to develop a customized scope of work to advance their labor-management partnership efforts via in-district coaching.

Since 2015 the CA LMI has engaged over 165 labor-management teams from districts and county offices across California. The labor-management teams participating in the CA LMI represent the broad diversity of school systems in California.



“The CA LMI experience has been remarkable in allowing our teacher leaders to interact directly with senior and middle management in a truly collaborative and cooperative environment to address matters of importance to all parties – labor, management, and most important, students.”



Melanie Crall
President
MCOE Teachers Association

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