Office of Shared Accountability
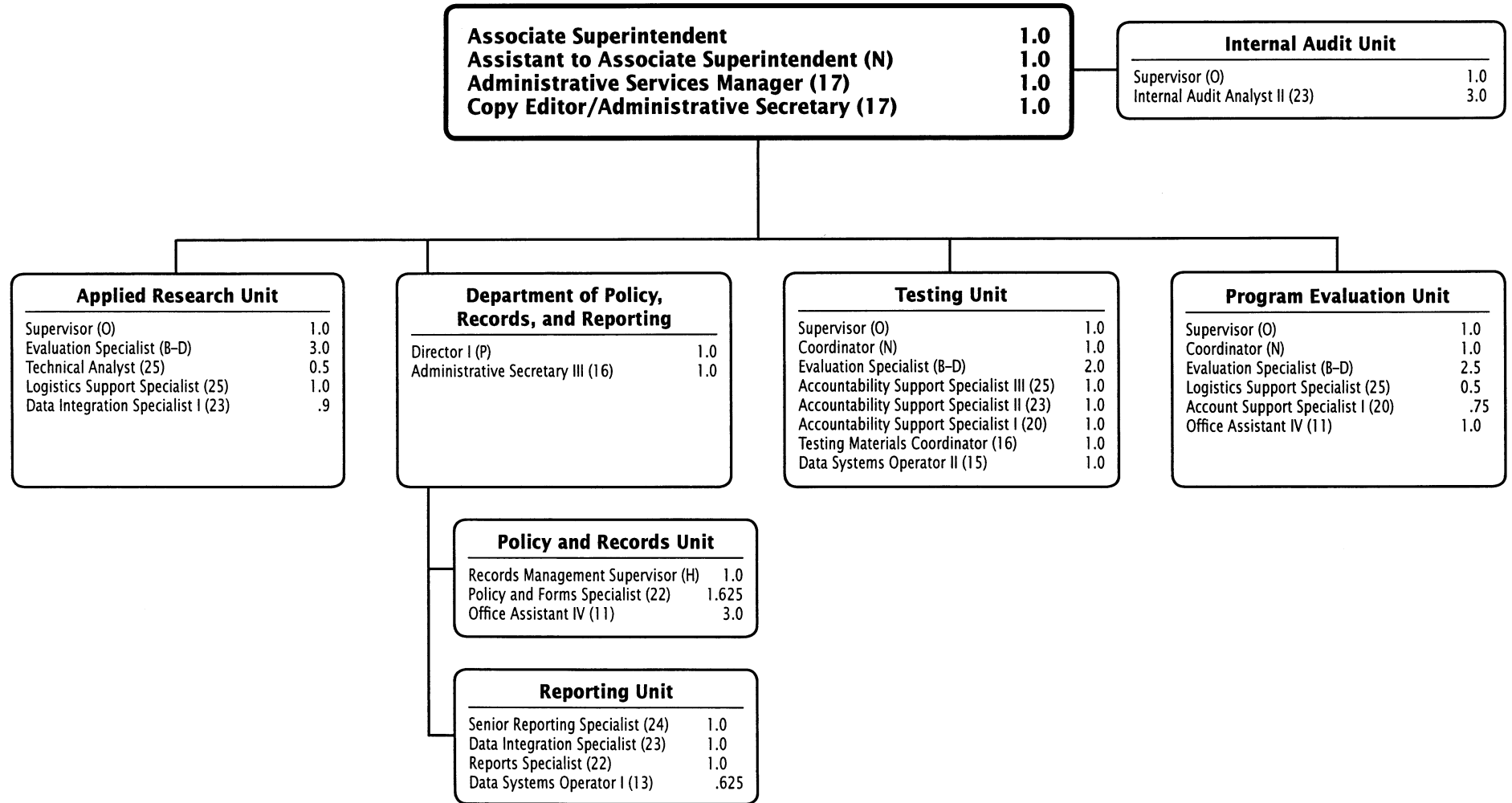
Office of Shared Accountability
Summary of Resources
By Object of Expenditure

OBJECT OF EXPENDITURE	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 BUDGET	FY 2014 CHANGE
POSITIONS					
Administrative	9.000	9.000	9.000	9.000	
Business/Operations Admin.	1.000	1.000	1.000	1.000	
Professional	8.500	8.000	7.500	7.500	
Supporting Services	23.400	23.400	23.900	23.900	
TOTAL POSITIONS	**41.900**	**41.400**	**41.400**	**41.400**	
01 SALARIES & WAGES					
Administrative	$1,120,083	$1,148,840	$1,148,840	$1,169,620	$20,780
Business/Operations Admin.	76,919	79,593	79,593	83,104	3,511
Professional	787,360	859,219	804,965	781,545	(23,420)
Supporting Services	1,685,238	1,761,994	1,797,855	1,820,420	22,565
TOTAL POSITION DOLLARS	**3,669,600**	**3,849,646**	**3,831,253**	**3,854,689**	**23,436**
OTHER SALARIES					
Administrative					
Professional	86,854	47,687	66,080	66,080	
Supporting Services	124,959	116,817	116,817	116,817	
TOTAL OTHER SALARIES	**211,813**	**164,504**	**182,897**	**182,897**	
TOTAL SALARIES AND WAGES	**3,881,413**	**4,014,150**	**4,014,150**	**4,037,586**	**23,436**
02 CONTRACTUAL SERVICES	72,321	490,099	490,099	178,965	(311,134)
03 SUPPLIES & MATERIALS	20,892	24,659	24,659	24,659	
04 OTHER					
Local/Other Travel	7,551	6,944	6,944	6,944	
Insur & Employee Benefits					
Utilities					
Miscellaneous					
TOTAL OTHER	**7,551**	**6,944**	**6,944**	**6,944**	
05 EQUIPMENT					
GRAND TOTAL AMOUNTS	**$3,982,177**	**$4,535,852**	**$4,535,852**	**$4,248,154**	**($287,698)**

Office of Shared Accountability

Associate Superintendent	**1.0**
Assistant to Associate Superintendent (N)	**1.0**
Administrative Services Manager (17)	**1.0**
Copy Editor/Administrative Secretary (17)	**1.0**

Internal Audit Unit

Supervisor (O)	1.0
Internal Audit Analyst II (23)	3.0

Applied Research Unit

Supervisor (O)	1.0
Evaluation Specialist (B–D)	3.0
Technical Analyst (25)	0.5
Logistics Support Specialist (25)	1.0
Data Integration Specialist I (23)	.9

Department of Policy, Records, and Reporting

Director I (P)	1.0
Administrative Secretary III (16)	1.0

Testing Unit

Supervisor (O)	1.0
Coordinator (N)	1.0
Evaluation Specialist (B–D)	2.0
Accountability Support Specialist III (25)	1.0
Accountability Support Specialist II (23)	1.0
Accountability Support Specialist I (20)	1.0
Testing Materials Coordinator (16)	1.0
Data Systems Operator II (15)	1.0

Program Evaluation Unit

Supervisor (O)	1.0
Coordinator (N)	1.0
Evaluation Specialist (B–D)	2.5
Logistics Support Specialist (25)	0.5
Account Support Specialist I (20)	.75
Office Assistant IV (11)	1.0

Policy and Records Unit

Records Management Supervisor (H)	1.0
Policy and Forms Specialist (22)	1.625
Office Assistant IV (11)	3.0

Reporting Unit

Senior Reporting Specialist (24)	1.0
Data Integration Specialist (23)	1.0
Reports Specialist (22)	1.0
Data Systems Operator I (13)	.625

F.T.E. Positions 41.4

FY 2014 OPERATING BUDGET

Mission *The mission of the Office of Shared Accountability (OSA) is to provide timely, responsive, and useful information that supports high expectations, equitable practices, and continuous improvement efforts throughout Montgomery County Public Schools (MCPS).*

Major Functions

OSA consists of the Applied Research, Internal Audit, Program Evaluation, and Testing units, and the Department of Policy, Records, and Reporting.

The functions and activities of the Applied Research (AR) unit are aligned with the MCPS strategic plan, *Our Call to Action: Pursuit of Excellence,* and support the goals of the plan in a variety of ways. The AR unit conducts research to understand factors that influence student outcomes and perceptions of school quality, including the production of extensive research reports on academic indicators and standardized tests that support data-driven decision making, school improvement, and academic achievement. The AR unit also develops prediction models and monitoring tools that are designed to inform articulation and instructional decisions. The AR unit conducts research to examine the relationship between the Seven Keys to College and Career Readiness and postsecondary outcomes of MCPS graduates. The AR unit provides trend and gap analysis used to measure the attainment of data points that monitor milestones of the MCPS strategic plan and guide school improvement planning. In addition, surveys regarding the quality of services and supports provided by MCPS and administered to students, parents, and staff provide information for continuous improvement throughout the school system. The AR unit engages in a number of collaborative research projects with other MCPS offices and with agencies and institutions outside of MCPS. The AR unit staff collaborates with Gallup, Inc. in conducting the student and staff engagement surveys and uses the aggregated data to pursue research questions that are of interest to the system. In addition, the AR unit coordinates requests made to MCPS for external research and assists in developing surveys to report on system-wide initiatives.

The Internal Audit (IA) unit conducts financial and program audits of funds appropriated by MCPS, as well as funds within the Independent Activity Fund at individual school sites. These audits ensure that expenditures of such funds (including federal, state, and private grant monies) conform to statutory or other restrictions on their use and ensure compliance with reporting requirements for use of these funds. The IA unit also is responsible for managing the MCPS external audit contract, interacting with the Maryland State Department of Education (MSDE), the Maryland Public School Construction Program, and the Maryland Office of Legislative Audits on auditing issues, assessing the school system's internal financial controls, and advising managers of any required corrective actions. Training and assistance are provided to school-based and non-school-based managers to enable them to identify and minimize the risk of loss of the system's resources; to prepare accurate, timely, reliable operating information supported by appropriate documentation; to provide help to schools and offices dealing with outside vendors; and to monitor compliance with specific policies and regulations.

The Program Evaluation (PE) unit designs and conducts comprehensive evaluations of MCPS programs and initiatives to provide quantitative and qualitative information on fidelity of programs' or initiatives' implementation and their outcomes through the application of scientific tools and techniques. These evaluations focus on priority areas and initiatives of the Board of Education (Board) and superintendent of schools to ensure success for every student and improve student learning. Evaluations also are done for key curricula that support these priority areas and initiatives and federal and state grants. In addition, the PE unit staff members provide technical assistance and consultation to other MCPS program staff, develop evaluation plans for major grant proposals sought by the school system, provide psychometric consultation and analyses, and collaborate with outside higher education institutions in the evaluation of selected programs operating within the school system. The PE unit's evaluation findings play an integral role in programmatic decisions regarding both internally funded and grant-funded educational programs instituted to benefit students.

The Testing unit (Testing) oversees administration of assessments and provides data for measuring and monitoring student achievement. This responsibility includes a comprehensive program of student assessment, including local exams and all facets of assessments mandated by MSDE in compliance with the *No Child Left Behind Act of 2001* (i.e., the Maryland School Assessment (MSA), Alternate MSA, Maryland High School Assessment (HSA), and Modified HSA). Testing also supports the administration of cognitive assessments for gifted and talented identification for all Grade 2 students, the National Assessment of Educational Progress (NAEP), and the Assessing Comprehension and Communication in English State-to-State for English Language Learners (ACCESS for ELLs) English Language Proficiency Test. Testing unit staff members have primary responsibility for overseeing the administration (training, materials, security) of these assessments, as well as the analysis and reporting of the results to MSDE, the MCPS Board, MCPS staff, and the public. With the introduction of the new Maryland Accountability Program in 2012, Testing staff are providing additional professional development and informational sessions to school staff and central office leadership.

The Department of Policy, Records, and Reporting comprises three units: Policy; Records; and Reporting. The Policy unit develops and manages revisions to and codification of policies and regulations; provides technical assistance to responsible offices, departments, divisions, and external stakeholders for reviewing, updating, and revising policies and regulations; and monitors, reviews, and analyzes state and federal legislation to ensure alignment between MCPS policies and regulations and local, state, and federal laws. The unit publishes MCPS policies and regulations, both in paper form and electronically. Additionally, the Policy unit administers a system-wide forms management and control program that ensures accurate and consistent data collection.

The Records unit is responsible for the creation, maintenance, and retention of student records and some employee records, as well as office records. The Records unit monitors and implements state requirements for maintenance of student records and supports schools in ensuring the timely and accurate entry of information into a student's electronic and paper record. The unit also serves the needs of the public who require access to their records.

A major function of the Reporting unit is to ensure compliance with federal, state, and local reporting requirements. The Reporting unit provides infrastructure support for collecting and sharing data, monitoring data to ensure accuracy, verifying and transmitting data reports, and serving as a resource for the system and the community for ad hoc student data requests. Additionally, the Reporting unit produces formal reports, including Schools at a Glance, Special Education at a Glance, and School Safety and Security at a Glance.

All OSA units receive, process, and respond to ad hoc requests by stakeholders throughout the school system.

Trends and Accomplishments

OSA has addressed the challenges of increased demands for services and products in each of the following areas:

- Policy and regulatory requirements related to federal, state, and local mandates.
- Requests for access to and collection of data to support strategies and milestones in the MCPS strategic plan.
- Mandates at both the federal and state level for high-stakes testing and accountability.
- Awareness of the value and increased staff capacity of using data-driven and research-based decision making to guide both systemic and school-level improvements.
- Requests for implementation and outcome evaluations of major reforms, initiatives, and policies.
- Collaboration with other MCPS offices to support the collection and appropriate use of data.

- Collaboration and partnerships, particularly in grant-supported initiatives, that require evaluation services.
- Demand for internal financial controls, monitoring, and compliance and increased federal and state reporting requirements.

During the 2011–2012 school year, OSA supported the MCPS mission, vision, and goals through the following activities:

- Oversaw the administration of a comprehensive program of online and/or paper-pencil student assessments, including more than 300,000 assessments mandated by MSDE, as well as 50,000 national assessments such as the PSAT, InView, TN/2, InView, ACCESS for ELLs, and NAEP assessments and 350,000 countywide high school final exams.
- Conducted more than 60 training sessions for school-based staff on topics, including differentiated accountability, adequate yearly progress, test administration and security, and data interpretation; conducted training sessions for school and central office staff on the use of middle and high school monitoring tools to help staff identify students who are at academic risk and can be supported by intervention strategies.
- Provided comprehensive aggregated student achievement data to stakeholders throughout the district that may be used to identify strengths and weaknesses in student and school performance and to evaluate instructional programs.
- Completed 21 research or outcome evaluations in the form of reports, briefs, or data summary memoranda on the impact of MCPS programs, practices, and initiatives on the school environment, students, and staff.
- Completed 13 implementation or formulative evaluations of MCPS programs, practices, and initiatives in the form of reports, briefs, or data summary memoranda to determine fidelity of programs/initiatives implementation and provide formative information for the purpose of their improvement or enhancement.
- Developed instruments and administered surveys addressing MCPS programs or initiatives, including 4,493 student, 1,020 staff, and 1,724 parent surveys related to program evaluation.
- Developed and administered surveys for collecting qualitative data, including 52 face-to-face interviews with students or staff and monitoring 282 students' reading program interventions/supports.
- Provided ongoing technical support and data analysis support to MCPS M-Stat and MCPS cross-functional project teams.
- Provided evaluation services and consultation to seven federal or state grants for MCPS.
- Provided ongoing methodological support and responded to ad hoc requests for technical

assistance, consultation, or data analysis from other MCPS departments and MCPS/Higher Education Partnerships.

- Published reports including those on strategic plan data points, standardized assessments, Schools at a Glance, Special Education at a Glance, and School Safety and Security at a Glance.
- Managed the production of the Annual Report on *Our Call to Action: Pursuit of Excellence.*
- Revised/developed 37 policies, regulations, and exhibits and 130 forms.
- Provided more than 30 training sessions and support to school-based record keepers, pupil personnel workers and guidance counselors.
- Filed multiple reports to ensure system compliance with state and federal requirements.
- Received and processed more than 24,000 records for students who withdrew or graduated from MCPS schools in 2007.
- Processed approximately 10,000 diplomas.
- Successfully completed 99 Independent Activity Fund audits and 11 studies of operations for use by senior leadership and school management.
- Revised several chapters of the MCPS Financial Manual and collaborated in providing financial training to school staff.
- Participated in the selection process for acquisition of Independent Activity Fund auditing software.
- Developed, administered, and analyzed and reported results for approximately 200,000 MCPS satisfaction surveys of parents, students, and staff. These surveys included the Surveys of School Environment, Surveys of Supporting Services, and the Non-School-based Staff Survey of Work Environment. Developed instruments and administered 2,828 student surveys; 790 teacher surveys, and 4,920 parent surveys for use in program evaluation.
- Administered and reported results for the Graduate Survey, administered to 10,000 Grade 12 students.
- Processed and reported summary results of nearly 200,000 high school standardized test scores (approximately 100,000 SAT and ACT scores; 60,000 PSAT scores; 31,000 AP and IB exam scores).
- Provided report and analysis of local assessment data used to monitor primary reading strategic plan data points for primary reading and elementary and middle school mathematics.
- Developed and maintained internal and public websites to disseminate research findings and survey results.
- Provided trend and gap analysis used to measure attainment of data points in order to monitor milestones of success.
- Processed nearly 70 requests for internal/external research/data collection activities.

Major Mandates

- MCPS Strategic Plan—OSA is the reporting office for most of the data points in Goals 1 and 2 of the strategic plan. This involves data collection, analysis, interpretation, and establishment of five-year targets. OSA also coordinates the logistics and production of the entire annual report.
- Board Mandates—OSA coordinates a comprehensive review of all MCPS policies and regulations to ensure compliance with federal, state, and local law; conformity between practice and policy or regulatory language; and alignment with Board goals and initiatives with relevant current research, and with related polices and regulations. OSA also oversees a comprehensive BOE policy development process, as well as management of the publication of the Policies and Regulations Handbook.
- Grant Mandates—OSA provides support for the development and implementation of grant evaluation activities.
- Federal Mandates—OSA is responsible for administration of the *Family Education Rights and Privacy Act.*
- State Mandates—OSA monitors student records maintenance, in accordance with provisions in Code of Maryland Regulations (COMAR) 13A.08.02 and Annotated Code of Maryland, Article 54, and manages the changing state requirements for enrollment for the purposes of calculating basic aid.
- State Graduation Requirements—OSA certifies that students completing the appropriate requirements will receive a state diploma, certificate of merit, or certificate of completion (COMAR 13A.03.02). OSA also supports the administration of the High School Assessment (HSA) program. These end-of-course exams are a requirement for a Maryland high school diploma. Reporting the results and analyses of these assessments and supporting MCPS staff members with data analysis and interpretation of results also are key functions of OSA.
- Federal and State Testing Requirements—OSA supports the administration of more than 300,000 tests annually for the Maryland School Assessment (MSA) program. Assessments Include the MSAs, Modified MSAs, HSAs, Modified HSAs, Alternate HSAs, Language Assessment System Links, and NAEP. Reporting the results of these assessments and supporting MCPS staff members with data analysis and interpretation also are key functions of OSA.
- Federal Mandates—OSA prepares and submits Office for Civil Rights and Equal Employment Opportunity Commission reports, as required by the federal government, and student accounting reports required by the state, including attendance, enrollment, entries, and withdrawals.
- Local Assessment Mandates—OSA manages the administration of locally administered assessments, including training, test security, distribution and

collection of secure materials, loading test scores, and reporting results. Assessments include the TN/2, InView, ACCESS for ELLs, and MCPS countywide final exams.

Strategies

- Refining the communication and management of the data OSA produces. Increasingly, school leaders and teachers will be able to access data themselves rather than requesting data be produced for them. By refining the processes, OSA will facilitate using data as a tool for transformation at the classroom, school, and district levels by school staff. OSA collaborates with the Office of the Chief Technology Officer in the development of the Data Warehouse, building the capacity of individuals throughout the system to access data through Data Warehouse. Real-time data will support the end users of the data (e.g., teachers, administrators).

- Designing and implementing monitoring tools to increase the research-driven decision-making capacity of administrators and teachers.

- Designing and implementing monitoring tools that enable school staff to identify and monitor students at risk in a timely manner.

- Increasing capacity to use digital technology in conducting assessments to facilitate the collection and analysis of data. This shift of resources from supporting administration of paper surveys and assessments to quicker, more accurate electronic versions will expedite feedback to schools and students. In some cases, online assessments may enable immediate feedback to teachers for in-house assessments.

- Building system capacity for decision making. OSA seeks to empower schools and departments to access data more effectively. OSA seeks to transfer to customers the skills needed to support work toward School Progress Index goals, creating data sets or determining the impact of the strategies used. This effort will allow OSA to perform more complex analyses and to create complex prediction models to be embedded later in the Data Warehouse.

- Supporting strategic planning in MCPS. OSA plays a key role in providing data for the system improvement processes, including the Annual Report on *Our Call to Action: Pursuit of Excellence* and the Baldrige school improvement process.

- Facilitating quality control. OSA facilitates the use of accurate, error-free data to help schools monitor and improve performance. OSA supports efforts throughout the system to identify and communicate best practices and procedural improvements. OSA continues to improve monitoring and reporting of student information and other state reporting requirements. The Internal Audit and Reporting units continue to refine the outcomes of internal and external audits and to support schools' improvements

in the management of financial and student records. These efforts identify and reduce risk by increasing accuracy, reliability, and the ability to support the data used to demonstrate compliance with the district, county, state, and federal regulations and requirements.

Performance Measurements

Performance Measure: OSA will frequently update the middle school and college readiness monitoring tools to provide school staff with actionable data.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
11	11	11

Explanation: OSA will quickly update monitoring tools immediately after new data is available to allow school staff to provide timely interventions.

Performance Measure: OSA will reduce the time from the release of data to development and delivery of parent home reports.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
7 weeks	6 weeks	6 weeks

Explanation: OSA is continuously evaluating processes and technology to reduce the time needed to clean data files and prepare, print, and send home reports.

Performance Measure: OSA will review and respond to ad hoc data analysis requests.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
62	65	67

Explanation: OSA is receiving an increasing number of ad hoc requests for data analysis as the system has moved to increased data-driven decision making and accountability.

Performance Measure: Increase the provision of technical assistance to school staff in the areas of enrollment procedures, attendance practices and procedures, and immunization compliance.

Sessions provided:

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
High Schools	6	6	6
Middle Schools	4	4	4
Elementary Schools	3	3	3

Explanation: Technical assistance is provided to help record keepers understand the procedures that must be followed in order for MCPS to have student records that will stand up to MSDE audit requirements. While MCPS performed well on the last MSDE audit, the addition of new requirements, new school staff, and the

potential financial consequences to the school system require that more staff time be devoted to providing technical assistance in these areas.

Budget Explanation
Office of Shared Accountability—
621/622/623/624/625/626/627

The current FY 2013 budget for this office is changed from the budget adopted by the Board of Education on June 14, 2012. The change is a result of a realignment of a .5 evaluation specialist position and $54,254 to a .5 logistics specialist position and $35,861 and professional part-time salaries of $18,393. This realignment provides the office additional flexibility in completing tasks and providing support for schools and central office.

The FY 2014 request for the Office of Shared Accountability is $4,248,154, a decrease of $287,698 from the current FY 2013 budget. An explanation of this change follows.

Continuing Salary Costs—$23,436
There is an increase of $23,436 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

Realignment—($300,000)
There is a realignment of $300,000 to move funding for the Gallup Staff Engagement Survey from this office to the K-12 Instruction budget.

Program Efficiencies and Reductions—($11,134)
There is reduction of $11,134 budgeted for the FY 2014 annual audit. This reduction can be made due to implementation of new software for auditing independent activity funds.

Office of Shared Accountability - 624/621/622/623/625/626/627
Dr. Susan Marks, Associate Superintendent

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages					
Total Positions (FTE)	41.900	41.400	41.400	**41.400**	
Position Salaries	$3,669,600	$3,849,646	$3,831,253	**$3,854,689**	$23,436
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		47,687	66,080	**66,080**	
Supporting Services Part Time		116,817	116,817	**116,817**	
Other					
Subtotal Other Salaries	211,813	164,504	182,897	**182,897**	
Total Salaries & Wages	3,881,413	4,014,150	4,014,150	**4,037,586**	23,436
02 Contractual Services					
Consultants					
Other Contractual		490,099	490,099	**178,965**	(311,134)
Total Contractual Services	72,321	490,099	490,099	**178,965**	(311,134)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		7,800	7,800	**7,800**	
Other Supplies & Materials		16,859	16,859	**16,859**	
Total Supplies & Materials	20,892	24,659	24,659	**24,659**	
04 Other					
Local/Other Travel		6,944	6,944	**6,944**	
Insur & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	7,551	6,944	6,944	**6,944**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$3,982,177	$4,535,852	$4,535,852	**$4,248,154**	($287,698)

Office of Shared Accountability - 624/625/626/627/621/622/623

Dr. Susan Marks, Associate Superintendent

CAT		DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
		624 Office of Shared Accountability						
1		Associate Superintendent		1.000	1.000	1.000	**1.000**	
1	N	Asst. to Assoc Supt		1.000	1.000	1.000	**1.000**	
1	17	Copy Editor/Admin Sec		1.000	1.000	1.000	**1.000**	
1	17	Admin Services Manager I		1.000	1.000	1.000	**1.000**	
		Subtotal		**4.000**	**4.000**	**4.000**	**4.000**	
		625 Testing Unit						
1	O	Supervisor		1.000	1.000	1.000	**1.000**	
1	N	Coordinator		1.000	1.000	1.000	**1.000**	
1	BD	Evaluation Specialist		2.000	2.000	2.000	**2.000**	
1	25	Accountability Supp Spec III		1.000	1.000	1.000	**1.000**	
1	23	Accountability Support Spec II		1.000	1.000	1.000	**1.000**	
1	20	Accountability Support Spec I		1.000	1.000	1.000	**1.000**	
1	16	Testing Materials Coordinator		1.000	1.000	1.000	**1.000**	
1	15	Data Systems Operator II		1.000	1.000	1.000	**1.000**	
		Subtotal		**9.000**	**9.000**	**9.000**	**9.000**	
		626 Applied Research Unit						
1	O	Supervisor		1.000	1.000	1.000	**1.000**	
1	BD	Evaluation Specialist		2.500	3.000	3.000	**3.000**	
1	25	Technical Analyst		.500	.500	.500	**.500**	
1	25	Logistics Support Specialist		1.000	1.000	1.000	**1.000**	
1	23	Data Integration Specialist		.900	.900	.900	**.900**	
		Subtotal		**5.900**	**6.400**	**6.400**	**6.400**	
		627 Program Evaluation Unit						
1	O	Supervisor		1.000	1.000	1.000	**1.000**	
1	N	Coordinator		1.000	1.000	1.000	**1.000**	
1	BD	Evaluation Specialist		4.000	3.000	2.500	**2.500**	
1	25	Logistics Support Specialist				.500	**.500**	
1	20	Accountability Support Spec I		.750	.750	.750	**.750**	
1	11	Office Assistant IV		1.000	1.000	1.000	**1.000**	
		Subtotal		**7.750**	**6.750**	**6.750**	**6.750**	
		621 Dept. of Policy, Records, Reporting						
1	P	Director I		1.000	1.000	1.000	**1.000**	
1	24	Senior Reporting Specialist		1.000	1.000	1.000	**1.000**	
1	23	Data Integration Specialist		1.000	1.000	1.000	**1.000**	
1	22	Reports Specialist		1.000	1.000	1.000	**1.000**	
1	16	Administrative Secretary III		1.000	1.000	1.000	**1.000**	
1	13	Data Systems Operator		.625	.625	.625	**.625**	
		Subtotal		**5.625**	**5.625**	**5.625**	**5.625**	

Office of Shared Accountability - 624/625/626/627/621/622/623

Dr. Susan Marks, Associate Superintendent

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
	622 Policy and Records Unit						
1	H Records Management Supervisor		1.000	1.000	1.000	**1.000**	
1	22 Policy/Forms Specialist		1.625	1.625	1.625	**1.625**	
1	11 Office Assistant IV		3.000	3.000	3.000	**3.000**	
	Subtotal		**5.625**	**5.625**	**5.625**	**5.625**	
	623 Internal Audit Unit						
1	O Supervisor		1.000	1.000	1.000	**1.000**	
1	25 Internal Audit Analyst II		3.000	3.000	3.000	**3.000**	
	Subtotal		**4.000**	**4.000**	**4.000**	**4.000**	
	Total Positions		**41.900**	**41.400**	**41.400**	**41.400**	